

**EMPLOYEE EMPOWERMENT AND CUSTOMER SERVICE DELIVERY IN  
SELECTED SMALL AND MEDIUM SIZE RESTAURANTS IN NAIROBI CITY  
COUNTY, KENYA**

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## DECLARATION

This research project is my original work and has not been presented to any other institution or examination body.

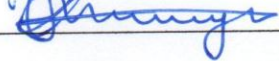
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### Declaration by the Supervisor

This research project has been submitted for examination with my approval as the university supervisor.

Sign:  \_\_\_\_\_

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## **DEDICATION**

I dedicate this project to my lovely spouse Bonface for the love, moral support, patience and understanding he gave me whenever I needed time to be away to complete this project.

## **ACKNOWLEDGEMENT**

I would like to recognize the effort, advice and support from my supervisor Dr. Jane Wanjira for her moral guidance and advice, through her encouraging and stimulating suggestions the project has been successfully completed.

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May the almighty God bless you all.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CBD :</b>	Central Business District
<b>KFC :</b>	Kentucky Fried Chicken
<b>KPMG:</b>	Klynveld Peat Marwick Goerdeler
<b>SMEs :</b>	Small and Medium Enterprises
<b>SERVQUAL:</b>	Service quality
<b>RBV:</b>	Resource Based View

## OPERATIONAL DEFINITION OF TERMS

<b>Customer Service delivery:</b>	Taking care of the needs and wants of customers by delivering quality and professional services and guidance at the time of service and afterwards to ensure the customer's requirements are achieved.
<b>Empowerment:</b>	Various ways of increasing the level of self-determination and autonomy in people.
<b>Employee Empowerment:</b>	Providing staff some level of responsibility and autonomy for decision making for particular duties in the organization.
<b>Employee Training:</b>	Providing knowledge and skills to employees so as to improve and better their service delivery skills
<b>Employee Involvement:</b>	Engaging employees in various aspects of decision making and other matters affecting the company
<b>Full-Service Restaurant:</b>	A restaurant that has twenty employees and above and serves more than forty customers in one sitting and does not offer lodging/ accommodation services.
<b>Incentive:</b>	Any item of value or desired action taken by the employer to spur the employees to do more.
<b>Industry:</b>	A sector of the economy that offers distinct type of value.
<b>Leadership:</b>	The ability to influence others to follow or take a particular direction.
<b>Quality Circles:</b>	A small group of employees who meet regularly to discuss and try to solve work related problems within the organization.
<b>Restaurant:</b>	It's a place where business of supplying food or drinks is done in exchange for money, this excludes staff canteen or premises that serve food and/ or drinks to persons who reside, board or work at such a premise.

## ABSTRACT

In the global market today, competition between various providers of service is brutal and firms in the service industry continuously endeavor to create, manage and maintain healthy relationships with customers, to gain competitive advantage over the others. When services are inappropriately handled and coordinated, the outcome is wrong perception of service quality, client's complaints, staff turnover, low sales and customer dissatisfaction. This study investigated the effect of employee empowerment on customer service delivery and the following specific objectives guided the study: to investigate the effect of training, leadership, employee involvement and incentives on customer service delivery. The study was guided by Resource based view theory, the SERVQUAL model and the Kanter's theory of empowerment. Descriptive research design was adopted. This study targeted 50 full-service restaurants in Nairobi city. Six workers were then selected in the category of operational staff, supervisors and senior management. This formed a total population 740 respondents. The study adopted multistage sampling technique and obtained a sample of 216 respondents. The study used self-administered questionnaires as the major instrument for data collection. Pretesting the validity of the questionnaires a pilot study was done. Reliability of the questionnaire was evaluated using the Cronbach alpha test, which provided an acceptable threshold of 0.7. Descriptive statistics (in form of means, percentages & measures of dispersion) and analysis of inferential (multiple regressions) were applied to show the level of the association between the dependent and independent variables and the effect of the independent variables on dependent variables. The study findings were displayed in pie charts and frequency tables and a brief explanation provided for each. This study may be beneficial to employers in the hospitality industry who require an in depth knowledge on how to empower employees for better service delivery, entrepreneurs who may want to venture into restaurant business and academicians who may want to broaden their knowledge and understanding on employee empowerment. The study findings indicated a positive correlation R (coefficient of correlation) of 0.79 signifying that there was a strong relationship between employee empowerment and customer service delivery. The results indicated that there was a significant statistical relationship between the independent and the Customer service delivery, training  $R=0.082$ , leadership  $R=0.054$ , employee involvement  $R=0.212$  and incentives  $R=0.518$ . There was also a positive association between the dependent and independent variable of 0.792, the study therefore rejected the null hypotheses ( $H_0$ ) and accepted the alternate hypotheses ( $H_A$ ), that there is a significant relationship between Training, Leadership, Employee Involvement and Incentives as measures of Employee empowerment and Service delivery based on the correlational analysis and regression analysis results. The study concluded that it's important for restaurants to consider training, leadership, providing attractive incentives and involving employees in decision making in order to create competitiveness in service delivery so as to achieve maximum customer satisfaction.

# **CHAPTER ONE**

## **INTRODUCTION**

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

In the global market today, competition among service providers is stiff and service firms continuously struggle to create and maintain quality relationships with customer, which has intensified the desire for companies to become very creative and aggressive so as to strive in the market and gain competitive advantage over the others (Shapiro & Nieman-Gonder, 2006, cited in Ndegwa 2013). As competition in the hospitality industry becomes stiffer, it becomes more challenging to meet the service anticipations of customers as a result of the challenges in the market which arise majorly from the characteristics of services which include heterogeneity, intangibility, perishability and inseparability (Kotler & Armstrong, 2008).

In the economy today, the service industry occupies a very large position of the developed as well as developing nations. The increased rivalry and enlargement of amenities and services that are unique in the hospitality industry has made entrepreneurs to vigorously search for ways of gaining competitive advantages, with service quality being the most critical factor distinguishing industries in the hospitality sector Ugboro 2000, cited in Ambani (2016). Quality service is a crucial determinant of the customer's level of satisfaction and the exact amount they will be willing to pay, commercial enterprises view quality service as the most important aspect in achieving competitive advantage as well as differentiation of the market (Aziz, 2018).

According to the trend briefing done globally on the future trends of customer service that will redefine excellent service for 2015 and the years to come, globally 66% of consumers changes businesses and/ or brand due to poor customer service. 82% said the brand could have done something to stop them from moving, 75% of those who switched the brand it was not because of the service itself but how it was delivered to them (Paul, 2013). Ambani (2016) recommends in his study that for companies to be successful they must engage proactively in service delivery, customers will always explore the various channels of communication as a result they will be expecting personalized, proactive and even preemptive services. Organizations must hold insights from previous experiences, transactions, and interactions to meet those expectations.

In Kenya today, Global players such as Mc Donald's, Java and KFC are the classic examples of foreign players in fast food restaurants who have mainly dominated the Kenyan food service market in the organized fast food segment. Other modern formats like supermarkets and shopping malls have also become a favorite destination for the outlets (Aziz, 2018). To lure the local customers, they have come out with various offers and discounts. Some have even gone to the extent of making the customer feel of the particular place of which their menu comprises of like if you go to Chinese Restaurant, you will feel the Chinese culture in there. With this kind of competition, it's important for restaurant owners to develop methods that will assist them in retaining the customers or risk the loss of closing down the business. Kanana (2013) noted that as a result of the stiff competition in the hotel industry, organization's strategies have shifted from customer acquisition to customer loyalty and retention which can be made possible by delivering excellent customer services.

### **1.1.1 Customer Service Delivery**

Customer service is the art of looking after the needs and wants of the customers by delivering and offering professional, quality services and help before, during, and after the customer's needs are achieved, it is how you deliver your products and services to the customer and includes accessibility, efficiency and cost effectiveness (Kanana 2013). Delivering remarkable customer service refers to creating extra ordinary and memorable experiences for customers, it's far from having a friendly face at the customer care desk and attending to phones; it should be included in the whole organization and emphasized to every employee (Aziz, 2018). Businesses that empower employees to do whatever it takes to make the customer happy typically develop a reputation for delivering excellent customer service (Aziz, 2018).

Happy customers share the gospel with others; one of the best strategies for marketing that can easily sell the organizations is the word of mouth. When customers enjoy your services and have great experiences they always tell their friends and families, which is good marketing and publicity for any business (Paul, 2013). According to Onyisi (2016), good customer service results in happier employees, when employees know that the organization they work for is committed to delivering services of high quality, they become more fulfilled with their work, their duty and their ability to interact with and help the clients they deal with frequently. A survey by KPMG (2013) on customers' perception of banks in Africa indicated that clients consider friendliness of the employees as the crucial aspect determining their contentment to the bank. Out of ten, three customers indicated they were very happy with the knowledge of the staff's on the

banking products and how the services were delivered to them, only ten percent of the total showed that they were satisfied extremely that their concerns and complaints were being handled as required. Each firm has to therefore put its best foot forward to enhance employee knowledge of the products and services rendered. This has been the only way in the present employee productivity situation for survival, growth, stability and excellence in the business.

The service quality Gap model elaborates the link between perception's of managers and employees actions, there is a disconnect when it comes to the set service expectations and the actual service delivered to the customers (Njoroge, 2013). Conversion of perceptions into quality service requirements by the leaders will result to staff actions that affect the service standards perceived by the customer; this could be as a result of poor communication to the customer, absence of needed training on customer service delivery, absence of morale and low satisfaction from the jobs (Njoroge, 2013). Taylor (2002) is of the opinion that customers desire personalized experience and humane interactions during service delivery from the employees, which should be obtained through empowerment of employees.

According to the Business Daily (2015), 300 fourth year students at Strathmore University on 24<sup>th</sup> of March 2015, were admitted due to food poisoning after attending a dinner party. Another report on the Star by Erick (2012) Villa Hotel in Siaya was closed by public health officials after 200 of its health workers complained of diarrhea after having a meal. In 2017, the minister for health Cleopa Mailu ordered the closure of two

hotels in Nairobi that were linked to Cholera Outbreak San Valencia and Jacaranda. Most of these cases arise as a result of employee negligence and overlooking hygiene issues which can be addressed by empowering them through training. Tangibles take variety of ways in restaurants, critical one being the quality of food which is key in-service delivery. A description of quality of food generally narrows down on how the presentation is done, health benefits and other options available, taste, temperature, and the freshness Namkung & Jang, (2008) cited in (Onyisi 2016). It is also noted that these characteristics serve as tangible signs of quality services in restaurants and thus a foundation for measuring satisfaction. Presentation is explained as how well food is served and decorated as a palpable sign of customer perception of quality, Onyisi (2016) pointed out that how the food presentation is done is a key determinant of dining satisfaction. The menus provide evidence that is tangible and a reflection of the restaurants image. The design, colors, paper, illustrations and type should influence the appearance of the restaurant; the extension of the personality therefore of the restaurant is the menu. With these challenges of stiff competition, how then do restaurants achieve competitive advantage over the others?

### **1.1.2 Employee Empowerment**

Chamberlin (2013), empowerment is providing employees some certain level of responsibility and autonomy for decision making in the organization concerning specific tasks which allows decisions to be made at the operational levels of the company where the employees will address concerns in a different way and will not have a challenge facing the organization at any given level. Empowerment is a channel in which the capabilities, development and influence of individuals and teams expand which helps to

enhance performance, this means it's a strategy of development and institutional growth (Gilaninia 2012).

Employee empowerment involves placing employees at the wheel of what they do (Gilaninia, 2012). In an organization focused on empowerment, leaders give up some control and supervision, while employees take ownership of their day to day operations, by taking decisions that are appropriate they become responsible for their activities. According to Wanjiku (2013) in her study on perceived service quality in hospitality industry, when employees are allocated shift work based on how well they interact with one another, they will definitely work as a team and as a result excellent service will be delivered to the customers .Shapiro (2016) is of the opinion that in sales and service institutions, and in many professional service firms, when an employee engages with a client they generate value, the employee and customer interaction is basically the foundation of sales and services.

Employees are like the organization mirror they are the link between the company and the client, the way they behave is what determines the customers assessment of the service experience. Koskey (2013) argues that, empowerment permits organizations to be more alert to the market place, by removing structures that are unnecessary, enhance proper communication among colleagues with less control to allow senior managers concentrate on strategic issues of the organization. Empowerment is setting employees free to act on what is needed rather than what they are directed to do Shunda & Ongori 2008 cited in Wanjiku (2013). It entails delegation of responsibilities, duties, decision

making and feelings of self-satisfaction. Managers empower their juniors by entrusting them with responsibilities and always guiding them in case of difficulties.

The aim of employee empowerment is to attain goals of the organization through its employee's creative thinking. One of the goals of organizations is to offer quality services to satisfy the customer. It is very necessary that in this age of globalization (Koskey, 2013), where competition is intense, to train employees so that they are able to adapt faster to the various trends in the economic environment. Employee empowerment by training is one of the effective strategies for raising productivity in employees and maximum use of their knowledge and strengths so as to achieve organizational goals. Wilkinson's (1998) as cited in Ongori (2010) is of the opinion that emotionally, empowerment tempers the employee's innermost nature in terms of attitude, character and communication skills. This empowerment is a way of intrinsic motivation.

Kanana (2013), posit that customers' have variable expectations and therefore employee's need to develop some degree of personal connection with them. Employees who are restricted in making decisions affecting their work in the service industry are not likely to deliver results, this can be corrected by having effective channels of communication where someone deals with the situation at hand first then later reports on how they dealt with it. Ongori (2010) as cited in Isimoya and Bakery (2013) observed that the degree of their output may also be affected when they are in a bad mood to do their job, these circumstances may have some negative effect on the quality of service that they deliver which definitely effects customers assessment of quality thus ending up with unhappy customers.

In addition, Koskey (2013) is of the idea that employees should always be allowed to change and challenge the way things are done in an organization operating in rapid changes of ecological and technological factors. When organizations and employees are content about challenging their status quo, they will most definitely remain stagnant and other organizations may easily by pass them, this will make them less competitive in the market. When an organization establishes an avenue where the employees can question freely, give and oppose new ideas, they evade challenges related to dissatisfaction and which helps both the employers and employees as a result boosting morale of employees and the way in which they appreciate and value their organization and associate themselves with its vision. The ‘Sunday Times study of the Top 100 Companies to Work for, found that the most important factor in influencing the extent to which the employee valued their organization was the feeling of being listened too. Employee empowerment therefore is crucial not just to aid excellent decision making, but also of its influence on the attitudes and behavior of employees who can attract customers and retain them or completely send them away (Isimoya et al, 2013).

### **1.1.3 Restaurants in Nairobi**

Cap (494) of the Hotel and Restaurants Act defined a restaurant as any premises on which is carried on business of supplying any food or drinks in exchange for money, it does not include staff canteens or place where food or drinks are served to people who live, work or board at such a place. Brown and Monique (2000) defined a restaurant as a place that cooks and serves food and drinks to customers in exchange for money.

Restaurants form a substantial number of SMEs in the CBD Nairobi, they offer a range of products including from juices, cold Smoothies & ice creams, Coffee among others.

The number of restaurants in Nairobi are increasing day by day due to various reasons one of them being the increasing number of customers. Being the capital city of the country, the restaurant business tends to be doing very well basically because the city is highly populated and also because many visitors coming in from other countries would always want to spend some time in Nairobi (Okoth, 2014). According to Okoth (2014) Cleanliness, good service and reasonable pricing based on the menu and quality of food are features that restaurants emulate in order to stay in business. With the unique selling points in restaurants; where they expect people to just walk in and eat, unlike other organizations that have a database of clientele and can always call them after service to ensure retention, how then do they manage to stay in business and gain competitive advantage over the others?

Restaurants can be classified as either fast food service restaurants or full-service restaurants (Mueller & Kleiner, 2004). For fast food restaurants they are identified by simplicity of the menu, limited seating and the quick service speed which mostly is done by (self) individual customer, full service restaurants are defined as those that either offer buffet, offer service to families individuals, here customers seat to be served (Angelo & Vladimir, 2007). There are also separate or trail of restaurants that offer various kinds of biting and snacks such as sandwich& pizza places, cakes, fish, chicken and chips entities. (Reviera & Muller, 2007). With increase competition in the market, entrepreneurs like

supermarkets (Naivas, Eastmatt, Uchumi, Nakumatt and Tuskys) are now offering restaurant services to customers. Hotels offer same services as well as online platforms like Jumia where one can order food and it will be delivered to them.

This study focused at various full-service restaurants that serve over 40 customers per sitting with no lodging; it also looked at restaurants within Nairobi CBD that offer meals within the price of Kshs.300 to Kshs. 1,250.

## **1.2 Problem Statement**

In today's competitive environment organizations must be quick, adept, offer quality services, efficient, and profitable, so as to remain in business, for this to happen an empowered and energized service team is thought to be important (Melhem,2014).

Unlike manufacturing firms that can attract customers with special offers and volume discounts, service industries must offer quality services with top notch values to customers which make them loyal and content with the business (Mullins, 2014). A lot of businesses are spending a lot of money to bring on board new clients when they should focus on retention of the existing clients by offering exemplary services (Brand & Barry, 2008). Mullins (2014) concurs that for businesses to gain competitive advantage their objective should be offering the right service to the clients and building relationships that are long lasting. A study conducted by Stephen, Robert, Kenneth & Joseph, (2015) on the effect of employee empowerment on service recovery in the banking sector found out that it is necessary for the employees to be empowered with good interpersonal skills that will be essential in addressing failures in the delivery process. Augustine and Bamidele, (2013) in their study on the effect of employee empowerment on customer satisfaction in

insurance industry in Nigeria found out that the needs of customers will be met satisfactorily after the employees' needs have been completely met and this can be made possible when the organization puts in place various empowerment strategies. Study carried out by Julia (2014) in Austria on benefits of empowerment for service quality and job satisfaction in the hotel industry found out that empowerment is able to influence staff performance to the guests' satisfaction, which results to retention of the clients and as a result good publicity. From empowerment, employees happily participate to the success of the organization, low rate turnover and job satisfaction. This study was limited as it looked at the benefits of empowerment in general and not the specific aspects of empowerment like Training, Leadership, Employee involvement and incentives and how they affect service delivery. Empowerment is a well-studied subject in the East Africa countries, but little research has been conducted so far on employee empowerment in the Kenya. Recent studies on empowerment have been found to focus on other institutions, however studies focusing on service entities that are not majorly restaurants which is a major player in the economy, is still lacking. The study therefore focused on how the restaurants in Nairobi can gain competitive advantage over the others so as to still remain in business.

### **1.3 Study Objectives**

#### **1.3.1 General Objective**

The objective of this study was to establish the effect of employee empowerment on customer service delivery of restaurants in Nairobi Kenya.

### **1.3.2 Specific Objectives**

This study was guided by the following specific objectives;

- i. To determine the effect of employee training on customer service delivery of restaurants in Nairobi Kenya.
- ii. To investigate the effect of leadership on customer service delivery of restaurants in Nairobi Kenya.
- iii. To determine the effect of employee involvement on customer service delivery of restaurants in Nairobi Kenya.
- iv. To investigate the effect of incentives on customer service delivery of restaurants in Nairobi Kenya.

### **1.4 Research Hypotheses**

This study aimed to address the following hypotheses;

- i. Ho<sub>1</sub>: Employee training does not affect Customer service delivery of restaurants in Nairobi Kenya
- ii. Ho<sub>2</sub>: Leadership has no affect service delivery of restaurants in Nairobi Kenya
- iii. Ho<sub>3</sub>: Employee involvement has no effect on customer service delivery of restaurants in Nairobi Kenya
- iv. Ho<sub>4</sub>: Providing incentives to employees does not affect customer service delivery of restaurants in Nairobi Kenya

### **1.5 Significance of the study**

Based on recommendations and findings of this study, the employers and management in the hospitality industry can get an in depth knowledge of what empowerment is and how

to empower employees through training, leadership, incentives and involvement so as to achieve excellent service delivery as a result customer retention and increase profitability, it would serve as a guideline in good managerial practices to be emulated by managers.

This study can also be beneficial to entrepreneurs who may want to venture in restaurants or hotel business as they would be able to know how well to use and treat employees for better service delivery, since success of the organization purely depends with the people who provide the service. This study can be useful to service organizations both in public and private sector as they will gain an insight on how to improve service delivery to the customers through employee empowerment practices. The study can also be useful to academicians who may want to broaden their knowledge and understanding on employee empowerment and customer service delivery in Kenyan organizations, this will pave way for further research, hence the research will add to existing body of knowledge.

### **1.6 Scope of the Study**

This study was limited to small and Medium sized restaurants in Nairobi town, it targeted employees working in the restaurants specifically the waiters, cooks, cashiers and their supervisors, the restaurants chosen for the study were those offering similar services i.e. serve more than 40 guests with no lodging services offered, the menu pricing for the restaurant was between Ksh.300 and Ksh. 1,200 per meal. Populations of 250 employees from small and medium sized restaurants that have been in service since 2014 and operated from 6:00 am to 11:00pm daily were considered for this study. The study adopted the descriptive research design where data was collected to test hypothesis, multi stage sampling technique was adopted in getting the sample from the population The

study was guided by four objectives i.e. how training, communication, team work and incentives affect customer service delivery.

### **1.7 Limitations of the study**

The study focused on respondents from various restaurants, both managers and superiors were involved in the study, the study did not reveal much on the incentives used in the organization as this could have been due to fear of victimization from management upon disclosure or tarnishing the company's image leading to incorrect judgements which were not true reflection of the employee's overall performance. Confidentiality of information given was assured to the respondents.

Data collection was done using questionnaires; some respondents found it tiring to fill them, out of the 240 questionnaires issued; only 210 questionnaires were filled to completeness, 26 were not complete while 4 questionnaires were not returned. The questions were made simple and easy to understand and participation in the study was also be voluntary, this was to encourage the respondents to fill them to the end.

It was challenging to gather information from all the participants due to their busy working schedules and shifts. The questionnaires were delivered by pick and drop means and the respondents were also encouraged on the importance of participating in the study.

The timing for carrying out the study influenced the results especially in cases where salary reviews and bonuses had not been given towards the end of the year 2018. For some contracts had been renewed with similar terms at the beginning of the year 2019. The respondents were encouraged to be honest in their opinions and answers.

## **1.8 Organization of the study**

The project report is organized into five chapters. Chapter one has provided the introduction to the study focusing on the background, problem statement, objectives, research questions, significance, scope, limitations and organization of the study. Chapter two presents literature review, consist review of theories guiding this study, empirical literature, summary of research gaps and conceptual framework. Chapter three discussed the overall methodology of the study. It outlines the research design, the population, the sampling design, data collection method, the research procedure, and data analysis method be used for the study. Chapter four provided data analysis, Interpretation and discussion of findings. Chapter five discussed the summary of the findings, conclusions, recommendations and areas that further research should focus on.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses the review of literature guided by the study variables. Specifically, it covers theoretical review, empirical review, the conceptual framework and the research gaps.

#### **2.2 Theoretical Literature Review**

This section discusses theories relevant to the study which inform this study.

##### **2.2.1 Resource Based View Theory**

The RBV emerged as a supplement to the industrial organization (IO) view with Porter (1985), Bain (1968), and Birger Wernerfet (1984) as some of its main proponents. They argued that organizations should sources for competitive advantage from within and not without. It views resources as an essential element for excellent performance; firms differ in rudimentary ways because each firm have resources that are unique and non-imitable by competitors. Barney, (1991) proposes that for organization to achieve competitive advantage the resources must be rare, immobile, heterogeneous, of value and not easy to imitate.

A study by Onyisi (2016) on the influence of employee empowerment as an enabler of knowledge management on sustainable competitive advantage noted that employee empowerment disseminates Knowledge and skills to staff which are necessary for improving performance levels; employee participation and achievement of organization goals thus gaining competitive advantage over the others.

The theory was critical to the study as it emphasized on how the organization could utilize its internal resources to offer excellent services as a result attain competitive advantage. These resources are the people in the organization that need to be empowered through training so that they can be rare and add value to the organization. The resources are also the service delivery processes that are unique and immobile to any given organization.

### **2.2.2 Service Quality Model**

The Service Quality/ SERVQUAL Model was introduced and implemented by the American marketing gurus (Zenithal, 1988). It is a method used to address and quantify the level of service quality customer's experience which consists of five dimensions: responsiveness, tangibility, reliability, empathy and security. The three argued that quality service should be determined by the difference between expectations and perception of quality perceived by the customers as captured in the SERVQUAL model.

A study by Mahmood, Khalil & Abdulghani (2013) on competitive study of service quality based on customer's perception of the Islamic banks found that quality service is the prime aspect for client's satisfaction and loyalty with the Islamic banking. Organizations are specifically focusing on quality products and services they deliver to customers in order to retain them for long. It is also believed that satisfaction can be termed as the difference between the customer's perceptions and expectations after using the products and services. It is simple to recognize that in-service organizations; the human-related aspects tend to outweigh the technology-oriented aspects when it comes to high quality service delivery. Therefore, it is necessary for the leaders and managers to

emphasize on ‘high touch’ and not ‘high tech’ management of quality (Duong, 2015). Hence, employee empowerment is considered the most essential technique to boost quality service for boost competitive advantage.

The model was critical to the study as it emphasized on aspects of quality services that organizations should adopt in order to become competitive in the market, viewed excellent service as a highly rewarding strategy as it results in attraction of new clients, enhances retention of existing customers, fewer exiting customers, cautioning from price competition and less failures in service provision that require re- performance of service.

### **2.2.3 Kanters’s Theory of Empowerment**

Empowerment theory is classified in three distinct levels which include structural, leadership and psychological empowerment (Menon, 2001). Kanters empowerment theory elaborates structural empowerment dimensions while Spreitzer theory of empowerment elaborates on psychological empowerment (Kanter, 1993; Spreitzer 1995). Kanters theory of empowerment argued that employees show different behaviors depending on how various structural were in place to support them like power, resources and increased skills and knowledge. Spreitzer psychological theory of empowerment on the other hand explains that employee focus towards work depends on aspects such as self-determination, impact, competence and meaning. These are the inner triggers that make employees to perceive or feel they have the energy to get issues sorted (Spreitzer, 1993).

A study by Bello (2017), on employee empowerment, customer satisfaction and service quality in the hotel industry, found out that orienting individual front line employees on

aspects of their duties is influenced by four factors like impact, Knowledge, importance and self-belief. The four worked as intrinsic motivators which allowed employees feel like they possess the capacity to make work accomplished. The feeling leads to quality service delivery that generates customer satisfaction.

This theory lays emphasis on the benefits of having proper structures within the organization, these structures can either be formal or informal, and addresses aspects of leadership that are very crucial as there are powers assigned to each structure. The form of leadership adopted by each structure has an impact on the service delivered to the customers.

## **2.3 Empirical Literature Review**

This section provides reviewed studies that link the study variables in different contexts.

### **2.3.1 Training and customer service delivery**

Employee training and empowerment have been termed as essential features of strategic management of human resources, as well as a means of minimizing eventualities in the industry and achieving organization objectives (Erastus, 2013). Provision of goods and services of quality standards is determined by the type of people the organization has (Erastus, 2013).

Muhammad, Hassan and Ali, (2014) carried out a research to establish the effect of employee training and empowerment on service delivery through employee engagement. The research was done in 110 firms in the manufacturing industry representing mainly textile in Pakistan. The study adopted a cross sectional research design where questionnaires were designed to gather information from a sample of 400 employees.

Cronbach's alpha and factor analysis were used to test the validity and reliability of the questionnaires. Through SPSS 17 that was used to analyze the data collected, the study revealed that training is an important aspect of empowerment hence to achieve intended results; employees should acquire the necessary skills. This study did not also look at employee induction as a form of training, it also was done in the manufacturing firms in Pakistan thus need for further studies to validate if the findings will be similar in the hospitality industry in Kenya.

A research by Bitner et al. (2012) on effects of employee training on service quality in food service firms in India (cited by Ro & Chen 2004) used the exploratory research approach with a population of 52 hotels where 45 managers responded to the questionnaires, showed that above than 40% of service encounters that were unsatisfactory resulted from inability of employees to address to failures in the service delivery. The study concluded that training should be done for employees to make decisions that are relevant based on management expectations of how employees should react when requests or complaints arise. Furthermore, training in service does not only shape and grow employees' skills to offer quality services, but also enhances their boldness in making decisions related to delivery of quality services to clients. This study only involved managers and not the operational staff who receive complaints and requests from the customers to explain what they go through. This study did not also consider job rotation as an aspect of on the job training.

Another study by Kimolo (2013) looked into the relationship between employee training and its effect on performance in regional development authorities in Kenya. Six regional development authorities were considered for the study. Data was gathered from a sample of 173 employees using questionnaires. Descriptive statistics such as mean, frequencies and percentages were used in data analysis. From the analysis the respondents demonstrated that training as a way of empowerment enhanced their ability to perform their tasks well thus delivering excellent services to the customers. This study was limited however as it generalized findings, did not focus on specific aspects on the training and the duration that it should take for the training to be effective.

Obonyo (2013), in his paper on adopted strategies by Uchumi supermarkets for competitive edge. Data was collected from 200 customers and 50 employees. Questionnaires and interviews were for data collection. The study found out that price management rarely attracts customers to the supermarkets but rather the image of the business which is created by good customer service delivery. The study concludes that service delivery is inseparable from the providers and therefore recruiting the best employees and training them on excellent service delivery will result in a knowledgeable, flexible, reliable and dependable team for the organization and as a result improved customer service. The sample size that was used for employees was not a representative of the whole.

Ongori, Iraro and Munene (2013) in their study on effect of training on performance of employees in telecom sector in Pakistan, data collection was done using questionnaires from 65 employees and descriptive statistics was used for data analysis. It was found out

that individuals with no relevant skills cannot be involved in the business activities, at operational level, it is not easy for employees without skills to do their jobs well. Knowledge, expertise and skills are essential elements of empowerment for a staff to deal with customers. Understanding of the job will allow employees in to address clients' issues and address customers' concerns quickly avoiding time wastage for the customer, the management and themselves. This study was done in the telecom sector in Pakistan thus need for further studies to validate if the findings will be similar in the hospitality industry in Kenya.

Ongori & Shunda, (2009) studied the relationship between employee training and service quality in 7 first banks in Nigeria, where data was collected from 60 employees through questionnaires. It was concluded that training of employees is important as it aids in development of knowledge and skills, further concluded that it's the duty of management is to shield employees with training of their jobs and the different company policies, rules, regulations and procedures relating to their employment. This study was limited as it generalized findings and did not address the specific areas of training and/or how to determine which training is best when it comes to improving customer service delivery for competitive advantage.

### **2.3.2 Leadership and customer service delivery**

Leadership is a multifaceted and complex process that is concerned with the ability of influencing others to a certain direction; it entails sharing a vision, goals, mission and enticing individuals (Sendlove, 2017). Brown (2011) is of the idea that leaders who are

effective should possess managerial and leadership characteristics to guide them in their day to day operations.

A study by Ugboro & Obeng (2011) focused on top management leadership, employee empowerment and customer satisfaction, adopted descriptive research design and questionnaires were used to gather information from 200 employees, it found out that there is a positive correlation between commitment and top management leadership to the overall quality objective of customer satisfaction. Committed leaders work closely with their employees by empowering them so that together they can meet the customer's needs.

Linjuan (2013) carried out a research on the impact of various leadership styles and employee empowerment on perceived image of an organization. A survey was conducted online for 166 employees from different sections of a fortune 500 company in the United States; data analysis was done using structural equation model. The survey found out that transformational and transactional leaders are strongly identified with feelings of control by employees. Transformational leaders delegate powers to employees and allow them participate in making decisions which results in happy employers as a result satisfied customers. The findings also suggested that the determinant of employees' opinion toward the company depends on management treatment towards them and whether they can partake in making decisions. To create a conducive environment, leaders should create awareness at all ranks and involve employees in interactive, strategic and relational-oriented transformational leadership information traits. The study was limited however as the case analysis was for only one company.

A study carried out by Ndegwa, (2015) on perceived relationship between employee empowerment and performance management in commercial banks in Kenya, a census survey was carried out from a population of 43 banks and descriptive approach was adopted. Questionnaires were used to collect data from 43 human resources of all the banks and analyzed using SPSS version 20. The study found out that empowered employees are found to be more engaged resulting into higher retention and higher customer service and better productivity. Leader's and managers role is therefore to encourage and support employees to be creative and innovative always. This study was limited however as it involved only the human resources of organizations and not all the other employees in the bank.

Julia (2014) in her study on the benefits of employee empowerment for service quality and job satisfaction engaged the human resource manager of Ritz Carlton Vienna one of the most renowned companies in the hospitality industry in Austria in an expert exit interview. She found out that leadership is a very important aspect of empowerment; the study concluded that when employees are empowered and have the needed back up from top leadership, they can adjust the standards of service according to specific customer needs. Thus, organizations in the hospitality industry will be faster in meeting expectations of clients and ensure their retention, which is very critical to the success of the business.

A study by Jalal &Tahir, (2015) examined the effect of employee empowerment on job satisfaction. The study involved a sample of 242 employees of public universities in Malaysia. Data was analyzed using structural equation modeling on AMOS. The findings

of the study were leadership has a visible effect on job satisfaction. The study concluded that leaders should ensure that team work blends complementary strengths and promotes a sense of ownership. This generalized findings on job satisfaction and did not elaborate how it measured satisfaction.

### **2.3.3 Employee Involvement and customer service delivery**

Employee involvement appreciates that employees possess the best chances to acknowledge and appreciate the challenges that are unique to their various functions; they have good ideas and technical know – how in coming up with ways of addressing those challenges to meet customers' needs (Lashley, 2011).

Julia (2014) in her study on the benefits of employee empowerment for service quality and job satisfaction, did an expert interview with the human resource manager of Ritz Carlton Vienna one of the most renowned company in the hospitality industry in Austria found out that organizations form quality circles to enhance involvement and improve the quality standards. Quality circles are formed by employees who volunteer, they have regular meetings where they deliberate on issues relating to productivity or service quality by doing this it enhances the sense of belonging to the company as a result employee feel empowered which eventually leads to improved service delivered to the customer. This study was limited as the sample size only contained one expert.

A study by Ambani (2016) on the effect of employee involvement on job performance at the Kenya medical research institute in Kisumu, used descriptive research design and a

sample of 174 employees where data was collected using questionnaires concluded that involving employees in making company decisions, they own most of the processes in the organization, they feel like they are part of the system and thus improving job performance. This study was limited as it did not specify on how performance was measured.

In empirical study on 150 randomly selected employees in Toyota Company was done to find out the effect of employee involvement on service delivery. Primary data was collected through structured questionnaires and secondary data was collected from journals, books and articles. Descriptive approach was adopted. It was concluded that organizations that empower employees fully with company information, makes them able to deliver prompt and quick services to the customers. Toyota believes that the greatest resource a company has are its people and that customer satisfaction cannot be achieved without employee involvement. This study generalized its findings and did not specify the kind of information that should be made public to the employees since organizations have information that should be made confidential even to the employees.

Ongori, Iraro & Munene (2013) in their study on effect of employee empowerment on performance of employees in telecom sector in Pakistan, where data collection was done using questionnaires from 65 employees and descriptive statistics used in data analysis. The study findings were quality circles involve a group of people who support one another to attain a particular objective. The study concluded that quality circles should be encouraged in every organization, more so in Government institutions so as to boost

individual performance and create a good working environment. The findings were limited to the public sector.

Kimolo, (2013) looked at the relationship between employee empowerment and performance in regional development authorities in Kenya. Six regional development authorities were considered for the study. Data was gathered from a sample of 173 employees using questionnaires. Descriptive approach was used for data analysis. The study found out that it was easier to accomplish assignment through teams rather than individually and that team working improved ownership in decision making. This study generalized findings and did not elaborate how performance was measured.

A study by Kimani & Kendi, (2011) on comparative analysis of business students 'perception of quality of services provided in Kenyan universities. Survey design of cross sectional nature was used. A 7 point likert questionnaire aided the data collection from business students of 4 universities (two in rural and two in urban). Found out that students recognize practical quality in the education they get and functional quality in the administrative and professional assistance they get from the employees of the universities as what influences the face of the university. The study rated administrative element concerned with aspects of quick service delivery, competence courtesy, communication and promoting team work (group discussions and clubs) as crucial determinant of service quality perceived by customers. The study was however limited as it generalized findings and focused on only the business students and no other degree programmes in universities.

#### **2.3.4 Incentives and customer service delivery**

An incentive is an object of value or desired action provided by the employer that entices the employee to offer more and better services (Okoth, 2014). Employers use incentives to promote a particular behavior or performance that they believe is necessary for the organization's success. Employers should be able to a lot of incentives to motivate employees and boost their confidence so that they feel valued and recognized for their work this will enable them to offer better services thus gaining competitive advantage over their competitors.

Okoth (2014), in his study on the effects of rewards on management of employee performance in North Coast hotels. Descriptive cross sectional survey was adopted. Data was collected from 27 beach resorts in North Coast using a likert questionnaire. The study found out that reward policies existed in organizations but the reward strategies were fairly weak and had no correlation with employee performance such as grade structure, appraisal system and reward strategy were less effected but focus was on contingent pay and equal pay which had a weaker relationship with performance. Further studies needed in the same area to justify the findings.

A case study by Oleg (2015), on the effects of incentives on motivation of hotel workers in grand hotels in Russia. Data was collected from 5 star hotels only using questionnaires and SPSS was used in analyzing. The study found out that the most effective incentive motivating hotel employees was monetary rewards which enhance employee retention as a result improving organizational performance. This study was limited however as it focused on salaries as the only form of incentive that employee receive.

According to a Gallup poll carried out in 2016 it was found that 40%\_and below of employees who are “fully engaged” would consider changing their job even for a raise of 20%, most employees ranked money fifth on a list of six forms of recognition for their work (Bruce, 2017). Another analysis of nearly 100 studies on the same topic found only a 2% correlation between pay and job satisfaction implying that employees’ engagement is mostly independent of how much they make. There is need to validate the findings.

A study carried out by Ndegwa, (2015) on the role of incentives on performance management in commercial banks in Kenya, using the descriptive approach and a population of 43 banks where a census survey was done. Questionnaires were adopted for data collection and analyzed using SPSS version 20. The study found out that lack of incentive affects service delivery which leads to poor performance of the banks; it concludes that employers should link their incentives and rewards on the performance of the employees and the organization as a whole. This study generalized findings that lack of incentives affects service delivery but did not show what incentives were offered by the bank.

A case study by Xin, (2013) on employee’s role in service delivery focused on Halbin and Westin hotels in China. Exploratory research design was adopted. Data was collected using questionnaires and analyzed using SPSS program. Found out that apart from the financial and non-financial incentives that have a very strong impact on service delivery, employees can feel frustrated without the necessary technology and equipment. The study concluded that it’s important for hotels to provide the necessary technology and

equipment such as interphones, computers, customer information data base and room status as lack of them frustrates the employee as a result poor service will be delivered. This study was limited as the findings were generalized since it only looked at two hotels in china.

A study on the impact of employee's motivation and empowerment on delivering service quality to enhance customer satisfaction. The study was conducted in 50 banks in Namibia. Data was collected from 58 employees and 10 customers. Demographic information was summarized after descriptive analysis was done using questionnaires. As per the findings, employees are motivated to work and deliver quality services when they are provided with incentives especially monetary (Amaanda, 2011). This study was limited however as the size of the sample used was not a representative of employees in 50 banks.

#### **2.4 Summary of Literature and Research Gaps**

A study by Onyisi (2016), on the influence of employee empowerment as an enabler of knowledge management for competitive advantage, adopted the resource-based view theory and found that when organization utilizes the available resources within the organization they are able to achieve excellent results. This theory however focuses on the internal organization of a firm and did not consider the external factors like demand, even if the firm has the resources to gain competitive advantage it might not be able because the model did not consider the customers.

Study carried out by Bello, (2017) on employee empowerment, service quality and customer satisfaction in the hotel industry, adopted the empowerment theory and found out that empowered employees are motivated to work and they always feel in control of all the activities of the organization resulting into good service delivery. This theory however looked at empowerment in general and did not address managers and supervisors on how far empowerment should go, thus its implementation fails in many organizations as people fear losing considerable number of authority and power.

**Table 2. 1: Summary of research gaps**

<b>Author year</b>	<b>Focus of the study</b>	<b>Study findings</b>	<b>Research gaps</b>	<b>Focus of the current study</b>
Muhammad, Hassan& Ali, (2014)	The impact of employee training & empowerment on service delivery in manufacturing firms Pakistan	Training is an important aspect of empowerment thus employees should be provided with the technical skills	Findings based on manufacturing firms in Pakistan	Findings based on restaurants in Nairobi Kenya and study focused not only in training but also on other aspects of empowerment i.e. employee involvement, leadership and incentives
Bitner, (2015)	The effect of training on service quality in food service firms in India	Employees should be trained to participate in decision making	The sample used involved only hotel managers	The sample comprised restaurant managers and operational staff for various restaurant in Nairobi Kenya and did not only focus on training but other aspects of empowerment i.e. employee involvement, leadership and incentives.
Tabitha	Perceived	Empowered	The sample was biased as it	The sample comprised all carders of

Ndegwa, (2015)	relationship between employee empowerment and performance among commercial banks	employees are found to be more engaged resulting into higher retention and better productivity of the banks	involved only Human resource managers of various banks.  Similar studies have not been carried out on aspects of employee empowerment in Restaurants in Kenya	employees in restaurants managers and their juniors also did not discriminate on the terms of engagement i.e. whether permanent, temporary and casuals.
Linjuan Men, (2013)	The Impact of leadership style and employee empowerment on perceived organizational reputation.	Transformational leaders are positively associated with employees feeling of control	The findings were based on only one organization (Fortune 500) in the united states, we are not sure if the case is similar across board	The study focused on various restaurants in Nairobi Kenya with an aim of validating the findings
Jalal & Tahir, (2015)	The effect of employee empowerment	Employee involvement and team work	The study did not discuss how the job satisfaction was determined	The study focused on customer service delivery which was measured by the number of customer complaints, rate

	on job satisfaction	significantly affects job satisfaction		of staff turnover and the total sales of the restaurants
Nepwanga Amaanda,(2011)	Impact of employee empowerment on delivering quality service on Banks in Namibia	Motivated employees offer quality services to customers	The sample size was too small(58 employees from 50 banks in Namibia) not a representative of the whole population used in the study	The study focused on employee empowerment practices such as training, incentive, employee involvement and how they affect service delivery in restaurants in Kenya. A sample of seventy six employees was picked from a population of two hundred and fifty which is a representative of the whole.
Xin, 2013	Employees role in service delivery a case study on Haibin and Westin hotels in china	Employees play a very critical role when it comes to service delivery in the hospitality industry	The findings were generalized as they were based on only two hotels in china	The study focused on various restaurants in Nairobi Kenya thus the findings represented the whole.
Okoth Ndede,	The effects of	The reward	The study only focused on pay as	The study focused at other forms of

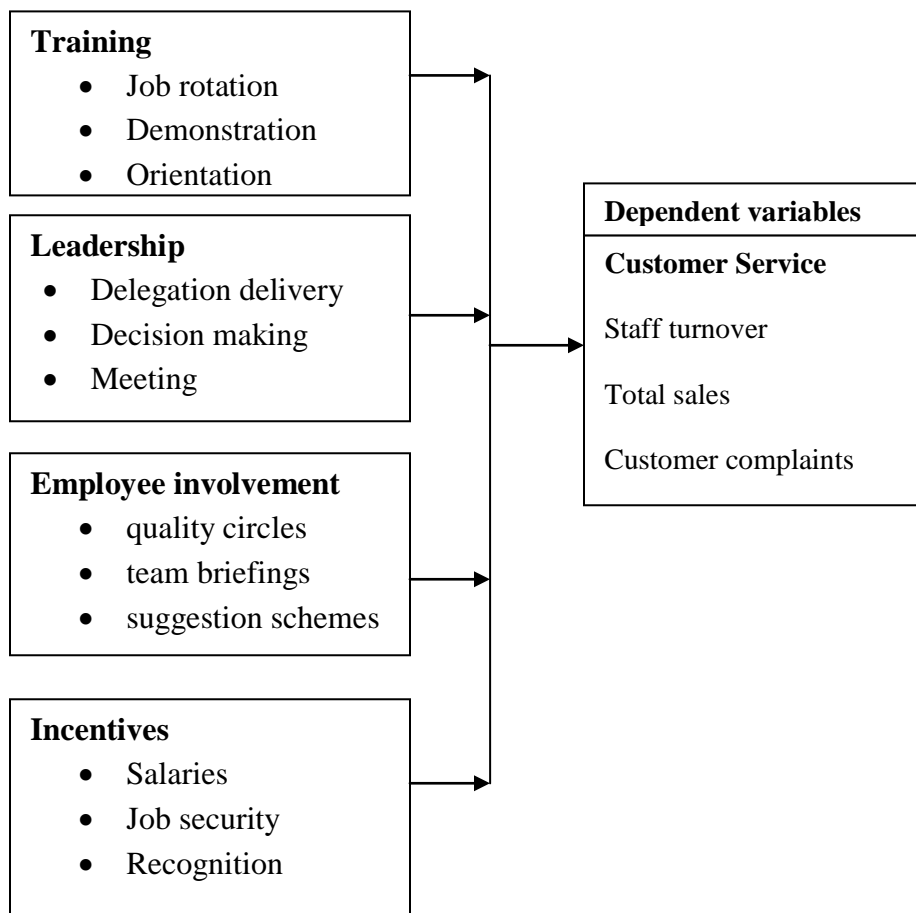
(2014)	rewards on management of employee performance in North coast hotels	policy available in the hotels were not being used	a form rewards available at the hotels	incentives adopted by restaurants in Nairobi such as job security, conducive working environment, flexible working hours and employee recognition.
Ambani Kasaya (2016)	Effect of employee involvement on job performance at Kenya medical research institute	When employees are involved in decision making process of the company, they own most of the processes in the organization which improves performance	Generalized findings and did not elaborate on how performance was measured	The study focused on how employee involvement results in good service delivery, which can be measured by the number of customer complaints, the rate of staff turnover and the total sales of the restaurant.
Baumgartner Julia (2014)	Benefits of employee empowerment for service	Leadership is an important aspect of empowerment, empowered	The sample consisted of one expert i.e an interview with the human resource manager	Data was collected from seventy-six employees of various restaurants in Nairobi Kenya, thus the findings represented the whole.

	quality and job satisfaction	employees are able to adapt to the service standards according to individual customer needs		
Oleg Sverdline, (2015)	Effect of incentives on motivation of hotel workers	Incentives especially monetary had a significant impact on employee motivation	Study focused on only five-star hotels in Russia and only considered salary as a form of rewards	Study focused on small and medium restaurants in Nairobi Kenya and considered non-financial aspects of rewards.

## 2.5 Conceptual framework

The conceptual framework shows the relationship between the independent variable (employee empowerment) and the dependent variable Customer service delivery as shown in Figure 2.1.

### Independent Variables



**Figure2. 1 : Conceptual framework**

Source: Author (2019)

From the reviewed literature it was evident that aspects of training, leadership, employee involvement and incentives greatly influence the rate of staff turnover, number of sales and the customer complaints that will arise after a service is delivered. Trained employees improve their speed in service delivery as well as their competence of the organizational products and services. Leaders should give their people chances to think on how to resolve customer complaints to improve the services delivered, they should be ready to listen to the employee's ideas and views and always make sure they delegate part of what they do for the staff. A company's reward and incentive structure is expected to give employees positive reinforcement and energy for solving problems and pleasing customers, solving customers' challenges. When employees have the energy and determination to work they will deliver quality services to the customers as a result there will be no complaints and the sales will also increase.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the overall methodology of the study. It outlines the research design, the target population, the sampling design, data collection method, the research procedure, and data analysis method used in this study.

#### **3.2 Research Design**

The study adopted the descriptive design approach. Cooper and Schindler, (2009) defined descriptive research design as concerned with finding out the what, where and how of a phenomenon. This design was appropriate as it attempts to collect quantifiable data that can be used statistically to analyze the audience targeted. It also enables the study generalize the findings to a larger population.

#### **3.3 Target Population**

A population refers to entire aggregation of items, elements or set of units having a common observable characteristic from which samples can be drawn and concerning which the result of a survey apply (Bienstock, 2006). The study targeted 50 full service restaurants in Nairobi city. In each restaurant, the study targeted at least one senior manager, one Supervisor and four operational staffs (cooks, waiters/waitress, cashiers and cleaners). Considering the gender factor, the study sought to get both male and female respondents from the category of operational staffs.

**Table 3. 1: Target population**

<b>Category</b>	<b>Total staffing</b>	<b>Percentage</b>
<b>Small Sized</b>	420	58
<b>Medium Sized</b>	300	42
<b>Total</b>	<b>720</b>	<b>100</b>

**Source:** Summary from different restaurants Master Rolls (2019)

### **3.4 Sample Size and Sampling Technique**

Sampling techniques are strategies used by the researcher to pick a sample that is representative of the population of the study. A sample size of between 10% for a population above 1000 and 30% for a population below 1000 is enough to represent a population (Mugenda & Mugenda 2003). This study used a sample of 216 employees from small and medium sized restaurants in CBD. Multi stage sampling technique was adopted; this is where sampling is carried done in various levels such that the sample size reduces at every level (Beinstock 2006). Simple random sampling method was used to select the restaurants to be used in the study, this involved arranging the restaurants alphabetically in excel and selecting the fourth restaurant on the list.

**Table 3. 2: Simple random sampling**

<b>The 4th Item Alphabetically</b>	<b>Total</b>
Restaurants Starting with A	12
Restaurants Starting with D	10
Restaurants Starting with H	15
Restaurants Starting with L	8
Restaurants Starting with P	5
<b>Total</b>	<b>50</b>

**Source:** Research data (2019)

Stratified random sampling method was then used to select the employees to participate in the study based on their positions in the restaurants. This involved getting a 30% sample from each stratum as shown in Table 3.3.

**Table 3. 3: Sample size**

<b>Category</b>	<b>Population size</b>	<b>Percentage</b>	<b>Sample size</b>
<b>Senior management</b>	100	30%	30
<b>Supervisors</b>	100	30%	30
<b>Operational staff</b>	540	30%	180
<b>Total</b>	<b>740</b>		<b>216</b>

**Source:** Researcher (2019)

### **3.5 Data Collection Instrument**

Primary data was collected using questionnaires that were administered by pick and drop method. A questionnaire is an instrument designed for gathering primary data from people directly (Ogula, 2006). Both open ended and closed ended questions were adopted in gathering qualitative and quantitative data. The questionnaires were divided into three (5) parts, part one focusing on demographic data while part two to five will cover questions on specific research objectives.

Secondary data was collected to provide additional information on customer service delivery. The information was obtained from research publications, internet, newspapers, customer feedback questionnaires and other sources.

### **3.6 Validity and Reliability of the Research Instrument**

#### **3.6.1 Pilot study**

A pilot study is a procedure done to identify possible deficiency areas and gaps in the research instruments (Welman & Kurger, 2005). The pilot study thus determines the validity of the research instrument. A pilot test was conducted to a sample of 8 supervisors of Seasons,

Smothers and Travellers restaurants that were selected randomly. They filled in the questionnaires and critiqued the questions; the 8 did not participate in the actual data collection. Connelly (2008) recommends that a pilot study should be 10% of the projected sample for the larger parent study. Their feedback and views were used to amend the final questionnaire so as to remove any ambiguous or unclear questions.

### **3.6.2 Validity**

Validity is described as the degree to which a research study measures what it is supposed to measure (Welman et al 2005). The study adopted content validity which measures the level to which information gathered using a particular instrument represents a specific domain or content of a particular concept. To establish the validity of the research instrument the questionnaire were submitted to the project supervisor for assessment, this allowed for rectification of the instrument thus perfecting its validity.

### **3.6.3 Reliability**

Reliability is a measure of the level to which a research instrument produces similar outcomes after repeated attempts (Mccaslin, 2009). This study adopted the test-retest method that entailed using a similar instrument to the similar group of respondents two different times. There are three methods that are broadly used to test reliability which include the internal consistency, the split-halves method and the test re-test method. Internal consistency was adopted to measure reliability of the questionnaires. The Cronbach's coefficient of alpha is a measure of internal consistency that shows how closely related a set of items are as a group (Kothari, 2004). Reliability with a predetermined threshold of 0.7 is considered acceptable. That is, values above 0.7 illustrate the presence of reliability while values below indicate absence of reliability of the research instrument (Tavakol & Dennick, 2011).

**Table 3. 4: Cronchbach's Alpha Test**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardised item	N of items
<b>0.789</b>	.756	23

**Source:** Survey data (2019)

The study results found that the Cronbach Alpha was 0.789 implying that the measured items had strong internal consistency.

### **3.7 Data collection Procedure**

A letter of introduction was obtained from the Kenyatta University graduate school which was submitted to the National Commission for Science, Research, Technology and Innovation (NACOSTI) to acquire a research permit for data collection. The management of the various restaurants was informed about the study a week prior to data collection who thereafter appointed contact persons to make the process smooth and avoid work interruptions. The study adopted pick and drop method of questionnaire administration, this allowed the respondents ample time to respond to the questionnaires. The filled questionnaires were collected after a week of administration from the various contact persons.

### **3.8 Data Analysis and Presentation**

After data collection, the returned and filled questionnaires were sorted to check on completeness, coded and entered into the Statistical Package for Social Scientists (SPSS) software. Analysis of primary data was done using descriptive statistics by computing the mean, percentages and standard deviation and was presented in pie charts and tables. Analysis of Pearson correlation was adopted to identify the strength and significance of relationship between

employee empowerment and service delivery. The findings were tabulated on frequency distribution tables and pie charts.

Correlation analysis was adopted to find out whether there was an association between the dependent and the independent variables. To determine the effect independent variables on dependent variable, multivariate regression analysis was adopted. This was guided by the following empirical model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \dots\dots\dots\text{Model 3.1}$$

Where: Y is the dependent variable (Customer service delivery in restaurants),

$\beta_0$  is the regression coefficient

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  the slopes of the regression equation,

$X_1$  Training

$X_2$  leadership

$X_3$  Employee involvement

$X_4$  Incentives

$\epsilon$  A random error term usually distributed about a mean of 0 and for purpose of calculation, the  $\epsilon$  is taken to be 0.

To analyze the narrative information obtained from the open ended questions, content analysis was used. The results were presented in terms of figures, percentages, tables and frequencies and a brief explanation given after each.

### 3.8 Ethical consideration

While carrying out the study ethical consideration were observed. A permit was obtained from NACOSTI and a letter from the university graduate school to seek permission from the various restaurants before heading for collection of data. The participants were told about the purpose of the research and were assured that the information would only be used for academic purposes.

The data collected was handled with a high level of integrity and confidentiality and the respondents voluntarily participated in the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents a detailed description of the data, analysis and results based on the four pillars of the study; employee training, effect of leadership, effect of incentives and employee involvement on customer service delivery. Primary data was collected using a questionnaire which was designed in line with the research objectives. Analysis and interpretation was based on the overall objective of study which was to determine employee empowerment and customer service delivery in selected small and medium size restaurants in Nairobi city county, Kenya.

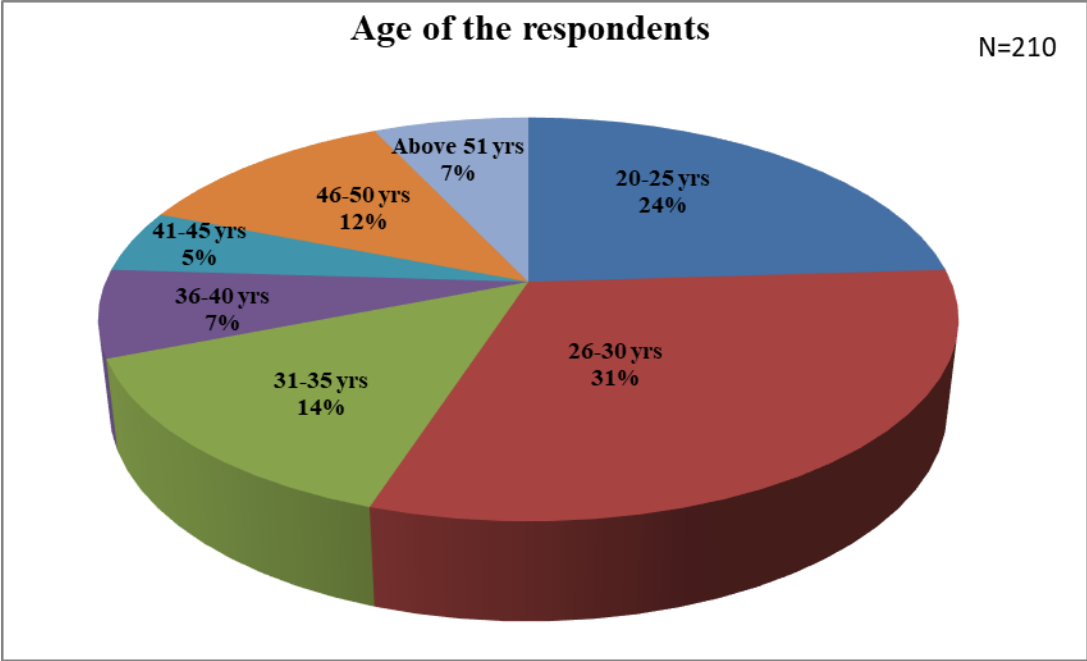
#### **4.2 Response Rate**

This study targeted 50 restaurants operating within the Nairobi's Central Business District. Out of the targeted 216 respondents from 50 restaurants, 210 questionnaires were dully filled and returned. The response rate was therefore 88%. Lack of time, nature of the work, unwillingness to take up the interview and misplaced questionnaires were some of the limiting factors towards achieving 100% response rate. However, According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Therefore this study was considered viable and decisions can be made based on this research.

#### **4.3 Respondents Demographic Characteristics**

##### **4.3.1 Age of the respondents**

Respondents we asked to fill their ages in the questionnaire. The results were analyzed and presented in the Figure 4.1 below.

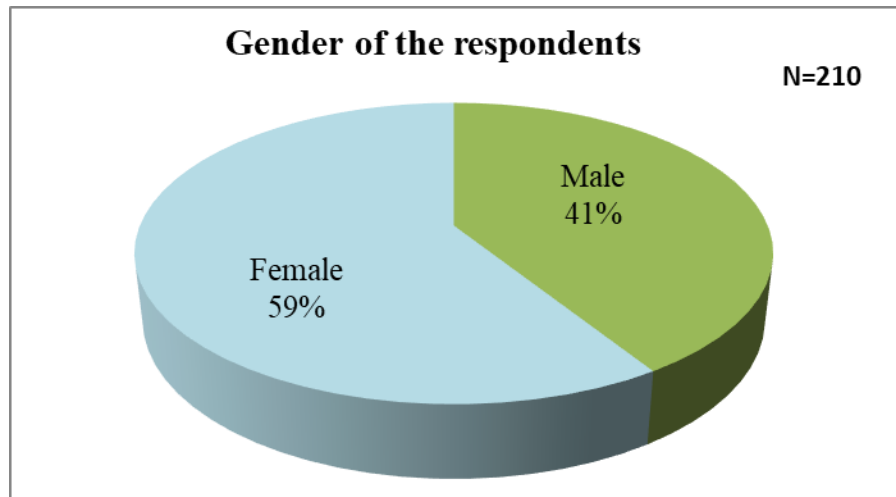


**Figure 4. 1: Age of respondents**

The results show that 24% (50) of the respondents were 20-25 years, 31% (66) were 26-30 years, 14% (30) were 31-35 years, 7% (15) were 36-40 years, 5% (10) were 41-45 years, 12% (25) were 46-50 years while 7% (15) were above 51 years. It can be generally noted that 55% of the total respondents were a young population below the age of 30 years.

**4.3.2 Gender of the respondents**

Respondents were asked to indicate their gender on the questionnaires. The results were analyzed and presented as shown in the Figure 4.2 below.



**Figure 4. 2: Gender**

The results show that 59% (124) of the respondents are Female while 41% (86) of the respondents were male. This shows that the hotel industry is dominated by the female gender.

#### 4.3.3 Education of the respondents

The following in the Table 4.1 below, were responses on the level of education of the respondents.

**Table 4.1: Education level**

Level of education	Frequency	Percent
Master's degree	2	1%
Bachelor's degree	49	23%
Diploma	74	35%
Secondary	80	38%
primary	5	2%
<b>Total</b>	<b>210</b>	<b>100%</b>

The findings show that 38% (80) of the respondents had attained secondary school education, 35% (74) had diploma, 23% (49) had bachelor's degree, and 2% (5) of the respondents had attained primary education while 1% (2) had a master's degree.

#### 4.3.4 Length of service of the respondents

The length of service was used to imply the period which one worked in the restaurant. The respondents were asked to respond on their questionnaires the period they had worked in their restaurants. The results were analyzed and presented as shown in the Table 4.2 below.

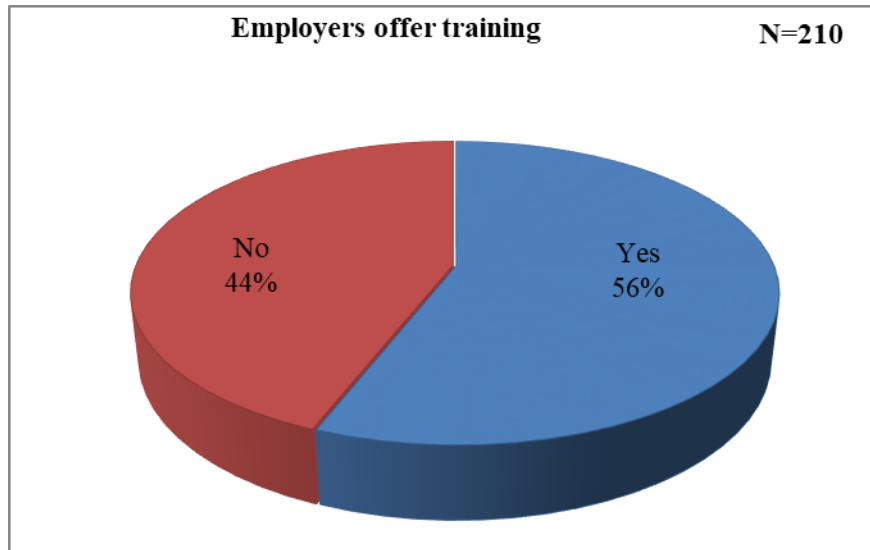
**Table 4. 2: Respondent level of experience**

<b>Duration of service</b>	<b>Frequency</b>	<b>Percent</b>
<b>Less than 5 years</b>	80	38
<b>5-10 years</b>	21	10
<b>Over 10 years</b>	109	52
<b>Total</b>	<b>210</b>	<b>100</b>

The results show that 52% (109) had worked for the restaurants for over 10 years, 38% (80) had worked for less than 5 years, while 10% (21) of the respondents had worked for the institution for between 5-10 years. The results indicate that many of the respondents had worked for more than 10 years and were in a better position to respond to the dynamics of hotel industry. It can also be concluded that 38% (80) of the respondents were unstable as they had only worked for less than 5 years. This category includes new employees in the industry, or those who keep moving from hotel to hotel searching for better employment terms.

#### 4.3.5 Employee training

The study sought to know if employees were taken for any training since joining the hotel. The findings are presented in Figure 4.3 below.



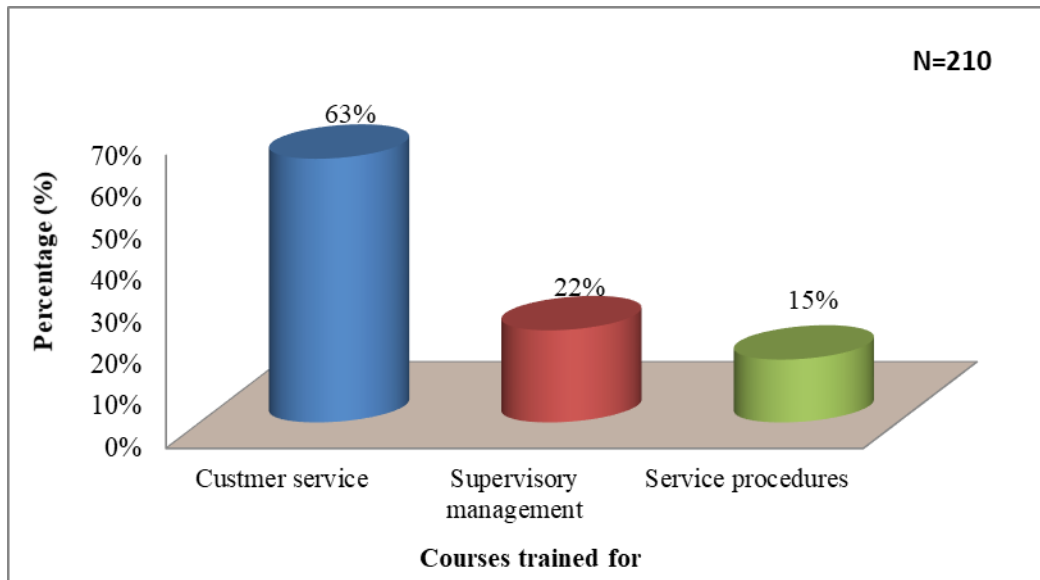
**Figure 4. 3: Training offered**

**Source:** Survey data (2019)

The results revealed that 56% (118) employees are taken for training, while 44% (92) respondents did not attend any training. Restaurants should value service delivery and concentrated on trainings as a way of making sure they offer the best results to their customers, this agrees with the study carried out by Devika (2017) on the impact of training and development in service sector in relations to employee engagement in Delhi who found out that Companies with higher investments in employee training were more profitable as compared to companies with lower investments on employee training.

#### **4.3.6 Training areas**

The study sought to establish the various training areas that had been covered in the training for the past one year. The findings are presented in Figure 4.4 below



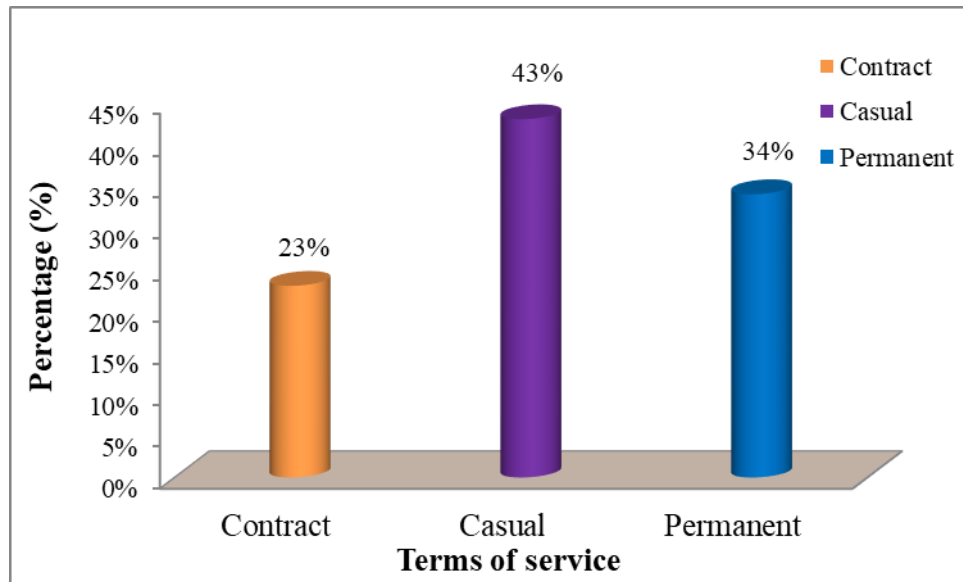
**Figure 4. 4: Areas trained for**

**Source:** Survey data (2019)

From the findings presented in Figure, show that 63% (132) respondents indicated that for the last one year they have been trained on customer service, 22% (46) respondents indicated that they were trained on supervisory management and 15% (32) respondents indicated they were trained on service procedure. This implies that majority of the training topics covered were on customer service delivery which is very crucial when it comes to customer satisfaction in the restaurants.

#### **4.3.7 Terms of engagement**

The study sought to establish terms of employment and how this affects the performance of the employees at the restaurant. The findings are shown in Figure 4.5



**Figure 4. 5: Terms of engagement**

**Source:** Survey data (2019)

From the findings indicated in Figure 4.1, 43% (90) of the respondent indicated that they were engaged on casual basis, 34% (71) were engaged on permanent basis and 23% (49) were engaged on contract basis. Mariya and Janine Berg (2015) in their work on employment and working conditions series No. 77 reported that temporary workers are strongly used in the service hotels, restaurants and service sectors. This is evident in the findings which indicated that 43% (90) of the respondents were on temporary engagement.

#### **4.4 Descriptive Statistics of Variables**

The study was based on four variables which formed the objectives of the study. The variables were; employee training, effect of leadership, effect of incentives and employee involvement on customer service delivery small and medium size restaurants in Nairobi city county. Each variable contained six questions which the respondents indicated how they perceived their empowerment to the institution by use of a 5-likert scale where 1 was Strongly Disagree (SD), 2

was Disagree (D), 3 was Neutral (N), 4 was Agree (A), 5 was Strongly Agree (SA). The findings in this section were presented in tables and the number of respondents per each test item for each variable.

#### 4.4.1 Employee training

Respondents were asked to indicate the level to which they agreed that career training improves on employee customer delivery. The data was analyzed and presented as shown in the Table 4.3 below.

**Table 4. 3: Aspects of employee training**

<b>On a scale of 1 to 5 (5 means Strongly Agree and 1 means Strongly Disagree) express the extent to which you agree or disagree with the following statements regarding organizational support. 5 = Strongly Agree, 4=Agree, 3 =Not Sure, 2= Disagree, 1= Strongly Disagree.</b>										
	5		4		3		2		1	
	N	%	N	%	N	%	N	%	N	%
1. Training affects customer service delivery in our restaurant	78	36	59	28	39	19	26	12	10	5
2. The organization offers induction to all the new employees	25	12	69	33	22	10	78	37	16	8
3. The restaurant carries out job rotation	81	39	37	18	18	9	48	23	26	12
4. Departmental briefs are done before starting shifts	87	41	31	15	21	10	45	21	26	12
5. The supervisors usually demonstrate how work should be done	23	11	22	10	108	51	41	20	16	8

The results of the Likert scale results show that 64% (36% strongly agree and 28% agree) agree that training affects customer service delivery in restaurants, while 17% disagree to the fact. The results also reveal that 45% agree that the organization offers introduction to all new employees

while 45% disagree to this fact. The research show that 57% (39% strongly agree and 18% agree) that the restaurants carry out job rotation, while 35% said that the restaurants do not carry out job rotation. It was also found out from 56% respondents that the restaurants carry out departmental briefs before starting the shifts, while 33% strongly objected the statement. On the statement on whether the supervisors usually demonstrate how work should be done, 21% strongly agree to the fact, 28% disagree, while 51% were not sure. The results therefore implied that most restaurants did not practice job rotation and do not also demonstrate to workers what exactly should be done in each department. Lack of job rotation leads to boredom as a result of doing similar things day in day out. Managers are therefore encouraged to engage in job rotation so as to avoid laxity at work stations, this is in line with the findings of Kimolo (2013) in his study on the effect of training on performance of employees in Regional Development Authorities in Kenya found out that job rotation programs widened staff knowledge thereby offering them an opportunity to promote their skills and become valuable assets to the organization.

#### **4.4.2 Effect of leadership**

Respondents were asked to indicate the level to which they agreed that leadership improves on employee customer delivery. The data was analyzed and presented as shown in the Table 4.4 below.

**Table 4. 4: Aspects of employee leadership**

**On a scale of 1 to 5 (5 means Strongly Agree and 1 means Strongly Disagree) express the extent to which you agree or disagree with the following statements regarding organizational support. 5 = Strongly Agree, 4=Agree, 3 =Not Sure, 2= Disagree, 1= Strongly Disagree.**

	5		4		3		2		1	
	N	%	N	%	N	%	N	%	N	%
<b>1</b> Leadership affects service delivery in our restaurant	72	34	12	6	34	16	11	5	81	39
<b>2</b> The goals and objectives of my job are very clear	34	16	53	25	34	16	11	5	78	37
<b>3</b> We have departmental meetings with our supervisors	14	5	43	58	21	10	11	7	121	20
<b>4</b> I am involved in setting objectives and goals relating to my job	112	53	11	5	20	10	11	5	56	27
<b>5</b> I can exercise freedom and flexibility when it comes to control over my duties	81	39	23	11	23	11	18	9	65	31
<b>6</b> When it comes to making decisions that affect my work am always involved	121	58	11	5	0	0	18	9	60	29

The results of the Likert scale show that 40% (84) (36% strongly agree and 4% agree) respondents leadership affects service delivery in restaurants, 44% (92) disagreed while 16% (34) were not sure about it. The results show that 41% (86) respondents agree that objectives of their jobs are very clear while 42% (88) expressed that their job objectives are not clear. The results further show that 63% (132) respondents agree that departmental meetings with supervisors have an impact on customer delivery, however 27% (57) disputed the fact that departmental meeting with supervisors have an impact on customer delivery. The results show that 58% (122) respondents agree that they are involved in setting objectives and goals relating to their job, while 32% (67) responded that they are not involved in setting objectives and goals relating to their job. It was also noted that 50% (105) of respondents said that they exercise freedom and flexibility when it comes to control over their duties, while 40% (84) respondents

disputed the fact saying that they don't exercise freedom and flexibility when it comes to control over their duties, while 10% (21) were not aware if were supposed to have freedom and flexibility over their job. Finally, 63% (132) respondents agree that they were always involved in making decisions that affect their work while 38% (80) said they were not involved.

#### 4.4.3 Effect of incentives

Respondents were asked to indicate the level to which they agreed that giving incentives to employees improves on employee customer delivery. The data was analyzed and presented as shown in the Table 4.5 below.

**Table 4. 5: Aspects of employee incentives**

<b>On a scale of 1to 5 (5 means Strongly Agree and 1 means Strongly Disagree) express the extent to which you agree or disagree with the following statements regarding organizational support. 5 = Strongly Agree, 4=Agree, 3 =Not Sure, 2= Disagree, 1= Strongly Disagree.</b>											
		5		4		3		2		1	
		N	%	N	%	N	%	N	%	N	%
<b>1</b>	Salaries are competitive in the organization i.e. based on skills, competences and experience	67	32	12	6	0	0	112	53	18	9
<b>2</b>	Pay is linked to productivity	44	21	46	22	0	0	80	38	40	19
<b>3</b>	Bonuses and commission are equally distributed	119	57	21	10	2	1	40	19	28	13
<b>4</b>	The organization climate is conducive	112	53	11	5	20	10	11	5	56	27
<b>5</b>	There is job security in the organization	99	27	22	2	21	10	40	39	28	21
<b>6</b>	The organization allows for flexible working hours	109	22	12	18	21	0	40	19	28	41

The results in the Likert scale output show that 38% (80) respondents said that salaries are competitive in the organization in that salaries are paid competitively based on skills,

competences and experience, while 62% (130) did not agree to the fact. In fact, in an interview one respondent said that at his place of work, salaries are paid randomly and is not even uniform every month. It was noted that 43% (90) respondents are paid depending on their productivity while 57% (120) objected the fact that workers are paid depending on their productivity. Other findings show that 67% (141) agree that bonuses and commissions are distributed equally to all workers, while 33% (69) denied the fact. Further, the results show that 58% (122) of the respondents said that the climate is conducive at the work place. It was also found that only 29% (61) respondents said that there is a job security in their organization, while 60% (126) did not agree to this fact. Finally the results show that 40% (84) respondents are given flexible working hours while 60% (124) feel that the organization's working hours are not flexible.

#### **4.4.4 Employee involvement**

Respondents were asked to indicate the level to which they agreed that employee involvement improves on employee customer delivery. The data was analyzed and presented as shown in the Table 4.6 below.

**Table 4. 6: Aspects of employee involvement**

**On a scale of 1 to 5 (5 means Strongly Agree and 1 means Strongly Disagree) express the extent to which you agree or disagree with the following statements regarding organizational support. 5 = Strongly Agree, 4=Agree, 3 =Not Sure, 2= Disagree, 1= Strongly Disagree.**

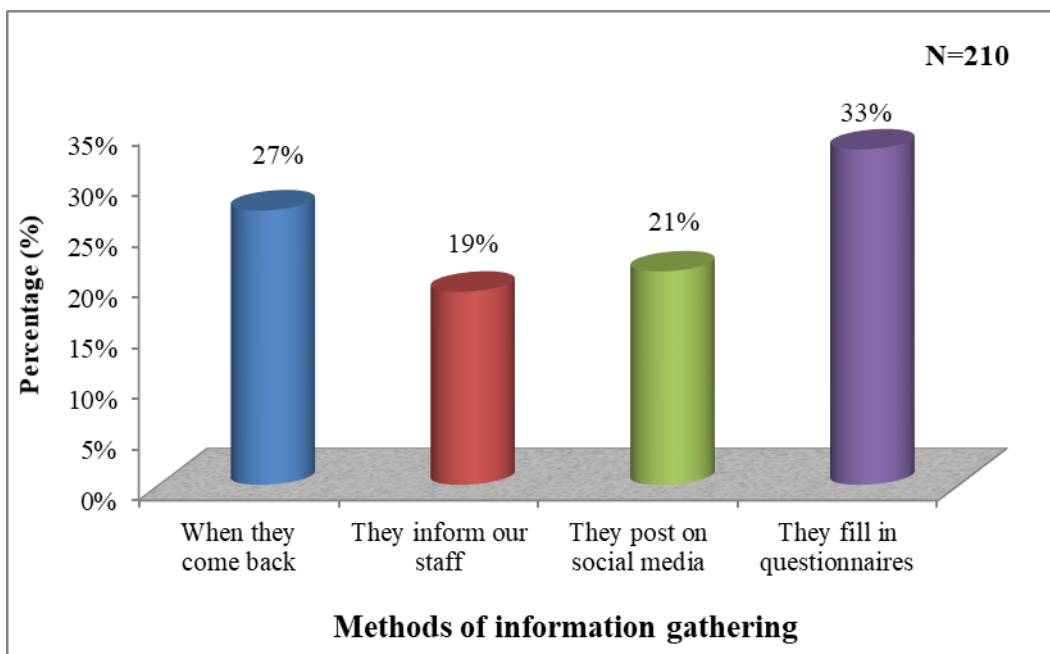
	5		4		3		2		1	
	N	%	N	%	N	%	N	%	N	%
1 Employee involvement affects customer service delivery in our restaurant	55	26	112	53	21	10	12	6	10	5
2 Management encourages formation of teams where we freely interact and cooperate with each other's	111	53	54	20	15	7	20	10	10	11
3 Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	119	57	50	24	14	7	19	9	8	4
4 Quality circles help in reducing grievances	92	44	61	29	21	10	27	13	9	4
5 We have suggestion boxes displayed in conspicuous places	2	1	69	33	61	29	0	0	78	37
6 We do shift briefings before starting any shift	109	52	12	6	21	10	40	19	28	13

The results show that 79% (166) respondents agreed that employee involvement affects customer service delivery in their restaurant while 11% (23) felt that employee involvement affects customer service delivery in their restaurant. The results reveal that 73%(153) respondents said that the management encourages formation of teams where we freely interact and cooperate with each other's while 21% (44) respondents did not agree. Further results show that 81% (170) agree that the management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees. Another revelation from the study is that 73% (153) respondents agree that quality circles help in reducing grievances, while 17% (36) do not agree to the fact. It was also further noted that 34% (71) respondents agree that there are suggestion boxes displayed in conspicuous places while 37% (78) disagreed. Finally, 58% (122)

respondents agreed that they do shift briefings before starting any shift while 32% (67) did respond that there isn't shift briefing.

#### 4.5 Inferential analysis

This section presents correlation analysis between the independent variable of the study and demographic characteristics of respondents and the dependent variables. The researcher however sought to establish how the restaurants determine customer satisfaction. The respondents were asked to indicate how their restaurants determine the level of customer satisfaction. The response was analyzed and presented in the Figure 4.6 below.



**Figure 4. 6: Modes of information gathering**

The results show that customer satisfaction information is collected using questionnaires 33% (69). The research further revealed that the questionnaires are filled in hotel guestrooms or digital survey sent to their phones or on hotel website. The results also reveal that customer

satisfaction in some hotels is gauged when customers come back regularly for the service 27% (57), the results further reveal that information on customer satisfaction is gathered from posts on social media 21% (44). Finally the results also reveal that information on satisfaction is recorded from the reports hotel staffs receive from the customers 21% (44). The Pearson Chi-Square value ( $\chi^2_{3,0.01} = 9.314a$ ) test of independence showed that there was not significant ( $P>0.01$ ) statistical association between the variation of modes of information collection in the restaurants.

#### 4.5.1 Gender of the respondents and customer service delivery

The researcher sought to find out the relationship between the gender of the respondents and the customer service delivery. The results are shown in the Table 4.7 below.

**Table 4. 7: Cross tabulation of gender and service delivery**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.149	.066	2.179	.030 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.139	.067	2.020	.045 <sup>c</sup>
N of Valid Cases		210			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Pearson Chi-Square value ( $\chi^2_{5,0.01} = 6.972a$ ) showed that there was no significance ( $P>0.01$ ) statistical association between the gender of employees and their level of satisfying the customers. This implies that the service delivery to customers is independent of the gender of the employees.

#### 4.5.2 Age of the respondents and customer service delivery

The researcher sought to find out the relationship between the age of the respondents and the level of customer satisfaction. The results are shown in the Table 4.9 below.

**Table 4. 8: Age of the respondents and service delivery**

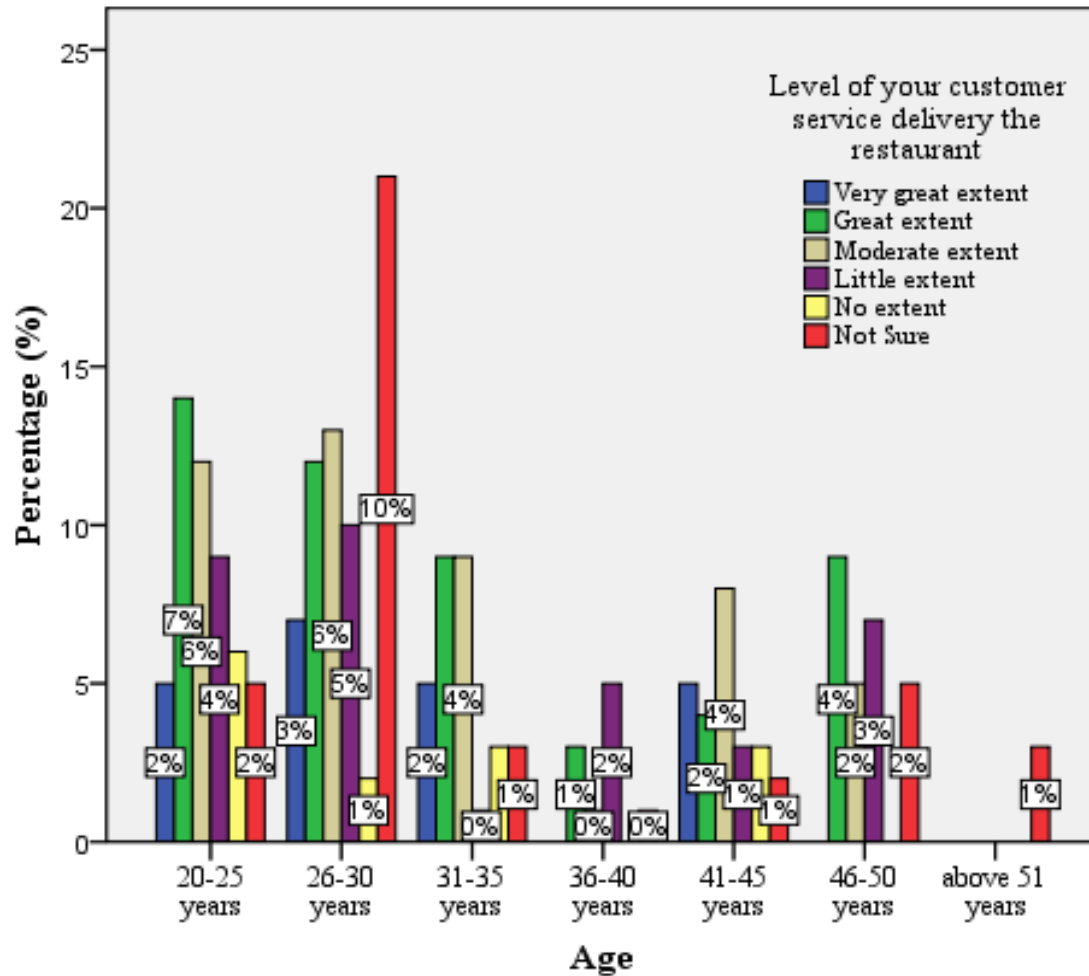
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.023	.068	.337	.736 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	.013	.067	.190	.850 <sup>c</sup>
N of Valid Cases		210			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Pearson Chi-Square value ( $\chi^2_{30,0.01} = 56.763a$ ) showed that there was a significant ( $P < 0.01$ ) statistical association between the age of employees and the level of customer satisfaction. This means that there was a relationship between the age of the employee and customer satisfaction.



**Figure 4. 7: Age and service delivery**

A cross tabulation between age and the level of customer satisfaction was conducted and the results show that satisfaction of very great extend was responded highly by respondents between the age of 20-25 years and between 26–30 years. This shows that customer satisfaction is likely to be achieved by engaging young employees. On the other hand customer satisfaction was moderately achieved between the respondents of age of 36–50 years. Customer satisfaction was however not well achieved on oldest respondents, above 51 years.

### 4.5.3 Academic level of the respondents and customer service delivery

The researcher sought to establish the relationship between the academic level of the respondents and customer satisfaction. The response was analyzed and presented as shown in the Table 4.9 below.

**Table 4. 9: Academic level and service delivery**

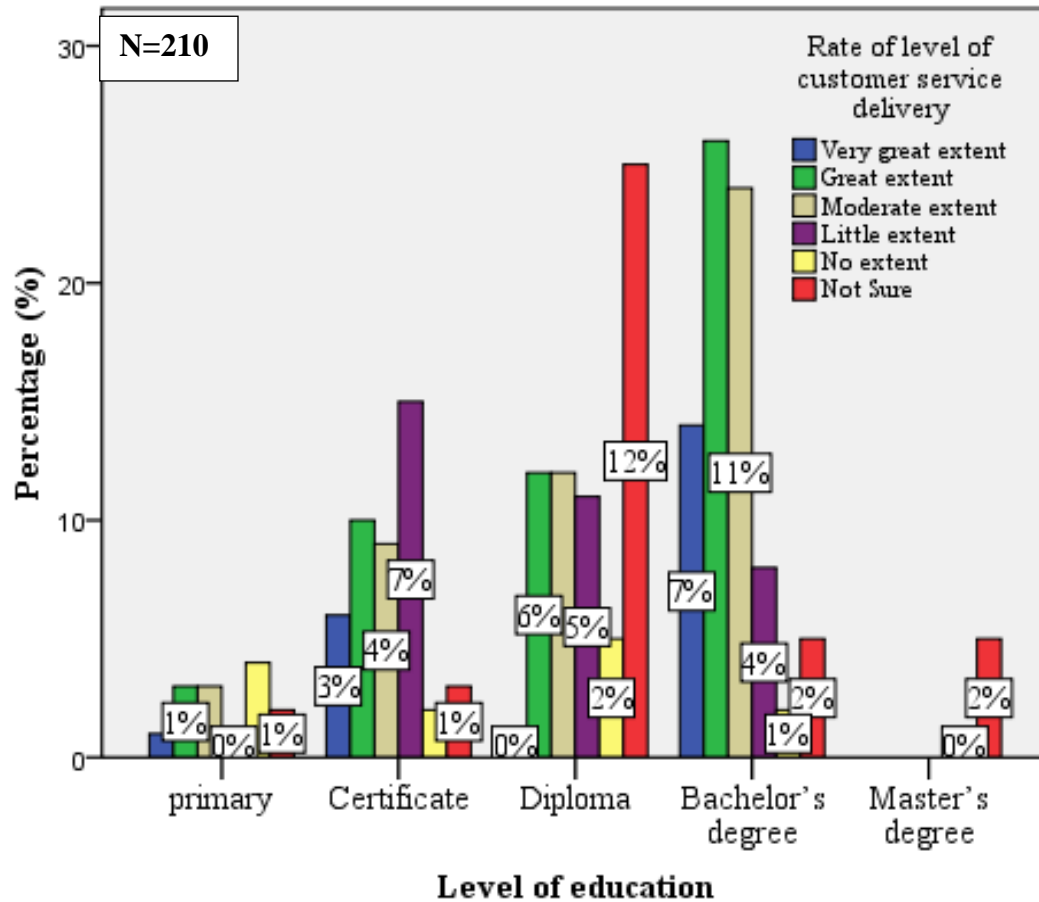
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	-.099	.082	-1.430	.154 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	-.126	.076	-1.835	.068 <sup>c</sup>
N of Valid Cases		210			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Pearson Chi-Square value ( $\chi^2_{10,0.01} = 42.447a$ ) showed that there was a significant ( $P < 0.01$ ) statistical association between the level of employee education and customer service delivery. This implies that the level of education of the employee affects the level of customer satisfaction in the services delivered. This relationship was proved further by a cross tabulation analysis and the results are as shown in the Figure 4.8 below.



**Figure 4. 8: Education level and service delivery**

The cross tabulation in the Figure 4.8 above, results show that the rate of customer satisfaction was directly proportional to the level of education. This implies that level of customer satisfaction increased with the level of employee education. It can be seen that the level of customer satisfaction is lower in employees with primary education 3% (6), but increases at certificate 15% (32), diploma 25% (53) and bachelor's degree level 47% (99). It was however noted that the level of customer satisfaction from towards respondents with master's degree. This can attributed to the number of respondents with masters degree as they were only 1% (2) of the total sample size.

#### 4.5.4 Terms of employment service and customer service delivery

The researcher sought to establish the relationship between the service delivery of the respondents and customer satisfaction. The response was analyzed and presented as shown in the Table 4.10 below.

**Table 4.10: Terms of employment and service delivery**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	-.016	.068	-.228	.820 <sup>c</sup>
Ordinal by Ordinal	Spearman Correlation	-.031	.069	-.445	.657 <sup>c</sup>
N of Valid Cases		210			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Pearson Chi-Square value ( $\chi^2_{10,0.01} = 15.619a$ ) showed that there was no significant ( $P > 0.01$ ) statistical association between the terms of employee and customer service delivery. This shows that there was no relationship between customer satisfaction and employment terms of workers.

#### 4.6 Research Hypotheses

This section presents the tests for the hypotheses used for this study. The hypotheses were formulated from the objectives of this study based on revelations in the literature review on relational rewards practices on employee commitment. Each sub-section presents the regression and correlation results of each null hypothesis at 95% confidence level.

##### **Hypothesis 1: Employee training and customer service delivery**

**H01:** Employee training has no statistical significance on customer service delivery of restaurants in Nairobi Kenya.

Regression analysis was used to establish the influence of employee training on customer service delivery of restaurants in Nairobi Kenya. The null hypothesis used was tested at 5% level of significance.

**Table 4.10: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.286 <sup>a</sup>	.082	.060	1.57764

a. Predictors: (Constant), Service delivery

The results in the Table 4.11 above show the R-Square value of 0.082, implying that 8.2% of variation of restaurant customer service delivery was explained by employee as shown in the model summary. The researcher further tested the relationship of employee training and service delivery to customers. The null hypothesis was tested at 5% level of significance.

**Table 4.11: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.381	5	9.076	3.647	.004 <sup>a</sup>
	Residual	507.743	204	2.489		
	Total	553.124	209			

a. Predictors: (Constant), Service delivery

b. Dependent Variable: Rate of level of customer service delivery

The results in the Table 4.12 show that, at 5% level of significance  $F(1, 204)$ ,  $p\text{-value}=0.000 < 0.05$ ) the null hypothesis that employee training has no statistical significance on customer service delivery of restaurants in Nairobi Kenya ( $t\text{-statistic}= 7.780$   $p\text{-value}=0.000 < 0.05$ ) and

conclude that employee training an influence on customer service delivery of restaurants in Nairobi Kenya. Amaanda (2011), found out that trained employees are more knowledgeable when it comes to matters of the organization. To grow and maintain a workforce that is customer oriented and focused on delivering quality requires the firm developing and investing on the right employees to deliver service quality, for employees to deliver service quality they need an ongoing training in the necessary technical skills and knowledge and in- process or interactive skills (Kimolo, 2011). This agrees with Ali (2014) who argues that organizations should not only focus on hiring the right people but also on retaining them. Employee turnover is a major setback to service organizations, as it can be detrimental to customer satisfaction, employee morale and overall service quality especially when the best of the employees are the ones leaving the organization (Ali,2014).

## **Hypothesis 2: Leadership and service delivery**

**Ho2:** Leadership has no statistical significance on service delivery of restaurants in Nairobi Kenya.

Regression analysis was used to establish the influence of leadership on customer service delivery of restaurants in Nairobi Kenya. The null hypothesis used was tested at 5% level of significance.

**Table 4.12: Model summary on leadership**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315 <sup>a</sup>	.699	.073	1.56653

a. Predictors: (Constant), service delivery

The results in the Table 4.13 above show the R-Square value of 0.699, implying that 69.9% of variation of customer service delivery was explained by employee leadership as shown in the model summary.

**Table 4.13: ANOVA of Leadership**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.961	6	9.160	3.733	.002 <sup>a</sup>
	Residual	498.163	203	2.454		
	Total	553.124	209			

a. Predictors: (Constant), service delivery

b. Dependent Variable: Rate of level of customer service delivery

The results in the Table 4.14 show that at 5% level of significance F (6,203), p-value=0.000<0.05) the null hypothesis was rejected that Leadership has no statistical significance on service delivery of restaurants in Nairobi Kenya and concluded that flexible work employee leadership has a positive significant influence on customer service delivery. At 5% level of significance the null hypothesis that Leadership has no statistical significance on service delivery of restaurants in Nairobi Kenya (t-statistic = 7.374 p-value=0.000<0.05) was rejected. Therefore, it was concluded that Leadership has influence on customer service delivery of restaurants in Nairobi. The researcher further sought to find out a correlation between leadership and employee service delivery in Nairobi restaurants. The results are as shown in the Table 4.15 below.

**Table 4. 14: Correlation analysis**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.054	.064	.776	.439 <sup>c</sup>
N of Valid Cases		210			

The results show that there is a positive relationship between employee commitment and flexible work arrangement and employee engagement ( $r=0.054$ ). The null hypothesis that Leadership has no statistical significance on service delivery of restaurants in Nairobi Kenya was further tested using regression analysis. The results show that at 5% level of significance ( $t = 0.776$  p value =  $0.000 < 0.001$ ), therefore, this implies that the null hypothesis that Leadership has no statistical significance on service delivery of restaurants in Nairobi Kenya was rejected, meaning that employee leadership has a positive relationship on service delivery in restaurants in Nairobi Kenya.

The findings are in agreement with Ambani (2016), who found out that leader who give people a chance to think on how to resolve customer problems and how to improve productivity have a very productive team. This is also in line with the findings of George (2012) who found out that leaders who engage employees in setting goals and objectives relating to their had very easy time when it came to supervision. This resonates with the finding of Julia (2014), leaders who encourage open channels of communication between them and employees play a significant role in increasing the attention of employees toward customer-oriented behavior.

### **Hypothesis 3: Employee involvement and customer service delivery of restaurants**

**Ho3:** Employee involvement has no statistical significance on customer service delivery of restaurants in Nairobi Kenya.

Regression analysis was used to establish the influence of employee involvement on customer service delivery of restaurants in Nairobi Kenya. The null hypothesis used was tested at 5% level of significance.

**Table 4. 15: Model summary on employee involvement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 <sup>a</sup>	.212	.189	1.46507

a. Predictors: (Constant), Service delivery

The regression results in the Table 4.16 above show the R-Square value of 0.212, implying that 21.2% of variation of customer service delivery was explained by employee leadership as shown in the model summary.

Further test by analysis of variance (ANOVA) on the null hypothesis was conducted and the results are shown in the Table 4.17 below.

**Table 4. 16: ANOVA on leadership**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.400	6	19.567	9.116	.000 <sup>a</sup>
	Residual	435.724	203	2.146		
	Total	553.124	209			

a. Predictors: (Constant), employee involvement

b. Dependent Variable: Rate of level of customer service delivery

The results show that, at 5% level of significance  $F(6, 203)$ ,  $p\text{-value}=0.000 < 0.05$ ) the null hypothesis that employee involvement has no statistical significance on customer service delivery of restaurants in Nairobi Kenya ( $t\text{-statistic}= 7.780$   $p\text{-value}=0.000 < 0.05$ ) and conclude that employee training an influence on customer service delivery of restaurants in Nairobi Kenya. The finding agree with This agrees with the findings of Bello (2017), in his study on employee empowerment service quality and customer satisfaction in the hotel industry who

found out that employee involvement has a positive impact on quality of service and customer satisfaction, he also found that those organizations that had quality circles and encouraged informal groupings among employees had less complaints when it came to solving employee's problems.

#### **Hypothesis 4: Incentives and customer service delivery**

**Ho4:** Providing incentives to employees has no statistical significance on customer service delivery of restaurants in Nairobi Kenya.

Table 4.18 Model Summary

**Table 4. 17: Model summary on incentives**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 <sup>a</sup>	.212	.189	1.46541

a. Predictors: (Constant), service delivery

The results in the Table 4.18 above show that the R-Square value of 0.212, implying that 21.2% of variation in employee incentives and customer service delivery as shown in the model summary Table 4.18 above.

**Table 4. 18: ANOVA on incentives**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.195	6	19.533	9.096	.000 <sup>a</sup>
	Residual	435.929	203	2.147		
	Total	553.124	209			

a. Predictors: (Constant), incentives

b. Dependent Variable: Rate of level of customer service delivery

Further analysis by ANOVA show that at 5% level of significance  $F(6,203)$ ,  $p\text{-value}=0.000<0.05$ ) the null hypothesis that providing incentives to has no statistical significance on customer service delivery of restaurants in Nairobi Kenya was rejected, and concluded that providing incentives has a positive significant influence on customer service delivery in restaurants.

**Table 4. 18: Correlation analysis on incentives**

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Interval by Interval	Pearson's R	.518	.066	-.253	.801 <sup>c</sup>
N of Valid Cases		210			

A correlation analysis further conducted on the null hypothesis show that there exists a strong positive relationship between employee incentives and service delivery to customers in the restaurants ( $r=0.518$ ). This implies that, 51.8% of variation of service delivery was explained by employee incentives. Oleg (2015) observed that the use of both extrinsic and intrinsic rewards formed part of the empowerment process in helping employee to be self-reliant. This agrees with Bello (2017) who found out that when organizations enhance intrinsic motivation, staffs offer quality services that translate to customer satisfaction. Furthermore, he proposed that pressure on the correct service culture, and structures that enhance competence, impact and self-determination should be emphasized among the front desk staff. This is in line with the findings of Kimolo (2013) in his study on relationship between employee empowerment practices and performance in Regional Development authorities who found out that there was a very strong relationship between empowerment practices and organizational performance, thus management

should inculcate a culture of empowering their employees so as to achieve efficient and effective services.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings of this study. The recommendations and conclusion are presented according to the objectives of the study.

#### 5.2 Summary of Findings

This study aimed at evaluating the employee empowerment and customer service delivery in selected small and medium size restaurants in Nairobi city county, Kenya. The findings were summarized in the subsections below, according to the objectives.

##### 5.2.1 Training

The results revealed that 56% (118) employees are taken for training, while 44% (92) respondents did not attend any training in restaurants in Nairobi Kenya. The results further show that 63% (132) respondents trained on customer service, 22% (46) respondents indicated that they were trained on supervisory management and 15% (32) respondents indicated they were trained on service procedure. The results of the Likert scale results show that 64% (36% strongly agree and 28% agree) agree that training affects customer service delivery in restaurants, while 17% disagree to the fact. The results also reveal that 45% agree that the organization offers introduction to all new employees while 45% disagree to this fact. The research show that 57% (39% strongly agree and 18% agree) that the restaurants carry out job rotation, while 35% said that the restaurants do not carry out job rotation. It was also found out from 56% respondents that the restaurants carry out departmental briefs before starting the shifts, while 33% strongly

objected the statement. On the statement on whether the supervisors usually demonstrate how work should be done, 21% strongly agree to the fact, 28% disagree, while 51% were not sure.

### **5.2.2 Leadership**

The results show that 40% (84) (36% strongly agree and 4% agree) respondents leadership affects service delivery in restaurants, 44% (92) disagreed while 16% (34) were not sure about it.

The results show that 41% (86) respondents agree that objectives of their jobs are very clear while 42% (88) expressed that their job objectives are not clear. The results further show that 63% (132) respondents agree that departmental meetings with supervisors have an impact on customer delivery, however 27% (57) disputed the fact that departmental meeting with supervisors have an impact on customer delivery.

### **5.2.3 Incentives**

Results indicate that some of the incentives employees receive were competitive, salaries in the organization i.e. based on skills, competences and experience, Pay based on productivity, bonuses and commissions. The results in the Likert scale output show that 38% (80) respondents said that salaries are competitive in the organization in that salaries are paid competitively based on skills, competences and experience, while 62% (130) did not agree to the fact. In fact, in an interview one respondent said that at his place of work, salaries are paid randomly and is not even uniform every month. It was noted that 43% (90) respondents are paid depending on their productivity while 57% (120) objected the fact that workers are paid depending on their productivity. Other findings show that 67% (141) agree that bonuses and commissions are distributed equally to all workers, while 33% (69) denied the fact. Further, the results show that 58% (122) of the respondents said that the climate is conducive at the work place.

#### **5.2.4 Involvement**

Aspects of employee involvement in this study include: quality circles, availability of suggestion boxes, briefings before starting shifts and sharing ideas between managerial and non-managerial staffs. The results show that 79% (166) respondents agreed that employee involvement affects customer service delivery in their restaurant while 11% (23) felt that employee involvement affects customer service delivery in their restaurant. The results reveal that 73%(153) respondents said that the management encourages formation of teams where we freely interact and cooperate with each other's while 21% (44) respondents did not agree. Further results show that 81% (170) agree that the management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees. Another revelation from the study is that 73% (153) respondents agree that quality circles help in reducing grievances, while 17% (36) do not agree to the fact. It was also further noted that 34% (71) respondents agree that there are suggestion boxes displayed in conspicuous places while 37% (78) disagreed. Finally, 58% (122) respondents agreed that they do shift briefings before starting any shift while 32% (67) did respond that there isn't shift briefing.

#### **5.3 Summary of findings**

The summary of this study is given below based on the objectives of the study:

Restaurants should prioritize hiring trained staff as it was found out from this research that their productivity and customer satisfaction is higher. Job training is also very important to update workers skills on hotel dynamics and also match the customer's needs.

The results show that good leadership improves the employee and management relationship and therefore it becomes easy to reach set targets. Junior staffs should be engaged in making decisions and setting out goals, as they form a bigger part of operational services of the hotels.

Incentives encourage productivity among employees. They encourage them to achieve set targets so fast and aim higher. Incentives can be in form of bonuses, recognition for good works, salary increment and commissions. Incentives keep employees encouraged with willingness to achieve more; it also creates competitiveness among the employees. For hotels to survive, and reduce on employee turnover over poor terms of employment, they should use incentives to keep their workers.

Finally, employee involvement in the organization is the easiest way of setting achievable targets. Employee understand what customers want in the hotels, they directly interact with them and directly get what the customers demand. Therefore, it is important that at any decision made on behalf of the employees, it's important to consider their input.

## **5.4 Recommendations**

### **5.4.1 Policy Recommendations**

The study has revealed that demographic variables have an impact on customer service delivery therefore, it's recommended that planning for training, tasking and alike demographic consideration should be considered as these groups have different likes and dislikes

The study revealed that training influences the quality of services delivered to the clients. The study therefore suggests that leadership of organizations should emulate and practice training programs in their workplaces so as to better the quality of service delivered. The study also proposes that job rotation should be practiced often to avoid issues of job autonomy and open up opportunities for growth. The study recommends that restaurants should also contribute towards the hotel training levy so that their employees can be considered for refresher courses offered by Utalii Hotel and others.

The study recommends that the management should adopt the participatory kind of leadership where they involve employees in setting goals and objectives affecting their work and also involved in decision making; this will help employees understand the organization 's business goals, policies and vision, and keep them informed about what is going on in the organization (George, 2012). The study also recommends that management should encourage formation of quality circles and work groups which should be checked regularly, as employees feel engaged at various levels, delegation of authority allows employees to be broader minded and ready to pick up supervisory positions as and when called upon to do so (Koskey, 2013).

The findings indicated that salaries, flexible working hours, bonuses and job security are the key important aspect that employees look for in their responsibilities. Previous studies Kwamboka (2014) found out that employees value both monetary and non-monetary benefits provided by their employers and these are the things that make them leave one job for the other. The study therefore recommends that management should link pay to performance which can be by introducing service charge (a percentage of profit shared by all the employees). The study also recommends that it's important for management to adopt flexible work arrangements to allow employees solve their other issues outside work.

### **5.5 Recommendations for further studies**

From the analysis, 63% of the variation in service delivery is due to employee empowerment. It is necessary for further study to be carried out, to find out what other factors outside the scope of this study attributes to the 37% variance in service delivery.

The findings indicated that demographic factors affect customer service delivery of restaurants, majority of the respondents had been engaged on either casual or contract basis and had worked for the restaurant for a period of between 1-4 years, it's necessary for future extensive study to be carried out to find out how demographics affect the quality of services rendered to customers.

The findings implied that most of the restaurants did not remunerate employees based on their performance, the researcher therefore recommends further studies to be carried out on the impact of reward management practices on various aspects of employees conduct and attitude such as devotion, service delivery and commitment.

The researcher proposes similar studies to be done in different service sectors for instance hospitals, insurance and universities in Nairobi County to determine how employee empowerment affects customer service delivery and to determine whether there is consistency in the service industry.

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## APPENDICES

### Appendix I: Transmission of Data Collection Instruments Letter

TABITHA BRENDA NEKESA,  
P.O. BOX 2129-00100,  
NAIROBI.

Dear Sir/Madam,

**RE: COLLECTION OF DATA FOR A STUDY ON EMPLOYEE EMPOWERMENT  
AND CUSTOMER SERVICE DELIVERY IN RESTAURANTS IN NAIROBI COUNTY,  
KENYA**

I am a bona fide student at Kenyatta University undertaking a Masters of Business Administration degree in Strategic Management, registration no. D53/CTY/PT/37721/2016. I am carrying out a study on **Employee Empowerment and customer service delivery in restaurants in Nairobi.**

This study is carried out purely for academic purposes. I am humbly asking for your support in filling the questionnaires during my data collection. I assure you that the information gathered shall be treated with a lot of confidentiality and shall be used for the purpose of this research only. In case of any clarifications and/or questions, please let me know.

Thank you for your participation.

Yours Faithfully,

Tabitha Brenda Nekesa. Tel: 0726415460.

Email: [tabybresh@gmail.com](mailto:tabybresh@gmail.com).

## Appendix II: Questionnaire

### Introduction

This questionnaire is to be used for a study to find out the impact of employee empowerment on customer service delivery in small and medium sized restaurants in Kenya. The respondents have been randomly selected and highest level of confidentiality shall be observed for the information given. Kindly don't indicate anywhere your name.

### Part A: Bio Data (Please tick where appropriate).

1. Name of Restaurant.....

2. Age ..... Sex.....

3. Level of education.....

4. Designation .....

5. Length of service in the restaurant

Below 1 year ( ) 1 – 4 years ( ) 5-9 years ( ) Over 10 years ( )

4. Length of service the restaurant has been in operation

Below 1 year ( ) 1 – 4 years ( ) 5-9 years ( ) Over 10 years ( )

Others (please specify).....

5. Street where the restaurant is located

Moi Avenue ( ) Tom Mboya ( ) Mfangano ( ) Harambee avenue ( )  
Kimathi ( ) Kenyatta avenue ( ) Mama Ngina ( ) Ronald Ngala ( )

Others (*Please specify*).....

6. What are your terms of engagement?

Casual ( ) Permanent ( ) Contracted ( ) any other (*please specify*).....

7. Which of the following categories do you fall?

Senior Management ( ) Middle level ( ) junior staff ( )

**PART B: CUSTOMER SERVICE DELIVERY**

8. How do you gather information on how your customers feel about the services you offer them. Please tick the ones that apply to your organization

- When they come back ( )
- They inform our staff ( )
- They post on social media ( )
- They fill in questionnaires ( )

9. Please specify how quality of services offered to customers is measured in your organization *(Tick the ones that apply to your company)*

- We have clear targets ( )
- We conduct interviews with customers at exit time ( )
- We check on clients ( )
- Checking complaints raised by customers ( )
- Checking on complements & referrals ( )
- Customer survey reports ( )

Others *(please specify)*.....

10. In general, to what extent would you rate customer service delivery in your restaurant as good?

- Very great extent ( )    Great extent ( )    Moderate extent ( )
- Little extent ( )    No extent ( )    Not Sure ( )

11. In your own opinion, please specify the rate at which staffs leave the restaurant

- Very low ( )    Low ( )    Not sure ( )    Moderate ( )    High ( )

12. How is staff behavior and attitude influenced at your organization? *(Tick as many as applicable)*

- Staff Guidance and counseling ( )
- Mentorship & coaching programs ( )
- Strict rules and regulations ( )
- Punishment ( )
- Giving rewards ( )
- Letters of acknowledgement & recommendation

Others *(Please specify)* .....

**PART C: TRAINING**

13. Does the restaurant offer training? Yes ( ) No ( )

If yes, please name some of the trainings you have attended for the last one year  
 .....  
 .....

14. Below are several statements on training and how it influences service delivery in restaurants. Please indicate the degree to which you agree with each. (Use a scale of 1-5 where; 1= not at all, 2= strongly disagree, 3= disagree, 4= agree and 5= strongly agree)

Statement	Not at all 1	Strongly Disagree 2	Disagree 3	Agree 4	Strongly agree 5
Training affects customer service delivery in our restaurant					
The organization offers induction to all the new employees					
The restaurant carries out job rotation					
Departmental briefs are done before starting shifts					
The supervisors usually demonstrate how work should be done					

15. Please specify the topic covered for the last training that you attended  
 .....  
 .....

**PART D: LEADERSHIP**

16. How many supervisors do you report to?.....

17. Below are several statements on leadership and how it affects service delivery in restaurants. Please indicate the degree to which you agree with each. (Please use a scale of 1-5 where; 1= not at all, 2= strongly disagree, 3= disagree, 4= agree and 5= strongly agree)

Statement	Not at all 1	Strongly Disagree 2	Disagree 3	Agree 4	Strongly agree 5

Leadership affects service delivery in our restaurant					
The goals and objectives of my job are very clear					
We have departmental meetings with our supervisors					
I am involved in setting objectives and goals relating to my job					
I can exercise freedom and flexibility when it comes to control over my duties					
When it comes to making decisions that affect my work am always involved					

**PART E: EMPLOYEE INVOLVEMENT**

18. Below are several statements on involvement and how it affects service delivery in restaurants. Kindly tick the degree to which you agree with each. (Please use a scale of 1-5 where; 1= not at all, 2= strongly disagree, 3= disagree, 4= agree and 5= strongly agree)

Statement	Not at all 1	Strongly Disagree 2	Disagree 3	Agree 4	Strongly agree 5
Employee involvement affects customer service delivery in our restaurant					
Management encourages formation of teams where we freely interact and cooperate with each others					
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees					
Quality circles help in reducing grievances					
We have suggestion boxes displayed in					

conspicuous places					
We do shift briefings before starting any shift					

**PART F: INCENTIVES**

19. The organization has other benefits apart from the wages/salaries Yes ( ) No ( )

If yes, Please list them

.....

.....

.....

20. Below are several statements on incentives and how it affects service delivery in restaurants. Please indicate the degree to which you agree with each. (Please use a scale of 1-5 where; 1= not at all, 2= strongly disagree, 3= disagree, 4= agree and 5= strongly agree)

Statement	Not at all 1	Strongly Disagree 2	Disagree 3	Agree 4	Strongly agree 5
Salaries are competitive in the organization i.e. based on skills, competences and experience					
Pay is linked to productivity					
Bonuses and commission are equally distributed					
The organization climate is conducive					
There is job security in the organization					
The organization allows for flexible working hours					

21. Please name the infringe benefits offered by the company

.....

.....

.....

22. In general, to what extent does incentives influence the services you offer to customers?

Very great extent ( )    Great extent ( )    Moderate extent ( )  
Little extent ( )    No extent ( )

*Thank you for your participation*

**Appendix III: Letter of introduction from Kenyatta University**



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

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Our Ref: D53/CTY/PT/37721/2016

DATE: 5<sup>th</sup> December, 2018

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

Dear Sir/Madam,

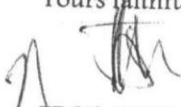
**RE: RESEARCH AUTHORIZATION FOR TABITHA BRENDA NEKESA- REG. NO. D53/CTY/PT/37721/2016.**

I write to introduce Tabitha Brenda Nekesa who is a Postgraduate Student of this University. The student is registered for MBA degree programme in the Department of Business Administration.

Tabitha intends to conduct research for a MBA Project Proposal entitled, "Employee empowerment and customer service delivery case of restaurants in Nairobi city county, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELISHIBA KIMANI**  
**AG. DEAN, GRADUATE SCHOOL**

JL/ik



## Appendix V: List of Restaurants in CBD

- |                            |                                |
|----------------------------|--------------------------------|
| i. Aromau Restaurant       | xxvi. Hamdi restaurant         |
| ii. Java house             | xxvii. Seasons restaurant      |
| iii. KFC                   | xxviii. Pool Deck restaurant   |
| iv. Paleo coffee and grill | xxix. Hot dishes restaurant    |
| v. Polo restaurant         | xxx. K'osewe Ronalo            |
| vi. Karibu restaurant      | xxxi. The mug                  |
| vii. Highlands Restaurants | xxxii. Calypso                 |
| viii. Pals restaurant      | xxxiii. Supreme restaurant     |
| ix. Smothers restaurant    | xxxiv. Tacos restaurant        |
| x. Olive restaurant        | xxxv. Panda Chinese restaurant |
| xi. Dormans                | xxxvi. R&J Bistro              |
| xii. Travellers            | xxxvii. CJ's restaurant        |
| xiii. Hertz restaurant     | xxxviii. Kilimanjaro jamia     |
| xiv. Mac fry's             | xxxix. planet yoghurt          |
| xv. Teriyaki Japan         | xl. Milenium                   |
| xvi. City start restaurant | xli. Health food creatives     |
| xvii. Albark               | xlii. Café deli                |
| xviii. Cold stone creamery | xliii. Verandah                |
| xix. Kaldis                | xliv. Simmers                  |
| xx. Dancing spoon          | xlv. Tin Tin                   |
| xxi. Porters house         | xlvi. Swahili plate            |
| xxii. Malindi dishes       | xlvii. Debonairs pizza         |
| xxiii. Trattoria           | xlviii. Kengeles restaurant    |
| xxiv. Highland Annexe      | xlix. Big knife doner shawarma |
| xxv. Papaya                |                                |