FACTORS AFFECTING PERFORMANCE IN THE HOSPITALITY INDUSTRY

(A CASE STUDY OF THE INTERCONTINENTAL HOTEL, NAIROBI)

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DECLARATION

This research project is my original work and has not been submitted for any other education institution.

Signature .......................... Date: 5/8/09
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This research project has been submitted for examination and approval by University of Nairobi Supervisor.

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ABSTRACT

The purpose of the study was to explore the factors affecting performance in the Kenyan industry. The Hotel Intercontinental Nairobi was used as the case study. The questionnaire was employed as the primary data collection instrument. A target population of 550 employees was used for the study with a representative sample size of 110. Stratified random sampling was the sampling technique in selection of respondents from the parent population. It was preferred since it is inclusive of population categories considered negligible by other sampling methods. The research design was under the realm of descriptive statistics where the information obtained focused more on perceptions and attitudes. Data analysis and inferencing was done by the use of statistical tools such as pie charts and simple tables.

The study revealed a unique corporate culture that differentiated the Hotel intercontinental from other players in the hospitality industry and also affected performance. The union is duly recognized and involved in collective bargaining in issues pertaining to performance. Relevant training is instrument in performance as it enhances employees' performance through addition of skills, knowledge, confidence and efficiency; appropriate leadership was a motivating factor which increased job satisfaction thereby bolstering performance. Proper organizational communication was found to be a positive ingredient in the success of performance, its absence led to poor performance.

The study recommended the management should nurture the growth of a constructive culture which encourages innovation, teamwork, excellence in performance. The management should also maintain good relations with the trade union during industrial calm or unrest. A thorough training need analysis should always be carried out before any training is performed to ensure relevance. The management should adopt a leadership approach which allows workgroups relative latitude to determine how best to attain worn targets. The management should streamline the process of vertical communication by introducing flatter reporting structures in order to eliminate message filtering and unnecessary delay.