



INFLUENCE OF HUMAN RESOURCE MANAGEMENT IN THE HOTEL AND CATERING
INDUSTRY; A LOOK AT AMKA CAFÉ NAIROBI

AMWOGA ALLAN COLLINS.

ADMISSION NUMBER: 23091026

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DECLARATION

Student's Declaration

“This proposal is my original work and has not been presented for a diploma in any other institution”

Student's name: AMWOGA ALLAN COLLINS

Registration number: **23091026**

Signature: _____ Date: _____

Supervisor's Declaration

“This proposal has been submitted with my approval as the college.”

Signature: _____ Date: _____

Supervisor's name: **Naomy Mwaurah**

Departments: **Library**

DEDICATION

This research is dedicated to my family, whose unwavering support and encouragement have been my guiding light.

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ABSTRACT

This study investigates the impact of human resource management (HRM) practices on the performance and success of businesses in the hospitality industry, with a particular focus on Amka Cafe. The research explores how HRM practices such as recruitment, training, employee engagement, performance management, and work-life balance influence service quality, employee satisfaction, and business outcomes. By examining HRM strategies and their implementation in Amka Cafe, the study aims to identify key HRM practices that contribute to effective management of human resources in the hospitality sector.

The findings indicate that comprehensive recruitment and selection processes, continuous training and development, and robust employee engagement initiatives are critical for enhancing service quality and employee satisfaction. Effective performance management systems and support for work-life balance also play significant roles in maintaining high service standards and employee well-being. Additionally, HRM practices that promote diversity and inclusion, develop leadership, and foster a positive organizational culture contribute to a supportive and productive work environment.

The research provides actionable recommendations for hospitality businesses aiming to improve their HRM practices and achieve sustainable growth and competitive advantage. The case study of Amka Cafe offers practical insights into how effective HRM practices can lead to business success, serving as a model for other organizations in the hospitality industry. This study underscores the importance of HRM practices in shaping organizational culture and driving overall business performance in the hospitality sector.

CHAPTER ONE: INTRODUCTION.

1.1 INTRODUCTION

This chapter introduces the topic by providing essential background information on the study. It discusses the significance of the research, articulates its purpose, and outlines clear objectives and research questions guiding the investigation. Additionally, it addresses the limitations and scope of the study, helping readers understand the boundaries and implications of the research findings.

1.2 Background of study

1.2.1 The hospitality industry

The hospitality industry represents a comprehensive and multifaceted sector within the broader service industry, primarily focused on offering a wide range of services associated with lodging, dining, travel, tourism, and recreation. This expansive industry includes various types of establishments, each catering to unique consumer needs and preferences. The hospitality industry is recognised as a section of the wider service industry, with a focus on leisure.(Barten, 2023)

For instance, fine dining restaurants specialize in providing exquisite culinary experiences, often featuring gourmet dishes crafted from high-quality ingredients, accompanied by elegant service. Hotels and resorts vary from budget-friendly accommodations to luxurious five-star properties, each designed to enhance guest comfort through well-appointed rooms, exceptional service, and a range of amenities such as spas, pools, and fitness centers.

Theme parks create immersive entertainment experiences, offering rides, attractions, and shows that cater to families and thrill-seekers alike. Cruise lines provide unique travel experiences on the water, allowing guests to explore multiple destinations while enjoying a plethora of onboard activities, dining options, and entertainment.

Additionally, event planning services play a vital role in organizing and executing memorable events, from weddings to corporate conferences, focusing on every detail to ensure a seamless experience. At its core, the hospitality industry's primary mission is to prioritize customer satisfaction. This is achieved by crafting unforgettable experiences that combine outstanding service, attention to detail, and high-quality amenities, ultimately aiming to create lasting memories for guests and foster loyalty in a highly competitive market.

1.2.2 Human resource management.

Human Resource Management (HRM) is a strategic approach aimed at effectively managing an organization's workforce to achieve its objectives. This involves several essential functions, such as recruitment and attracting top talent, hiring and selecting skilled individuals who align with the company's values and training by providing comprehensive programs to equip employees with the necessary skills.

Human Resource Management focuses on principles, methods, and technologies that are used to improve the productivity of an organization. HR specialists achieve this through strategies and policies that increase the effectiveness of employees. The employees or staff are also referred to as the human capital, the lifeblood and the most important resource of most organizations.(Ammara, n.d.)

Additionally, HRM includes offering competitive compensation packages and implementing retention strategies that enhance employee satisfaction and motivation. HR professionals also play a crucial role in developing and enforcing policies and procedures that ensure a safe work environment and comply with labor laws. By implementing effective HRM practices, organizations can foster a productive and engaged workforce, which is vital for success in the competitive hospitality industry.

1.2.3.Hospitality in Kenya.

The hospitality industry in Kenya is a vital component of the country's economy, contributing significantly to GDP and employment. Known for its diverse landscapes, rich cultural heritage, and wildlife, Kenya attracts tourists from around the world. This case study explores the current state of the hospitality industry in Kenya, its challenges, and opportunities for growth.

Kenya's hospitality sector includes hotels, lodges, resorts, and other accommodation facilities. According to the Kenya Tourism Board (KTB), tourist arrivals during the first half of 2023 rose by 32 percent, with a nearly equivalent growth in revenue. During the six months of the year, there were 847,810 international arrivals, compared to 642,861 arrivals over the same period in 2022. W-Hospitality Group managing director Trevor Ward notes in the report, that the market for luxury rooms is increasing in the region.(Lawi, n.d.)

Key trends and developments in the industry include sustainable tourism, cultural immersion, health and wellness tourism, and technology integration. Hotels and resorts are adopting eco-friendly measures, offering authentic cultural experiences, incorporating wellness programs, and embracing technology to enhance guest experiences.

Despite these positive trends, the industry faces several challenges. Security concerns, such as incidents of terrorism and crime, can deter tourists. Inadequate infrastructure, including roads and airports, hinders the growth of the hospitality sector. Additionally, the entry of new hotels and international hotel chains increases competition, putting pressure on existing establishments to innovate and improve their services. However, there are significant opportunities for growth. The Kenyan government actively promotes tourism through initiatives like the Tourism Regulatory Authority (TRA) and the Kenya Tourism Board (KTB). Diversifying tourism products, such as eco-tourism and adventure tourism, can attract a broader audience. Regional integration through the African Continental Free Trade Area (AfCFTA) presents opportunities for regional tourism and easier travel between African countries.

In conclusion, the hospitality industry in Kenya is poised for growth, driven by increasing visitor arrivals, government support, and a focus on sustainable practices. Addressing challenges such as security and infrastructure will be key to unlocking the full potential of the sector. With strategic investments and

innovative approaches, Kenya can continue to be a leading destination for tourists seeking unique and memorable experiences

1.2.3.1 Amka Café Nairobi.

Amka Cafe, located in the heart of Nairobi, serves as an exemplary establishment for exploring the impact of human resource management (HRM) within the hospitality industry. Known for its dedication to quality, sustainability, and excellent customer service, Amka Cafe's HRM practices provide valuable insights into how effective management of human resources can influence the success and growth of a hospitality business.

Amka Cafe employs a rigorous recruitment process to attract highly skilled and passionate individuals. The selection criteria focus on relevant skills, experience, and cultural alignment with the cafe's values, ensuring that new hires are well-suited to contribute to the business's goals. Continuous training and development programs are a cornerstone of Amka Cafe's HRM strategy. Employees receive comprehensive training in areas such as customer service, culinary skills, health and safety protocols, and management techniques. This investment in professional development ensures that staff are equipped with the skills and knowledge necessary to maintain high service standards and adapt to industry changes.

The cafe fosters a positive work environment through regular team-building activities, feedback sessions, and employee recognition programs. This focus on engagement helps to build a strong sense of community and loyalty among staff. Open communication channels allow employees to voice their opinions and contribute to the cafe's decision-making processes, further enhancing job satisfaction and retention. A robust performance management system is in place to assess employee performance, set goals, and provide constructive feedback. Regular performance reviews and performance-based incentives motivate staff to excel in their roles and contribute to the cafe's success. This system not only recognizes and rewards high performance but also identifies areas for improvement, fostering a culture of continuous growth.

Recognizing the importance of work-life balance, Amka Cafe offers flexible working hours and schedules to accommodate employees' personal needs. Wellness programs and mental health support initiatives are also provided to ensure the overall well-being of staff. These measures contribute to a healthier, more satisfied workforce and reduce turnover rates. Effective HRM practices at Amka Cafe lead to consistently high levels of service quality, which enhances customer satisfaction and loyalty. Well-trained and motivated employees are better equipped to deliver exceptional service, contributing to the cafe's strong reputation.

By investing in training and professional development, Amka Cafe boosts employee productivity and efficiency. Engaged and satisfied employees are more committed to achieving the cafe's objectives and delivering high-quality service. The cafe's emphasis on employee engagement, recognition, and work-life balance significantly reduces turnover rates. Retaining experienced staff helps maintain service consistency and reduces the costs associated with recruitment and training. Amka Cafe's focus on open communication, team-building, and employee recognition creates a positive workplace culture. This supportive environment attracts top talent and fosters collaboration and innovation.

Aligning HRM practices with the cafe's strategic goals supports sustainable growth. By prioritizing employee well-being and development, Amka Cafe builds a solid foundation for long-term success in the competitive hospitality industry. Amka Cafe's human resource management practices provide a compelling case study on the importance of effective HRM in the hospitality industry. The cafe's focus on recruitment, training, engagement, performance management, and work-life balance not only enhances service quality and employee productivity but also ensures sustainable growth and a positive workplace culture. These insights offer valuable lessons for other hospitality businesses aiming to achieve similar success.

1.3.Statement of the problem

According to (Armstrong and Taylor, 2018), Human Resource Management Practices is an articulated and planned approach to the management of human capital who are a valuable assets who collectively and individually contribute to the realization of the goals and dreams of an organization. Baugmaid (2018), noted that human resource management as a management approach is aimed at making desired resolutions on the plans and intentions of the entire organization in form of programmes, procedures and policies with respect to reward system, recruitment and selection, worker relationships, their performance and all activities aimed at the employee while working in the organization. Therefore human resource management entails all accomplishments around human capital (employees) from the time one is recruited to the organization to exit of the employee from the same organization.(Gitonga & Willis, 2021)

The hospitality industry in Kenya occupies a significant position within the nation's economy, contributing notably to the gross domestic product (GDP), employment, and the development of tourism. However, despite its importance, the industry encounters several challenges, including elevated employee turnover rates, inconsistent service quality, and difficulties in retaining skilled personnel. Effective human resource management (HRM) is essential to addressing these challenges and ensuring the sustainable growth and success of hospitality enterprises in Kenya.

Human resource management encompasses a comprehensive array of practices that focus on the recruitment, training, and retention of employees, alongside the management of their performance and well-being. Within the context of the Kenyan hospitality sector, HRM practices are crucial for cultivating a positive work environment, enhancing employee satisfaction, and improving service delivery. Nevertheless, many hospitality businesses in Kenya struggle to implement effective HRM strategies, resulting in inefficiencies and suboptimal performance outcomes.

A primary challenge facing the Kenyan hospitality industry is the high employee turnover rate. Numerous workers within this sector pursue better opportunities elsewhere due to insufficient compensation, a lack of career advancement prospects, and unsatisfactory working conditions. This elevated turnover not only disrupts service delivery but also incurs substantial costs associated with recruitment and training. Therefore, the adoption of effective HRM practices, such as competitive compensation packages, career development programs, and initiatives that foster employee engagement, is imperative for mitigating these challenges and retaining skilled employees.

Additionally, inconsistent service quality represents a significant concern for many hospitality businesses in Kenya. The lack of comprehensive training and development programs often results in employees who are inadequately prepared to meet customer expectations. The introduction of robust training programs and continuous professional development initiatives can considerably enhance service quality, ensuring that employees possess the requisite skills and knowledge to deliver exceptional customer experiences.

The case of Amka Café exemplifies the positive impact of effective HRM practices on business performance. By prioritizing rigorous recruitment processes, ongoing training, employee engagement, and performance management, Amka Café has successfully created a positive workplace culture and achieved high service standards. The success of this establishment underscores the critical importance of HRM in the hospitality sector, illustrating how strategic HR practices can lead to heightened employee satisfaction, increased productivity, and sustainable growth.

In conclusion, it is imperative to address the challenges of high employee turnover, inconsistent service quality, and difficulties in retaining skilled personnel through the implementation of effective HRM practices. The experience of Amka Café serves as a model for how strategic human resource management can enhance business performance, providing valuable insights for other hospitality enterprises aiming for similar achievements. The implementation of comprehensive HRM strategies is essential for fostering a positive work environment, improving service delivery, and ensuring the long-term sustainability of the hospitality industry in Kenya.

1.4.Purpose of the study

The objective of this study is to examine the impact of human resource management (HRM) practices on the performance and success of businesses within the hospitality industry, with a specific focus on Amka Cafe. This research will explore various HRM practices, including recruitment, training, employee engagement, performance management, and work-life balance, to determine how they influence service quality, employee satisfaction, and overall business outcomes.

The study seeks to identify essential HRM strategies that facilitate effective management of human resources in the hospitality sector and investigate how these strategies can be employed to address industry challenges, such as high employee turnover, inconsistent service quality, and employee disengagement. Furthermore, this research will analyze the relationship between HRM practices and organizational culture, highlighting how a positive workplace environment can improve employee retention and productivity.

Through an in-depth case study of Amka Cafe, the research aims to provide insights into the practical implementation of HRM principles and their effects on maintaining a successful hospitality business. The findings will yield valuable recommendations for hospitality organizations striving to enhance their HRM practices and achieve sustainable growth and a competitive advantage in the industry.

1.5.Objectives of the study

This chapter will look at both specific and General objectives on the impact of human resource management in Kenya.

1.5.1 General Objectives.

- To investigate the impact of human resource management (HRM) practices on the performance and success of businesses in the hospitality industry.

1.5.2 specific objectives

- To examine the impact of HRM practices on service quality in the hospitality industry:
- To investigate the role of HRM in enhancing employee satisfaction and retention:
- To explore the relationship between HRM practices and organizational culture:
- To identify key HRM strategies that drive business performance and growth in the hospitality industry:
- To provide actionable recommendations for improving HRM practices in the hospitality industry:
- To assess the impact of work-life balance initiatives on employee performance and organizational success:
- To analyze the challenges and opportunities associated with HRM in the hospitality industry:

1.6.Research questions.

- How do human resource management (HRM) practices impact service quality in the hospitality industry?
- What is the role of HRM in improving employee satisfaction and retention in the hospitality industry?
- How do HRM practices shape organizational culture in hospitality businesses?

1.7 Significance of the study.

The significance of this study resides in its potential to deepen our understanding of the vital role human resource management (HRM) plays within the hospitality industry. By investigating the impact of HRM practices on service quality, employee satisfaction, and overall business performance, this research aims to generate valuable insights pertinent to both academic discourse and practical application.

This research will make a noteworthy contribution to the existing body of knowledge on HRM in the hospitality sector by providing empirical evidence regarding the effectiveness of various HRM practices. The findings will address existing gaps in the literature concerning the relationship between HRM practices and key performance indicators integral to the hospitality industry. Furthermore, the study will offer actionable recommendations for hospitality enterprises striving to enhance their HRM strategies. By identifying best practices and successful HRM approaches, this research can serve as a guide for managers and HR professionals seeking to implement effective HRM practices that bolster service quality, employee satisfaction, and overall business performance.

An understanding of how HRM practices influence service quality is crucial for hospitality businesses to design effective training and development programs that adequately prepare employees to fulfill customer expectations. Elevated service quality, in turn, is likely to result in increased customer satisfaction, loyalty, and repeat patronage. The study will also elucidate the factors that contribute to employee satisfaction and retention within the hospitality industry. By pinpointing effective HRM practices, businesses can cultivate a positive work environment that mitigates turnover rates and retains skilled personnel, thus reducing costs associated with recruitment and training.

Moreover, insights into the ways HRM practices shape organizational culture can enable businesses to foster a positive and inclusive workplace. A robust organizational culture can enhance employee morale, encourage collaboration, and stimulate innovation, ultimately leading to improved business outcomes. The research will illuminate HRM strategies that promote sustainable growth in the hospitality industry. By aligning HRM practices with overarching business objectives, hospitality enterprises can achieve long-term success and maintain competitiveness in an ever-evolving market landscape. Using Amka Cafe as a case study provides a concrete example of how effective HRM practices can lead to business success, thereby offering insights that may serve as a model for other hospitality businesses aspiring to achieve similar results.

Finally, the findings of this study may inform policymakers and industry regulators about the critical nature of HRM within the hospitality sector. Such insights could contribute to the development of policies and regulations that support the implementation of effective HRM practices throughout the industry. In summary, the significance of this study extends into both theoretical and practical realms, offering valuable contributions to academic research as well as practical guidance for hospitality businesses. By examining and addressing the impact of HRM practices, this study aspires to promote enhanced service quality, increased employee satisfaction, and sustainable growth within the hospitality industry.

1.8.Limitation of the study

Recognizing the limitations of this study is vital for appreciating the scope and implications of the research findings. A primary limitation is the sample size and focus on a specific case study, Amka Cafe. While this case provides valuable insights, it inherently limits the generalizability of the findings to other hospitality businesses. As a result, the diverse range of human resource management (HRM) practices and challenges prevalent across the broader industry may not be adequately reflected.

Additionally, geographical constraints are significant. This research is conducted specifically within the hospitality sector in Kenya, particularly in Nairobi. Thus, the findings may not be applicable to hospitality businesses in different regions that face distinct cultural, economic, and regulatory contexts. This reality emphasizes the urgent need for further research across various locations to validate and broaden these insights.

The study's reliance on qualitative data gathered through interviews, surveys, and observations introduces potential biases, such as self-reporting and interviewer bias, which could compromise the accuracy and integrity of the findings. Furthermore, the time constraints under which the research was conducted may limit the depth of analysis and the ability to evaluate the long-term effects of HRM practices. As a consequence, our understanding of the sustained impact of HRM on business performance and employee satisfaction may remain incomplete.

Access to secondary data presents another challenge. The study could face hurdles in obtaining comprehensive and current secondary data on HRM practices and performance metrics within the hospitality sector. This limited access could restrict the ability to conduct thorough comparative analyses and draw more extensive conclusions.

Moreover, the dynamic nature of the hospitality industry adds another layer of complexity. Rapid evolution driven by technological advancements, economic shifts, and changing consumer preferences may impact the relevance and applicability of this study's findings over time. This underscores the necessity for ongoing research to keep pace with industry transformations.

subjectivity and context-dependency of HRM practices further complicate matters. Strategies that prove effective for one organization may not yield the same results for another, owing to variations in organizational culture, management styles, and employee demographics. This variability creates challenges in drawing universal conclusions from the study.

Finally, the case study approach may unintentionally emphasize only the positive HRM practices and outcomes observed at Amka Cafe, potentially overlooking critical challenges and areas needing improvement. This selective focus could lead to a superficial understanding of the intricate complexities inherent in HRM within the hospitality industry. Recognizing these limitations is crucial for future research endeavors aimed at developing a more nuanced understanding of HRM practices across diverse settings.

1.9.Delimitation of the study

The delimitations of this study clearly define the specific boundaries and scope for our research. We concentrate exclusively on the hospitality industry, focusing on Amka Café in Nairobi, Kenya. This targeted approach allows for an in-depth examination of human resource management (HRM) practices within a distinct geographical and industry context, providing valuable insights that may not be directly applicable to other sectors or locations.

Our research is anchored in qualitative data gathered through interviews, surveys, and observations. This methodological choice enriches our understanding of the unique experiences and perspectives of both employees and management at Amka Café. However, it is important to recognize that our reliance on subjective data may introduce biases, which could limit the generalizability of our findings across various hospitality businesses.

Additionally, this study is time-bound, investigating HRM practices and their impacts within a defined timeframe. This temporal constraint may prevent us from capturing the long-term effects and evolving nature of HRM practices. Moreover, we will focus specifically on key HRM practices, including recruitment, training, employee engagement, performance management, and work-life balance. While these components are essential for our analysis, it is worth noting that other important HRM elements, such as compensation, benefits, and labor relations, will not be included in our primary focus. By delineating these boundaries, we seek to provide a compelling and thorough exploration of HRM within the hospitality sector at Amka Café.

CHAPTER 2

2.0. LITERATURE REVIEW.

2.1 Introduction

The hospitality industry is a vibrant and complex sector that significantly contributes to the global economy. As a field primarily focused on service delivery, its success is deeply intertwined with the management and performance of its workforce. Human resource management (HRM) practices are pivotal in determining the effectiveness and overall success of businesses within this industry. This chapter provides an extensive review of existing literature on the influence of HRM in the hospitality sector, highlighting critical aspects such as recruitment strategies, training methodologies, employee engagement initiatives, performance management systems, and the delicate balance between work and personal life.

The primary objective of this literature review is to delve into the theoretical frameworks and empirical research that underscore the importance of HRM practices in the hospitality industry. By examining a variety of HRM strategies and their resulting impacts, this chapter aims to foster a deeper understanding of how effective human resource management can elevate service quality, boost employee satisfaction, and enhance organizational performance. Additionally, this review aims to pinpoint gaps within the current literature and suggest future research directions, particularly focusing on hospitality enterprises operating in Kenya.

Subsequent sections of this chapter will meticulously analyze specific HRM practices and their effects on the hospitality sector, utilizing insights from both international and local contexts. This comprehensive literature review will not only establish a robust foundational framework for comprehending the critical role of HRM within the hospitality industry but will also lay the groundwork for an in-depth case study of Amka Cafe, further illuminating the practical implications of HRM in a real-world setting.

2.2. The role of Human Resource Management in the hospitality industry

Human resource management (HRM) plays a crucial role in the hospitality industry, focusing on effectively managing the workforce to achieve business goals and maintain high service quality. Key HRM practices include recruitment and selection, which are vital for attracting talent with the right skills and cultural fit, especially given the emphasis on customer service.

According to the U.S. Bureau of Labor Statistics, human resource managers oversee the recruiting, interviewing and hiring of staff and serve as the bridge between management and employees. In the hospitality industry, HR must not only cultivate a skilled and dedicated talent pool but also retain it in a demanding job field.(Smyth, 2013)

Training and development are essential for equipping employees with necessary skills, featuring continuous programs that cover customer service, health and safety, and technical competencies. This also aids retention by providing clear career advancement pathways.

Employee engagement is critical, with HRM practices like team-building and recognition programs fostering motivation and loyalty. Performance management systems, including regular reviews and feedback, help employees improve and feel motivated through performance-based incentives. Employee engagement and retention are vital contributors that determine if an organisation is successful or not. The more employees are engaged, the more motivated, productive and committed they are to their work. (Bramly, 2024)

In the fast-paced and often demanding hospitality industry, fostering a supportive work-life balance has become critically important. Implementing flexible working hours and comprehensive wellness programs not only helps employees manage their personal and professional commitments but also significantly contributes to reducing turnover rates and boosting overall job satisfaction. By introducing initiatives that prioritize employee well-being, organizations can create an environment where staff feel valued and engaged.

Moreover, the Human Resource Management (HRM) strategy plays a pivotal role in this process. It adopts a holistic approach that spans from recruitment practices to employee engagement and performance management. This thorough methodology ensures that not only is service quality maintained but also that employees find fulfillment in their roles. By focusing on these crucial aspects, hospitality businesses can achieve sustainable success while nurturing a positive workplace culture that benefits both employees and guests alike.

2.2.1 HRM practices and their impact on service quality

Service organizations are striving to increase the quality of the services they offer. They are also using a wide variety of people management techniques. These two activities can sometimes come into conflict. This article examines a variety of management practices, particularly from human resource management (HRM), used by the service sector, and assesses their potential impact on service quality and total quality management (TQM). Many techniques are identified as being potentially supportive of quality improvement but some pose threats, particularly those most closely associated with cost minimization and the less subtle forms of managerial control. In order to encourage research in this area a number of research propositions and an agenda for further research are developed. (Redman & Mathews, 2023)

There is a positive relationship between HRM practices and overall business performance. In addition, HRM has a positive influence on employee wellbeing, productivity, and organizational climate. However, there is a possibility that good HRM practices are not the cause of good business performance, but vice-versa. This issue is addressed and discussed further. Based on the gathered information, and obtained results, it is safe to suggest that this systematic review paper has a significant contribution to the existing body of literature. In addition, the paper can be used as a starting point for future research in the domain of HRM practices and their impact on business performance. (Bakator et al., 2019)

2.2.2. The role of HRM in improving employee satisfaction and retention

Human resource management (HRM) serves a vital role in boosting employee satisfaction and retention, particularly within the hospitality industry. In this sector, where exceptional service quality and memorable customer experiences hinge on the well-being and stability of the workforce, HRM becomes even more essential. Thoughtful and effective HRM practices ensure that employees are not only well-supported and motivated but also feel a genuine sense of value and engagement in their work. By fostering a positive and nurturing work environment, HRM plays a key role in cultivating a dedicated and enthusiastic team, which ultimately enhances the overall success of hospitality organizations.

Employee retention is primarily concerned about maintaining talented people from leaving the organization (James & Mathew, 2012). Organizations face significant obstacles in retaining their personnel, such as fierce rivalry from competitors and the inability of organizations to forecast future employee requirements and therefore take corrective action (Eldridge & Nisar, 2011). Compensation, training opportunities, perks and security, work flexibility, reward orientation, and rapid vertical growth are all variables that have an effect on staff retention in firms, according to Das (1996). James and Mathew (2012), emphasized the importance of training and development opportunities, reward and recognition, flexible work time, career planning, financial support, mentorship and coaching and performance appraisal, in a research on employee retention in the IT sector. As a consequence of job-related training, employees' conflict solving abilities increase, and they become more motivated, confident, and committed to their jobs, making them more than likely to stay with the firm (Hong, Hao, Kumar, 9 Ramendran, & Kadiresan, 2012). Retaining talented personnel is less expensive than hiring new ones (Sinha & Sinha, 2012).

2.2.3. How HRM practices shape organizational culture in hospitality businesses

Organizational culture refers to a system of shared meanings ISSN 2321 – 7065 Volume I Issue I June 2013 13 held by members that distinguishes one organization from other organizations. Organizational culture provides employees with a clear understanding of the way things are done in that organization. HR has an important role of play in Organisational Culture, as it is the people who work for the organization, who embrace and develop a particular culture within the organization, any desired changes to the culture of the organization has been made through the people and by the people. HR provides the organization with effective means of facilitating an organizational culture. (Chaturvedi, 2017).

Chew & Sharma (2005) used Kabanoff's (1991) typology and content analysis to link organizational value profiles with HR effectiveness and firm performance in mergers and acquisitions. They found that companies with particular value profiles, when complemented by HR effectiveness, showed better financial performance than others. Creativity and innovation culture and its links to appropriate HR practices have been also found responsible to organizational performance enhancement (Chow & Liu, 2007). Nowadays everybody seems to admit that a company's well founded culture can contribute to its economic success and lead to sustainable competitive advantage.

2.3. Strategies that can be implemented to improve human resource management practices in the African hospitality industry.

To ensure effective human resource management (HRM) practices, companies can implement a variety of strategies that foster a positive work environment, enhance employee engagement, and improve overall organizational performance.

First, comprehensive, recruitment and selection processes are fundamental. A well-designed recruitment and selection process allows organisations to both attract a wide pool of applicants and narrow the selection down until you've found the perfect candidate for every opening(*Recruitment and Selection Process*, n.d.). This begins with clearly defining job roles and using behavioral interviews along with diverse hiring panels to minimize biases. Continuous training and development are also critical. Companies should offer onboarding programs, regular training sessions, and career development opportunities to keep employees informed and motivated.

Employee engagement initiatives, such as team-building activities, open communication channels, and recognition programs, are crucial for maintaining a motivated workforce. HRM is often considered the heart of an organization. It ensures that the right people are in the right jobs, that employees are motivated and engaged, and that the workplace environment is conducive to productivity and innovation. Companies are implementing innovative employee engagement strategies in 2024 to foster a more productive and motivated workforce(Imarticus, 2024). Effective performance management involves setting clear performance metrics, conducting regular performance reviews, and implementing incentive programs that align employee efforts with organizational goals.

Supporting work-life balance through flexible working hours, wellness programs, and supportive leave policies can significantly reduce stress and burnout, leading to higher job satisfaction(*Why Work-Life Balance Is Important (And How HR Teams Can Improve It) | Article | Lattice*, n.d.). Promoting diversity and inclusion through diversity training, inclusive policies, and employee resource groups fosters a respectful and innovative work environment. Leadership development is essential as well, with training, mentorship programs, and succession planning ensuring a pipeline of effective leaders.

Finally, fostering a positive organizational culture by clearly communicating core values, promoting collaboration, and maintaining transparent communication helps create a supportive and productive workplace. Human Resources (HR) is no longer perceived as a profit centre for firms, but rather as a Valuable Stakeholder in their success(Admin, 2023). By implementing these strategies, companies can enhance employee satisfaction, retention, and overall organizational success.

2.4.Conclusion.

In conclusion, human resource management (HRM) practices play a vital role in the success of hospitality businesses. Effective HRM strategies enhance service quality, improve employee satisfaction, and drive overall business performance. By focusing on comprehensive recruitment and selection processes, continuous training and development, and fostering employee engagement, hospitality businesses can build a motivated and skilled workforce. Additionally, performance management systems and support for work-life balance are essential in maintaining high service standards and employee well-being.

Diversity and inclusion initiatives further strengthen organizational culture, promoting a respectful and innovative work environment. Leadership development programs ensure that the organization is led by individuals who embody the company's values and vision. A positive organizational culture, reinforced by clear communication, collaboration, and transparency, contributes to a supportive and productive workplace.

This report highlights the importance of HRM practices in shaping the organizational culture and ensuring the sustainable growth and success of hospitality businesses. By implementing these strategies, companies can create a conducive environment for employees to thrive, ultimately leading to improved service quality and customer satisfaction. The case study of Amka Cafe provides practical insights into how effective HRM practices can lead to business success, serving as a model for other organizations in the hospitality industry. Continued research and innovation in HRM practices are essential to address the evolving challenges and opportunities in the hospitality sector, ensuring long-term competitiveness and growth.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This section delves into the methodologies employed in this research study. The primary objective is to provide a comprehensive overview of the research design, data collection techniques, and analytical procedures utilized to address the research questions. By outlining the methodological framework, we aim to ensure the reliability and validity of the findings, thereby contributing to the robustness of the study. This section is structured to offer a clear and detailed account of the steps taken to gather and analyze data, ensuring transparency and reproducibility of the research process.

3.2. Research design

This study uses a mixed-methods research design, combining both quantitative and qualitative approaches to address the research questions comprehensively. The main data collection methods involve questionnaires and interviews, offering a solid framework for gathering diverse and detailed insights.

3.2.1 Quantitative Approach: Questionnaires

The quantitative component employs structured questionnaires as a primary method for collecting data from a broad sample of participants. These meticulously designed questionnaires aim to capture a variety of measurable variables, enabling researchers to gather robust statistical evidence that supports the research hypotheses. A crucial aspect of this process is the thoughtful development of the questionnaire, which draws on existing literature and established theoretical frameworks pertinent to the research topic.

The final instrument incorporates a diverse array of question types, including closed-ended questions that provide clear options for responses, Likert scale items that assess attitudes or opinions on a continuum, and demographic questions that gather essential background information about the participants. This comprehensive approach ensures that the data collected is both rich and reliable, facilitating meaningful analysis and insights.

3.2.2 Qualitative Approach: Interviews

The qualitative component involves conducting semi-structured interviews to gain a deeper understanding of participants' experiences, perceptions, and attitudes. These interviews complement the quantitative data by offering rich, contextual insights. A crucial element of the interview design is the development of an interview guide, which ensures consistency across interviews while allowing participants

the flexibility to express their viewpoints. This guide features open-ended questions that delve into key themes identified in the literature review.

3.3 Location of the study

The study will be conducted at Amka Cafe in Nairobi, Kenya. Renowned for its vibrant atmosphere and distinctive blend of local and international cuisines, Amka Cafe serves as an ideal venue for this research. Situated in a bustling area of Nairobi, the cafe attracts a diverse clientele that includes locals, expatriates, and tourists.

Amka Cafe provides a welcoming ambiance and modern facilities, making it well-suited for both qualitative and quantitative research. With comfortable seating arrangements, complimentary Wi-Fi, and an extensive menu, the cafe enhances the dining experience and promotes customer engagement. These features are crucial for fostering an environment conducive to collecting thorough data through questionnaires and interviews.

Furthermore, the strategic location of Amka Cafe in the heart of the city presents various advantages. It offers easy access for participants and researchers, ensuring convenience and higher participation rates. The cafe's reputation for outstanding service and high customer turnover also makes it an excellent venue for observing and analyzing consumer behavior within the hospitality sector.

3.4. Target population

The target population for this study comprises the staff members at Amka Cafe in Nairobi, which consists of 65 individuals. This diverse group includes employees from various departments and roles within the cafe, such as kitchen staff, waiters, baristas, managers, and administrative personnel. Each role plays a vital part in the overall operation and success of the cafe, providing a wide range of perspectives and experiences pertinent to the research.

By concentrating on the staff at Amka Cafe, the study seeks to collect insights into the internal dynamics, challenges, and best practices within the hospitality industry. This includes examining staff perceptions of customer service, operational efficiency, and workplace satisfaction. The diversity of roles and responsibilities among the staff members ensures a comprehensive understanding of the organizational environment.

The decision to focus on the staff of Amka Cafe as the target population is strategic, given their direct involvement in daily operations and interactions with customers. Their firsthand experiences and observations yield valuable data that can enhance the understanding of the factors affecting service quality and employee performance in the hospitality sector.

By engaging this target population, the study aims to illuminate the specific context of Amka Cafe while also providing broader implications for similar establishments in the industry. The tables below shows a detailed breakdown of the staff Amka Café.

KITCHEN STAFF

Executive chef	1
Sous chef	2
Chef departee	4
Commis chef	6
Trainees	2
Stewards	6
Total	21

SERVICE STAFF

Head waiter	1
Head waitress	1
Hostess	2
Baristas	11
Housekeepers	4
Waiters	15
total	34

ADMINISTRATIVE STAFF

Managers	2
Supervisors	4
Accountants	2
ICT	2
Total	10

3.5. Sampling techniques and sample size

3.5.1. Sampling techniques

This study employs two distinct sampling techniques to gather both quantitative and qualitative data, ensuring a comprehensive analysis of the research questions.

3.5.1.1 Quantitative Approach: Stratified Random Sampling

For the quantitative component of the study, stratified random sampling will be employed to ensure adequate representation of all relevant subgroups among the staff at Amka Cafe. The staff is divided into categories based on their roles, which include kitchen staff, waiters, baristas, managers, and administrative personnel. A random sample will then be drawn from each category to ensure proportional representation.

Steps Involved are;

- Identify Strata: The staff is divided into distinct groups based on their job roles.
- Random Selection: A random sample is drawn from each stratum.
- Proportional Representation: Ensures that the sample reflects the actual distribution of roles within the total staff population.

This technique enhances the generalizability of the findings by capturing a diverse range of perspectives and experiences.

3.5.1.2 Qualitative Approach: Purposive Sampling

For the qualitative component of the study, purposive sampling is employed. This approach involves selecting participants based on specific criteria that align with the research objectives, ensuring the inclusion of individuals who can provide the most insightful and relevant information.

The steps involved are outlined as follows:

- Define Criteria: Establish selection criteria, such as years of experience, roles within the organization, and areas of specific expertise.
- Identify Participants: Select individuals who meet these established criteria to engage in in-depth interviews.
- Conduct Interviews: Administer semi-structured interviews to gather comprehensive qualitative data.

3.5.2. Sample size

The study sample will consist of various roles within the organization, including stewards, chef de parties, commis chefs, waiters, and trainees. This selection aims to capture the different strata of the target population, providing a comprehensive understanding based on work position, rank, and responsibilities.

To maintain effective representation, a sample size of 30% will be drawn from the total population in these roles. Each stratum—comprising stewards, chef de parties, commis chefs, waiters, and trainees—shares similar ranks and job responsibilities, ensuring consistency in our analysis.

The overall population includes 65 individuals, from which 5 top management members will be purposively selected to contribute their unique insights. This results in a base group of 60 participants from which we will apply the 30% sample size, yielding 18 participants for the study. This structured approach guarantees that we obtain a representative sample while acknowledging the significance of various job roles and responsibilities within the organization.

Formula;

$(\text{Sample/population}) \times \text{stratum size}$

Sample = 30% of population

Sample = 30% * 60

Sample = 18

Top management		
Respondents	Stratum size	Sample size
Executive chef	1	1
Sous chef	2	1
Head steward	1	1
Food and beverage manager	1	1

3.5.2.1 Quantitative Approach

For the quantitative component of our study, we aim to gather a representative sample of the staff at Amka Cafe. With a total staff population of 65 individuals, we will select a sample size that is conducive to meaningful statistical analysis and remains practical. Utilizing stratified random sampling, we will target a sample size of approximately 30 to 40 staff members. This range has been carefully selected to strike a balance between obtaining sufficient data and addressing the logistical challenges of administering questionnaires.

By aiming for a sample size of 30 to 40, we can achieve proportional representation of various staff roles, ensuring that the insights we gather reflect the diverse perspectives within the cafe. Furthermore, this sample size provides adequate statistical power to identify significant differences and relationships within the data. It is also manageable for distributing and collecting questionnaires, considering the operational environment of the café.

3.5.2.2 Qualitative Approach

For the qualitative component of our study, we will utilize purposive sampling to select participants for in-depth interviews. In order to capture rich and detailed insights, a smaller sample size is ideal. We aim to conduct interviews with approximately 10 to 15 participants.

This limited number of participants enables a more thorough and nuanced exploration of individual experiences and perceptions. Purposive sampling ensures that the chosen participants have the relevant knowledge and experience to contribute valuable insights.

3.6 Research Instruments.

To effectively collect data for this study, we will focus on two primary research instruments: questionnaires and semi-structured interviews. These instruments are chosen to ensure a balanced and comprehensive approach to data collection, capturing both quantitative and qualitative insights.

For the quantitative data collection, questionnaires will be utilized. The questionnaire will consist of closed-ended questions and Likert scale items designed to measure variables such as job satisfaction, operational efficiency, and customer service quality. They will be distributed electronically via email and online survey platforms, facilitating wide reach and high response rates. The questions are developed based on theoretical frameworks and previous research, ensuring relevance and comprehensiveness. This method

enables the efficient collection of data from many participants, allowing for statistical analysis and generalizable findings.

For the qualitative data collection, semi-structured interviews will be conducted. An interview guide with open-ended questions will be developed to ensure consistency while allowing flexibility for participants to express their views. These interviews will be conducted face-to-face or via video conferencing, depending on participants' preferences. Each interview will be recorded and transcribed for analysis. The questions will focus on participants' personal experiences, challenges, and suggestions related to their roles at Amka Cafe. This method allows for detailed exploration of individual perspectives, providing rich, contextual data that complements the quantitative findings.

By utilizing these two research instruments, the study aims to obtain a comprehensive understanding of the research questions, balancing the breadth of quantitative data with the depth of qualitative insights.

3.7 Data Collection

The data collection process for this study involves a series of organized steps designed to gather both quantitative and qualitative information. It begins with clearly defined research questions that direct the methodology. Quantitative data is obtained through structured surveys and experiments, providing measurable results, while qualitative data is collected through interviews and focus groups that capture participants' insights and experiences.

To ensure both reliability and validity, participants are chosen with careful consideration to achieve diverse representation, and consistent protocols are maintained throughout the process. By adhering to these rigorous standards, the research aims to meet its objectives and produce credible findings that contribute meaningfully to the field.

3.7.1 Quantitative Data Collection

For the quantitative component of the study, we will undertake a comprehensive data collection process by distributing detailed questionnaires to the staff at Amka Cafe. These questionnaires will be conveniently sent electronically through email and accessible online survey platforms, allowing participants the flexibility to complete them at their own pace and convenience. To encourage higher response rates, we will implement a systematic reminder strategy to prompt participation. Once collected, the data will be meticulously stored in a secure environment, ensuring that all information is anonymized to protect the identities and privacy of the participants. This approach underscores our commitment to upholding the highest ethical standards in research.

3.7.2 Qualitative Data Collection

For the qualitative component of the study, we will conduct semi-structured interviews, which may take place in person or through video conferencing, based on participants' preferences. An interview guide will ensure consistency across the discussions while allowing room for participants to elaborate on their insights. With their consent, each interview will be recorded and transcribed verbatim for comprehensive analysis. To protect participant confidentiality, all transcripts will be securely stored and accessible only to authorized research personnel.

3.8 Data Analysis

The collected data will undergo a thorough analysis utilizing Microsoft Excel software. Quantitative data will be meticulously organized in tabular format, complemented by visual aids such as charts and bar graphs to enhance clarity and interpretation. Additionally, to enrich the analysis with nuanced insights, specific responses from the open-ended qualitative questions will be highlighted and quoted verbatim, providing a detailed perspective on participants' views and experiences.

3.9 Logical and ethical considerations

Ensuring that the research adheres to legal and ethical standards is of paramount importance. This section outlines the key legal and ethical considerations relevant to the study.

3.9.1 Informed Consent

All participants will be fully informed about the nature, purpose, and procedures of the study before they participate. This includes providing detailed information about their roles, the type of data being collected, and how it will be used. Participants will be required to provide written consent, indicating their voluntary participation in the study. They will also be informed of their right to withdraw from the study at any time without any negative consequences.

3.9.2 Confidentiality and Anonymity

Maintaining the confidentiality and anonymity of the participants is crucial. All data collected will be anonymized to protect the identities of the participants. Personal identifiers will be removed from the data, and unique codes will be used to track responses. The data will be securely stored, with access restricted to the research team. Any publications or reports resulting from the study will not contain any information that could identify individual participants.

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APPENDIX I: BUGDET

Activity	Cost
Commuting	3000/=
Printing	500/=
Internet	3000/=
Binding	200/=
Miscellaneous	2300/=
Total	9000/=

APPENDIX II: WORKPLAN

Activity	May 2024	June 2024	July 2024	August 2024	Sept 2024	October 2024
Proposal Writing						
First assessment						
Second and last assessment						
Interviews and questionnaires						
Data analysis						

APPENDIX III: QUESTIONNAIRE

Dear respondent

My name is AMWOGA ALLAN, and I am currently pursuing culinary arts at Boma International Hospitality College. As part of my academic journey, I am conducting an important study on **the influence of human resource management within the hotel and catering industry**. This research is vital for understanding how effective HR practices can enhance service quality and operational efficiency in hospitality.

INDUSTRY: A LOOK AT AMKA CAFÉ NAIROBI. I appreciate your assistance in completing this questionnaire, which will greatly help me achieve my objectives. Thank you for your time and cooperation.

Human Resource Management Questionnaire

Instructions: underline your chosen number.

1. Job Satisfaction

On a scale of 1 to 5 (1 being very dissatisfied and 5 being very satisfied), how satisfied are you with your current job at Amka Cafe?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

2. Training and Development

How effective do you find the training and development programs provided by Amka Cafe?

1. Very Ineffective
2. Ineffective
3. Neutral
4. Effective
5. Very Effective

3. Communication

How well does the management communicate with staff regarding company policies, changes, and expectations?

1. Very Poorly
2. Poorly

3. Neutral
4. Well
5. Very Well

4. Work Environment

How would you rate the overall work environment at Amka Cafe in terms of safety, comfort, and support?

1. Very Poor
2. Poor
3. Neutral
4. Good
5. Excellent

5. Recognition and Rewards

Do you feel that your efforts and achievements are adequately recognized and rewarded by the management?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

6. Career Growth Opportunities

How would you rate the opportunities for career growth and advancement at Amka Cafe?

1. Very Poor
2. Poor
3. Neutral
4. Good
5. Excellent

APPENDIX IV: INTERVIEW

Hello, and thank you for agreeing to this interview. I'm Amwoga Allan, from Boma International Hospitality College conducting research on human resource management at Amka Cafe. This interview aims to gather your insights about your role and work environment.

Your participation is voluntary, and you can withdraw at any time without any consequences. Your responses will remain confidential and will be used only for research purposes.

Do you agree to proceed with the interview?

Semi-Structured Interview Guide

I.POSITION IN THE HOTEL

II.DEPARTMENT

III.LENGTH OF SERVICE

1. Job Experience
 - Can you describe your role at Amka Cafe and your typical daily responsibilities?
2. Job Satisfaction
 - How satisfied are you with your current position and the work you do here?
3. Training and Development
 - What has been your experience with the training and development programs offered by Amka Cafe?
4. Communication
 - How effective do you find the communication between management and staff? Can you provide an example of good or poor communication?
5. Work Environment
 - How would you describe the work environment at Amka Cafe? What aspects do you find most supportive, and what could be improved?
6. Recognition and Rewards
 - Do you feel that your efforts and achievements are adequately recognized and rewarded? Can you share a specific instance when you felt particularly valued or unrecognized?
7. Career Growth Opportunities

- How do you perceive the opportunities for career growth and advancement at Amka Cafe? Have you taken any steps toward advancing your career here?
- 8. Team Dynamics
 - How would you describe the teamwork and collaboration among the staff? Are there any challenges or strengths you can highlight?
- 9. Feedback Mechanisms
 - What is your experience with the feedback mechanisms at Amka Cafe? Do you feel your feedback is heard and acted upon?
- 10. Work-Life Balance
 - How do you manage your work-life balance? Does Amka Cafe support you in maintaining this balance?
- 11. Challenges and Solutions
 - What are the main challenges you face in your role, and how do you think these challenges could be addressed?
- 12. Future Improvements

What changes or improvements would you like to see implemented at Amka Cafe to enhance your work experience and job satisfaction?