

**WORK ENVIRONMENT OF HOUSEKEEPING EMPLOYEES ON
JOB PERFORMANCE IN 3-5 STAR HOTELS IN NAIROBI CITY
COUNTY, KENYA**

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DECLARATION

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This research thesis is my original work, never submitted before for the award of a degree in any other university.

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DEDICATION

My thesis is devoted to the Owiti's household for helping me during the learning engagement. Additional thanks go to my husband Paul Owiti for the financial boost. To my children, Erick Wagunda, Lilian Akeyo, Johnmark Ochieng, and Seline Atieno, thank you for assistance, especially in digital matters. To my dear parents Noah Onyango and Seline Achieng', who laid the foundation of my education, I thank you a lot.

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ABBREVIATIONS

DV:	Dependent Variable
HHs:	Hotel Housekeepers
HR:	Human Resources
HRM:	Human Resources Management
ILO:	International Labor Organization
I V:	Independent Variable
MSD:	Musculoskeletal Disorders
MV:	Meal Voucher
NACOSTI:	The National Commission for Science, Technology & Innovation
OC:	Organizational Culture
SPSS:	Statistical Package for Social Scientists
WTTC:	World Travel and Tourism Council

OPERATIONAL DEFINITION OF TERMS

DV:	Dependent Variable (Job Performance)
Employee:	One who provides services in an organization normally in reciprocation for wages or salary
Employee Health:	Physical and emotional conditions of employees caused by their work environment
Hotels:	Organizations offering accommodation, food, beverage and recreational services at a fee
IV:	Independent Variable (Work Environment and its factors)
Job performance:	The effectiveness with which an employee accomplishes the organizations' goals
Management support:	The extent to which supervisors and managers relate to and empower their employees to perform better
Organizational Culture:	A pattern of practices, opinions, behavior and characteristics considered valid by an organization
Teamwork:	The joint work of individuals in achieving a shared target
Work Environment:	The emotional and physical circumstances under which employees carry out their jobs, directly impacting their performance

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ABSTRACT

The Multinational Labor Criterion on Safety and Health of employees has categorized hotel employees among the high-risk groups. Many studies show that hospitality and service employees work in an ever-changing work environment, which poses significant challenges to their performance. The housekeeping department is the keystone of a hotel. It takes care of cleanliness of the entire hotel and keeps a stock list and maintenance of all the accommodation and public areas. Managing human resources is the key tool to improve job performance. It is against this context that the research was undertaken. Specifically, the study examined the influence of the work environment factors i.e. employee health and safety, teamwork and managerial support, on the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya, while also assessing the moderating role of organizational culture on the relationship between work environment and the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya. The study was guided by the Job Demands - Resource Theory, Human Capital Theory and Person – Environment Fit Theory, which together explain how work environment, management support and organizational culture shape employee performance. Targeted respondents were rooms, laundry and public area employees of the housekeeping department in 3–5-star hotels. Primary data was collected from sampled housekeeping staff of 3 – 5-star hotels in Nairobi, using structured self-completion questionnaires. Sample frame was drawn from housekeeping top management through purposive sampling and from the middle and lower management through cluster sampling. Descriptive statistics used for analyzing data included mean, standard deviation and percentiles. Relationship between study variables was established using inferential statistics. Data was analyzed using The Statistical Package for Social Scientists (SPSS). Analyzed data was presented using frequencies, percentages, tables and charts. With $r = 0.692$, $r^2 = 0.478$, $F(1, 118) = 108.18$ at $P = 0.001 < 0.05$, it was concluded that employee health and safety have positive significant influence on employee job performance. Further, teamwork [$r = 0.633$, $r^2 = 0.401$, $F(1, 118) = 79.08$, $P = 0.001 < 0.05$] has positive and significant influence on employee job performance. In addition, managerial support [$r = 0.730$, $r^2 = 0.533$, $F(1, 118) = 134.54$, $P = 0.001 < 0.05$] has a positive, significant influence on employee job performance. The study also established, organizational culture to have no moderating influence on the relationship between work environment and employee performance [$r^2 = 0.61$, $F(1, 118) = 0.185$, $P = 0.668 > 0.05$]. The study concluded that improving employee health, promoting teamwork and enhancing managerial support substantially improve housekeeping employee performance. The study recommended that employee health and safety should be enhanced through initiatives like regular health check-ups, ergonomic adjustments, and proper safety training. Further, it was recommended that hotels should focus on fostering and nurturing teamwork through effective communication, mutual support, and shared goals to enhance teamwork dynamics. It also recommended hotels to prioritize and cultivate a supportive managerial approach by engaging with housekeeping staff and offering guidance when needed. The study also recommended that while organizational culture did not directly influence the relationship between the variables, organizations should continue to focus on fostering a positive and supportive culture that aligns with their values and goals.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The hospitality industry is one of the quickest developing sectors worldwide and a critical subscriber to economic growth, employment creation and foreign exchange profits. Inside this sector, housekeeping plays a key role in sustaining cleanliness, hygiene and solace- key factors influencing guest satisfaction and repeat business (Kim and Lee, 2021). In disregard to their vital role, housekeeping employees often operate under rigorous physical circumstances, time notices, and limited recognition from management.

According to The World Travel and Tourism Council [WTTC], 2018, p.3), being among largest sectors all around the world, the tourism and hospitality industry “creates employment, stimulates exports, and increases economy globally” World Travel and Tourism Council (2019), reported concurrently that throughout the world, hospitality sector generated 8.8 billion USD in gross domestic product (GDP), and supported 319 million jobs, representing 10.4% of all employment in 2018. This makes hospitality employees the most precious asset of any hotel in ensuring its strength and sustainability. The hotel sector is fashionable and an important player in Kenya’s growth. The Tourism Regulatory Authority of Kenya (2020), classified a total of 225 establishments with a one-to-five-star rating and found that they hosted a total of 16,156 rooms and 26,786 beds.

According to previous research, the physical surroundings, interpersonal relationships and management methods all have a big influence on employee health and performance (Ahmad et al., 2020). Better performance, lower turnover and higher service quality are the results of a particular and promising work environment (Otoo and Mishra, 2022). On the contrary, bad working conditions, insufficient teamwork and a lack of managerial support can bring about burnout and anxiety, finally putting the hotel in jeopardy. The hospitality industry in Kenya, particularly in Nairobi County has experienced steady growth as a result of increased business travel, tourism and international events. Nairobi is home to several 3–6-star hotels, which sets high standards for service quality and heavily rely on housekeeping staff to uphold quality reputation and guests' comfort. Panchanatham and Jayalakshmi (2016) pointed out that inadequate work conditions reduce the overall efficiency of the organization resulting in lower performance and greater costs.

Again, research shows that hotel housekeeping department employees are susceptible to poor working conditions and challenges leading them to perform incompetently. Moreover, a positive workplace brings lasting relationships between staff members and the company (Musinya, Musinya, (2021). High demands (job overload, time limits, physical strain) insufficient resources and limited control brought on by role conflicts are the main causes of stress for hotel housekeepers. Chela-Alvarez, Bulilete, García-Buades, Ferrer-Perez and Llobera-Canaves (2020) provided these results and the techniques used by hotel housekeepers to cope with them.

In Human Resource Management, studies, through empirical observation, have proven that teamwork positively impacts on the achievement of employees. For example,

Adbulle and Aydintan (2019) found out this in banks; Jawabreh, Mahmoud and Hamasha (2020) in engineering; Adil and Hamid (2020) in hospitality. Idris, Wahab and Jaapar (2022) indicated that meaningful involvement by management was suggested. Organizational culture, employee participation and HR practices contribute to efficient accomplishment and the settings in which people and organizations operate in (Gorzelany, Luty, Firlej, Gaisch, Dudziak and Scott, 2021).

Previous investigators have mostly focused on different factors to improve employees' performance such as safety, working hours and job restructuring (Masadeh, Obeidat and Tarhini, 2016). As to the findings of Garg and Alwar (2017), the work surrounding of an organization holds an important value and is perceived as a motivator for improving performance. However, few researches have focused on how work environment of Kenya's housekeeping departments affects performance, specifically the hotel industry. In the current study, the researcher focused on more variables, employee health, teamwork and management support, and performance by using organizational culture as the mediating variable.

On that account, understanding how the work environment, particularly employee health, teamwork and managerial support affects the job performance of housekeeping employees in 3–5-star hotels in Nairobi County are significant. Such awareness, as seen in the findings, will enable hotel management to plan more suitable human resource practices that increase employee performance, basically improving service quality and organizational success. This background associates universal hospitality research with the local realities of Nairobi County's 3-5 star hotels, exhibiting how employee health, teamwork and managerial support create the work environment and, therefore, the performance of housekeeping employees.

1.2 Statement of the Problem

The research determined whether work environment of housekeeping employees affects their performance in Nairobi's 3–5-star hotels. Previous studies suggest that a research gap seems to exist in hotel housekeeping workers' perceptions and expectations of good work environment. Cha and Carrier (2016) stated that staff understanding of where work is done and the atmosphere influences how they relate within the organization; exceptionally productive organizations typically offer unbelievable benefits that motivate employees, attracts them and retains them.

A lot more is expected in 3–5-star hotels, the décor is often excellent; the hotels have more employees (human resources) so they can offer more amenities like laundry and dry-cleaning services and room service all through. A gym or spa that is fully equipped, conference room, a swimming pool; the hotel has 24-hour access, different types of rooms priced differently including suites. This shows how these hotels' housekeeping departments are busy and have required population, justifying the study.

The hospitality industry flourishes on service quality, even prolonging reliable service excellence to a great extent depends on the work environment provided to employees, mostly the frontline like housekeeping employees, whose efficiency and service quality determine guest satisfaction and organizational success directly. According to Ahmad et al., (2020), studies have shown worldwide that a supportive work environment- marked by effective management, teamwork and employee wellness leads to better employee performance.

In the Kenyan hospitality sector, especially within Nairobi County's 3–5-star hotels, maintaining high standards of cleanliness and guest comfort relies primarily on

housekeeping employees. Despite their critical role, the performance of many housekeepers faces challenges linked to growing concerns about employee poor health, lack of teamwork and inadequate managerial support. Again, the importance of organizational culture as a moderating factor is frequently ignored. Hotel culture covers values, leadership patterns and communication criteria, can either beef up or undermine the relationship between work environment and job performance.

Thus, there was an important need to analyse how employee health, teamwork and managerial support determine the work environment and how this, then, impacts the job performance of housekeeping employees in 3–5-star hotels in Nairobi County. The study also sought to ascertain the moderating role of organizational culture in these relationships, therefore bringing about a deeper understanding of the human factors that determine employee performance in Kenya’s hospitality sector.

Although several studies have explored employee performance in the Kenyan hotel industry, most have either generalized across departments or focused on front office and food and beverage employees, not noticing the unique demands of housekeeping functions. This study therefore sought to address this gap by examining how the work environment focusing on the variables influences the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya. By identifying how these factors interact to shape employees’ experiences and outcomes, the study aimed at providing practical recommendations for improving performance and overall service quality within the hotel sector.

The gaps can be summarized as: What is known – Work environment affects hotel employees’ performance internationally. What is missing – Specific research focusing on employee health, teamwork and managerial support among housekeeping

employees in 3–5-star hotels in Nairobi County, Kenya. What the study has done – Investigated this relationship to suggest better HR and operational practices.

1.3 Purpose of the study

To ascertain the influence of work environment on employees' achievement in the housekeeping department of chosen 3–5-star hotels in Nairobi City County Kenya. This was done to propose the most comfortable and satisfying work environment for hotel employees to put maximum performance that will outshine their competitors.

Generally, the study sought to determine how fundamental aspects of the work environment, namely employee health, teamwork and managerial support affect employees' power to perform their responsibilities expeditiously and uphold high standards of service quality.

Moreover, the study deliberated to furnish hotel managers and policy makers with practical recommendations for enhancing the work environment through reinforced supervision, fair workload distribution, better communication and team continuity. The findings will add to the wider body of knowledge on employee performance in the hospitality sector and inform schemes for improving employee performance in upmarket hotels within Kenya and farther.

1.4 Research Objectives

The general objective was to examine the influence of the work environment on the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.

1.4.1 Specific Objectives

- 1 To assess how employee health and safety affects the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.
- 2 To examine the effect of teamwork as a work environment factor on the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.
- 3 To determine the effect of managerial support on the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.
- 4 To examine the moderating role of organisational culture on the relationship between work environment factors and job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.

1.5 Research Hypotheses

H₀₁ Employee health has no statistically significant effect on the job performance of housekeeping employees in 3–5-star hotels in Nairobi, Kenya.

H₀₂ Teamwork has no statistically significant effect on the job performance of housekeeping employees in 3–5-star hotels in Nairobi, Kenya.

H₀₃ Managerial support has no statistically significant effect on the job performance of housekeeping employees in 3–5-star hotels in Nairobi, Kenya.

H₀₄ Organizational culture has no moderating impact on the relationship between work environment factors and the job performance of housekeeping employees in 3-5-star hotels in Nairobi, Kenya.

1.6 Significance of the Study

The study discovered the potential problems faced by employees under poor working environments, which later affects their performance. This study is significant as it gives valuable perceptions into how the work environment, particularly employee health, teamwork and managerial support influences the job performance of housekeeping employees in the hospitality industry.

The findings are significant to hotel employers or management as it will give them insight on how to improve employees' performance through initiatives that support improved employees' health, encouraging teamwork and improved techniques for supervision, leading to a positive work environment. The findings will enable housekeeping employees to work as a team through cooperation, positive relationships with fellow staff and improved communication with managers and supervisors but only after being aware of these factors.

Another significance is to policy makers and industry regulators. The study's conclusions will provide applicable knowledge and relevant information to the Kenya Tourism Board and the Ministry of Tourism. To the academic and research institutions, the findings will advance the growing body of research on organizational behaviour and human resource management in the hospitality industry, especially in Kenya. By focusing primarily on housekeeping employees who are frequently overlooked in research related to performance. This will close that research gap.

The findings are significant to future researchers as they will serve as a foundation for more detailed studies on the relationships between job performance and the work

environment in the service sector. It suggests potential subjects for further research like how organizational culture influences employee performance. Also, perceptions from this research can suggest road maps on workload handling, supervision ideals, and employee support methods in hotels.

1.7 Scope of the Study

The hotel industry, as part of the hospitality subdivision, has been an important engine of employment and expansion in Kenya. The importance of the industry is crucial in Nairobi as a capital city as well as a tourist attraction area. The study was limited to investigating Nairobi, Kenya as the area of research, the pinnacle office, wherein human resource associated problems are managed, apart from an extensive assortment of services offered in hotels.

The target population comprised of housekeeping operative staff (room attendants, cleaners, linen and laundry staff) and their immediate supervisors and managers employed in accredited 3–5-star hotels within Nairobi County before or during the study. The study discussed only four work environment issues housekeeping workers undergo (health, teamwork, managerial support and organizational culture) and related them to their performance. Geographically, the study was narrowed to Nairobi County which hosts an important proportion of Kenya’s categorized 3–5-star hotels. Nairobi was selected because it gives a perfect setting for investigating the dynamics between employee wellness, teamwork and management practices, and employee performance in upmarket hotels

The findings are therefore specific to the housekeeping function within 3–5-star hotels in Nairobi County and may not be generalized to lower-category hotels or other regions without further research.

1.8 Limitations of the Study

The study was cautiously carried out and completed though some limitations were noticed that may have determined the scope, interpretation and generalization of the findings: Geographically, the study was restricted to 3–5-star hotels in Nairobi County, which may not reflect circumstances in hotels located in other counties or rural areas or regions in Kenya. The restriction made findings applicable and universal to other urban hotel environments with same features. The researcher had a limited sample size but overcame this by using Yamane's formula to technologically ascertain a satisfactory sample size (135 respondents from 45 hotels). This verified statistical reliability and representativeness within Nairobi County's 3–5-star hotels. The study measured health and well-being through perceptions and self -assessment, rather than medical or physiological indicators. This was a limitation too.

The study had little or no access to some parts of the 3–5-star hotels and some of their documents like internal data. The researcher overcame this by conducting a pre-visit to know the boundaries and accessibility to the hotels and closely related literature. The researcher also obtained formal research permits and authorization letters from relevant institutions like university, NACOSTI, and hotel managers. This established trust and allowed access to non-sensitive HR and housekeeping data. Inadequate information due to limited previous studies on job performance and work environment of housekeepers

was a limitation. To overcome this, the researcher used qualitative and quantitative approaches.

Responders were afraid to share the negative aspects of their work environment to avoid their employers knowing of it. To overcome this, they were guaranteed of privacy of the questionnaires. The study was limited to the methodology in data collection; questionnaires and interviews. This provided thoughts and views of supervisors and operative staff only. Again, this research failed to consider forum groups viewpoints, to find out from the top managers their approach towards adequate working conditions and enhance performance of individual workers. That is why the middle management (supervisors) were interviewed and not the managers as a way of overcoming this limitation.

1.9 Assumptions of the Study

This study was conducted on the basis of some basic assumptions, that guided the research procedure and explanation of findings. The assumptions were thought to be logical and essential for the study's credibility and applicability.

It was assumed that all respondents provided honest, accurate and unbiased responses to the questionnaire and interview items. Their cooperation was essential for obtaining valid and reliable data. The study assumed that employee health, teamwork and managerial support are significant factors contributing to the overall work environment and that they have measurable effects on the performance of housekeeping employees.

It was assumed that the 3–5-star hotels in Nairobi County possess identifiable and measurable differences in their work environments, particularly in terms of employee health, teamwork and managerial support, that could influence employee job

performance. It was assumed that organizational culture interacts with other variables (employee health, teamwork and managerial support) and influences the strength or direction of their effect on job performance. This research anticipated that working environment affects the performance of employees in hotels. It was also assumed that the hotels staff would respond to the questions accurately and honestly without fear of victimization.

1.10 Theoretical framework

The following three theories were applied in the development of the indicators measured in the study objectives:

1.10.1. The Job Demands Resources Theory (JD-R Theory)

This theory was introduced by Demerouti, Bakker, Nachreiner, and Schaufeli in 2001. The model has over the years developed into Job Demands-Resources (JD-R) theory (Bakker and Demerouti, 2017). This theory assumes that work attributes are divided into two: job demands and job resources. According to them, job demands means material, sociable, or organisational components of work which help one to achieve work objectives and reduce stress like workload, complex tasks, long working hours, heavy lifting, interpersonal conflict, irregular working hours, emotional conditions related to work, conflict in roles and work settings that need accurate thinking (cognitive demand) (Bakker and Schaufeli, 2000). Job demands can cause weariness and other health concerns; hence it is related with work stress.

Job resources are things that can potentially excite employees and result to positive benefits like improved employee performance. Examples are good relationships,

participation in decision-making, social support, self-reliance and performance feedback. Furthermore, multiple studies, have demonstrated a link between vitality and job performance. Recent research suggests for workers to be visionary so as to regulate their energy for improved personal welfare and performance (Op den Kamp, Tims, Bakker and Demerouti, 2018). Applying this multilevel method, we can illustrate how management and administrators may assist workers minimise job strain, improve their happiness and job performance.

According to JD-R Theory employee health indicates the resources that reduce tiredness and empower performance. Bakker and Demerouti, 2017), found that bad health is a demand that depletes energy. Measuring fatigue and well-being ties directly to JD-R'S balance between demands and resources According to JD-R Theory teamwork acts as a job resource reducing strain and enhancing engagement. These indicators reflect how teamwork buffers the negative effects of high housekeeping demands

According to J D-R Theory managerial support is a resource that motivates employees and reduces job demands. These indicators align with JRD's concept of job resources fueling performance. JD-R Theory shows that a supportive culture strengthens job resources (teamwork, support, health initiatives and amplifies their effect on performance. These indicators reflect resource availability

1.10.2 Human Capital Theory

In 1960s, Schultz purported that Human capital comprised of the awareness, skilfulness and capabilities of employees engaged in a company (Schultz 1961, p140). Other notions of Human Capital have considered different outcomes. For instance, (Frank and

Bernanke, 2007) and (Acemoglu and Autor, 2009) stress the purpose of Human Capital on efficiency of workers in their particular definitions, whereas writers such as Davenport (1999), admit the importance of Human Capital on workers' performance.

However, growth in research has tried to combine both the personal and organisational views on Human Capital then explore their connection to competitive outcomes (Nyberg, Moliterno, Hale and Lepak, 2014). It's apparent that Human Capital is significant not only to individual-level outcomes but to all outcomes like performance of employees and their growth, but likewise to business-level achievements like competency development and competitive advantage.

Unlike firm's organisational capital (e.g. patents, databases), humans can merely step out and not return (Coff and Raffie, 2015). Organizations must embrace human capital conception in different ways so as to gain the ideal significance of human capital theory. Human capital theory hints that a healthy manpower represents an investment in human capital. Indicators like higher energy levels reflect productivity returns from investing in health programs (Goetzel, et al., 2022).

Human capital theory also suggests that teamwork builds collective human capital through knowledge sharing and skill complementarity. Indicators like team coordination in tasks measures how teamwork develops organizational assets. In agreement with Human capital theory, managerial support enhances employees' skills and productivity by providing resources and training. Indicators like access to tools and equipment and coaching reflect investment in employees as capital. Human capital theory also shows that culture determines how organizations invest in and retain human capital. These indicators reflect whether the culture supports human capital development.

1.10.3 Person - Environment Fit Theory

Person – environment fit generally refers to the harmony between persons with their environs. This theory, whose components are the person and the environment, was anchored by (Schneider, 1987). Traditionally, P-E fit technique dates back to Frank Parsons (1909). In his book, Parsons proffers that a good fit between the work environment and an employee’s abilities would result in high performance. According to the fit theory, people have a natural desire to blend in with their surroundings and look for circumstances that resemble features of their own. Individuals want to fit because they like regularity, want to manage their lives and avoid doubt, have a sense of belonging, desire joy and life contentment (Yu, 2013). Powerful fit theories have been created in realms of well-being and anxiety (Edwards and Cooper, 1990), work adaptation (Dawis and Lofquist, 1984) and organizational culture (Schneider, 1987).

The theory emphasizes the interaction between people’s traits and their environment, where one does not only impact but also is affected by the environment. A person's motivation, behaviour, and overall physical and mental health can all be affected by how compatible they are with their environment. In actuality, people and their surroundings change over time, and a perfect fit seldom exists. Particularly the economic situation and accompanying organizational changes put people in circumstances they may not have desired at first, perhaps leading to a rise in workplace conflicts (Vogel, 2016).

Several researches show that person – environment fit is irrefutably associated with organizational performance, (Tesi, 2021; Tina, Van de Karina and Jaap, 2021; Zeijen, Brenninkmeijer, Peeters and Mastenbroek, 2021). While others show no significant

association between the two (Astakhova, Beal, and Camp, 2017). P. E Fit Theory hints that health outcomes show whether the work environment fits employee capacities. Indicators like stress levels measure the degree of misfit between employees and their work environment. The Theory shows that effective teamwork reflects social fit within the work environment. Indicators like group cohesion measures how well individual housekeepers integrate into their teams.

P E – Fit Theory also states that support from managers ensures a better fit between job demands and employee abilities. These indicators measure alignment between expectations and employee capacity. According to P- E Fit Theory culture reflects the value congruence between employees and organization. These indicators measure whether employees feel aligned with organizational norms.

Table 1.1: Link between Study objectives, indicators and Theoretical Basis

Objectives	Measurable Indicators	Theoretical Basis
To assess how employee health affects job performance of housekeeping employees in 3–5-star hotels in Nairobi.	Physical fatigue Stress levels Self-reported wellbeing	JD-R Theory – Health as a resource that reduces burnout. Human Capital Theory – Employee health as investment in productivity. P-E Fit Theory – Health outcomes reflect fit/misfit between work demands and employee capacity.
To assess how teamwork as a work environment factor affects job performance of housekeeping employees in 3–5-star hotels in Nairobi.	Cooperation among staff, peer support.	JD-R Theory – Teamwork as a resource buffering job demands. Human Capital Theory – Teamwork builds collective knowledge and skills P-E Fit Theory – Team cohesion reflects employee-environment social fit.
To determine the effect of managerial support on the job performance of housekeeping employees in 3–5-star hotels in Nairobi.	Provision of resources, supervisor guidance, fair workload distribution	JD-R Theory – Managerial support as a motivating job resource Human Capital Theory – Managerial support as an investment in skills and productivity P-E Fit Theory – Managerial support aligns demands with employee abilities
To examine moderating role of organizational culture on the relationship between work environment and job performance	Shared values, open communication	JE-R Theory – Culture strengthens the role of resources in improving performance. Human Capital Theory – Culture influences retention and utilization of human capital. P-E Fit Theory – Culture reflects value congruence between employees and organization

Source: Research, 2024

1.10 Conceptual framework

The ideal outline highlights determinants (factors) of work environment, represented by employee health, teamwork and managerial support and illustrates how they influence the job performance of housekeeping employees in 3–5-star hotels in Nairobi. The framework also incorporates org culture as a moderating variable. Indicators are grounded in the Job Demands Theory, Human capital theory and Person – Environment Fit Theory

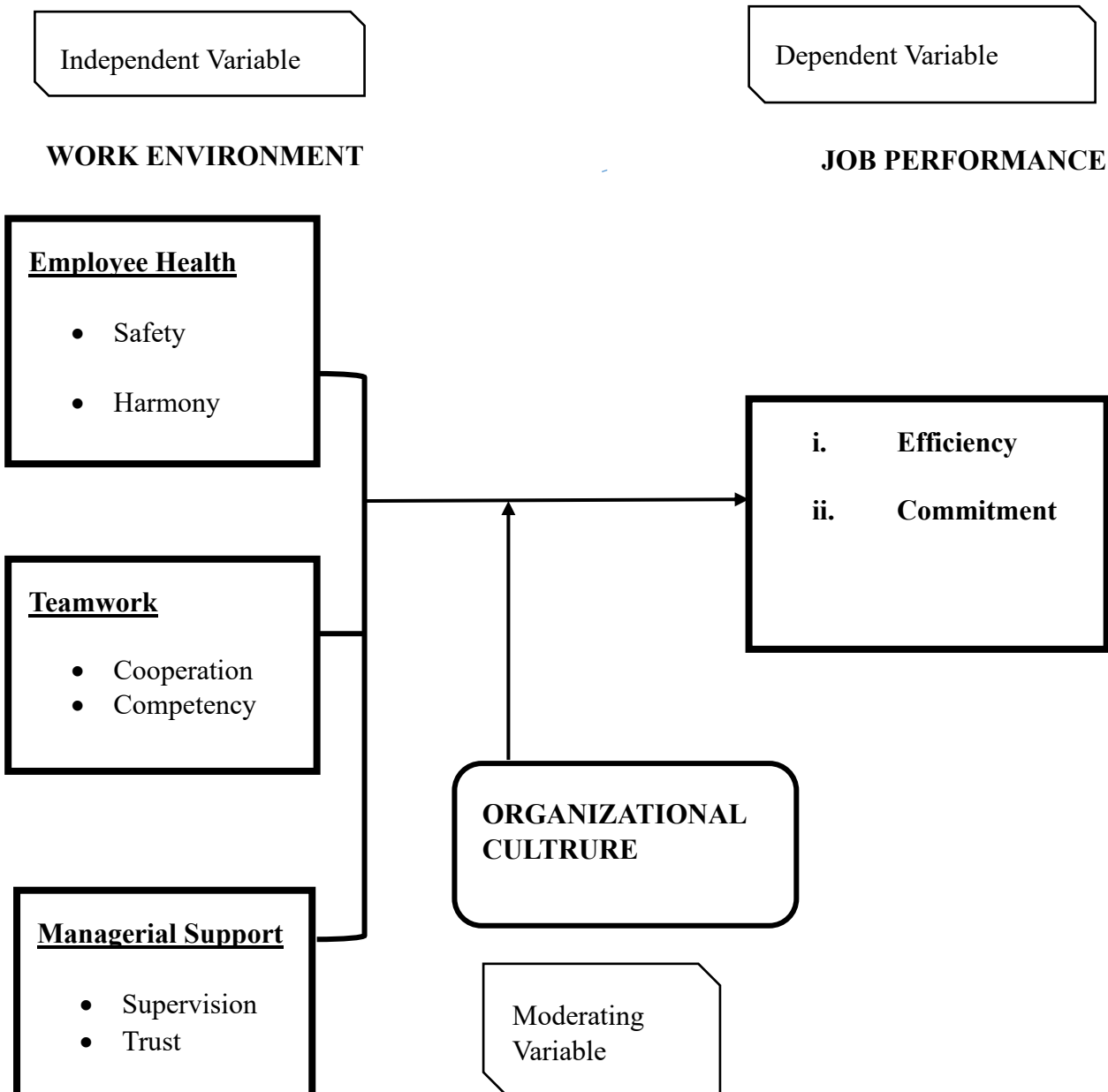


Figure 1.1 Conceptual Framework on Work Environment and Job Performance
Adapted and modified from Bushiri (2014)

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

This study is anchored on the assertion that the work environment significantly influences the job performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya. Within the work environment, three important factors are emphasized: employee health, teamwork and managerial support. The studies in the literature review and findings constantly show that work environment conditions (like safety equipment, hygiene, lighting) are greatly related to employee performance. That matches my findings that while some conditions are good, there were gaps like worn out building structures with crevices and clefts, and safety equipment issues.

2.2 Work Environment

According to Sudiarditha, Waspodo and Triani (2016), work atmosphere is all that surrounds employees and may influence their work such as illumination, control of noise, cleanliness and safety settings. Razak, Ma’amor, and Hassan (2016) argue that for employees to have a good work environment, their health must be catered for. Paendong, Sentosa and Sarpan (2020) also alluded a good work environment to bring protection and assurance to staff and thus resulting in their fulfilment. According to Marbun and Jufrizen (2022), workplace atmosphere encompasses all that helps employees perform roles. The physical environment of hotels has an influence on individual perception, relations between employees and ultimately productivity (Smith, 2017).

A better working environment guarantees perfect results. They frequently feel they are forced to endure discomfoting environmental conditions which over time causes sadness, stress and even worsens their health (Jena, 2016). Furthermore, a favorable work environment fosters long-term relationships between employees and the organization (Musinya, Musinya, (2021). In the workplace context, all aspects (including fellow workers), have to work coherently and in synergy. Purba and Andri, (2017) believe that work environment can be measured by several aspects such as equipment and facilities, and workplace surroundings.

The hotel industry is so distinct from other industries (Bavik, 2016) and because of that, a hospitality culture expects employees to operate as a team, which creates a welcoming environment in which they feel like members of a household (Bavik, 2016). Client relations are enhanced when staff participate in this closeness (Pizam, 2020). Therefore, an appropriate workplace atmosphere ought to be built for workers to perform obligations by completely making use of their potential, while also providing quality service to the customers (Masadeh, 2016).

2.3 Job Performance

Performance has different definitions from various investigators: KuranchiMensah and Amponsah-Tawiah (2016), refer to it as employees' level and quality of effort, cooperation, dedication, tardiness, absenteeism and adherence to organizational standards. It is the product of employees' labor in finishing duties allocated to them on the basis of skills, expertise and punctuality (Iskamto, 2021). In an organizational context, performance means the scope of a member's contribution towards achieving the organization's objectives. Performance of hotel employees is especially important

since they meet the customers directly and must ensure their satisfaction (Shik, 2017). Employee performance is extremely important to any business because it ultimately brings its success (Shaughnessy, 2017).

As attested by Eurofound 2019, an employee's tenure with a company is a significant structural aspect in the employment relationship. Moric, Pekovic, Perovic, Roblek and Pejic Bach (2021), observed that transient employment reduces business financial performance but enhances creativity. They later discovered that short-lived laborers increase businesses' output in new ideas while decreasing its fiscal performance. Again, they assist in speedy approach to the necessary knowledge and technical skillfulness, promoting creativeness. On the other hand, they demand higher remuneration owing to job uncertainty, which raises labor expenses and lowers firms' financial accomplishment.

Contrarily, Duan, Peluso, Yu and Pilati (2021), argue that temporary employment enriches enterprises' production. Koen, Low and Van Vianen (2020), also noted permanent staff to work excellently when their fear of being laid off is not subjected to threat. Thus, short-lived employment can have a positive effect on productivity thru' encouraging permanent employees to enhance their production. These considerations are specifically applicable in workplaces greatly dependent on business-specific awareness and unified recollection (for example, producing specialized merchandise and services e.g. hotels), where long firm- particular expertise is an assurance of a well-accomplished advancement (Bryson, Forth, Gray and Stokes, 2020).

According to Zhang (2016), employee performance is key in ascertaining hotel profitability because employees are one of the hotel's most fundamental assets, as they

have direct interaction with the guests. According to Jena's 2016, research, productiveness, potentiality, and essential capabilities are the main components in staff performance evaluations that entice possible consumers and maintain existing ones by providing top-notch services resulting to the organization's success.

Adbulle and Aydintan (2019) conducted an examination of chosen privy banks in Mogadishu, Somalia, and discovered that organizational culture-affiliated factors like trust among teammates has the possibility to increase performance of the whole team. Their study measured performance by how efficient and committed the employees were. This current study determined if the same happens with hotels. In view of continuing decline in the industry's performance, a study was needed on work environment and performance of hotel employees. This justifies the current study, to determine whether work environment influences hotel employees' performance.

Job performance was measured through efficiency, quality of service delivery, accuracy in cleaning tasks and adherence to hotel standards.

2.4 Relationship between Work Environment and Job Performance

P. E Fit Theory hints that health outcomes show whether the work environment fits employee capacities. Indicators like stress levels measure the degree of misfit between employees and their work environment. According to Garg and Alwar (2017), work atmosphere is crucial to an establishment. It may be used in motivating employees to improve their performance.

In their study, Dirisu, Worlu, Osibanjo, Salau, Borishade, Meninwa and Atolagbe (2018), indicated that for increased productiveness in a business, ability to compete

with other businesses, achievement, and sure sustainability, emphasis should be on nourishing the desires of personnel by furnishing them with exact working conditions. Harjanti and Todani (2019), have also illustrated that when hotel employees are contented with their job, they are more cooperative, perform better, and make fewer mistakes. Poor workplace design is associated with a decrease in business performance and a high level of employee stress, influencing their bodily, ideological and social health, hence, work performance (Saha, 2016).

A hazardous work surrounding in a health facility like inappropriate cabinetwork, badly planned workstations, inadequate air circulation, extreme noise, unsuitable lighting, not enough assistance from the supervisors, unfavourable work area, bad communication channels, inadequate protection regulations in cases of fire crises, and inadequate individual safeguarding gear, negatively affects employee productivity (Martin and Akpan, 2017). When employees are dissatisfied with their respective working environments, they become stressful and immediately lose morale and interest in their jobs hence start working at a slow pace or even become absent from work at times, eventually directly impacting on both the employees' and the firm's performance (Vanhala and Tuomi, 2016).

Abdinoor and Bula (2017) in their study, investigated and found an interrelationship between workplace environment and employee performance in Kenya commercial banks, Garissa County. According to their study, the workplace plays a crucial part in bringing a favorable work environment, thus inspiring individuals to complete their assigned tasks. Furthermore, according to O'Neill (2017), the physical workplace has an impact on how workers communicate, interact, carry out tasks and are managed in

an organization. In their study, Khuong, Khai, Huyen, Thuong, Hoai, and Phuong (2016), discovered that factors of team spirit, work place relationships and work surrounding, accurately or inaccurately influence employees' performance using job satisfaction. The current study found out the same, albeit through organizational culture. According to Akob (2016), we see that workload and work ethic have an effect on instructor's performance and also work behaviour.

Humphries (2015) indicated that the quality of the work environment influences an organization's ability to compete. Making the workplace attractive, enjoyable, pleasing, and motivating for employees is an important aspect of effective work environment management. This instills a sensation of purpose and pride in the employees' work. This result concurred with the study carried out by (Luna, 2017) and (Awoke, 2019). Support from the supervisors, relationship of coworkers, job safeness and certainty, working time, and the sense of respect are some elements of workplace environment that have impact on performance (Raziq and Maulabakhsh, 2017)

This is in harmony with the study of Lankeshwara's (2016), which discovered that Job assistance, Supervisory aid and bodily environmental factors affect employee performance. Research conducted by Al-Omari and Okasheh (2017), found work environment to have a substantial effect on employees' performance, can confirm verifiable studies on the impact of work environment on job performance. Which concurs with the current study. In Sri Lanka, Premarathne (2020), investigated how the physical environment affects performance of workers in the garment sector. The study aimed at finding out how employees' physical working environments affected their performance at work. The results demonstrated that physical environment and its

supporting elements positively and significantly impacted employees' performance on the job.

Awoke (2019) did a study on the working environment of employees in the Bole Lemi Industrial Park in Ethiopia. The data displayed a considerable link of physical work environment, reward, training and employee performance. Their study was conducted in Sri Lanka and Ethiopia and thus the findings may not apply to the context in Kenya, therefore the current study will fill that knowledge gap. This study has added literature to already mentioned studies, but determining how work environment is related to job performance, albeit for 3–5-star hotels housekeeping employees.

2.5 Employees' Health as a factor of Work Environment and its influence on Job Performance

Employee health represents the physical and psychological wellbeing of workers. According to Goetzel, Roemer, and Liss-Levinson (2022), healthier employees are more productive, less prone to absenteeism, and more capable of sustaining high-quality performance. In the hotel industry, where housekeeping tasks are physically demanding, maintaining employee health is essential for consistent service delivery. Human capital theory hints that a healthy manpower represents an investment in human capital. Indicators like higher energy levels reflect productivity returns from investing in health programs (Goetzel, et al., 2022).

Occupational health concerns connected to housekeeping in hotels are subjected to musculoskeletal disorders (MSD) like low back pain (Abdol Rahman, Muhamad, Hassan, Ngali and Pauline, 2017; Wami, Giziew, Dessie and Getachew, 2019; Abdol, Rahman and Muhamad Jaffar, 2017; and neck, shoulder, wrist, hand and knee pain

(Hsieh et al. 2016; Wami et al.2019; Abdol Rahman et al.2017). MSD risk factors include: work done repeatedly; using excess energy for elevating and pulling loads; unhealthy posture; tedious standing; roles that entail raising of the arms and legs; and short intervals (Wami, Dessie and Chercos (2019); (Abdol, Rahman et al. (2017). HHs ordinarily seek health care for complicated problems other than musculoskeletal pain, but doctors often concentrate on the symptoms rather than the causes. Additionally, a given number of them ascribe symptoms of musculoskeletal problems to emotional or mental disturbances in women, and miss to effectively address the somatic condition (Valls Llobet and Mujeres, 2020).

Qualitative research approves hotel housekeepers' (HHs) view of the connection between their occupation and their health concerns. According to Kensbock, Jennings, Bailey and Patiar (2016), hotel housekeepers noted that severe somatic requirements of their occupation gave them grief on day-to-day basis. Hsieh, Apostolopoulos and Sönmez (2016), interrogated hotel housekeepers, who connected musculoskeletal diseases (MSD) to repeated actions performed during business, and dry hands caused by cleaning substances. Exposure related to hotel housekeepers' job include risks brought about by use of chemicals, cleaning materials and both psychological and social risks (Hsieh, Sönmez, Apostolopoulos and Lemke, 2017). The exposures now change into frequent calls to the family doctors mostly owing to anxiety and stress (Wami, Dessie and Chercos, 2019). The physical environment of hotels has an influence on individual perception, relations between employees and ultimately productivity (Smith, 2017).

Rosemberg, McConnell, McCullagh, and Seng (2019), identified some familiar recurring diseases among hotel cleaners to include frequent back pains, migraines headaches, inflammation of the joints and high blood pressure. Besides, specific employment tasks demand uses of chemicals and sharpening devices, making employees prone to risks of damage and dangers (Srivastava, 2017). The housekeeper's wagon is hefty, pushing it full of linen, cleaning materials, brushes, mops, and anything else, puts their wrists and shoulders in bad shape.

According to Chela-Alvarez Bulilete, García-Buades, Ferrer-Perez and Llobera-Canaves (2020), hotel housekeepers ascribed these disorders and sicknesses to contributing factors like repetition in movements (bed making, scrubbing, window cleaning), pushing the wagon and being hurt by the hotel furniture due to meeting time pressure. Back, shoulder and joint pains are due to duplicating work daily and yearly. Again, the housekeepers imputed respiratory challenges and allergies to cleaning agents. Director of the prevention service who was interviewed, shared that their point of view on the peculiarity of their work was the primary reason for the sicknesses they contracted. Regardless of that observation, grief was never better during their off duty (Chela-Alvarez et al. 2020). In that setting, Etcuban (2019) mentioned housekeeping to be among important domains in hospitality and lodging industries. Furthermore, Rahman, (2020) affirmed that the department seems to be offering a distinctive function in the current hospitality sector because housekeepers are all involved in managing guest rooms, laundry operations, and services relating to recreation, apart from maintenance of the universal and entertainment areas.

Saha (2016) investigated employee fulfilment and performance then discovered that kitchen arrangement is one of the elements of employee satisfaction. Their survey also

discovered that a poorly designed cooking place makes work more difficult and there are daily body pains, which influence performance. As a result, the right kitchen stuff and lay out, provides employees with an excellent and more effective work experience. Sharma and Singh (2020) found that providing meal vouchers (MV) at the workplaces improved the employment rates and interpersonal relationships between staff. Businesses are signing agreements with food establishments for their staff to be given top-shelf meals. Their study observed that this overall satisfaction of meals increased productivity of the employees

According to research conducted by Paramitadewi (2017), workload affects employee performance. Workers carry extra workloads everywhere and this can lead to serious or even terminal illness. Working with such people day in and day out can be emotionally wearing. Previous research indicates that job overload causes stress when employees encounter either task quantity or difficulty (Kimura, Bande and Fernandez-Ferrín, 2018). Although early research on workers' health mainly concentrated on occurrence of bodily ailments, recent studies dealing with workers' mental well-being, or those connecting bodily and mental concerns are increasing noticeably. According to JD-R Theory employee health indicates the resources that reduce tiredness and empower performance. Bakker and Demerouti, (2017), found that bad health is a demand that depletes energy. Measuring fatigue and well-being ties directly to JD-R'S balance between demands and resources.

The HSE's management standards (Health and Safety Executive, 2017) can be used to evaluate stress caused by job demands. In controlling work-associated hazards and diseases, International Labour Organization Charter was published to make sure that

employees are internationally covered from sickness, disease, and harm springing up from their work (ILO, 2015). Correlation and regression analysis confirm what Kaynak, Toklu, Elci, and Toklu (2016) argued. That work place health and security policies are significant factors of determining and upgrading job performance. Likewise, Lu, X., Yu, and Shan (2022) established a positive connection of mental health with job performance. Moreover, proactive health and safety management can assist organizations in avoiding costs associated with workplace accidents, hiring and training new staff to replace injured or departed ones (Segbenya and Yeboah, 2022).

P. E Fit Theory hints that health outcomes show whether the work environment fits employee capacities. Indicators like stress levels measure the degree of misfit between employees and their work environment. Housekeepers' health was measured by their safety, harmony and workload at workplace. The current study will fill the knowledge gap between employees' health and performance.

2.6 Teamwork as a factor of Work Environment and its influence on Job Performance

Assessing how teamwork affects performance aligns with the dependent variable, job performance. Teamwork plays a critical role in shaping the performance of housekeeping employees within the hotel sector. Tasks in 3–5-star hotels are highly interdependent and employees must coordinate for example in cleaning guest rooms, public areas, inspection, laundry coordination and helping to lift heavy trolleys, within limited times. Teamwork is a key constituent and a social aspect in organizational environment as well as a marked quality in which workers can perform jointly to achieve the organization's objective (Mijakoski, Karadzhinska-Bislimovska, Stoleski,

Minov, Atanasovska and Bihorac, 2018). Humashu (2019) states that, team work plays a cardinal role in the hotel industry and is a requirement for the successful performance of the hotel since the hotel ends up achieving its goal through the shared principles and values.

In human resource management specialty, numerous experimental studies prove a positive impact of teamwork on job performance. Among the studies are those done by Adbulle and Aydıntan, (2019); Jawabreh, Mahmoud and Hamasha, (2020); Adil and Hamid, (2020). Moreover, teamwork mitigates work-related stress by distributing workloads equitably. Wen et al. (2021) found that in hotel settings, team cohesion enhances resilience and reduces burnout among service staff. For housekeeping departments, where physical and time pressures are significant, strong team bonds help employees remain motivated and focused. According to JD-R Theory teamwork acts as a job resource reducing strain and enhancing engagement. These indicators reflect how teamwork buffers the negative effects of high housekeeping demands.

According to Walid and Zubair (2016), effective communication, degree of trust, leadership and responsibility in crews, had favorable, major impact on employees' performance. Martono, Khoiruddin, Wijayanto, Ridloah, Wulansari and Udin (2020), stressed that working together as a team is a very important element in an organization which is determined by the leadership style. Comparably, a study by Abdullah (2017), found that teamwork and team trust have a positive substantial impact on staff performance. Raub, Borzillo, Perretten and Schmitt (2021) found that failing to create meaningful groups may result in the teams being dysfunctional, which further results to poor job effectiveness. Maddux (2016) and Raub et al. (2021) found that present

managers must form teams. Employees' capacity to operate as teams and as individuals, is crucial for a department's achievement and the larger business.

Effective teamwork will therefore enhance efficiency, service quality and employee morale. Empirically, teamwork fosters communication, cooperation and mutual support which reduces conflict and improves performance. According to Dhar, (2017), in hospitality, teamwork enhances service delivery and overall job performance. According to Salas et al. (2020), teamwork effectiveness depends on shared goals, clear role allocation and interpersonal trust. In housekeeping operations, these elements ensure that tasks are completed on time, errors are minimized and guest satisfaction remains high.

In the context of 3–5-star hotels in Nairobi County, effective teamwork is crucial because these they demand consistent service excellence and a quick response to guests' needs. Teamwork can manage high occupancy levels and maintain cleanliness standards without compromising quality. Conversely, ineffective teamwork often results in misunderstandings, uneven workload distribution and deteriorating performance indicators like guest complaints. Misbah (2021), established that teamwork and communication improve staff efficiency and directly influencing performance outcomes. Teamwork was measured by how friendly, happy and faster the teams met their deadlines; and their cooperation. The current study will fill the knowledge gap between teamwork and job performance.

2.7 Managerial Support as a factor of Work Environment and its influence on Job Performance

Housekeepers' efficiency, accuracy and quality of service depend on how much support (guidance, recognition and feedback) they receive from supervisors and management. Managerial support is a key component of the social/psychological work environment. It directly influences motivation, stress reduction and resource availability for housekeepers. Managing guest's experiences is complex and a quality in the hospitality industry that forces human resource managers to create innovative strategies to manage relationships with staff and guests (Azic, 2017). Therefore, to fill this knowledge gap, the current research was necessary.

Managerial support represents a psychological and organizational environment factor. Supportive managers reduce employee stress, increase motivation and improve performance outcomes- crucial in housekeeping where workloads can be high. Scott (2016), found that managers have the most power and control on the operations of any organization. The study by Khalid, Ahmed, Tundikbayeva and Ahmed (2019), proposed that managerial support has a confirming and strong attachment with employee performance. Job happiness, career success, employee engagement, and productivity are all dependent on the interaction between employees and their leaders (Carlson, Carlson Zivnuska, Harris and Harris, 2017). Boeker (2017) indicates that leadership traits relate with performance to impact changes in an organization.

Further observations by Stankevičiūtė and Savanevičienė (2018), show that staff contentment is encouraged by the traits of sustainable HRM. In organizational settings, correct employee-manager relationships are of importance as they have an effect on

performance (Bakotić, 2016). Good leaders go to tremendous efforts to guarantee that all of their employees are treated equally and that no one feels excluded (Saari and Melin, 2018). Formally, supervisors who assist and guide subordinates are good in boosting morale and involvement of the employees, increasing their performance (Umrani, Mahmood and Ahmed, 2016). Santos, Chambel and Castanheira (2016), have also showed the significant impact of managerial support on employee performance. The administration centers in creating a strong culture by effectively providing quality services, engaging staff and developing long-term relationships with customers (Maung and Walsh, 2018). It is also broadly observed that support from supervisors and coworkers makes employees feel content, safe and are encouraged to complete given work and this finally influences their performance (Utin Nina and Hermina, 2019).

From the studies above we can see that depending on the employees' relations to their managers and colleagues, work environment can either be a pleasure or misfortune. If employees hold positive relationships with their workmates and masters and are supportive of them, life will be easier for those employees by reducing pressure and creating a comfortable atmosphere (Ali, 2016). On the other side, if employees have bothersome and annoying coworkers and their supervisors are demoralizing, they will be frustrated and will be under constant pressure, making life hard for them. This is according to earlier research on work environment and supervisor support (Jena, 2016). So when HR is used to the fullest extent, a business may reach attainable levels of output, efficiency, and performance (Gangi, Angelo, Daniele and Varrone, 2021).

According to Diamantidis and Chatzoglou (2018), perceptions of managerial assistance are correlated with performance of employees. Employees believe their support to the

organization should lead to reciprocity, and this will make them perform better. Research conducted by Basit, Sebastian and dan Hassan, (2017); NawoseIng'ollan and dan Roussel, (2017); Yusuf-Habeeb, dan Ibrahim, (2017) declared leadership of having positive and significant effect on employee performance. These findings concur with those of Alsheikh, Abd-Halim, Alremawi, and Tambi (2018) who found that leadership style and quality management practices in Jordan hotels, involves various processes as well as employees' performance in a significant way.

Findings of this study support those of Makhanu, Mukanzi, and Eshiteti (2018), who associated individual appointments with job performance in the civil service in Kenya. Asiwe, Rothmann, Jorgensen and Hill (2017), also found out that in an environment where the management acknowledges employee efforts, work becomes more meaningful. A research study by Pearl Dlamini, Suknunan, and Bhana (2022) noted that a supportive and collaborative relation between employees and the administration can boost motivation and drive performance, whereas a strained or negative dynamic can hinder productivity and lead to reduced performance. Although the results of a study by Al-Khajeh, (2018) on different leadership styles established contrarily that leadership has an insignificant impact on job performance.

By focusing on 3–5-star hotels in Nairobi, the study situated the objectives within geographical and industry boundaries. Together, the four objectives address how the work environment (independent variable) shapes job performance (dependent variable) in the context of housekeeping employees in Nairobi hotels. Managerial support was measured by the type of supervision by managers and if there is trust between management and employees. The current study will fill the knowledge gap between managerial support and job performance.

2.8 The Moderating impact of Organizational Culture on the relationship between Work Environment and Job Performance

De Mooij, (2019) defines organizational culture as the way an organization behaves, what it believes in and values. Groysberg, Lee, Price and Cheng (2018), emphasize on organizations sustaining a substantial, appropriate culture in order to survive the competition world today. Ansoff, Kipley, Lewis, Helm Stevens and Ansoff (2018), echoed them by noting that culture decides where and how a company wants to. It is needful for the hospitality industry with unique service elements (that is uncommon in other industries), to implement their culture. Hospitality organizations in the industry should discover that empowering employees to enhance their performance requires a shift in organizational culture (Kruja, Ha, Drishti and Oelfke, 2016).

According to Pizam (2018), hospitality is a culture that comes up within an organization, and the characteristic features defines it. He further specifies hospitality culture to be a system of common principles, virtues, customs, and anticipations whose final intention is to give notable satisfying service and experience to all stakeholders” (p. 432). Reliable growth in the recent decades and swift responses to changes in the market, have made hospitality recognized (Prevolšek, Rozman, Pažek, Maksimović and Potočnik Topler (2017); Rangus and Brumen (2016). In the vastly competitive hospitality industry, hotels constantly seek to develop beneficial, reputable brands, making culture necessary.

Pizam (2020) and Bavik (2016), independently established and agreed on three dimensions of this culture: guest interactions, organizational leadership, and workplace atmosphere. Pizam, (2020) approached hospitality culture from a point of view guests

in various service firms while Bavik (2016) focused on hospitality workers. It is evident in the customers who are able to recognize the unity and focus that a hotel has. This helps to widen the market base because the hotel is identified with a custom of solidarity (Humashu, 2019). Thus, these aspects are necessary in passing this culture to both employees and guests.

A study by Nazir and Zamir (2015) investigated effects of organizational culture on performance of employees in Islamabad. The outcome suggested that organizational culture determines environmental context and performance of employees. Again, a culture with strongly perceived fairness positively improved workplace happiness, whereas a culture with low perceived fairness decreased hotel employee satisfaction, which together, directly impacted their performance (Zoghbi-Manrique-de-Lara and Ting-Ding, 2017). In the Jordan hotel sector, a study by Alsheikh, Abd-Halim, Alremawi and Tambi (2018), found that some hotel procedures, management style, organization's loyalty, quality management practices and open communication, significantly affect employee performance.

Companies need to spend a lot of money in sustaining a high-performance culture, which is initially the driver of a company; than in other things (Humble and Kim, 2018).

A study in the tourism industry in Indonesia, by Idris, Suyuti, Supriyanto and As (2022), offered valuable suggestions to managers, including supporting employee performance, by heightening organizational culture. In particular, cooperative, resilient, and team-oriented operation. An ideal organizational culture was suggested by Humashu, (2019) to include: how an organization runs its business, treats its employees, customers and the community as a whole; freedom extent of decision making, generating new ideas

and individual expression; in what manner power and knowledge flow across the hierarchy and how dedicated the staff are towards shared goals, hence supporting organizational performance.

Yang, Shen, Zhu, Liu, Chen, Deng and See (2016) believe that poor leadership style of authoritarianism is connected to poor employee performance because they make decisions independently and are not able to direct employees to positively perform to achieve desired outcomes. Their research focused on poor leadership quality and performance, while the current research has focused on the moderation of organizational culture on the relationship between work environment and job performance. The current study is in contrast to the above because it did not find a positive impact that organizational culture has on the relationship between workplace environment and employee performance.

2.9 Summary of Reviewed Literature, Focus and Research Gaps

The reviewed literature suggests that with the cases of employee poor health, lack of teamwork, inadequate managerial assistance, it is pertinent to investigate these determinants of work environment and relate them to performance through the best organizational culture. This gap and the present problem of decreased job performance encountered in hotels, which is associated to inadequate working environment, claimed the need for this study.

Several studies emphasize health and safety regulations, equipment and procedures as necessary but sometimes lacking, which aligns with my recommendations like regular health checkups and safety trainings for employees. Stress from heavy workload and lack of safety due to cleaning materials with reactive chemicals negatively impact

performance; conversely, enough teamwork and managerial support improves performance. Even in similar industries that are not hotels, the work environment (psychological, organizational and physical) has a measurable positive impact on performance.

The problem has been ascribed to insufficient necessary resources and facilities for application of effective work environment and performance management customs. Previous research reveals a gap under the topic: work environment and job performance of hotels. The study findings established that lack of safety equipment, such as fire extinguishers, reduced job performance. This agrees with Were and Maranga (2022), who found that in Nairobi County hotels, facilities management practices (lighting, work surfaces, health and safety regulations) were significantly associated with employee performance. This supports the current finding that the physical work environment (tools, safety, equipment) matters for housekeeping performance.

Table 2.1 Summarized Research Studies Appropriate for this Present Study

Source: Research, 2022

Author	Research focus	Key Results	Identified Research Gaps	Relevance to the current study
Alsheikh, Abd-Halim, Alremawi, and Tambi (2018).	Leadership Style and Quality Management on Performance	Discovered that leadership style and quality management have significant effect on performance	Focused on entire hotel sector in Jordan	Focused on 3–5-star hotels only in Nairobi City County, Kenya
Mchigani, Mugambi, and Kebaso (2020)	Effect of Housekeeping Service Quality on Guest Satisfaction in Nairobi Hotels	Found that housekeeping affects guest satisfaction	Measured outcomes from a customer perspective, not employee performance	Current study focuses on internal employee outcomes, completing the perspective.

Misbah (2021)	The Importance of Communication and Teamwork Training for Employee Performance in the Hospitality Industry	Established that teamwork and communication improve staff efficiency	Focused on training rather than the physical and managerial environment	Integrates teamwork within the broader work environment framework
Were and Maranga (2022)	Hotel Facilities' Management Practices and Employee Performance in Kenya	Found significant link between physical work conditions and employee performance	Focused on general hotel employees, not specifically housekeeping staff; ignored employee health, teamwork, and managerial support.	Narrows focus to housekeeping staff and includes employee health, teamwork and managerial support

Several studies emphasize health and safety regulations, equipment and procedures as necessary but sometimes lacking, which aligns with my recommendations like regular health checkups and safety trainings for employees. Employee health and safety, teamwork and managerial support emerge as important variables: stress from heavy workload and lack of safety due to cleaning materials with reactive chemicals negatively impact performance; conversely, enough teamwork and managerial support improves performance. Even in similar industries that are not hotels, the work environment (psychological, organizational and physical) has a measurable positive impact on performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Descriptive survey was used because it has the ability to explore different aspects of a topic, is less time-consuming and a cost-effective way to gather data. This study adopted qualitative and quantitative research approaches. The study incorporated qualitative data to compliment the quantitative findings and provide deeper insights into the relationship between work environment and job performance among housekeeping employees. The qualitative data were obtained through open – ended questions in the questionnaire and semi-structured interviews with supervisors and managers

Entire experience and occurrence of work-related challenges in relation to work environment and performance was collected using qualitative design. Quantitative design was used to create and test hypotheses, address the root causes of inadequate work environment and poor performance and quantify data. This enabled the research to compliment sets of results and discover what would have been overlooked if only one approach was used.

3.2 Variables of the study

In this study, independent variables were the predictors influencing job performance of hotel housekeepers. They were employee health (cleanliness and safety, harmony in workload distribution, materials and equipment), teamwork (cooperation, team support

and coordination) and managerial support (supportive supervision and provision of resources). The dependent variable was the outcome the study sought to explain, which is Job Performance. The moderating variable changes the strength or direction of the relationship between IVs and DV. In the study it was Organizational Culture (shared values and practices)

3.3 Study Area

The area of study was Nairobi County; the capital city of Kenya. The world's leading hotel companies have established luxurious and affordable hotels in Kenya. Nairobi has all star ratings, from luxurious 5-star hotels to 3-star hotels, making it fit for the study. There has been consistent increase in international arrivals and room occupancy in Nairobi. Supply of top-rated hotel rooms and serviced apartments has also been growing in Nairobi. These characteristics made Nairobi appropriate for the current study.

3.4 Target Population

Kenya is distinguished by an escalation of hotels both star-rated and unrated. The 3–5-star hotels were considered because they are classic and need to comply with the set quality standards of hotel workplace environment. Target population was the 45 hotels categorized by Tourism Regulatory Authority in Nairobi, made up of 10 (5) star hotels, 16 (4) star hotels and 19 (3) star hotels. Target respondents were middle supervisors and operative staff in 3–5-star hotels in Nairobi. The target population was 45 supervisors and 126 housekeeping operative staff.

3.5 Sample Size and Sampling Techniques

3.5.1 Sampling Techniques

Purposive sampling was used for the top and middle management. This method enabled the researcher to produce desired results as the respondents had appropriate understanding of the subject at hand. Random sampling was also used (each member of the housekeeping operative staff was a target respondent). They represented a range of hotels from three to five star. This was with due consideration to the fact that the population was hotel employees whose nature is more or less similar since the features and service conditions of the industry are same all through the population.

3.5.2 Sample size

Saunders, Lewis and Thornhill (2014) defined sample as a percentage representing the population of interest. Yamane's (1967) formula for sample size was used. With a 5% margin of error, a minimum sample of 124 rounded off to 125 was required. A pre-testing size of 10% (13) participants of the main sample was used. My sample size boosted the study's representation and reliability.

Target population was 45, 3–5-star hotels housekeeping employees (180). Each of the 45 hotels had 4 participants, one supervisor and 3 operative staff. The confidence level was set to 95% with 5% margin of error. Sample size was 124 respondents as depicted below:

$$n = \frac{N}{1 + N(e)^2}$$

Sample size is denoted by n

Population size by N and

Margin of error by e

$$= 180/1+180 (0.005)^2 =124$$

The researcher took proportionate sample of each category of hotels, from which stratum was selected randomly. In each of the 45 hotels, respondents were the middle management (45 supervisors) and 3 operative staff. Meaning there were 4 respondents in each hotel, totaling to 180 respondents.

Table 3.1 Target population distribution and Sample size

Hotel Categories	Targeted population	Size of the sample	Target respondents	Sample size
5 - Star Hotels	10	9	38	35
4 - Star Hotels	16	15	65	61
3 - Star Hotels	19	18	77	72
Total	45	42	180	157

Source: Research data, 2024

3.6 Research Instruments

3.6.1 Questionnaires

Structured questionnaires were used, each for housekeeping operative personnel. Questionnaires consisted of similar content to fit the group of respondents. Details were coded for statistical analysis.

3.6.2 Interview guides

Interviews guides were used in gathering information about the employed housekeeping staff and their experiences of work environment in relation to job performance. They were also used to obtain comprehensive data from supervisors on the extent of managerial support and its influence on work environment and job performance.

3.7 Pre-testing of the Instruments

Pretesting was conducted with a sample size of 5 classed hotels and 15 respondents. Pretesting was used to ensure that questions were clear and understandable as well as to test the instruments' reliability. Pretesting also allowed the researcher to identify and rectify faults in data gathering tools, hence improving their effectiveness and dependability.

3.7.1 Validity of instruments

Supervisors were allowed to review all items in the questionnaires for legibility, clearness and inclusiveness and agree according to the required statistical standards.

3.7.2 Reliability of Instruments

Reliability means harmony throughout the research instruments. Pretesting enabled the researcher to determine the degree to which research instruments produced harmonious results. In this study all constructs were operationalized using a structured questionnaire.

The reliability of research instruments was assessed to ensure consistency and dependability of the data collected. A pilot study was conducted among a sample of housekeeping employees working in selected hotels that were not included in the main study. The data obtained from the pilot study were subjected to internal consistency reliability testing using Cronbach's alpha. The results indicated that all the major constructs - work environment ($\alpha = 0.873$) and job performance ($\alpha = 0.842$) - had alpha coefficients above the recommended threshold of 0.70, demonstrating that the instruments were reliable for the study.

Table 1: Reliability test results

Construct/Variable	Number of items	Cronbach's Alpha	Interpretation
Work Environment	15	0.873	Reliable
Job Performance	12	0.842	Reliable
Overall Instrument	27	0.861	Reliable

Source: Research, 2024

3.8 Data Collection Techniques

The researcher arranged on how to obtain an authorization letter from Kenyatta University Graduate School (Appendix 8). This gave permission to Research Permit from National Commission for Science, Technology, and Innovation (NACOSTI), (Appendix 9) and Authorization Letter to collect data was written to the hotel management (Appendix 1). Questionnaires were administered to operative housekeeping staff and supervisors were interviewed. The researcher distributed questionnaires to the hotel front desk for respondents to fill and picked them later. Interview guides were distributed to the supervisors either directly or through the front desk. The responses were captured in writing for both questionnaires and interview guides.

3.9 Data Analysis

Qualitative results were analysed using the roadmap below:

Data preparation was done by compiling data correctly and carefully checking for accuracy, eliminating unclear and irrelevant transcripts. Transcription followed where data was converted from hand written into text. Familiarization followed where the researcher read through the data several times, highlighting key phrases and ideas. Coding process followed where data was broken down into small units of meaning. Important words were labelled or coded. Codes were grouped into categories/sub-themes, selected and developed according to the themes. Theme development and interpretation was next, where consistency of themes across all transcripts was maintained and overlapping themes were merged with supporting data. Themes were then linked to research objectives.

Validation of findings/ Triangulation followed where qualitative results were compared with quantitative findings or literature for consistency. Credibility was counter checked with peers. Summaries of themes were provided with supporting quotes, (participants' voices) then answers were interpreted to the research questions. The roadmap summary:

Data was analyzed by use of regression analysis, descriptive statistics and comparison of means. Results were validated by use of descriptive statistics like frequency, percentage, means, standard deviation and variance. To understand the relationship between determinants of work environment and performance of housekeeping employees, correlation coefficient was calculated.

Table 3.2 Data Analysis Structure

OBJECTIVES	TYPES OF DATA ANALYSIS	STATISTICAL TECHNIQUES
To discover effect of health and safety on the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.	Descriptive Analysis	Mean, frequency and standard deviation
	Inferential Analysis	Regression, correlation and ANOVA
To assess how teamwork affects performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.	Descriptive Analysis	Mean, frequency, and standard deviation
	Inferential Analysis	Regression, correlation and ANOVA
To determine effect of managerial support on the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.	Descriptive Analysis	Mean, frequency, and standard deviation
	Inferential Analysis	Regression, correlation and ANOVA
To ascertain the moderating impact organisational culture has on the relation between work environment and the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.	Inferential Analysis	Moderated regression analysis

Source: Research, 2024

3.10 Logistical and Ethical Considerations

Ethical Review Committee of Kenyatta University granted the clearance of ethics. From there, The National Commission for Science, Technology & Innovation (NACOSTI) granted Permit. Hotel managements were requested for permission to conduct pre-test, deliver the research instruments, collect data and collect the filled questionnaires and interview guides.

For safety and anonymity of the research participants regarding the information provided, no names or personalities were mentioned or written at any point in the study.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

Intention of the study was to examine the effect of work environment on employee performance of hotel housekeeping workers in Nairobi's 3–5-star hotels. The chapter displays the study analysis, findings and discussions. A sample of 45 classified hotels in Nairobi County was selected to participate in the study. Respondents sample size was 42 supervisors in the housekeeping departments, and 126 housekeeping staff. Out of the 45 selected hotels, 42 took part in the study. Out of the 168 housekeeping staff, 157 took part in the study. Housekeepers in the top management in a hotel mainly include the Director of housekeeping, the Executive housekeeper, the Assistant Housekeeper and the Laundry Manager as will be seen in the appendix. The questionnaires were administered to the rooms, laundry and public area operative staff, while the floor, linen and public area supervisors were interviewed.

4.2 Response Rate

The chapter also presents response rate by hotel star rating, demographic data, supervisors' ratings of employee performance, the objectives and moderating effects.

One hundred and twenty-six (126) questionnaires and forty-two (42) interview guides were administered to the respondents working in the 3–5-star hotels. Response rate for each category is indicated in Table 4.1

Table 4.1: Response rate

Instrument	Target	Respondents	Percentage
Questionnaire	126	120	95.2
Interview Guide	42	37	88.1
Total	168	157	93.5

Source: Research Data, 2023

Response rate for the questionnaires dully filled was 120 representing 95.2% while that of the interview guides was 37 representing 88.1%. The average response rate was 93.5%. According to Booker, Austin and Balasubramanian (2021), whereas there is no universally accepted response, a response rate of over 80% is considered as excellent.

4.3 Biodata of the 3–5-Star hotels

This section covers the analysis of hotel categories, work section, supervisors, and the respondents' length of service in their respective workplaces. Education level was not so much necessary because the number of years a staff has worked is enough to know whether the environment affects their performance or not. One hundred and twenty-six (126) questionnaires and forty-two (42) interview guides were administered to the respondents working in the 3–5-star hotels. The response rate for each category of employees is indicated in Table 4.1

4.3.1 Hotel Classifications

The utmost generally used symbols for ranking hotels are stars, with a rating of one to five being a worldwide recognized method of categorizing hotels (Martin-Fuentes, 2016). These differentiations in grouping reflect the cultural, economic or national traditions of particular countries (Maravic, 2017). Some scholars have researched specific areas in classification of hotels such as environmental management criteria, which has been merged into respective national classification systems (Hensens, 2016). This is how the researcher arrived at the hotel categories studied.

Study responders stated their hotel categories. Thus, providing information on their distribution across various hotel categories, ranging from 3 to 5 stars, as shown in figure 4.1.

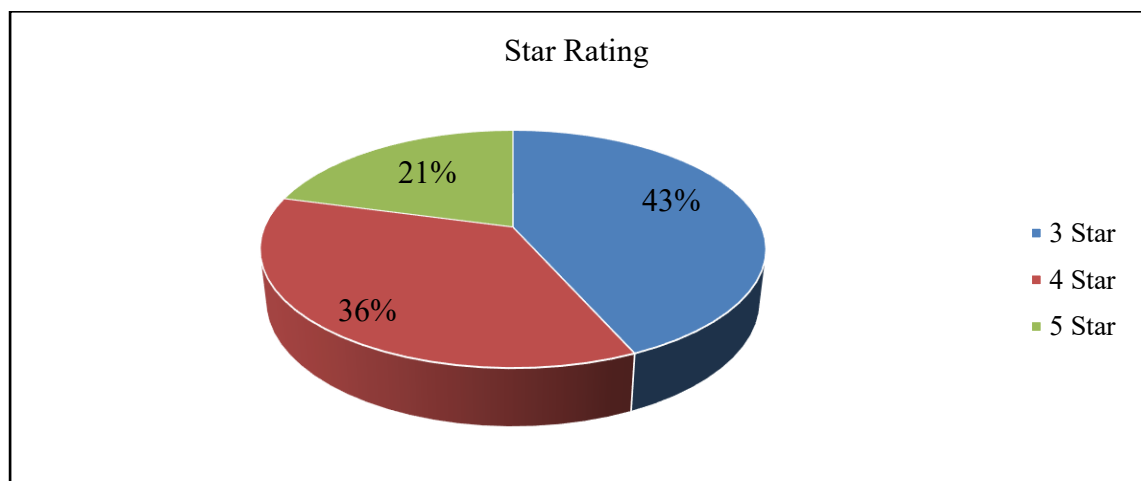


Figure 4.1: Hotel Categories

Findings reveal that 52 (43%) of the respondents indicated they were employed at 3-star hotels. Additionally, 43 (36%) of the respondents reported working in 4-star hotels, while 25 (21%) stated that they were employed at 5-star hotels.

This shows that the study involved respondents from all targeted star rated hotels, majority working in three-star hotels.

4.3.2 Work Section

Work sections in the hotel housekeeping department include rooms, laundry and public area. The findings are shown in figure 4.2.

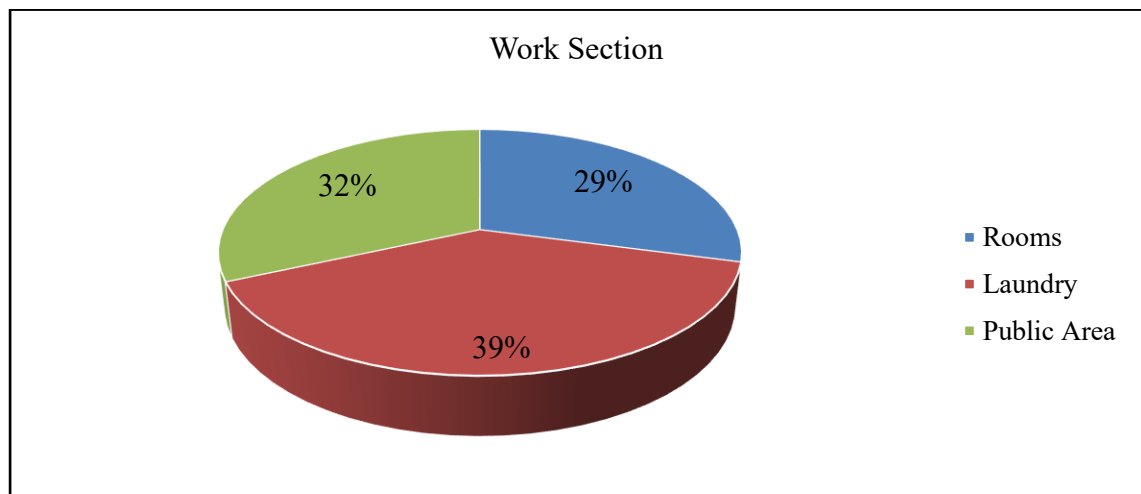


Figure 4.2: Work Section

Focusing on the findings, 29% of the respondents indicated that their workstation was in the rooms section, 39% of the respondents worked at the laundry section, while 32% stated that their workstation was at the public area section. Public areas are checked continuously as there is high traffic in these areas. These sections include vacated rooms, exit room, anticipated arrivals, special arrivals, group arrivals, rooms under repair and renovation, both out of service and out of order, food storage rooms, guest elevators, back-area of the floor, fire exits, corridors and loan items (hot water bag, weighing machine, iron board, water flask).

This indicates that the study respondents were well represented from every section, collecting rich data concerning the workplace environment versus performance of 3-5-star hotel employees in Nairobi County, Kenya.

4.3.3 Work Section Supervisors

This research tried to establish under whose supervision respondents worked. The findings are presented in Figure 4.3

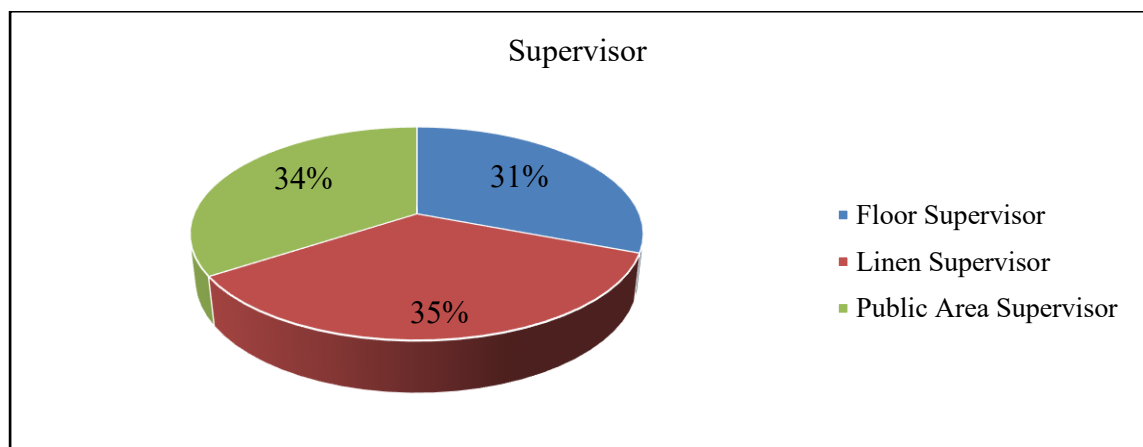


Figure 4.1: Work Section Supervisors

According to the analysis, 42 (35%) of the respondents, indicated that they were under the supervision of a Linen Supervisor, followed by 41 (34%) who reported that they were supervised by a Public Area Supervisor, and 37 (31%) indicated that they were under the supervision of a Floor Supervisor.

4.3.4 Length of Service

The findings are presented in Figure 4.4.

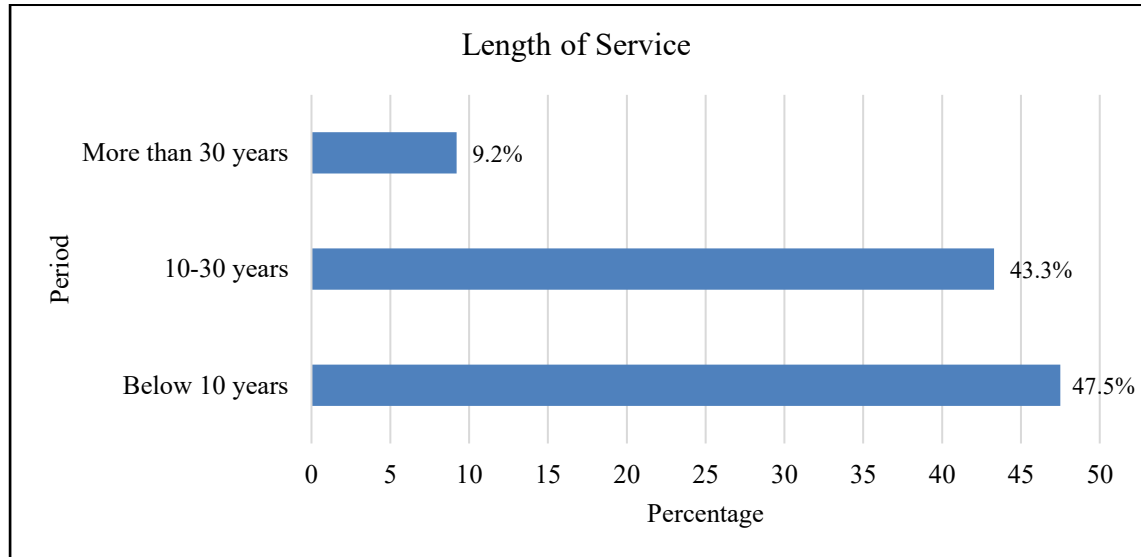


Figure 4.2: Length of Service

According to the findings, majority 57 (47.5%) had worked in their respective hotels less than 10 years, 52 (43.3%) had served for 10–30 years, and 11 (9.2%) had worked for more than 30 years.

4.4 Test for Statistical Assumptions

Statistical assumption checks were run to ensure the fulfillment of fundamental parametric statistical assumptions before conducting subsequent tests. This step is crucial as the credibility and precision of the outcomes hinge upon the satisfaction of data-related and statistical technique-related assumptions (Verma and Abdel-Salam, 2019). The statistical assumption checks enhance reliability, validity, and credibility of the study's outcomes. It is a fundamental step in ensuring that the chosen statistical

techniques are appropriate for the data and that the results accurately reflect the underlying phenomena being investigated.

4.4.1 Normality Test

The Shapiro - Wilk test was run to check if data was normally distributed. If the value of the Shapiro - Wilk Test is 0.005, the data is normal. If it is below 0.005, the data significantly deviates from a normal distribution.

Table 4.2: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance	0.088	120	.024	0.982	120	.110
Organizational Culture	0.094	120	.011	0.968	120	.006
Teamwork	0.175	120	.000	0.936	120	.000
Management Support	0.103	120	.003	0.983	120	.123
Employee Health	0.094	120	.011	0.968	120	.006

a Lilliefors Significance Correction

The W statistics computed for the variables: performance, organizational culture, teamwork, management support, and employee health yielded values of $W = 0.982$, $W = 0.968$, $W = 0.936$, $W = 0.983$, and $W = 0.968$ respectively. These W values were all

in proximity to 1, which suggests that the sample data for each variable closely approximated a normal distribution. This indicates that the data for these variables exhibited characteristics that align well with the assumptions of a normal distribution, bolstering the confidence in using subsequent statistical methods that assume normality. This implies that the findings related to the variables (performance, organizational culture, teamwork, management support, and employee health and safety) could be more confidently generalized to the housekeeping employees in 3–5-star hotels in Nairobi City County, Kenya.

4.4.2 Multi-collinearity Test

A test for multi-collinearity was run to assess the degree of correlation among the predictor variables. High correlation values can result in precarious and inconsistent estimations of regression coefficients, consequently yielding unreliable results when trying to ascertain individual contributions of predictor variables to the dependent variable. According to Shrestha (2020), Tolerance values below 0.1, and at times 0.2, are considered, as they imply reduced tolerance within the analysis. A lower figure indicates diminishing tolerance in the analysis. VIF values equal to or exceeding 10 indicate the existence of multi-collinearity (Shrestha, 2020). The multi-collinearity assessment conducted for this study revealed the absence of multi-collinearity issues, as tolerance values exceeded 0.2 and VIF values ranged between 1 and 5. Consequently, the independent variables within the study exhibited an inconsequential presence of multi-collinearity, thereby validating the viability of employing linear regression analysis.

Table 4.3: Multicollinearity Test

Mode l		Deviant Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	1.488	0.148	10.02	.000		
	Employee Health	0.407	0.039	10.40	.000	0.364	1
	Organizational Culture	0.282	0.061	4.64	.000	0.315	3.171
	Teamwork	-0.13	0.067	-1.95	.054	0.209	4.79
	Management Support	0.415	0.07	5.96	.000	0.336	2.975

Dependent Variable: Performance

Absence of multicollinearity in the study data strengthened the reliability, validity, and interpretability of the regression, resulting to the overall firmness of the findings and implications of this study

4.4.3 Linearity Test

Linearity test was run to ascertain if there is a direct, straight-line relationship between predictor and outcome variables. Relationship between performance and employee health, teamwork, management support and organization culture were tested for linearity. The output is shown in Table 4.4

Table 4.4: Linearity Test

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Employee Health	Deviation from Linearity	0.954	11	0.087	0.866	.575
Performance * Teamwork	Deviation from Linearity	1.233	7	0.176	1.608	.140
Performance * Management Support	Deviation from Linearity	1.377	12	0.115	1.34	.207
Performance * Organizational Culture	Deviation from Linearity	0.954	11	0.087	0.866	.575

Results indicated that the association between performance and the predictor variables employee health, teamwork, management support, organizational culture had p-values ($p > .05$); .575, .140, .207 and .575 respectively. This is an indication that corresponding to the departure from linearity for the connection of the dependent variable performance and the predictor variables were 0.113, 0.335, 0.681, and 0.633. All these values exceeded 0.05, implying that the interrelation among the independent variables is regarded as linearly reliant.

4.5 Job Performance

The respondents rated level of agreement with statements on job performance. Likert scale was used to rate their responses as follows: 1 – Strongly Disagree (SD), 2 – Disagree (D), 3 – Undecided (U), 4 – Agree (A) and 5 – Strongly Agree (SA).

Table4.5 shows descriptive analysis of the responses in percentages, means and standard deviations.

Table 4.5: Job Performance

Statement	SD	D	U	A	SA	Mean	Std Dev
Many duties and responsibilities reduce my performance level	28; 23.3%	49; 40.8%	25; 20.8%	17; 14.2%	1; 0.8%	2.28	1.01
My workplace culture is friendly	6; 5%	11; 9.2%	20; 16.7%	58; 48.3%	25; 20.8%	3.71	1.06
My health is taken care of	5; 6%	5; 6%	9; 7.5%	73; 60.8%	26; 21.7%	3.89	0.97
The work environment helps me to perform at my best	1; 0.8%	12; 10%	14; 11.7%	61; 50.8%	32; 26.7%	3.93	0.93
My team inspires me to do my best at the workplace	1; 0.8%	7; 5.8%	25; 20.8%	62; 51.7%	25; 20.8%	3.86	0.84
Evaluation provides meaningful information on my performance	1; 0.8%	7; 5.8%	16; 13.3%	67; 55.8%	29; 24.2%	3.97	0.83
The supervisor is competent in his/her job	1; 0.8%	11; 9.2%	14; 11.7%	76; 63.3%	18; 15%	3.83	0.83
Management holds staff accountable	0.0; 0%	7; 5.8%	3; 2.5%	82; 68.3%	28; 23.3%	4.09	0.7

The responses indicated that regarding the statement whether they felt there were many duties and responsibilities which reduced their performance levels, 77 (64.1%) disagreed, 25 (20.8%) were undecided, and 18 (15%) agreed (mean=2.28,

std.dev=1.01). On whether the respondents considered their workplace culture as friendly for performance, most of the respondents, 83 (69.1%), agreed, 20 (16.7%) were undecided, and 17(14.2%) disagreed (mean=3.71, std. dev=1.06). As to whether the health of the respondents was taken care of at their workplaces so that their performance is increased, 99(82.5%) agreed, 10(12%) disagreed, and 9(7.5%) were undecided (mean=3.89, std. dev=0.97). On whether the work environment helped the respondents to perform at their best, 93(77.5%) agreed, 14(11.7%) were undecided, and 13(10.8%) disagreed (mean=3.93, std. dev=0.93). Asked whether their teams inspired the respondents to do their best at their workplaces, 87(72.5%) of the respondents agreed, 25(20.8%) were undecided, and 8(6.6%) disagreed (mean=3.86, std. dev=0.84). Whether the performance evaluation gave the respondents meaningful information about their performances, 96(80%) agreed, 16(13.3%) were undecided, and 8(6.6%) disagreed (mean=3.97, std. dev=0.83). When asked whether they considered their supervisors competent; 94(78.3%) agreed, 14(11.7%) were undecided, and 12(10%) disagreed (mean=3.83, std. dev=0.83). Most of the respondents, 110(91.6%) agreed that the management held them and their co-staff accountable for their performance, 7(5.8%) disagreed, and 3(2.5%) were undecided (mean=4.09, std. dev=0.70).

According to the results, many hotel employees agreed that their duties were not too many to reduce their performance; their health was taken care of to increase their performance; their teams inspired them to perform well; their work culture was friendly for performance and that their managements held them accountable for their performance. All these indicators show that work environment affects performance of hotel housekeeping employees.

4.6 Impact of health and safety on performance of housekeeping workers.

Initial goal was to determine the impact of health and safety on performance of housekeeping workers in 3–5-star hotels in Nairobi, Kenya.

4.6.1 Descriptive Analysis for Health and Safety

Study participators scored their levels of agreement with statements on employee health and safety. A descriptive analysis was then conducted to summarize the responses, as seen below.

Table 4.6: Descriptive Analysis of employee health and safety

Employee health & safety	SD	D	U	A	SA	Mean	Std Dev
I have a safe and hygienic workplace	2; 1.7%	8; 6.7%	52; 43.3%	28; 23.3%	30; 25%	3.63	0.99
My job causes unreasonable amount of stress	28; 23.3%	56; 46.7%	27; 22.5%	5; 4.2%	4; 3.3%	2.18	0.95
My work goes for long hours than recommended	19; 15.8%	65; 54.2%	30; 25%	5; 4.2%	1; 0.8%	2.2	0.78

Findings indicate that many of the respondents, 58(48.3%), had safe and hygienic workplaces, 52(43.3%) were undecided, and 10(8.4%) had a contrary opinion (mean = 3.63, std. dev=0.99). On whether the kind of jobs the employees were doing resulted in an unreasonable amount of stress, many of the respondents, 84(70%) disagreed,

27(22.5%) were undecided, and 9(7.5%) agreed that their jobs caused them an unreasonable amount of stress (mean = 2.18, std. dev = 0.95). The respondents were also asked whether their work went on for longer hours than recommended; many of the respondents, 84(70%) disagreed, 30(25%) were undecided, and 6(5%) agreed (mean = 2.20, std. dev = 0.78).

Based on the responses, the findings show that their jobs were not stressful, and they did not work for long hours.

The study sought to further collaborate the quantitative data on employee health and safety from the questionnaires through interviewing the hotel management. Their opinion was sought on whether there were adequate environmental strategies at the hotels under study. On this question, there were mixed answers with majority of those interviewed, 67.6% affirming that there were adequate environmental strategies. Supervisor 001 from a five-star hotel stated:

‘Our commitment to guest safety is paramount. To ensure a secure environment, we have taken several proactive measures. Fire safety is a top priority; strategically placed fire extinguishers are easily accessible throughout the premises. In the event of any health emergencies, we maintain a state of readiness with dedicated ambulances on standby. Furthermore, our guests' well-being is attended to by always having doctors available on call. This comprehensive approach to safety underscores our dedication to providing a secure and supportive environment for both guests and staff.’

Concurring with the issue of whether the hotels had adequate environmental strategies that could influence the performance of the employees, Supervisor 002 from a four-star hotel stated:

'We are deeply committed to fostering an environment that positively influences the performance and well-being of both our guests and our dedicated staff members. Furthermore, recognizing the impact of a safe and calm atmosphere on work effectiveness, our noise control measures not only contribute to a peaceful stay for our guests but also provide an environment where our staff can perform at their best. This integrated approach underscores our dedication to elevating both guest satisfaction and staff performance within our hotel.'

On the contrary some of the supervisors expressed their reservations about the presence of adequate environmental strategies at their respective places of work station.

Supervisor 003 from a three-star hotel said:

'I have reservations on the adequacy of environmental strategies at this hotel. A case in point is the old buildings which urgently require renovation due to their aging condition. Old buildings can potentially compromise safety measures. These can lead to various challenges that impact performance and overall well-being of the employees as well as the guests.'

Supervisor 004 from another three-star hotel pointed out that the existing environmental strategies at his place of work were not adequate, stating:

‘The existing challenges, such as drainage blockages leading to an unfavorable work environment, and therefore underscore the importance of revisiting and enhancing our environmental strategies. These blockages can lead to waste accumulation hence posing a health challenge to the employees and the guests. The adverse impact of such conditions on the overall work environment and employee morale cannot be overlooked.’

4.6.2 Correlation Analysis of employee health and safety on performance.

Correlation analysis was run to examine the relationship between health and safety, and performance of housekeeping employees. As stated by Kothari and Garg (2018), correlation coefficient 1 signifies complete positive relationship, -1 indicates complete negative relationship.

Table 4.7: Health and safety on Performance Pearson Correlation

		Health and safety
Performance	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	120

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

Results from the correlation output pointed out significant and positive relationship between employee health and safety, and performance, ($r(118) = .692, P = .001$). This

finding implies that the more health and safety of employees improves, the higher the performance also improves. Physical as well as mental health of employees is a significant aspect that determines their overall performance. Correlation and regression analysis findings confirm Kaynak, Toklu, Elci, and Toklu (2016), argument, that work place policies on safety and health management are important factors in determining and improving staff performance. Lu, X., Yu, and Shan (2022), also established a positive association of employee mental health and job performance.

Rosenberg, McConnell, McCullagh and Seng (2019) discovered that hotel cleaners experienced a variety of common chronic diseases, including recurring back pain, headache, arthritis and hypertension. Moreover, proactive health and safety management can assist organizations in avoiding the expenses connected to workplace accidents and employing and training new employees to replace injured or departed staff (Segbenya and Yeboah, 2022). By prioritizing health and safety, the hospitality industry can minimize these costs and optimize the performance of their existing employees.

Hypothesis One: There is no significant relationship between employee health and performance of housekeeping workers in 3–5-star hotels in Nairobi, Kenya.

A linear regression analysis was run to test this hypothesis as presented below:

Table 4.8: Ideal Summarization of Employee health and safety

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R square change	F Change	df1	df2	Sig. F change
1	.692a	0.478	0.474	0.3145	0.478	108.18	1	118	.000

a Predictors: (Constant), Employee Health and safety

Table 4.8 presents findings that explain the degree to which the predictor variable contributes to the overall model variability. The coefficient of determination, denoted by R Square and equal to 0.478, signifies that employee health contributed to employee job performance by approximately 47.8%. The remaining 52.2% can be attributed to other unaccounted factors in this model. Adjusted R Square provides an insight that, if the entire population were included in this study instead of a sample, the variance in the response would be 52.6% (1 - 0.474). Therefore, the study inferred that employee health exerts significant, moderate, positive influence on job performance.

Table 4.9: Coefficients of Employee health and safety

Model		Deviant Coefficients		Formalized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.083	0.13		16.019	.000
	Employee Health	0.407	0.039	0.692	10.401	.000

Dependent Variable: Performance

Coefficients output shown in Table 4.9 gives a beta value of 0.692, showing that an increase by one unit in employee health results in a 69.2% improvement in performance. The model thus effectively predicts the impact of employee health on performance, with statistical significance at $P = .001$. The F ratio, $F(1, 118) = 108.18$; $P = .001$ was also significant. This implies that employee health has a statistically significant impact on the performance of housekeepers in 3–5-star hotels in Nairobi, Kenya. Therefore, the invalid hypothesis was rejected, and the alternative hypothesis retained, revealing a strong link between employee health and the performance of housekeeping workers in 3–5-star hotels in Nairobi County, Kenya.

4.7 Effect of teamwork on performance of housekeeping workers.

Objective two sought to assess effect of teamwork on the performance of housekeeping workers.

4.7.1 Descriptive Analysis for Teamwork

The study participators rated their level of agreement with expressions connected to teamwork as they were asked. Descriptive analysis was then conducted to summarize their answers, as Table 4.10 presents.

Table 4.10: Descriptive Analysis of Teamwork

Teamwork	SD	D	U	A	SA	Mean	Std. Dev
People I work with cooperate as a team	2; 1.7%	19; 15.8%	55; 45.8%	27; 22.5%	17; 14.2%	3.32	0.96
My team supports me at work whenever needed	2; 1.7%	9; 7.5%	60; 50%	35; 29.2%	14; 11.7%	3.42	0.86

Findings suggested that majority of the participants, 55(45.8%) were undecided as to whether the people they worked with cooperated as a team, 44(36.7%) agreed, while 21(16.5%) disagreed (mean = 3.32, std. dev = 0.96). On the aspect of whether their teams provided them with support at their workplaces whenever they needed it, 60(50%) of the respondents were undecided, 49(40.9%) agreed, while 11(9.2%) disagreed (mean = 3.42, std. dev = 0.86).

The findings explain the difference between inferential and descriptive statistics as seen below:

Descriptive statistics (like averages, frequencies and distributions) simply summarize raw data. If questions about teamwork and managerial support cluster around a neutral

value e.g. a mean of 3 on a 1-5 Likert scale where 3 is “neither agree nor disagree”), it suggests the group as a whole is undecided or ambivalent. This doesn’t imply zero variability; individual responses could still vary around that neutral point.

Regression analysis is inferential because it tests relationships between variables (e.g. how perceptions of teamwork predict job performance). Significance here (typically $p < 0.05$) means the relationship is unlikely due to chance, even if the predictor variable’s average level is neutral. The findings also explain why neutrality doesn’t preclude significance - Variability matters more than the mean in regression. Regression focuses on how changes in one variable (e.g. teamwork perceptions) relate to changes in another, not just the absolute levels. Even if the average is neutral, deviations from that average (e.g. some respondents rating teamwork slightly above neutral and others slightly below) can reveal a significant pattern. Neutral doesn’t mean “no effect” - Neutrality reflects the central tendency of responses, but it doesn’t erase underlying correlations. Respondents might be “undecided” on average but those who lean positive or negative could drive a significant regression effect when modeled against a dependable variable.

For instance: In employee surveys, average ratings for management support might be neutral (e.g. 3.0/5), meaning no strong consensus. But regression could show that variations in those ratings significantly predict turnover intent – employees rating even slightly above neutral are less likely to leave. All the above show that it is entirely possible for descriptive results (e.g. means, medians) to fall in the neutral range- indicating overall indecision or lack of strong endorsement among respondents – while regression results show statistical significance.

4.7.2 Correlation Analysis between Teamwork and performance of housekeeping employees

An analysis of correlation was conducted to examine whether teamwork is related to performance of housekeeping staff. Table 4.11 shows the analysis output.

Table 4.11: Teamwork and Performance Pearson Correlation

		Teamwork
Performance	Pearson Correlation	.633**
	Sig. (2-tailed)	.000
	N	120

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

Correlation results showed a substantial and good relation between teamwork and performance, ($r(118) = .633, P = .001$). This finding implies that as employees work more and more in teams, their job performance improves. The findings concur with a study by Kioko (2019), that argued that collaborating within a team setting offers individuals the chance to develop their competencies, expand their expertise, and refine their abilities through shared learning and collective problem-solving which improves their performance.

Humashu (2019) states that, team work plays a cardinal role in the hotel industry and is a requirement for the successful performance of the hotel since the hotel ends up achieving its goal through the shared principles and values. Team work is a prerequisite

for the successful performance of the hotel. This also manifests itself in the customers who are able to detect the unity and focus that the hotel has; this in itself helps to widen the market base because the hotel becomes identified with a culture of solidarity (Humashu, 2019).

Many studies in human resource management have experimentally shown that teamwork positively affects employee performance. Some of the studies are those conducted by Adbulle and Aydintan (2019); Jawabreh, Mahmoud and Hamasha (2020) and Adil and Hamid (2020). Teamwork is a vital part of an organizational environment and a key attribute that makes individuals work together to achieve organization's goal (Mijakoski, Karadzhinska-Bislimovska, Stoleski, Minov, Atanasovska and Bihorac, 2018). Another study done recently on teamwork, organizational dedication and effectiveness in the education sector in Indonesia (Martono, Khoiruddin, Wijayanto, Ridloah, Wulansari and Udin, 2020), stressed teamwork to be a very important element of an organization, determined by the leadership style.

Hypothesis Two: There is no significant relationship between teamwork and the performance of housekeeping workers in 3–5-star hotels in Nairobi County, Kenya.

A linear regression analysis was run to test the hypothesis and the regression output presented in Table 4.12

Table 4.12: Model Summary for Teamwork

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R square change	F Change	df1	df2	Sig. F change
1	.633a	0.401	0.396	0.3369	0.401	79.08	1	118	.000

a Predictors: (Constant), Teamwork

Findings presented in Table 4.12 explain the degree to which the predictor variable contributes to the overall model variability. The coefficient of determination, denoted by R Square and equal to 0.401, signifies that teamwork contributed to employee job performance by approximately 40.1%. The remaining 59.9% can be attributed to other unaccounted factors in this model. Adjusted R Square provides an insight that, if the entire population were included in this study instead of a sample, the variance in the response would be 60.4% (1 - 0.396). Therefore, the study suggests teamwork to exert a moderate and positive influence on performance. This finding aligns to a study by Schmutz, Meier and Manser (2019), that teamwork efforts exert a moderate impact on performance. Kimeu (2015) agreed with them that job performance could be enhanced by encouraging teamwork in organizations, hence urging employees to work cooperatively and through activities that build teams.

Table 4.13: Coefficient of Teamwork

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.28	0.13		17.547	.000
	Teamwork	0.333	0.037	0.633	8.893	.000

Dependent Variable: Performance

Coefficients output presented in Table 4.13 gives a second value of 0.633, indicating an increase by one unit of teamwork results in a 63.3% improvement in performance. The model thus effectively predicts the impact of teamwork on performance, with statistical significance at $P = .001$. The F ratio, $F(1, 118) = 79.08$; $P = .001$ was also significant. This implies a statistical significant influence teamwork has on the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya. The invalid hypothesis was therefore rejected while the alternative retained, proposing significant relationship of teamwork and performance in housekeeping employees in 3–5-star hotels in Nairobi County, Kenya.

4.8 Effect of managerial support on performance of housekeeping workers

Objective three sought to establish effect of managerial support on the performance of housekeeping workers in 3–5-star hotels in Nairobi, Kenya.

4.8.1 Descriptive Analysis of Managerial support

Participators in the study rated their status of agreement with statements on managerial support. A descriptive analysis was then conducted to summarize the replications. Table 4.14 shows this.

Table 4.14: Descriptive Analysis of Managerial support

Managerial Support	SD	D	U	A	SA	Mean	Std. Dev
Supervisors and subordinates have confidence with one another	2; 1.7%	14; 11.7%	59; 49.2%	30; 25%	15; 12.5%	3.35	0.9
My supervisor treats me with honor and regard	2; 1.7%	13; 10.8%	59; 49.2%	31; 25.8%	15; 12.5%	3.37	0.9
The management supports and mentors their employees	5; 4.2%	11; 9.2%	55; 45.8%	30; 25%	18; 15%	3.36	1.01
Am comfortable dealing with my supervisor	2; 1.7%	15; 12.5%	55; 45.8%	36; 30%	12; 10%	3.34	0.88

Analysis of the statements on managerial support revealed that the respondents had varying opinions. On the aspect of whether their supervisors and subordinates had confidence with one another, majority of the respondents, 59(49.2%) were undecided, 45(37.5%) agreed, while 16(13.4%) disagreed (mean = 3.35, std. dev = 0.90). On whether the respondents felt that their supervisors treated them with honor and regard, majority of the respondents, 59(49.2%) were undecided, 46(38.3%) agreed, while

15(12.5%) disagreed (mean = 3.37, std. dev = 0.90). Regarding the statement whether the management supported and mentored their employees, majority of the respondents, 55(45.8%) were undecided, 48(40%) agreed while 16(14.2%) disagreed (mean = 3.36, std. dev = 1.01). Asked whether the respondents were comfortable dealing with their respective supervisors, 55(45.8%) were undecided, 48(40%) agreed, and 17(14.2%) disagreed (mean = 3.34, std. dev = 0.88).

This study concurs with that of Diamantidis and Chatzoglou (2018), who discovered management support concepts to be extremely associated with employee performance; employees who believe the organization to be of their support will reciprocate, then, enrich the organization. Although research by Al-Khajeh (2018) shows that leadership style does not in any meaningful way affect job performance. Research conducted by Basit, Sebastian and dan Hassan (2017); NawoseIng'ollan and dan Roussel (2017) and Yusuf-Habeeb, dan Ibrahim (2017) reported leadership to have positive and significant influence on employee performance.

Formally, supervisors who assist and guide subordinates are good in boosting morale and involvement of the employees thus increasing their performance (Umrani, Mahmood and Ahmed, 2016). Moreover, if employees perceive their managerial relationships as positive and supportive, they are more likely to excel in their roles, whereas negative perceptions can hinder their efficiency. In their research, “Hotel Facilities’ Management Practices and Employee Performance in Kenya”, Were and Maranga (2022) found that good working surfaces, suitable lighting and adherence to health and safety regulations are positively related to performance.

4.8.2 Correlation Analysis of managerial support and performance of housekeeping employees

Analysis of correlation was done to examine relation of managerial support to performance of housekeeping employees as presented in Table 4.15 below

Table 4.15: Managerial support and Performance Pearson Correlation

		Managerial support
Performance	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	120

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

The correlation output results indicated significant and positive link between managerial support and performance ($r(118) = .730, P = .001$). The findings support those of Alsheikh, Abd-Halim, Alremawi, and Tambi (2018) who, discovered in the Jordanian hotel sector, that leadership style and quality management methods had a substantial effect on numerous hotel processes and workers' performance.

Findings of this study concur to those of Makhanu, Mukanzi, and Eshiteti (2018), who connected job performance to physical engagement in the civil service, in Kenya. Asiwe, Rothmann, Jorgensen and Hill (2017), also found out that job gets more significant for engaged employees in an environment where their effort is noticed by the management. According to a research study by Pearl Dlamini, Suknunan, and Bhana

(2022), it was noted that a supportive and collaborative associations between staff and their management can boost motivation and drive performance, whereas a strained or negative dynamic can hinder productivity and lead to reduced performance. Moreover, if employees perceive their managerial relationships as positive and supportive, they are more likely to excel in their roles, whereas negative perceptions can hinder their performance. This finding implies that managerial support is important in improving employee job performance.

Hypothesis Three: There is no significant relationship between managerial support and performance of housekeeping workers in 3–5-star hotels in Nairobi, Kenya.

Linear regression analysis was run for testing this hypothesis. Table 4.16 presents the regression output.

Table 4.16: Model Summary for Managerial support

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R square change	F Change	df1	df2	Sig. F change
1	.730a	0.533	0.529	0.2976	0.533	134.54	1	118	.000

Predictors: (Constant), Managerial Support

Table 4.16 shows findings indicating the scope at which the predictor variable contributes to the overall model variability. The coefficient of determination, denoted by R Square and equal to 0.533, signifies that managerial support contributed to

employee job performance by approximately 53.3%. The remaining 46.7% can be attributed to other unaccounted factors in this model. Adjusted R Square provides an insight that, if the entire population were included in this study instead of a sample, the variance in the response would be 47.1% (1 - 0.529). Therefore, the study inferred that managerial support exerts significant, moderate, positive influence on job performance.

Table 4.17: Coefficient of Managerial support

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.64	0.154		10.628	.000
	Managerial Support	0.508	0.044	0.73	11.599	.000

Dependent Variable: Performance

Coefficients output presented in Table 4.17 gives a beta value of 0.73, indicating an increase by a unit in managerial support results in a 73.0% improvement in performance. The model thus effectively predicts the impact of managerial support on performance, with statistical significance at $P = .001$. The F ratio, $F(1, 118) = 134.54$; $P = .001$ was also significant. This implies statistical significant impact of managerial support on the performance of housekeeping staff of 3–5-star hotels in Nairobi County, Kenya. Therefore, null hypothesis was rejected, but the alternate hypothesis that there is substantial association of managerial support and the performance of housekeeping staff of 3–5-star hotels in Nairobi County, Kenya, was kept.

4.9 The moderating impact of organizational culture on relationship between work environment and performance of housekeeping workers

Objective four ascertained moderating impact of organizational culture on the link between work environment and job performance of 3–5-star hotel employees in Nairobi County, Kenya.

4.9.1 Descriptive Analysis for Organizational Culture

The study participants rated levels of agreement with statements relating to organizational culture. Descriptive analysis was then conducted to summarize responses as presented below in Table 4.18.

Table 4.18: Descriptive Analysis of Organizational Culture

Organizational Culture	SD	D	U	A	SA	Mean	Std. Dev
Staff are motivated to work	2; 1.7%	19; 15.8%	47; 39.2%	27; 22.5%	25; 20.8%	3.45	1.04
There are strategies in place to improve employee work environment	2; 1.7%	14; 11.7%	55; 45.8%	27; 22.5%	22; 18.3%	3.44	0.98
The workplace culture motivates me to work	7; 5.8%	11; 9.2%	50; 41.7%	32; 26.7%	20; 16.7%	3.39	1.06

According to the findings, 52(43.3%) of respondents agreed that they were motivated to perform, 47(39.2%) were undecided, and 21(17.5%) had a contrary opinion (mean = 3.45, std. dev = 1.04). On whether there were strategies in place to improve employee

work environment, many of the respondents, 55(45.8%) were undecided, 49(40.8%) agreed, and 16(13.7%) disagreed (mean = 3.44, std. dev = 0.98). The respondents were also asked whether their workplace culture motivated their work; many of the respondents, 52(43.4%) agreed, 50(41.7%) were undecided, and 18(15%) disagreed (mean = 3.39, std. dev = 1.06).

Hypothesis Four: Organizational culture has no moderating impact on the relationship between work environment and performance of housekeeping workers in 3-5-star hotels in Nairobi, Kenya.

Multiple regression analysis was used to evaluate this hypothesis as presented in the outputs below.

Table 4.19: Model Summary of Employee Health and Safety, Teamwork, Managerial Support, Interaction Term and Performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781a	0.61	0.6	0.274	0.61	60.428	3	116	.000
2	.781b	0.61	0.597	0.276	0.001	0.185	1	115	.668

a Predictors: (Constant), Management Support, Employee Health and Safety, Teamwork

b Predictors: (Constant), Management Support, Employee Health and Safety, Teamwork, OC_ Interaction

In the first model, the three variables: management support, employee health and safety, and teamwork were included. The R^2 in model 1 is 0.61 implying a 61% variance in job performance was explained by work environment variables (employee health and safety, teamwork, and managerial support). F ratio was $F(1, 116) = 60.428, P < 0.001$ hence, statistically significant model. In the second model, the interaction term (organizational culture) between management support, employee health and safety, teamwork and performance, was included in the regression model. Its inclusion had no effect on the R^2 . The F ratio $(1, 115) = 0.185, P > 0.05$ hence the model was non-significant. This indicates that regression of management support, employee health and safety, teamwork, interaction term and job performance was not significant. With $P > 0.05$, the null hypothesis was retained and the alternative hypothesis rejected. Therefore, organizational culture had no moderating effect on the relation between work environment and the performance of housekeeping staff in 3-5-star hotel in Nairobi, Kenya.

Previous research has indicated that organizational culture affects work environment. Previous research has also indicated that organizational culture affects job performance. When it comes to whether organizational culture moderates the relationship between work environment and performance of housekeeping employees, it becomes difficult. This study's findings indicate the interaction of organizational culture with work environment and job performance to have no any significance in the hotel industry. This is because no impact of an organisational culture specific to hospitality principles has been investigated before. Implementation of a hospitality culture is crucial for the hotel

sector since it has a distinct element of service that is uncommon in other industries (Pizam, 2020).

Because a hospitality environment greatly differs with other industries (Bavik, 2016), its culture demands staff collaboration as a team, which creates a friendly environment making them feel like members of an extended family (Bavik, 2016). This closeness amongst themselves positively affects guest interactions (Pizam, 2020). Positive work atmosphere therefore, is specific of a hospitality culture because employee interactions are more personal than would be typically found in other industries, which positively affects guests.

Unlike the findings of this present research, Jiang and Chen (2018), discovered that the connection between literacy management and organisational performance was strongly affected by organizational culture. Lin, Chen, and Chiu (2017) in a related study, investigated moderating impacts organizational culture has while exploring the link between knowledge management and employee performance. According to the study's findings, organisational culture has positive moderating impact on the relationship between knowledge management and worker performance. It has been discovered that knowledge management methods have stronger effects on employee performance when a culture that encourages information sharing, cooperation, and continual learning is in place.

Findings of the present research shows that organizational culture of 3–5-star hotels, which is typically a reflection of the hospitality culture, does not foster the relations between work environment and performance of hotel housekeeping workers.

4.10 Summary of Hypothesis Testing

A summary of the research hypotheses results and the reasons is shown in Table 4.20

Table 4.20. Summary of Hypothesis Testing

Hypothesis	Result	Reason
Hypothesis 1: There is no significant relationship between employee health and safety and performance	Rejected	P<0.05
Hypothesis 2: There is no significant relationship between teamwork and performance	Rejected	P<0.05
Hypothesis 3: There is no significant relationship between managerial support and performance	Rejected	P<0.05
Hypothesis4: Organizational culture has no moderating impact on the relationship between work environment and performance	Supported	P>0.05

The findings explained how to interpret strong +, relative + and negative correlation:

Strong positive linear correlation: When the correlation coefficient (r) is above 0.5, the variables increase together in a strong linear pattern. E.g. better physical environment much better job performance. Relative positive linear correlation: When r is between 0.3 and 0.5, the relationship is positive but moderate (less strong). In my results, most

environmental factors exceeded 0.5, indicating strong correlations rather than just relative Negative linear correlations: When one variable increases while the other decreases. Stress levels showed this pattern, (higher stress lower performance).

The descriptive analysis revealed that most work environment factors (physical environment, organizational support and resource availability) exhibited strong positive linear correlations with job performance, as indicated by high average scores and corresponding high performance means (e.g., r values > 0.5). In contrast, stress levels demonstrated a negative linear correlation with performance, as higher stress ratings were associated with lower average performance scores. Overall, the findings confirm that improvements in work environment factors tend to strongly and positively influence employee job performance.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS SUMMARY

5.1 Introduction

Presented in chapter five is the summary of findings, conclusions, and recommendations of the effect work environment has on the performance of hotel housekeeping employees in Nairobi 3 – 5 - star hotels.

5.2 Summary of Findings

The studies in the literature review and findings consistently show that work environment conditions (like safety equipment, hygiene, lighting) are strongly linked to employee performance. That matches my findings that while some conditions are good, there were gaps like worn out building structures with crevices and clefts, and safety equipment issues. Several studies emphasize health and safety regulations, equipment and procedures as necessary but sometimes lacking, which aligns with my recommendations like regular health checkups and safety trainings for employees.

Employee health and safety, teamwork and managerial support emerge as important variables: stress from heavy workload and lack of safety due to cleaning materials with reactive chemicals negatively impact performance; conversely, enough teamwork and managerial support improves performance. Even in similar industries that are not hotels, the work environment (psychological, organizational and physical) has a measurable positive impact on performance. The effect of work environment on job performance is an area of interest in research studies. The findings are discussed from data analyzed in the previous chapter which was based on the objectives of this study.

Questionnaires and interview guides were used to collect data from the respondents in the 3–5-star hotels in Nairobi County, Kenya.

The first objective determined the impact of health and safety on the performance of housekeeping workers in 3–5-star hotels in Nairobi County, Kenya. The study hypothesized that there was no significant relationship between employee health and the performance of housekeeping workers in 3–5-star hotels in Nairobi, Kenya. The study found from the results, significant and positive relationship between employee health and safety, and performance ($r(118) = .692, P = .001$). Descriptive analysis revealed that the respondents did not generally consider their jobs as stressful. Neither did they feel that the working hours were long. The interviews with the key informants revealed that some hotels had adequate environmental strategies while others did not. Some of the measures in place were related to fire safety and noise control. Results also established that employee health and safety had significant influence on job performance at 5% confidence level. The null hypothesis was therefore rejected.

The second objective assessed how teamwork affects performance of housekeeping workers. The study hypothesized that there was no significant relationship between teamwork and the performance of housekeeping workers in 3–5-star hotels in Nairobi County, Kenya. The results however revealed there was a significant and positive relationship between teamwork and performance ($r(118) = .633, P = .001$). Respondents moderately agreed that they worked as a team and the team with the support they needed at work. Results still established that teamwork had significant influence on job performance at 5% confidence level. Therefore, null hypothesis was rejected.

Third objective established effect of managerial support on the performance of housekeeping workers of 3–5-star hotels in Nairobi County, Kenya. The study hypothesized that there was no significant relationship between managerial support and the performance of housekeeping employees in 3–5-star hotels in Nairobi County, Kenya. The correlation analysis between managerial support and performance suggested the presence of significant and positive relationship of managerial support and performance ($r(118) = .730, P = .001$). Respondents moderately agreed that the management supported and mentored them, they were comfortable in raising issues with the management and they had confidence with one another. The study also established the presence of a statistically significant impact of managerial support on the performance of housekeeping workers in 3–5-star hotels in Nairobi County, Kenya. Therefore, null hypothesis being rejected, the alternative was retained.

Fourth objective ascertained moderating impact of organizational culture on performance of housekeeping staff in 3 – 5-star hotels in Nairobi, Kenya. The study hypothesized that organizational culture has no moderating impact on the relationship between work environment and the performance of housekeeping staff in 3-5-star hotel in Nairobi, Kenya. Study results established regression of management support, employee health, teamwork, interaction term and job performance to be of no significance. With $P > 0.05$, null hypothesis was retained, alternative hypothesis rejected. Organizational culture thus, had no moderating influence upon the relationship between work environment and the performance of housekeeping staff in 3-5-star hotel in Nairobi, Kenya.

5.3 Conclusions

This study focused on examining the effect of work environment on job performance. This was achieved by examining employee health and safety, teamwork, and managerial support effects on job performance. The study additionally analyzed the moderating effect of organization culture on relationship between work environment and job performance. First objective was to determine impact of health and safety on the performance of housekeeping staff. From analysis results, the study established presence of relative positive linear correlation between employee health and safety, and job performance. Second objective was to assess the way teamwork affects performance of housekeeping employees. From the analysis, the study established presence of relative positive linear correlation of teamwork with job performance. Third objective tried establishing effect of managerial support on the performance of housekeeping employees. From analysis results, the study established presence of strong positive linear correlation between managerial support and job performance. Therefore, managerial support contributed more to job performance compared to teamwork and employee health and safety. The fourth objective sought to ascertain moderating impact of organizational culture on performance of housekeeping employees. The analysis showed that organizational culture had no moderating influence on relationship between work environment and the performance of housekeeping workers.

The study came to the conclusion that organizational culture somewhat moderates the association between work environment and workers' efficiency; and that work environment had a positive, substantial, significant influence on job performance. Department heads will gain a deeper grasp of how employee health, teamwork and

managerial support are critical and vital elements in deciding the firm's results through this study. The implication being that an improved or good working environment would cause a corresponding increase in the performance of housekeepers working in 3–5-star hotels in Nairobi County, Kenya.

5.4 Recommendations

Based on the study findings, the following recommendations were found to be practical and achievable:

- i) Hotels should prioritize and invest in comprehensive health and safety measures and provide adequate and essential cleaning equipment (mops, vacuum cleaners) and cleaning materials and detergents; conduct regular audits to ensure tools, machines and equipment are functional. This will reduce heavy infrastructure costs, physical strain and back ache. Hotel managers can adjust shift rotations and use flexible scheduling to reduce burnout. This will reduce hiring of more staff. Providing cross-training of staff will ensure workload balance during peak seasons. These measures are cost-effective and can improve housekeeping efficiency significantly.
- ii) Based on the finding of moderate, certain linear correlation between teamwork and job performance among housekeeping workers, it is recommended that the organization focuses on fostering and nurturing a collaborative team environment. Encouraging effective communication, mutual support, and shared goals among housekeeping staff can lead to enhanced teamwork dynamics. Providing opportunities for team-

building activities, training sessions, and open feedback channels can further strengthen the certain relationship between teamwork and job performance.

- iii) Management should support employees by strengthening supervisory practices and teamwork through training supervisors in supportive leadership and communication skills through in-house workshops/seminars. Establishing open-door policy, where employees feel comfortable discussing their worries and seeking assistance, can further enhance the positive impact of managerial support on performance. They should encourage mentorship by pairing senior staff with junior housekeeping employees, fostering teamwork and enhancing performance. Supervisors and managers must also effectively supervise, inspect, and monitor all housekeeping operations to make sure that safety requirements are upheld. As a result, it is advised that regular oversight, audit and watchfulness of all housekeeping operating functions be carried out, with reports sent to management for recurring evaluation. This will improve good working relationships and, as a result, improve performance among employees.
- iv) Based on analysis indicating that organizational culture has no moderating impact on the relationship between work environment and performance of housekeeping workers, it's recommended that while organizational culture may not directly influence this specific relationship, it still holds significant importance in overall workplace dynamics. Organizations should continue to focus on fostering a positive

and supportive culture that aligns with their values and goals. This includes promoting teamwork and effective communication.

5.5 Suggestions for Farther Studies

There is need to conduct repeated studies over time to explore the long-term effects of employee health and safety, teamwork, managerial support, and organizational culture on job performance. Tracking changes over time can provide a deeper know how of the evolvement of these factors and their cumulative effect.

The study focused on hazardous work conditions in only one of the most affected sections in 3–5-star hotels (the housekeeping department), Similar studies could be conducted with other hotel departments like maintenance, front office, food and beverage, to establish whether work environment factors affect their performance too, for a full perception on the influence of health and safety risks in the entire hotel to be in place.

The study was conducted in hotels, which are under the service industry. However, it is recommended that, further research on work environment's influence on employee performance, be done, but focusing on other industries. Environmental factors that may influence performance in the service industry may be unique because even their organizational culture differs from that of other organizations. The research should be extended to other industries to determine if the relationships between health and safety, teamwork, managerial support, and job performance vary across different work environments and sectors.

Research in the future should compare the work environment and job performance of housekeeping employees in other counties also to identify regional differences and similarities. More research should be done to examine how organizational culture moderates the relationship between the work environment and job performance of employees in the hospitality industry.

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APPENDICES

Appendix 1: Introductory Letter

Introductory Letter

Dear Team,

REF: REQUEST TO COLLECT DATA

I am a Masters student at Kenyatta University, pursuing Master of Science in Hospitality Management. As a requisite for the award of the degree, I am carrying out research on “WORK ENVIRONMENT OF HOUSEKEEPING EMPLOYEES ON JOB PERFORMANCE, IN 3-5 STAR HOTELS IN NAIROBI CITY COUNTY, KENYA”.

Your hotel has been recognized to take part in this research. Please support by answering the attached questions, with sincerity and objectivity. The data you provide will be protected and used for the sake of the current research only.

Thank you for your support.

Yours Sincerely,



Rose Owiti

Appendix 2: Questionnaire for Hotel Housekeeping Staff

Work Environment and Performance Questionnaire

Instructions

Please answer in writing, the following feedback form. The answers will be kept confidential and will be for the study's objectives only

SECTION ONE: BIODATA OF 3-5 STAR HOTELS

1. What is the star rating of your hotel?

i. 3 Star

ii. 4 Star

ii. 5 Star

2. Which section do you work in?

i. Rooms

ii. Laundry

iii. Public Area

3. Who is your supervisor?

i. Floor supervisor

ii. Linen supervisor

iii. Public area supervisor

4. For what period have you served in this hotel?

i. Below 10 years

ii. 10 – 30 years

iii. More than 30 years

SECTION TWO

PART A. WORK ENVIRONMENT

Extent of effect

To what degree do you agree with the following in your department. The scale is 1-5 where 1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly agree; 5 = Very strongly agree	S. Disagree	Disagree	Agree	S. Agree	V.S. Agree
	1	2	3	4	5
ORGANIZATIONAL CULTURE					
Staff are motivated to work					
There are strategies put in place to improve employee work environment					
My work is motivated by the workplace culture					
EMPLOYEE HEALTH AND SAFETY					
I have a safe and hygienic workplace					
My work goes for long hours than recommended					
TEAMWORK					
The people I work with cooperate as a team					
My team provides me with support at work whenever needed?					
MANAGEMENT SUPPORT					
Supervisors and subordinates have confidence in one another					
My supervisor treats me with honor and regard					

Do you think the management supports and mentors their employees?					
---	--	--	--	--	--

PART B: PERFORMANCE

Extent to which you agree

On a scale of 1-5, do you agree with the impact of the following work environment determinants on performance in the hotel. The scale is 1-5 where 1= Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree	S. Disagree	Disagree	Undecided	Agree	St. Agree
	1	2	3	4	5
ORGANIZATIONAL CULTURE					
There are too many duties and responsibilities thus reducing my performance level					
My work place culture is friendly for performance					
EMPLOYEE HEALTH					
My health at work is taken care of so that I increase performance					
TEAMWORK					
My workmates are incompetent making me work harder at my job					
There is good communication from employees to managers and from managers to employees in the hotel					
My team is an inspiration for me to do my best at the workplace					
MANAGEMENT SUPPORT					
The overall performance evaluation gives me meaningful information on my performance					
The supervisors are competent in their work					
The management holds me and my co-workers accountable for performance					

The management empowers me and my co-workers by involving us in problem solving and decision making					

Appendix 3: Interview Guide for Housekeeping Management Staff

1. Do you have employee adequate environment strategies in place at the hotel?

i. Yes

ii. No

Explain.....

2. Do you get any cases related to employee injuries and stress in your hotel?

i. Yes

ii. No

Explain.....

3. Do you know the performance level of your housekeeping workers?

i. Yes

ii. No

Elaborate.....

4. Are there any additional comments you would like to add about work environment and performance of housekeeping department in your hotel?

i. Yes

ii. No

.....

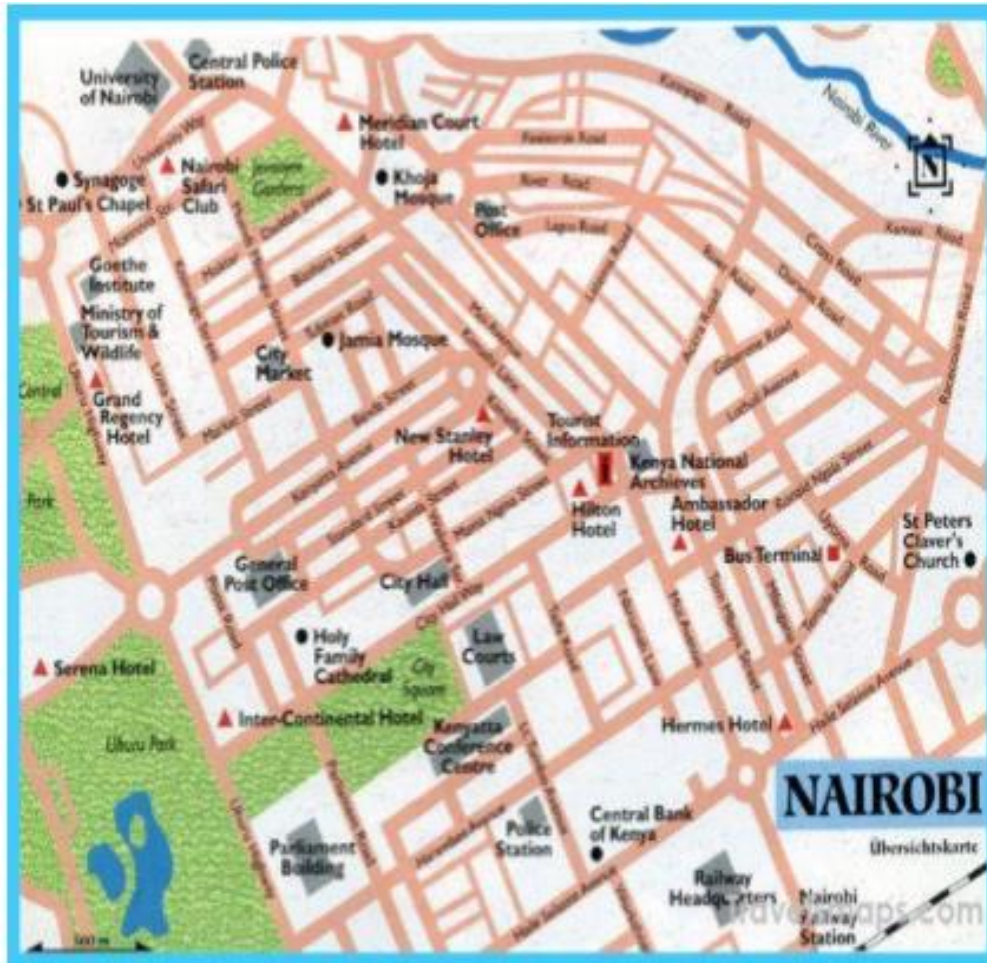
5. Does your organization’s culture affect performance in your hotel?

i. Yes

ii. No

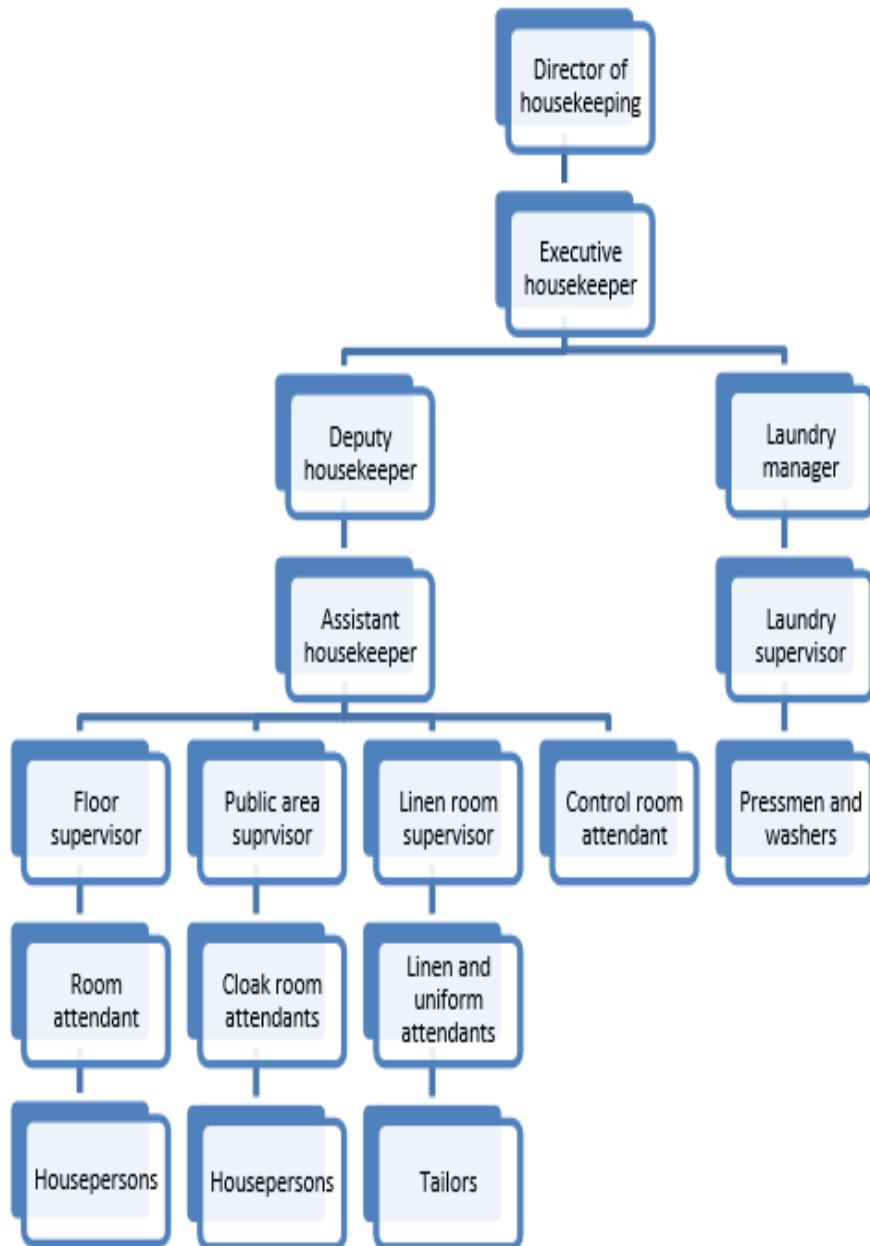
Elaborate.....
.....

Appendix 4: Map of Star Rated Hotels in Nairobi City County



Source: Retrieved from: <https://www.mapsofworld.com/kenya/cities/nairobi.html>

Appendix 5: Hotel housekeeping Organizational Structure



Appendix 6: Research Authorization Letter



KENYATTA UNIVERSITY
OFFICE OF THE EXECUTIVE DEAN, GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 020-8704150

Our Ref: T129/OL/CTY/25224/2018

DATE: 27th January, 2023

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

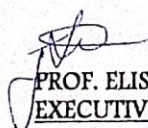
**RE: RESEARCH AUTHORIZATION FOR MS. ROSE ADHIAMBO OWITI –
REG. NO. T129/OL/CTY/25224/18**

I write to introduce Ms. Rose Adhiambo Owiti who is a Postgraduate Student of this University. She is registered for M.Sc. degree programme in the Department of Hospitality and Tourism Management.

Ms. Owiti intends to conduct research for a M.Sc. thesis Proposal entitled, “Work Environment of Housekeeping Employees on Job Performance, in 3-5 Star Hotels in Nairobi City County, Kenya.”

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

Appendix 7 Participants Informed Consent Form

I am Rose Adhiambo Owiti, a Kenyatta University MSC student. I am currently conducting research on THE IMPACT WORK ENVIRONMENT HAS ON THE JOB PERFORMANCE OF HOUSEKEEPING EMPLOYEES IN 3 - 5 STAR HOTELS IN NAIROBI CITY COUNTY.

You are requested to participate in this research on your own agreement. There will be no any reward for participating in this questionnaire or in the interview guides related to the research subject. Confidentiality will be maintained throughout the session till the research is completed. Thank you for your assistance.

I support this research willingly

Sign; _____ Date: _____






Investigator`s statement

I, Rose Adhiambo Owiti, the undersigned, have revealed to the volunteer the procedure to be maintained in the study, the risks and benefits that come with it, in a simple language.

Name of interviewer: Rose A. Owiti

Signature; _____ Date: _____

Appendix 8: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 916506	Date of Issue: 21/February/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Miss. Rose Adhiambo Owiti of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: WORK ENVIRONMENT OF HOUSEKEEPING EMPLOYEES ON JOB PERFORMANCE, IN 3-5 STAR HOTELS IN NAIROBI CITY COUNTY, KENYA for the period ending : 21/February/2024.</p>	
License No: NACOSTI/P/23/23579	
916506	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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