

**THE 24-HOUR OPERATION AND EMPLOYEES' QUALITY OF WORK-LIFE IN
THE HOSPITALITY INDUSTRY IN NAIROBI, KENYA**

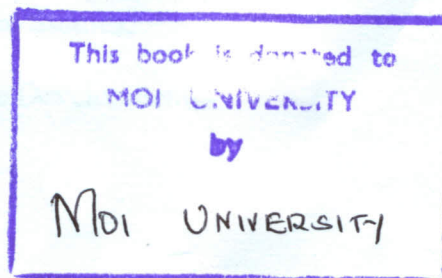
BY

MARLENE CHEBET CHEMOWO NDARA

**THIS THESIS IS SUBMITTED TO THE SCHOOL OF HUMAN RESOURCE
DEVELOPMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN HUMAN
RESOURCE DEVELOPMENT**

MOI UNIVERSITY

NOVEMBER, 2010



ABSTRACT

The 24-hour operation poses unique challenges for the employees' in view of balance between work and life; especially in the hospitality industry where long, unsociable hours has been found to have an influence on employees' satisfaction with their jobs. The general objective of this study was to explore the effect of the 24-hour operation on employees' quality of work-life in the hospitality industry. The specific objectives were to explore work-life experiences faced by employees, to establish the work-life policies currently available to employees' and to determine the constraints employees face in the various shifts. The study area was Nairobi central business district. The null hypothesis was that there is no significant relationship between the 24-hour operation and the quality of work-life among employees. A conceptual framework was developed, while the research design used was a survey design and secondary data was utilised. The target population comprised of the employees in the hotels. Probability sampling was employed and the research instruments utilised were self-administered questionnaires in collecting the primary data. Data analysis was done using descriptive and inferential statistics. The 24-hour operation with its' non-stop work cycle exposes the employees to both positive and negative work-life experiences; to the workplace from their lives and vice versa. In order to cushion the adverse effects the hotels have work-life policies in place which included information on health issues, medical centres and workshops. The necessity of the use of shifts in the hospitality industry inevitably arouses preferences for a particular shift amongst the employees with the morning shift having the greater advantage over the other shifts. The reasons cited for this ranged from the time of work being considered most satisfactory to the supervisory style. The quality of work-life is imperative in making the workplace not only highly efficient and effective, but mutually beneficial and the stakeholders need to consider this as the fruits will trickle in to each in a myriad of ways. The recommendations suggested include enhancing the provision of adequate policies relating to quality of work-life.