



**A COMPARATIVE STUDY ON EFFECTS OF WORK ISSUES ON EMPLOYEES' FAMILY
LIFE IN FAST-FOODS AND RESTAURANTS IN 4-STAR HOTELS IN NAIROBI, KENYA**

Submitted by

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DECLARATION

This project is my ORIGINAL work and has not been presented for a degree in any other University.

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ABSTRACT

The food and beverage service has expanded over the last few years with the emergence of hotels and Fast-food restaurants. The diverse characteristics of the hospitality industry have led to the development of strain between the work and family obligations experienced by employees who work in this industry. The following research paper will delve into the relationship between work and family domains, the effects they have on each other, some effects on the individual's wellbeing and how they impact the family as well as some policies that have been put into the workplace to address the conflict that exists between the work and family domains. The research instrument used is the questionnaire and the results have been presented using bar graphs and pie charts. The findings were analyzed and recommendations given to the stakeholders in the industry.

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CHAPTER ONE

INTRODUCTION

1.1. Background Information

Family is conceptualized as a non-work entity that can encompass responsibilities toward spouses, children, non-married partners, and home life in general (Magnini, 2009). There are different types of families namely: nuclear, extended, and single parent families. According to (Haskins et al., 2011) there is an increase in the number of women who are joining the workforce due to the rising numbers of divorced couples which necessitates the women to look for employment, this situation also occurs in men. Single women who have children therefore experience a high work-family conflict caused by having children who depend on them. Some reasons why married parents and single parents look for work include maintaining a high-class lifestyle, avoiding poverty, having the need to work and fulfilling societal or psychological beliefs that they need to work (Haskins et al., 2011). Extended families involve situations where the working individual is surrounded by either nieces or nephews, aunts and uncles, grandparents or even siblings who live with them and hence have an effect on the individual especially if they depend on the working individual. The nuclear family includes parents and children or siblings of the working individual, they have an effect on the individual which can either be positive or negative, this highly depends on each family's situation.

The work-family conflict is a serious human resource issue (Magnini, 2009). Work family balance can be defined as the absence of conflict between work and family or personal roles. In the last few years work-family conflict has been defined as a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect (Tsionou & Konstantopoulos, 2015). Work-family conflict has also been described as 'a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect' (Aboobaker et al., 2017). Various workplace factors like total working hours, over time requisites, inflexible work schedules, unaccommodating peers and an uncongenial organizational culture create conflict between the work and family roles (Aboobaker et al., 2017). Work family conflict occurs when experiences at work interfere with family life, such as asymmetrical or rigid work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unaccommodating supervisor or organization.

Family work conflict occurs when experiences in the family impede with work life such as presence of young kids, elder care responsibilities, interpersonal divergence within the family entity, uncooperative family members. (Aboobaker et al., 2017)

Work- family conflict has grown due to increases in women's labor force participation (meaning more households have all adults employed) and rising expectations for father's involvement in children's daily care (Kelly et al., 2014). There exists two theories that try to explain the work- family life conflict; one is the scarcity theory which assumes that the personal resources such as time, energy and attention are limited and that the devotion of greater resources to one role will lead to a lesser devotion to another role. The second theory is the conflict theory which states that "work and family domains are incompatible due to their different norms and responsibilities". An attribute to this growing conflict is that most employees are single parents (Baltes et al., 2009; Magnini, 2009). The above mentioned theories are but a few examples of the many theories that exist that seek to explore the dynamics of work and family conflict and balance others include the crossover and spillover theory which was discussed further in this research article.

Some influences of work on the individual's family life are positive while others are negative (Tsionou & Konstantopoulos, 2015). Most studies have focused on the negative effects such as loneliness by one's partner and missing out on the moments in their children's lives such as sports day; which may lead to family tension, family dissatisfaction and life stress (Grandey & Cropanzano, 1999). However, there are some positive effects on the family such as work-family facilitation which refers to "improvements in the life system through resources gained in a specific sphere of life" and some examples include having a bigger budget to plan on, a sense of fulfillment which leads to a healthier mental state and high self-esteem (Grandey & Cropanzano, 1999). Some negative effects on the family or individual affected include domestic violence, poor physical activity, poor eating habits, poor emotional health, excessive drinking, substance abuse among women, decreased marital satisfaction, decreased emotional well-being and neuroticism (Aboobaker et al., 2017) and a loss of pay and medical expenses (Ajala, 2017). It is clearly visible that work life and family life inter affect each other, represented as work-life and family-life conflict (Tsionou & Konstantopoulos, 2015). These effects are experienced by both genders and if unaddressed will greatly undermine the level of job performance in the workplace and the level of

family happiness for the concerned employees. Which translates to, there will be a loss at both sides that is the workplace and the family life (Ajala, 2017).

Due to the different forms of work-family conflict namely time-based conflict, strain-based conflict and behavior-based conflict. Time-based conflict occurs when the amount of time spent in one role takes away from the amount of time available for the other role for example the number of hours that an individual spends at the workplace, during commute, over time and the shift duration. Family-related time conflict involves the amount of time spent with family or dealing with family members detracting from time that could be spent at work and strenuous events occurring at the work place which result in fatigue or depression, role ambiguity. Strain-based conflict occurs when the strain (or stressors) experienced in one role, makes it difficult to effectively and efficiently perform the other role (Aboobaker et al., 2017).

Modern day workplace is characterized by long working hours, shorter deadlines, higher competition, lesser holidays and leaves, frequent tours and job transfers (Aboobaker et al., 2017). Work in the hospitality sector is characterized by long working hours, shift duty, long standing hours, physically demanding work and the graveyard shift which operates covers the night and early morning for example the night shift. These conditions affect both the fast-food restaurants and 4-star hotel restaurant employees. Shifts in the restaurants and Fast-foods are usually busiest when other industry personnel are free hence driving the wedge between work and family life (Magnini, 2009). The conflict of between work and family in the hospitality industry is prevalent because many establishments lack family-supportive work environments (Farrell, 2015).

The concept of fast-food is mainly associated with urban populations. The fast-food restaurants in the NCBD were categorized by the City Council of Nairobi as small, medium or large based on the area size they occupy (Naranjo, 2014). Some examples of Fast-foods in Nairobi include KFC, Java Houses, Subway, Teriyaki, Coldstone Creamery, Domino's Pizza, Steers and Café Deli (Kwennah, 2017). Fast-foods are common throughout the NCBD and cater to the dry food demands of the younger generation, extremely tight adult work schedules and distinct ambiance preferences (Naranjo, 2014) and offer a limited menu (chips, burger, fish, sausage, samosa, soft drinks, pizza and fruit juice), standardized offerings and little service. Rather than being served at a table, customers choose from a short list of offerings and order at the counter or window. The food is served quickly and can be taken away or eaten on the premises. Customers are expected to

finish quickly and usually clear up after themselves (Part, 2010). The four segments of the Fast-food industry are quick-service restaurants, takeaways, mobile and street vendors, and leisure locations (Imelda Bebe, 2016). Fast-food work is seen as secondary employment characterized by low pay, poor working conditions, little training, little chance of advancement, high turnover and arbitrary and capricious supervision (Part, 2010). Workers in this type of establishment experience stress from dealing with their employers and customers who might be impatient hence affecting the employees' emotions. There is minimized contact with the guests as most fast-food establishments are self-service. The employee will be required to clear the tables if the guests have not cleaned after themselves, manage the counter point and cashier point among other duties.

Restaurants fostered in Four star rated hotel contribute to the overall revenue of the hotel, therefore the senior employees or management will exert a pressure on the employees who are waiting on guests. The employees work near the guest therefore experience more stress due to the high customer involvement. The work in these establishments is physically and mentally draining caused by the movement of the body and the constant need to maintain appearance because they represent the brand or organization through their behavior. Most restaurants have a breakfast menu which necessitates workers to either sleep at the establishment or arrive at work extra early to set up the restaurant for the breakfast service. The employees view their commitment to work as responsibility (Magnini, 2009). The shifts that restaurant employees work is longer than the traditionally known shifts therefore contributing to weariness of the employees (Magnini, 2009).

1.2. General objective

To explore the effects that work has on family life among employees in Fast-food and 4-star restaurants in Nairobi.

1.3. Specific Objectives

1. To establish the conflicting areas of work and family life
2. To establish the effect work has on the employee's family life
3. To explore the policies put in place and their effect on the work-family life conflict

1.4. Research Questions

1. What are the conflicting areas between work and family life?
2. How does work affect an employee's family life?
3. Is there any effect on the work-family life as a result of policies put in place?

1.5. Problem statement

Work and family are essential to an individual as both have benefits to the individual such as self-actualization which is described as an individual's expression of their full potential and a desire for self-fulfillment; this is identified by Maslow in his hierarchical motivational theory (Ivtzan et al., 2013). Ideally work and family life belong to their own domain and therefore should not conflict or contrast, however since the individual is experiencing the strain from both domains, conflict arises between the two domains in relation to the individual.

It is believed that the employee that puts in more time into their work will receive more rewards or incentives which can lead to the employee spending more time at work as compared to their family members and friends or partaking in their hobbies. The reality is that there is no clear boundary that cuts across the two domains hence often the two domains will affect the employees' work and relationships with their family and friends. Today's employees must compromise between the different activities that they engage in. The current situation has forced some employees to work from home where they are in contact with their families, while others have been forced to look for work outside of their normal work domain. The current state of work family balance has seen imbalanced due to the COVID-19 pandemic which has left many Fast-food and restaurant staff employees jobless. This lack of work has caused many people to make drastic changes to their family lifestyles so as to deal with their new state of income.

A review was conducted of the current working conditions, time spent at work and other conditions that affected the individual's relations with their family members. Developing policies that assist to solve this dilemma was briefly examined to assist both the workplace, organization or employer and employee in fulfilling their duties to both domains such that none suffers from neglect, therefore maintaining the balance, this will help to combat the cross-over and spill-over effects that occur between the two domains.

1.6. Scope of study

The focus of this study was to compare the effect that work has had on the employees' relations with their family members. The employees were from the Fast-food establishments and Four star rated hotels in Nairobi. The study did not tackle the effect that family life had on the individual's work.

The acceptable range of study was the shift hours, mental stress, accident experience and workplace conditions, among others.

1.7. Limitations of study

The study was limited by the geographical area, which was Nairobi county, the time available to conduct the study was nine months from July 2020 to March 2021 and the sample size was 10 establishments for both Four star rated hotels restaurants and Fast-food restaurants and information derived from websites such Tourism regulatory authority.

1.8. Assumptions of the study

The study assumed that the work domain affected the individual's relationships with their family and friends through competing for the same limited resources that were available to the employees in fast-food and Four star rated hotel restaurants in Nairobi County.

1.9. Significance of study

The study was beneficial in the advancements of research that looked to understand the relation between work and family domains and how the work domain affected the family life domain in an employee's life. The study highlighted the areas that the conflict occurred which will assist future researchers in finding solutions to the raised conflicts. The study was also beneficial to human resources managers, psychiatrists, and other researchers in other fields.

The beneficiaries of this study were supervisors and managers. The supervisors were better placed to handle employees on a case-by-case basis to better place the staff members in positions where they were able to balance their work and family obligations such that no domain suffers negatively. The managers were able to review the work policies and came up with new policies that were able to resolve some of the issues associated with the work-family conflict.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical framework

The study mainly focused on the crossover and spillover theory (Bakker et al., n.d.) which dealt with the effects that the work and the home environment have on the individual. Crossover theory proposed that demands or strains are transmitted between individuals who are closely related for example children, siblings and spouses. These strains can manifest in different ways in different individuals for example feelings of negligence experienced by the related individuals caused by the employee being tired from working. Spillover theory proposed that strain experienced in one area of an individual's life affect another area of the individual's life for example the individual may be interested in learning a new skill that is not related to the job they are currently undertaking, and due to the long hours required by their job the individual ends up not having enough time to pursue their hobby (Bakker A, Westman M, Management F, Aviv T and Emmerik I).

Another theory which is associated with the work family conflict is the role theory which states that individuals are confronted with many roles which have specific expectations and requirements which might unavoidably conflict in some way. This will be presently noted for individuals who have dependents on them; such situations will lead to increased strain and demand on the individual's mental and physical condition. When one role requires more resources such as time then the other role will be affected negatively. Due to the relatedness of this theory to the crossover theory, it shall be discussed under the subtitle of crossover theory.

2.1.2. 2.1.1. Crossover theory

States that demand or strains are transmitted between individuals who are closely related such as a spouse. Strains that are experienced at the workplace by an individual may lead to stress being experienced by the individual's spouse or children in the house. Examples of these stress are burn out, anxiety and distress, these feelings will be projected to the individual's relatives without the knowledge of the individual hence they will affect the manner in which the employee's relatives associate with the relative and vice versa (Bakker et al., n.d.)

Some studies that have already been conducted have found out that crossover demands have both negative and positive effects on the individual and their relatives or close relations. The positive

effects lead to positive outcomes on the individual and subsequently the individual's family for example when the employee has a productive day at their workplace and performs all their tasks and they derive positive feelings such as joy from the work done, when they get home, they will be in a good mood and be enthusiastic about sharing their experience of the day. However, if the same individual experienced negative outcomes at their workplace, then they will project their foul mood to the family members through not talking much, getting frustrated by little things and this will affect how the family members will feel to some degree. This known as Emotional contagion which has been defined as the tendency to automatically mimic and synchronize facial expressions, vocalizations, postures, and movements with those of another person and, consequently, to converge emotionally (Bakker et al., n.d.).

The crossover occurs through the feelings of empathy which is the state of sympathizing with what another individual is experiencing. The employee's family member and friend may put themselves in the employee's position to try and relate to the employee and what the employee is experiencing. (Haslam et al., 2014).

Role theory asserts that individuals in (Bakker, Westman, & Emmerik, 2009) their life are confronted with multiple incompatible roles, and each role holds specific requirements and expectations which might unavoidably conflict in some way. This sort of conflict has been called inter-role conflict (Bakker et al., n.d.). In this study both the roles of the male and female employees will be taken into consideration to enable the researcher to be able to gauge how each variable affects the different genders.

2.1.3. **Spill over theory**

Commonly known as work-family conflict occurs within the person whereby strain experienced within different domains are transmitted from one area of life to another (Regeria & Nairobi, 2017).

There are two types of spillover namely horizontal and vertical spillover. Horizontal spillover is the influence of affecting one domain to the neighboring domain for example job satisfaction can affect the employee's family through creating a relaxed atmosphere due to the employee being relaxed. Vertical spillover occurs across the same domain for example family life has many facets for example satisfaction with an individual's family life can spillover to the individual spending more time around their family members (Haslam et al., 2014; Loscalzo et al., 2019).

The opposite of spillover is segmentation which is aims to block any spillover from occurring between the different or within the same domain. For example, an individual can partition their time and chose

which domain to concentrate on at a particular time and for a set duration hence avoiding the spillover effect (Regeria & Nairobi, 2017).

2.2. Empirical Review

Under this section, I will review papers based on concepts and variables related to the effects that work has on family life among employees in Fast-food and 4-star restaurants in Nairobi.

2.2.1. Job factors

Job factors that affect the individual that lead to the individual feeling overwhelmed and burnt out are.(Ahmad, 2008) (M. Ahmad et al., 2020)(Zhou et al., 2018).Job involvement refers to the degree the individual identifies themselves to their work this can affect the employee who may feel more comfortable at their workplace than at their home therefore leading the individual to spend more time doing their work than spending time with their family and friends (they become a workaholic).Work time commitment refers to the number of hours an individual can commit to the task at hand, this is a conflict point between family and work life because the individual has a number of set hours that they can commit to the two domains. This brings about an internal conflict within the individual leading them to feel overwhelmed and burnout. Job flexibility refers to the employer and employee's willingness to adapt to changes that concern the time and how the work will be done. This can bring about conflict when the two domains, work, and family, require time from the employee therefore making the employee feel pressured to make a choice and lose out on activities or prizes in the other domain.

Job commitment refers to the enthusiasm that an employee has towards their work or tasks. When the employee has negative experiences at the workplace, the feelings experienced there may spillover to the family, affecting their excitement in having family around them. Also, if the employee is more in tune and enthusiastic with their work, they may eventually feel dissatisfied with their family or their partners or spouses losing connecting with them which can lead to separation. Role overload refers to the involvement of an employee or individual in many tasks at the same time which leads to the employee lacking some resources to finish or perform the tasks completely. Individuals who occupy work roles and perceive that their workload is more than they can handle, would experience negative emotions, fatigue and tension (A. Ahmad, 2008). This affects the employee by 'stealing resources' that were designated for other tasks for example, if the employee gets immersed in their work and uses

time that they had planned on performing another task on their work then they end up having little to no time to complete the task that they had planned to do. Physical involvement refers to the physical effort placed or experienced by the body of the individual for example use of muscles to relocate tables can lead to muscle strain which affects the employee by limiting their mobility hence they are unable to partake in home activities such as playing with their children and performing house tasks.

Mental involvement refers to the mental effort associated with a task by an individual for example preparation of staff shift schedules can be mentally draining for a manager or supervisor. This can lead the individual to feel mentally tired and stressed therefore inhibiting them from fully taking part in activities at home. Job type refers to the activity that an individual is involved in at the workplace. This can cause the employee to be mentally and physically drained which can affect how they interact with their family, friends and personal goals. Workplace bullying occurs between employees who are at the same position of the company or between employees who are at different positions within the company for example a manager to a line staff or a line staff to another line staff. Situations such as sexual harassment make the affected employee to experience mental stress which can lead them to become withdrawn from their spouses and other members of their family and friends.

2.2.2 Family factors

The next source of work-family conflict is family such as (Darcy & McCarthy, 2007) (A. Ahmad, 2008). Family involvement refers to the degree to which individuals identify with their family, the relative importance of the family to individuals' self-image and self- concept, and individuals' commitment to their family. This brings about work-family conflict through causing internal conflict within the employee, which leads to the employee feeling dissatisfied with their work which can use the employee to resign from their work. Life cycle stage refers to the point of life that the individual is at. Some adults have children who depend on them; others have parents who depend on them financially and physically while others have siblings who depend on them. The different situations and life stages require different resources from the working of individual. Hence, this will affect the work and family balance through for example having parents calling to be taken to the hospital will necessitate the employee to ask for leave of absence from their workplace to avail themselves to their parents need.

Childcare arrangements are concerned with the care of the children especially young children and disabled children who require more supervision and care from adults. The parents will be forced to

look for help in the form of nurses for the disabled children, nannies for the other children or take their children to day care services. All these services will require money, which is obtained when the parents work, hence childcare arrangements give rise to a conflicting point between work and family domains. Number of children will affect the work-family balance and bring about conflict for example in instances where the employee has many children such as 4 who have different ages, for example, the employee will have to divide their attention to cater to each of the children which can bring issues at work in the form of the employee having divided attention and losing focus on the activity that they are doing.

The most conflicting point between the family and workplace area is based on time, due to the hospitality industry being a one-on-one experience industry. The industry requires individuals to carry out the service for example in the restaurants, the hostess, waiters and waitresses and a chef will have to be available to interact with the guest, to complete the guest experience. The negative effect on the workplace caused by time constraints include reduced productivity, poor morale, high rate of staff turnover, absenteeism, among others. The negative effect to the family includes missing out on family events such as birthdays, spending less time with family and missing out on milestones for those with children and frustrations for not meeting personal goals.

2.2.3 Physical effects

Physical exhaustion will be derived from either the workplace or homestead and will affect the physical constitution of the employee. Factors such as performing the same task repeatedly puts pressure on parts of the body such as the feet which will develop issues such as swelling which bring about discomfort to the employee. If the employee experiences bodily discomfort they will not be able to perform their roles or duties in the concerned domains, namely work and family domains. The family will suffer if the employee is unable to perform their tasks for example the family may have to cover medical expenses that the employee will require to seek medical attention, the dependents will suffer if the employee is indisposed from performing their duties through lacking attention that they require or not being able to access services that they require. Disability caused by workplace accidents that will result in the employee being unable to perform the tasks that they normally do. Disability will shift the family's financial and social footing. The employee will be affected not just financially and socially but emotionally, they may go through denial of losing a part of themselves that they value.

The employee will also suffer the long-term effects that occur from minor accidents that may lead to amputation which will result in a form of disability.

2.2.4 Psychological and emotional effects

Loss of self occurs when the employee becomes immersed in their role such that they neglect their other roles from another domain in their life. This will affect the employee's life through causing an imbalance within the employee therefore causing the employee to experience internal dilemma and conflict which can lead to mental illnesses such as anxiety. The anxiety will then cause the employee to be mentally impaired and therefore leads to reduced productivity in both domains. Depression is a mental illness that affects the employee's mood, usually the employee feels down and unenthusiastic about the actions that they are performing. It can affect all employees regardless of their position in the organization. Employees who experience depression will have difficulty connecting with their families and friends who may not realize that the employee is experiencing depression, this may lead to alienation by the employee or their family and friends or if they are depressed then they will find it difficult to react accordingly to the pressures that arise within the family and workplace which will lead them to be mentally or emotionally unstable.

Mental exhaustion will occur when the employee becomes overburdened with tasks or issues that require well thought out actions that will result into a mental strain on the employee. If the employee is exhausted, then they will not perform at their best or optimum levels which will lead to them making careless mistakes which will lead to negative effects to their family life for example failing to perform a task that their friend has assigned to them which will lead to friction in their relationship with their friend. Confusion will result from the employee experiencing bouts of memory loss which can leave them experiencing symptoms of amnesia. They will be unable to work and complete their task because of being in a bad state of mind. They might undertake actions that go against their normal behaviors which will leave them struggling to derive meaning of what they did.

According to (Gerstel & Clawson, 2018) spouses who work nonstandard hours such as on the weekends and nightshifts spend more time with their family members or kids. There is also an indication of more family problems which lead the couples to divorce and less community involvement, this can impact the employees' relations with their family members who will deem them to be too busy when they are most required at home. This can be seen in the hospitality industry, when people are on holiday the employees in the hospitality and tourism sector are usually working to cater

to them, they therefore spend less time with their family members. The unpredictability of the work in the industry, when it relates to extended shifts creates a sense of unreliability to the employee's family members who may be waiting for the employee to perform or partake in activities with the family (Farrell, 2015). The perceived negative repercussions to taking time off or working less hours for the employees who are paid on an hourly basis, leads to the employees ignoring their family's needs or their own needs to complete their required quota of work. This situation can negatively affect the employee's relations in the future.

2.2.5. Flexible work arrangements

Flexible work arrangements involve modifying work routines and timetables on a daily, weekly or longer term (Farrell, 2015). The employer or managers work with the employees to work out a suitable schedule that works for the employer and employee. Such arrangements allow the employer and employee to be satisfied with their work and at the same time allow the employees to take care of non-work-related tasks that they must perform.

2.2.6. Paternal and maternity leaves

According to (Bakker et al., n.d.) two policies that are common have been put into place are 'paid parental leave for mothers and fathers who have to take care of newborns or sick family and universal childcare for three- and four-year-olds. In Kenya, most companies give maternity and paternity leave to their employees which are usually paid for by the company. Maternity leave is usually about 3 months while paternity leave is approximately a week. Some organizations extend maternity and paternity leave to allow the parents to plan on the care of their children.

2.2.7. Open door policy

This policy encourages the creation of a harmonious workplace which affects the employee positively which can be seen through increased productivity and reduction of absenteeism. The policy enhances communication within the organization which provides avenues for issues between the staff members to be addressed. This in turn will affect the employee positively for example allowing the employee to participate in some decision-making committees will translate to the employee developing critical thinking abilities which will help them to make decisions wisely hence improving the employee's relationship with their family and friends.

2.2.8. Sick and sympathy leaves

This policy along with sick leave and sympathy leave allow the employee to concentrate and take care of the issues occurring in the family domain while still maintaining the security of having their job. Employees can take time off to recuperate and take care of the ailing members of their family without completely losing out on their pay. This policy provides job security for the employee therefore helping to curb the conflict between the family and work domain.

2.2.9. Work bundles

Work-family bundles offered by the companies or organizations attract and retain employees for a longer time as compared to those without work-family bundles, some features include flextime which allows the employees to be available to their family when they are needed, without it affecting their work massively since they will be required to work for several hours in a week. A parent or daughter can work away from the workplace and send the work to the required persons. Employees can also clock in for different shifts to accommodate familial responsibilities. Compressed work week, whereby they perform a whole week's work in less than five days then take a break on the fifth day. Sharing a full-time job between two employees, for example in the kitchen the wash people can come in for half shift to assist each other.

2.2.10. Staff benefits

The employees that received support or assistance tend to be happier and commit more to their work because some stress associated with the family work conflict is relieved. Some workplace policies such as employee benefits for example availing the gym to staff members at a subsidized fee and providing medical insurance assist the employee to balance the strain from work and family domains

2.3 Conceptual framework

A conceptual framework is used to show the relationship between the different variables and theoretical constructs.

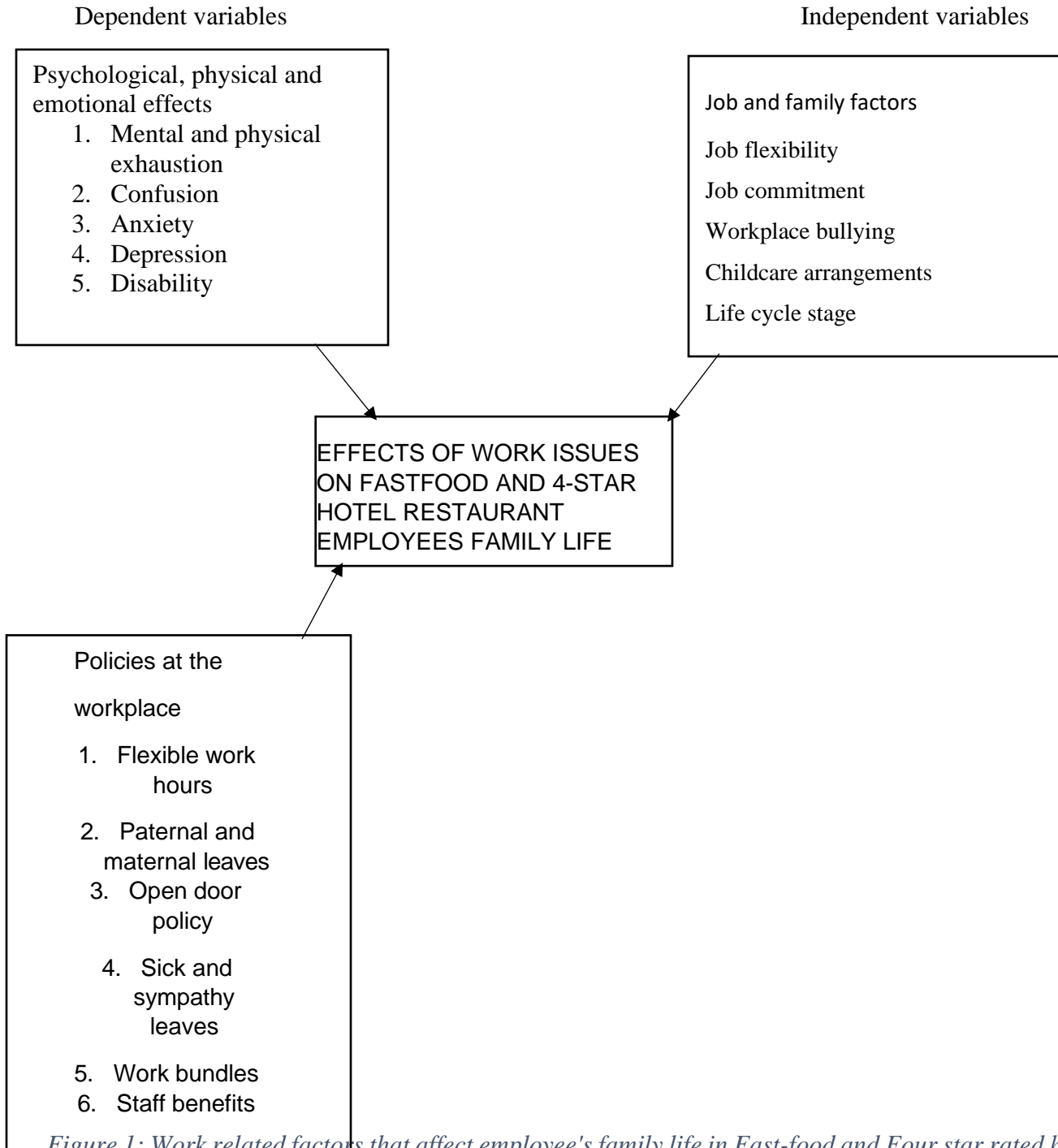


Figure 1: Work related factors that affect employee's family life in Fast-food and Four star rated hotel restaurant employees

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research design

Research design is the framework of methods and techniques chosen by the researcher to combine various components of research in a reasonably logical manner so that the research problem is efficiently handled (Norah, Were, & Waititu, 2016). This research proposed that the researcher uses the quantitative research method that used instruments such as the Likert scale, casual-comparative research in which the researcher compared two or more groups in terms of a cause that has already happened. This enabled the researcher to gauge the severity of the impacts that work life has on the targeted samples (Ebrahim, 2018). The researcher used the survey model (Creswell, 2012).

3.2. Target population and Sample

The researcher aimed to obtain information from established Four star rated hotel restaurants and a selected number of Fast-food restaurants in Nairobi county. The targeted population was the restaurant the kitchen and restaurant staff within the Four star rated restaurants in hotels and Fast-food restaurants.

3.3. Sampling technique

This involves sampling a portion of the population to represent the entire population. The population which was studied was the kitchen staff and restaurant staff members of randomly chosen establishments derived from the list of classification from the Tourism regulatory authority. The targeted population were 60 employees from Four Star rated restaurants in hotels and Fast-food restaurants in Nairobi.

The formula to be used was Slovin's formula:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{60}{1 + 60 \times 0.05^2} \quad n = \frac{60}{1.15} = 52$$

The sample number was 52 respondents from the Fast-food and Four star rated hotel restaurant employees.

3.4. Data collection instrument

Questionnaires was administered to the two sample groups; the questions were like to enable the researcher to carry out a comprehensive comparison of how each sample is affected by the same issues or questions. The questionnaire was distributed via email to the selected samples. The researcher gave the respondents two weeks to answer the questions to allow them to understand the questions and effectively give responses that would help in the investigation of the problem.

3.5. Data analysis and presentation

According to (LUO, 2012) data analysis is a body of methods that help to describe facts, detected patterns, develop explanations and test hypothesis. The data was summarized in a report. The data obtained was presented numerically which allowed the researcher to work out percentages. Figures were used to present the data.

3.6. Research quality

3.6.1. Validity of data collection instrument

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of references which are based on the research results. It is the degree through which results obtained from the analysis of data represent the phenomenon under study while reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials.

To ensure high levels if validity, the questionnaires was reviewed by the researcher's supervisor among other professional in the field to critique and give suggestions on ways to improve the questionnaire, to facilitate for accurate collection of data that will answer the research questions.

After the review of the questionnaire, a final questionnaire was developed. The questionnaire therefore remained focused, accurate and consistent with the objectives of the study.

3.6.2. Reliability of data collection instrument

Reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. The researcher distributed four questionnaires to test the relevance of the questions to the respondents who part of the sample were not. Any changes which needed to be incorporated amended.

3.7. Ethical issues in Research

The following are some of the ethical issues and considerations that the researcher considered for the success of this study:

3.7.1. Informed consent

The researcher obtained permission from the institution they management of the organization they to collect data from. Since the permission was obtained successfully, this study was successful and the information obtained did not violate the organization or institution's privacy, rules and regulations.

3.7.2. Voluntary participation

The respondents were free to choose whether to respond or not respond to the questions asked by the researcher. There was no form of coercion or manipulation by researcher to the respondents to stimulate responses from the respondents.

3.7.3. Confidentiality

This means that the obtained information was not made to the public or accessed by any other person. The questionnaires were designed in a way that the positions of the employees were accessed only by the researcher.

FINDINGS

4.1 Introduction

This chapter represents the data that was collected through the questionnaire. The data was presented using pie charts, bar graphs and column graphs.

4.2 Findings

4.2.1. What is your gender?

What is your gender?
25 responses

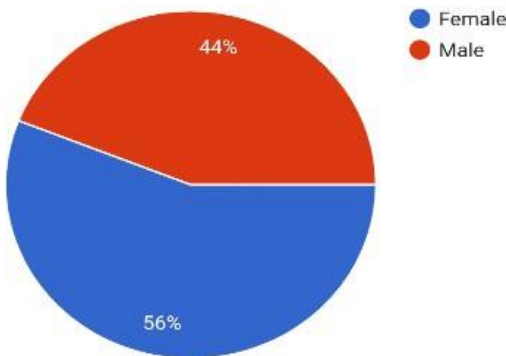


Figure 1: The gender of the respondents from the Four star rated hotel restaurants.

What is your gender?
18 responses

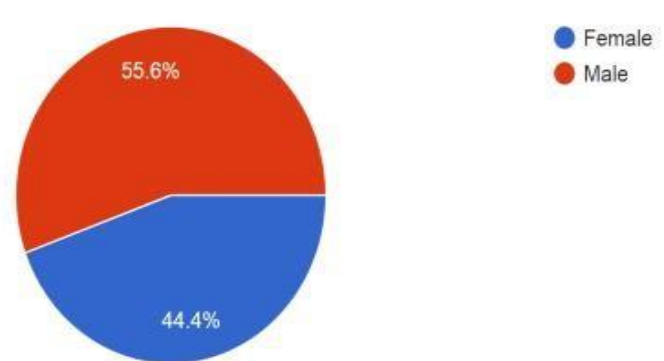
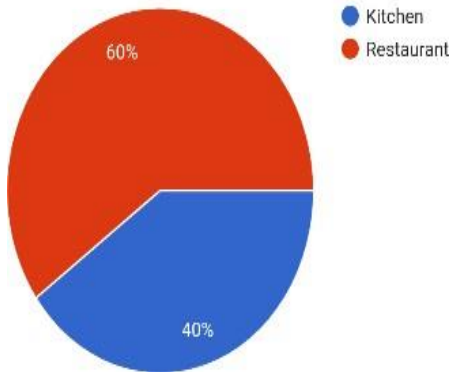


Figure 1: The gender of the respondents from the Fast-food restaurants.

From the pie chart above Fig 1 the female respondents were the majority (56%) while the men respondents were the minority (44%). While in Fig 2 the male respondents were the majority (55.6%) and the female respondents were the minority (44.4%). Therefore, more women from Four star rated hotel restaurants filled in the questionnaire than the females from the Fast-food restaurants and more men from the Fast-food restaurants filled the questionnaire than those from the Four star rated hotel restaurants.

4.2.2. What is your area of work?

What is your area of work?
25 responses



What is your area of work?
18 responses

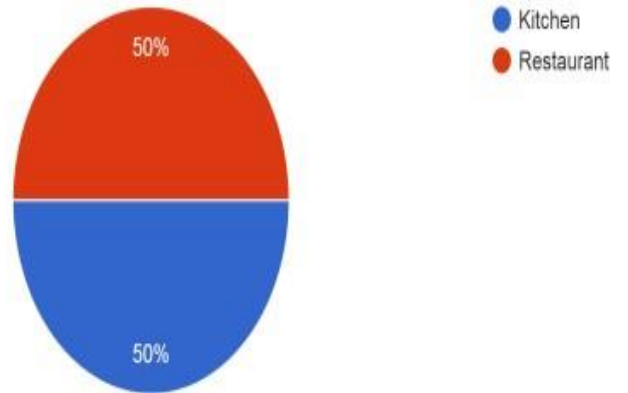


Figure SEQ Figure *
Figure 6our star rated
hotel restaurants
employees.

Figure 4: area of work for the Fast-food
restaurants employees.

Figure 7:area of work for
the Four star rated hotel
restaurants empFigure
8loyees.

Figure 5ea of work for the Fast-food
restaurants employees.

In Fig 4 the restaurant employees (60%) from the Four star rated hotel restaurants responded more than the kitchen employees (40%). In Fig 3 the restaurant employees and kitchen employees of the Fast-food restaurants gave in equal responses at 50%.

4.2.3. How many years of experience do you have in the hospitality industry?

How many years of experience do you have in the hospitality?

25 responses

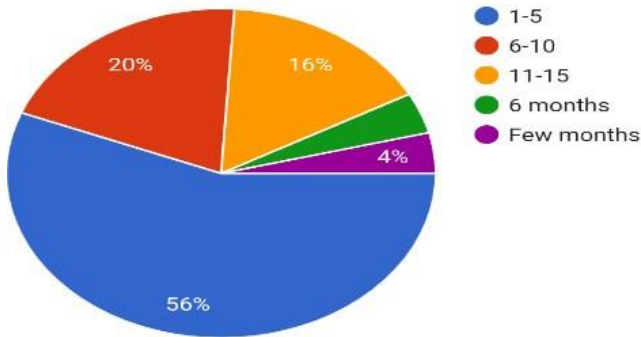


Figure 12: number of years of experience of the Four star rated hotel restaurants.

Figure Error! Bookmark not defined.: number of years of experience of the Four star rated hotel restaurants.

How many years of experience do you have in the hospitality?

18 responses

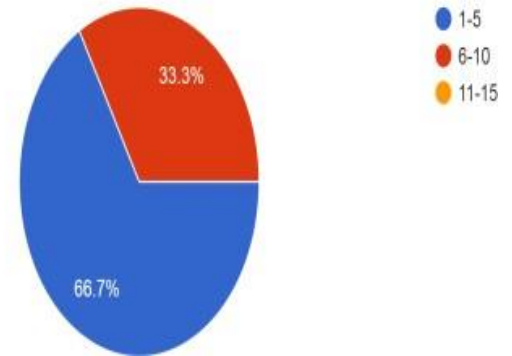


Figure 9: number of years of experience of the employees of Fast-Figure staurants.

Figure 10: number of years of experienFigure 11: life stages of the employees in Four star rated hotel restaurants. (left)

Figure 11ce of the employees of Fast-food restaurants.

In Fig 5, the employees with 1-5 years of experience were the majority (56%) while the employees with a few months experience were the minority (4%). While in Fig 6 employees with 1-5 (66.7%) years of experience were the majority and the employees with 6-10 years were the minority (33.3%). In conclusion, for both the Fast-food restaurants and Four star rated hotel restaurants majority of the employees had 1-5 years of experience.

4.2.4. What is your current work status?

What is your current work status?
25 responses

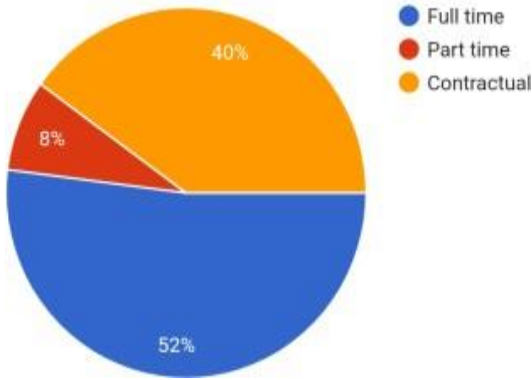


Figure 13: work status of employees in Four star rated hotel restaurants.

Figure 14: work status of employees in Four star rated hotel restaurants.

What is your current work status?
18 responses

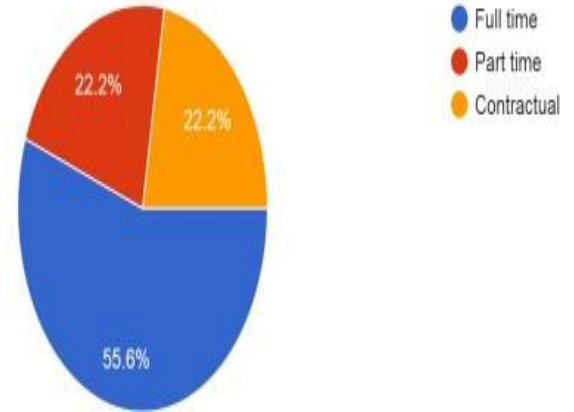


Figure 8: work status of employees in Fast-food restaurants.

Figure 15: work status of employees in Fast-food restaurants.

In Fig 7 full time employees were the majority (52%) while part-time employees were the minority (8%) while in Fig 8 full time employees were the majority (55.6%) while the part-time and contractual employees were the minority (22.2%). Therefore, in both Fast-food and Four star rated hotel restaurants majority of the employees were employed on full time basis.

4.2.5. What is your relationship status?

What is your relationship status?

18 responses

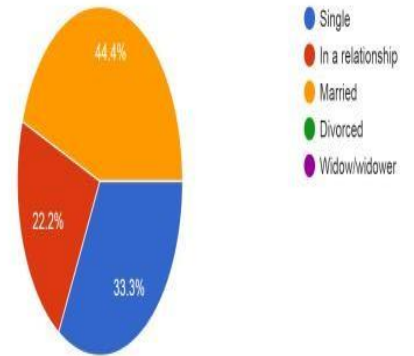


Figure 10: relationship status of the employees in the Fast-food restaurants.

Figure 10: relationship status of employees in the Fast-food restaurants.

What is your relationship status?

25 responses

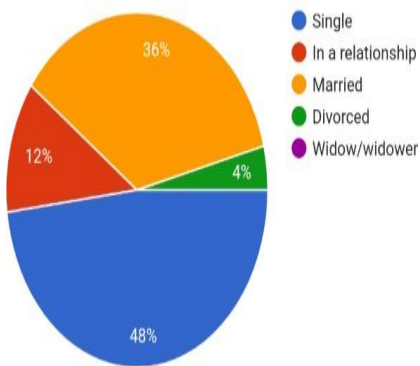


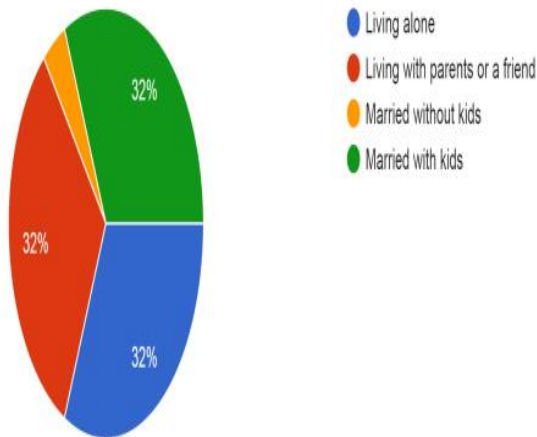
Figure 9: relationship status of employees in the Four Star rated hotel restaurants

In Fig 9 majority (48%) were single while minority were divorced (4%) while in Fig 10 majority (44.4%) were married while minority (22.2%) were in a relationship. Therefore, majority of the employees in Four star rated hotel restaurants were single while majority in the Fast-food restaurants were married.

4.2.6. Which of the following life stages do you resonate with?

Which of the following life stages do you resonate with?

25 responses



Which of the following life stages do you resonate with?

18 responses

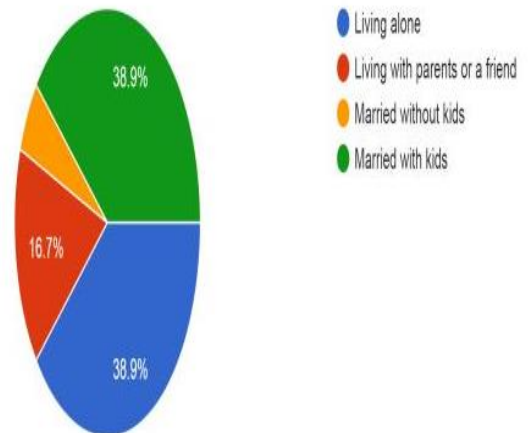


Figure 11: life stages of the employees in Four star rated hotel restaurants. (left)

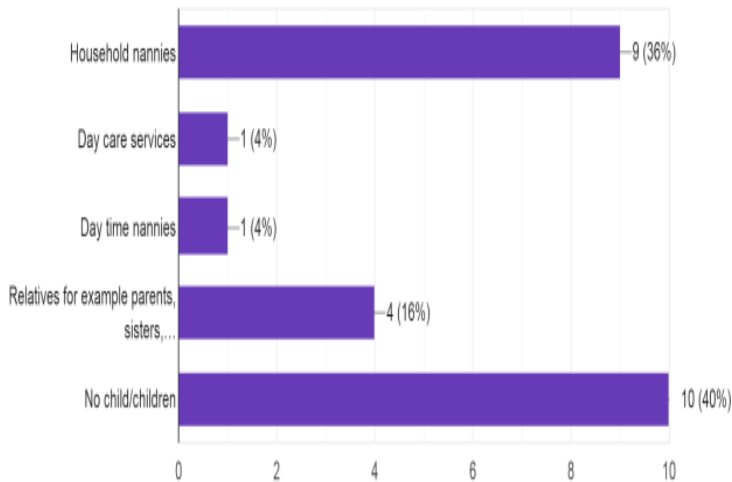
Figure 16: life stages of employees in Fast-food restaurants.(right)

In Fig 11 majority (32%) were either married with kids, living with parents or a friend or living alone while in Fig 12 majority were married with kids and single (38.9%). Therefore, most of the employees in both Four star rated hotel restaurants and Fast-food restaurants were married with kids and single.

4.2.7. Which of the following childcare arrangements do you have?

Which of the following childcare arrangements do you have?

25 responses



Which of the following childcare arrangements do you have?

18 responses

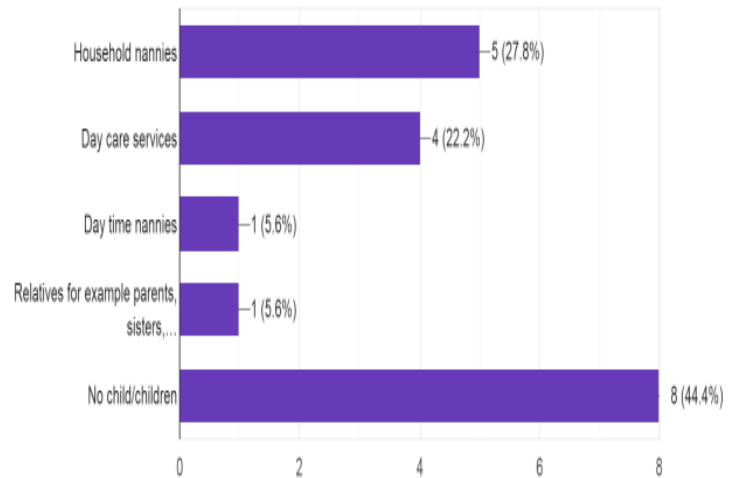


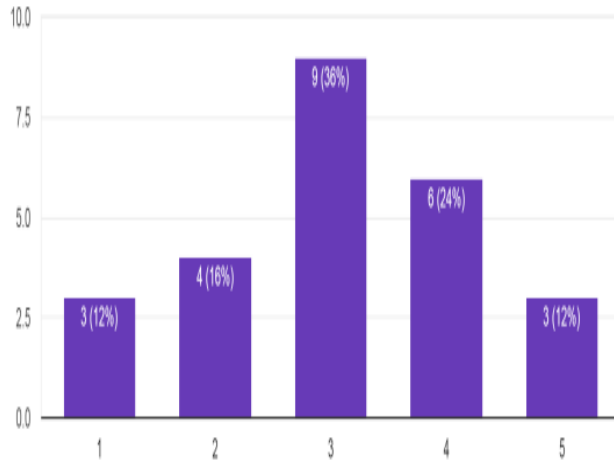
Figure 13: childcare arrangements for Four star rated hotel restaurants employees. (left)

Figure 14: childcare arrangements for employees in Fast-food restaurants.(right)

In Fig 13 majority of the Four Star rated hotel restaurants employees had no children (40%) and the most used childcare arrangement used was household nannies (36%). In Fig 14 majority of the employees in Fast-food restaurants had no children (44.4%) and the most used childcare arrangement used was household nannies (27.8%). In conclusion, most employees in the Four star rated hotel restaurants and Fast-food restaurants had no children and most used household nannies to watch over their children.

4.2.8. I earn enough money to buy all the things that my family and I need.

I earn enough money to purchase all the things that my family and I need
25 responses



I earn enough money to purchase all the things that my family and I need
17 responses

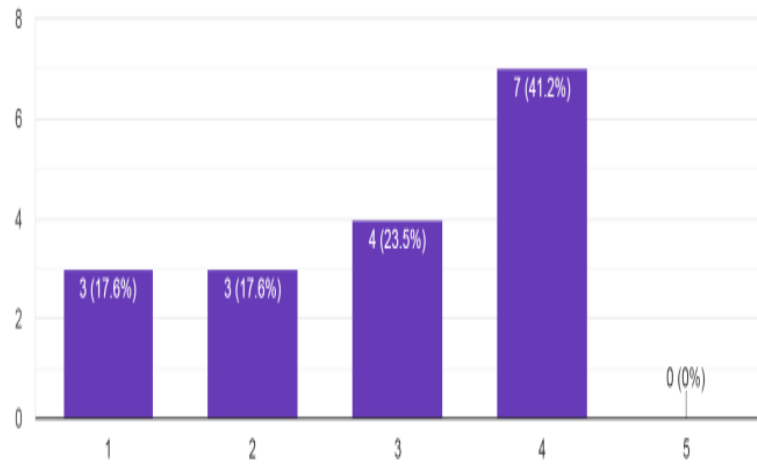


Figure15: Four Star rated hotel restaurants employees’ opinion on the statement(left)

Figure 16: Fast-food restaurants employees’ opinion on the statement (right)

In Fig 15 most respondents neither agreed nor disagreed with the statement (36%), most agreed with the statement (24%) while in Fig 16 majority agreed with the statement (41.2%) while some neither agreed nor disagreed with the statement (23.5%). Therefore, both Four star rated hotel restaurants and Fast-food restaurants neither agreed nor disagreed that they earn enough money to buy all the things that they and their family need.

4.2.9. I earn enough money to purchase most things that my family and I need.

I earn enough money to purchase most things that my family and I need
25 responses

I earn enough money to purchase most things that my family and I need
18 responses

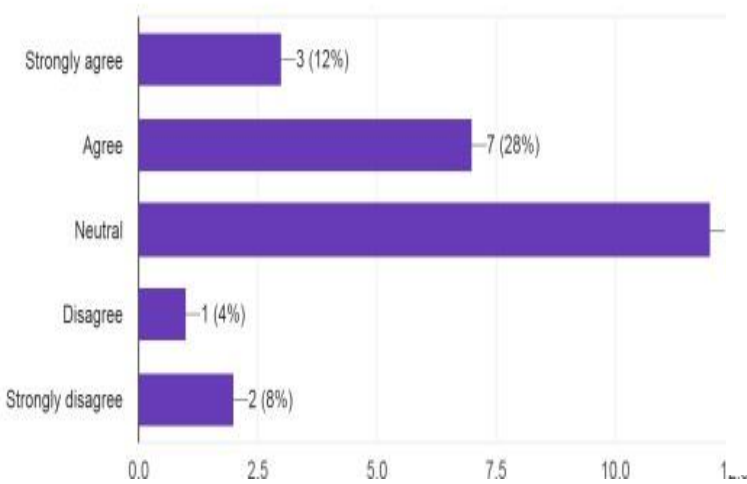


Figure 17: Four star rated hotel restaurants employees' opinion on the statement above

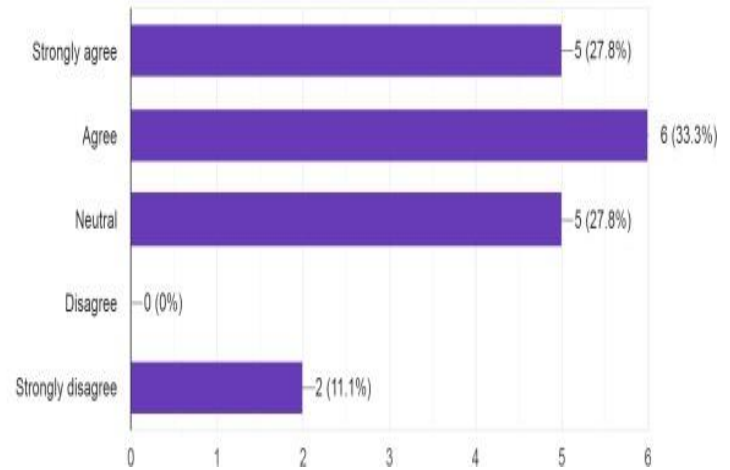


Figure 17: Fast-food restaurants employees' opinion on the statement above

In Fig 17 majority of the respondents neither agreed nor disagreed with the statement (48%) while most agreed with the statement (28%) while in Fig 18 majority agreed with the statement (33.3%) while some disagreed with the statement (11.1%). In conclusion, Four Star rated hotel restaurants employees neither agreed nor disagreed with the statement while Fast-food restaurants employees agreed with the statement.

4.2.10. I do not earn enough money to purchase some things that my family and I need.

I do not earn enough money to purchase some of the things my family and I need
25 responses

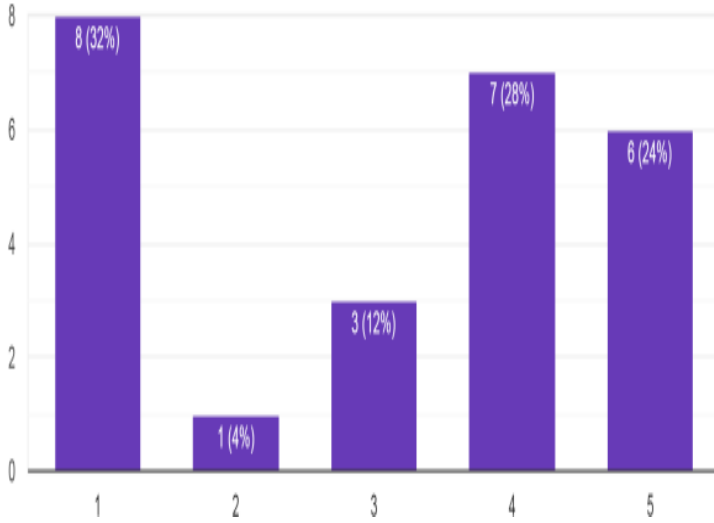


Figure 19: Four star rated hotel restaurants employees' opinion on the

I do not earn enough money to purchase some of the things my family and I need
18 responses

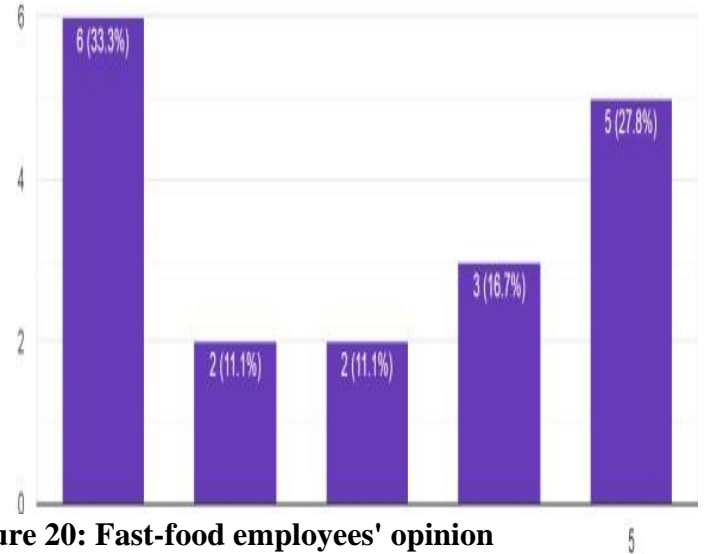
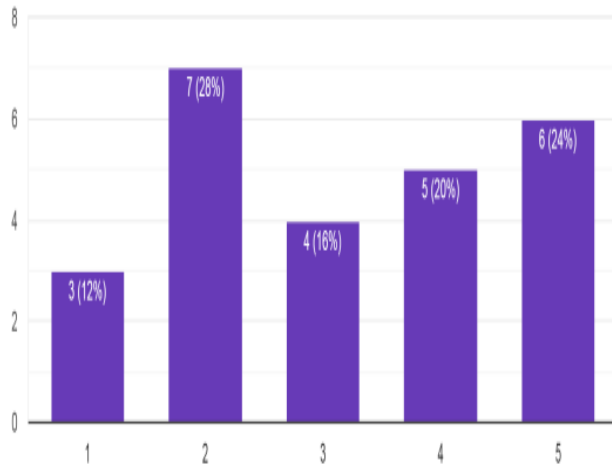


Figure 20: Fast-food employees' opinion on the statement above.

In Fig 19 majority of the respondents strongly disagreed with the statement (32%) while few disagreed with the statement (4%). While in Fig 20 majority of the respondents strongly agreed with the statement (33.3%) while some strongly agreed with the statement (27.8%). Therefore, both samples disagreed with that they do not earn enough money to purchase some things that they and their families need.

4.2.11. Work prevents me from pursuing my hobbies

Work prevents me from pursuing my hobbies
25 responses



Work prevents me from pursuing my hobbies
18 responses

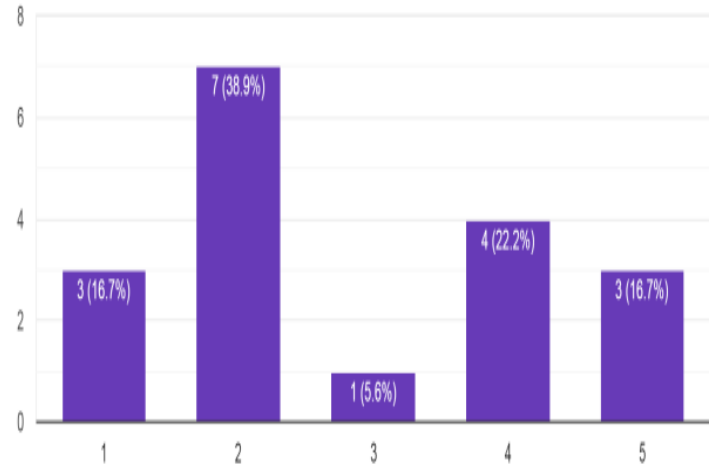


Figure 21: Four Star rated hotel restaurants employees' opinion on the statement above (left)

Figure 22: Fast-food employees' opinion on the statement above (right)

In Fig 21 majority of the respondents disagreed with the statement (28%) while some agreed with the statement (24%). While in Fig 22 majority disagreed with the statement (38.9%) while some agreed with the statement (22.2%). Therefore, most employees in the Four Star rated hotel restaurants and Fast-food restaurants agreed that work does not prevent them from pursuing their hobbies.

4.2.12. After, work, I spend a lot of time with my family

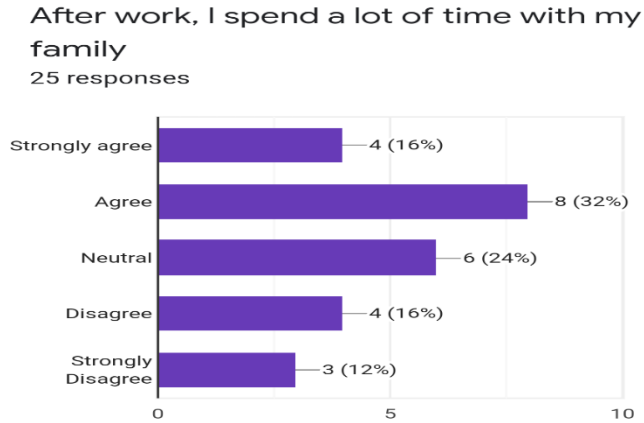


Figure 23: Four star rated hotel restaurants employees' opinion on the statement above

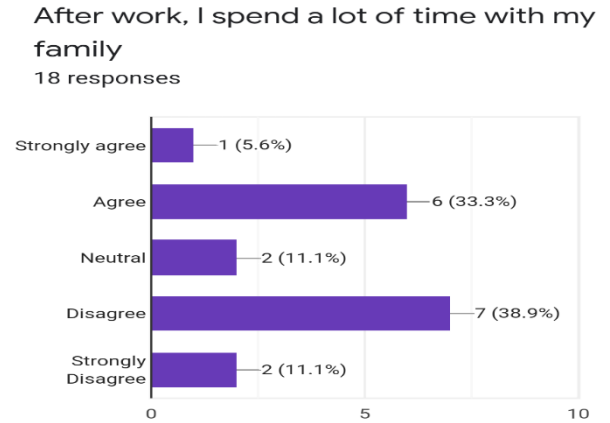
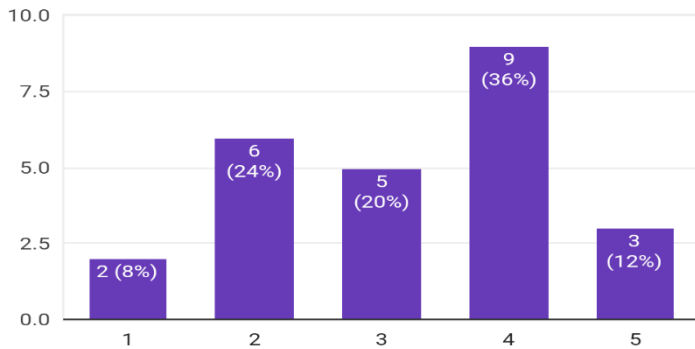


Figure 24: Fast-food employees' opinion on the statement above

Fig 23 majority agreed with the statement (32%), most neither agreed nor disagree with the statement (24%) while some strongly disagree with the statement (12%) while in Fig 24 majority disagreed with the statement (38.9%) while some agreed with the statement (33.3%). Therefore, after work most Four Star rated hotel restaurants employees spend a lot of time with their families while most of the Fast-food restaurants employees do not spend a lot of time with their families.

4.2.13. After work, I am able to do some things with my family members.

After work, I am able to do things with my family members
25 responses



After work, I am able to do things with my family members
18 responses

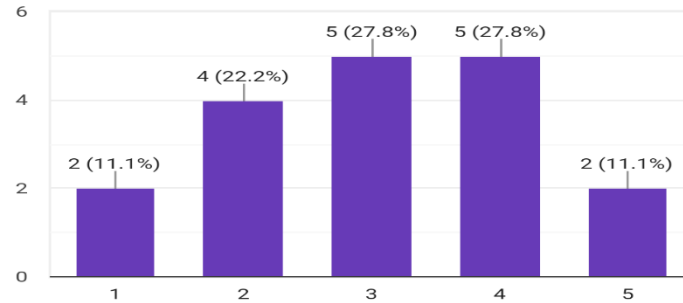


Figure 29: Four star rated hotel restaurants employee's opinion on the above statement (left)

Figure 30: Fast-food employees' opinion on the statement above (right)

In Fig 29 majority agreed with the statement (36%) and some disagreed with the statement (24%) while in Fig 30 majority neither agreed nor disagreed with the statement (27.8%) while others agreed with the statement (27.8%). Therefore, most Four Star rated hotel restaurants employees agreed that after work they are able to do things with their family members while most Fast-food restaurants employees neither agreed nor disagreed with the statement while others agreed that after work they are able to do things with their family members.

4.2.14. I feel mentally drained after work

I feel mentally drained after work
25 responses

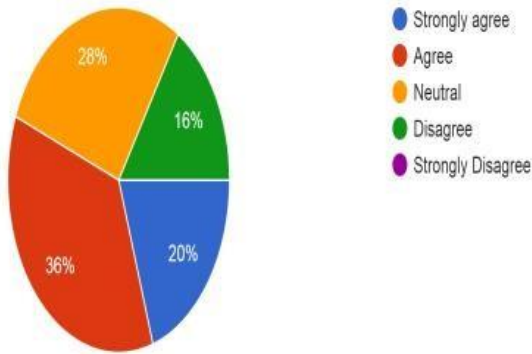


Figure 31: Four star rated hotel restaurant employees' opinions on the statement above

I feel mentally drained after work
18 responses

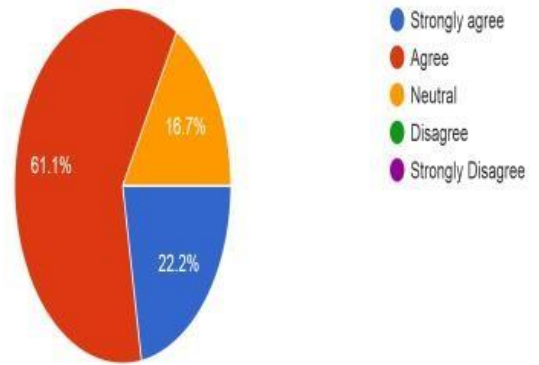


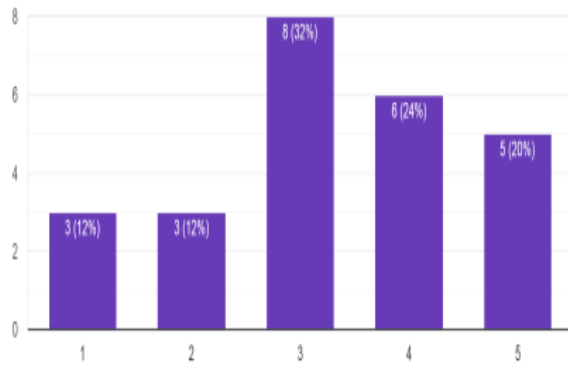
Figure 32: Fast-food restaurant employee's opinions on the above statement

In Fig 31 majority of the employees agreed (36%) with the statement while some neither agreed nor disagreed (28%) with the statement. In Fig 32 majority agreed (61.1%) with the statement while strongly agreed (22.2%) with the statement. In conclusion most of the employees in Four star rated hotel restaurants and Fast-food restaurants agreed that they feel mentally tired after work.

4.2.15. I experience a lot of mental stress from work that affects how I relate with my family members.

I experience a lot of mental stress from work that affects how I relate with my family members

25 responses



I experience a lot of mental stress from work that affects how I relate with my family members

18 responses

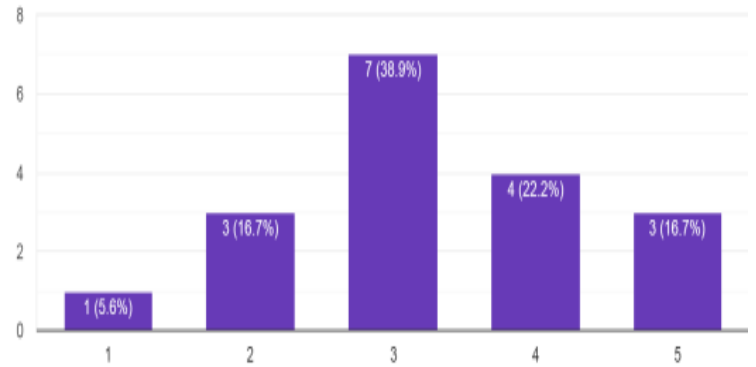


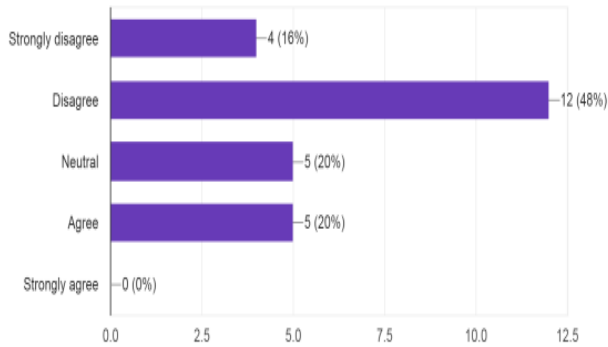
Figure 33 Four Star rated hotel restaurant employee’s opinion on the statement above (left)

Figure 34 Fast-food restaurant employee’s opinion on the above statement(right)

In fig 33 majority neither agreed nor disagreed (32%) with the statement, while some agreed (24%) with the statement. In Fig 34 majority neither agreed nor disagreed (38.9%) with the statement while some agreed (22.2%) with the statement. Therefore, both samples neither agreed nor disagreed with the statement.

4.2.16. I have experienced accidents at work that have affected my family.

I have experienced accidents at work which have affected my family
25 responses



I have experienced accidents at work which have affected my family
18 responses

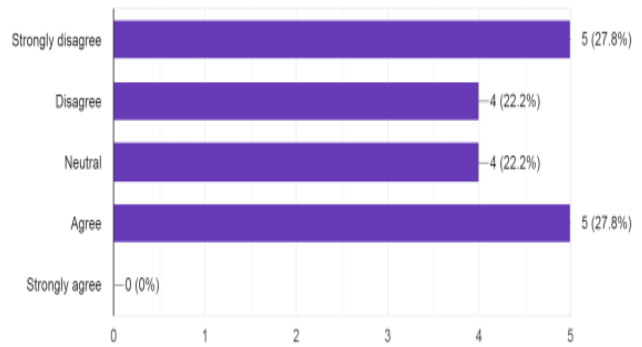
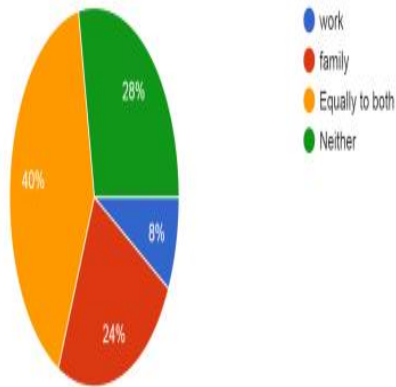


Figure 35: Four star rated hotel restaurant employees opinion on the above statement (left) Figure 36: Fast-food restaurant employees' opinion on the statement above(right)

In Fig 35 majority disagreed (48%) with the statement while few strongly disagreed (16%) with the statement while in Fig 36 majority strongly disagreed and agreed (27.8%) with the statement. Therefore, employees in Four star rated hotel restaurants disagreed that they have experienced accidents at work that have affected their families while employees in the Fast-food restaurants strongly disagreed and agreed that they have experienced accidents at work which have affected their families.

4.2.17. I feel my worth is more linked to?

I feel my worth is more linked to my
25 responses



I feel my worth is more linked to my
18 responses

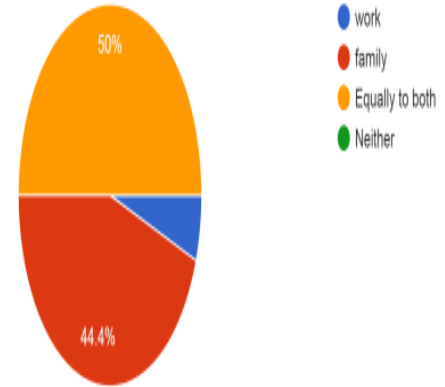


Figure 37: Four star rated hotel restaurant employees' response to the question on their worth (left)

Figure 38: Fast-food restaurant employee's response to the question on their worth(right)

In Fig 37 majority felt that their worth was linked to both their family and work (40%) while some felt that their worth was linked to neither work nor family (28%), while in Fig 38 majority felt that their worth was linked equally to both family and work (50%). Therefore, both employees in Four star rated hotel restaurants and Fast-food restaurants felt that their worth was linked to both work and family.

4.2.18. Do you spend more time with your family or at your workplace?

Do you spend more time with your family or at your workplace?
25 responses

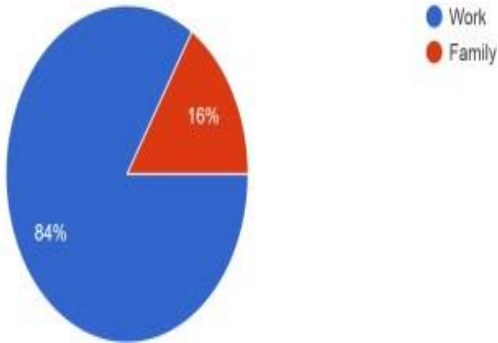


Figure 39 Four star rated hotel response on the question concerning time spent

Do you spend more time with your family or at your workplace?
18 responses

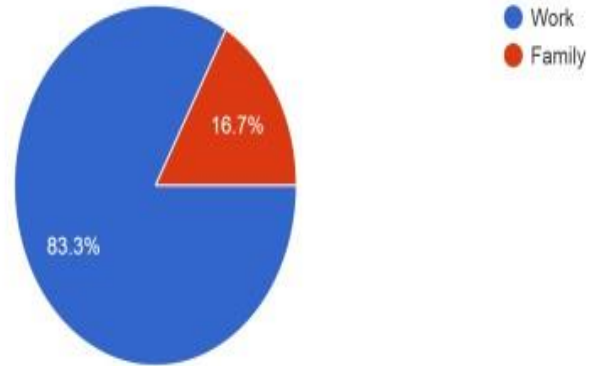


Figure 40: Fast-food employees response on the question concerning time spent

In Fig 39 the Four star rated hotel restaurant employees (84%) spent more time at the workplace than at home, while in Fig 40 the Fast-food employees (83.3%) spent more time at their workplace than at home. Therefore, more employees from Four star rated hotel restaurant and Fast-food spent more time at their workplace than with their families.

4.2.19. Are your workplace hours rigid or flexible?

Are your work place hours rigid or flexible?
25 responses

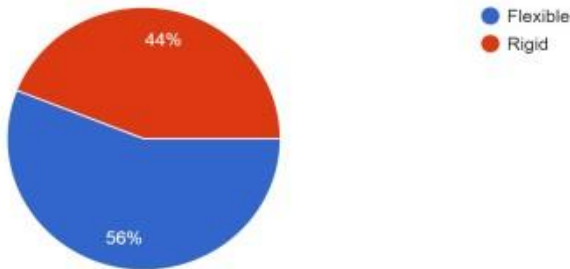


Figure 41: Four star rated hotel employee's response to the question on workplace hours

Are your work place hours rigid or flexible?
18 responses

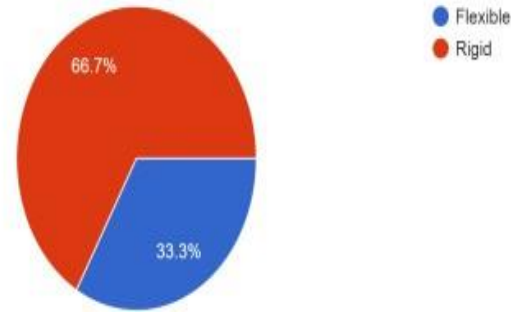
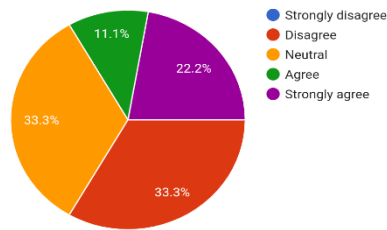


Figure 42: Fast-food restaurant employee's response to the question on workplace hours

In Fig 41 majority (56%) of the employees in the Four star rated hotel restaurants expressed that their working hours were flexible while majority (66.7%) of the Fast-food employees' (66.7%) expressed that their working hours were rigid. Therefore, four star rated hotel restaurant employees had more flexible work hours than the Fast-food restaurants employees while the Fast-food employees had more rigid workplace hours than the Four star rated hotel restaurant employees.

4.2.20 Flexible work arrangements such as shift rotation have allowed me to spend more time with my family members or my hobbies.

Flexible work arrangements such as shift rotation have allowe...embers or my hobbies
18 responses



Flexible work arrangements such as shift rotation have allowed me to spend more time with my family members or my hobbies

25 responses

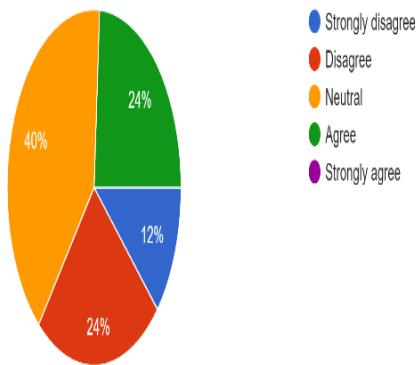


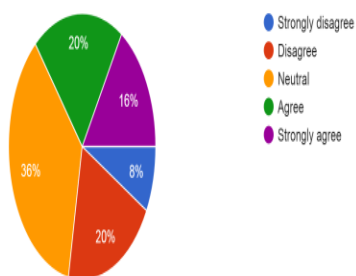
Figure 43: Four star rated hotel restaurants employee’s responses on flexible work arrangements. (left)

Figure 44: Fast-food employee’s responses on flexible work arrangements. (right)

In Fig 43 majority neither agreed nor disagreed that flexible work arrangements have allowed them to spend more time with their families while in Fig 44 majority (33.3%) neither agree nor disagree and disagree with the statement. Therefore, employees in four Star rated hotel restaurants and Fast-food restaurants neither agreed nor disagreed with the statement.

4.2.21. Sympathy leaves and sick leaves have allowed me to focus on my family matters without having the fear of losing my job.

Sympathy leaves and sick leaves have allowed me to focus on my family matters without having the fear of losing my job
25 responses



Sympathy leaves and sick leaves have allowed me to focus on my family matters without having the fear of losing my job
18 responses

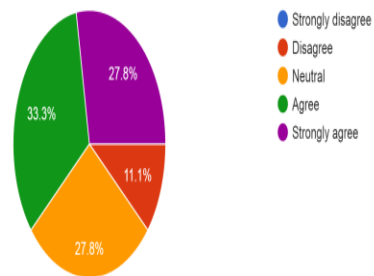


Figure 45: Four star rated hotel restaurant employee’s response on sympathy and sick leaves(left)

Figure 46: Fast-food employees’ response on sympathy and sick leaves(right)

In Fig 45 majority neither agreed nor disagreed (36%) while some agreed and disagreed (20%) with the statement. In Fig 46 majority agreed (33.3%) with the statement while some neither disagreed nor agreed (27.8%) with the statement. Therefore, employees in the Four star rated hotel restaurants neither agreed nor disagreed with the statement while employees in the Fast-food restaurant agreed with the statement.

4.2.22. Having an open-door policy has contributed to my peace of mind at the workplace

Having an open door policy has contributed to my peace of mind at the workplace
18 responses

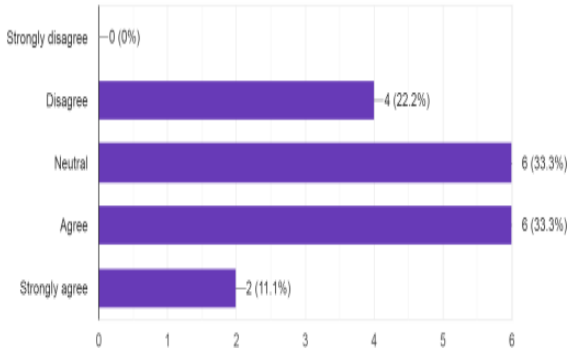


Figure 47: Four star rated hotel employee’s response on open-door policy

Having an open door policy has contributed to my peace of mind at the workplace
25 responses

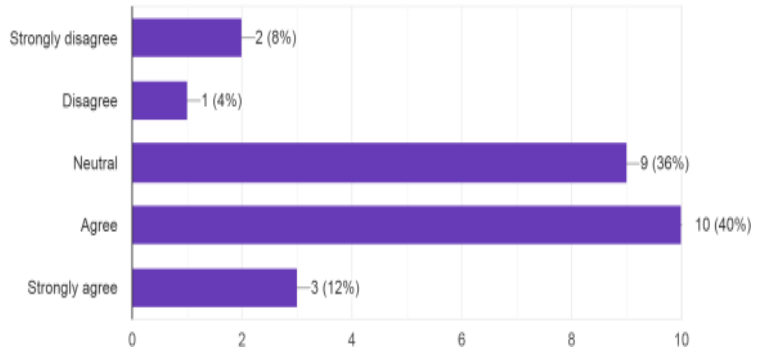


Figure 48: Fast-food employees’ response on open-door policy

In Fig 47 majority agreed (33.3) with the statement while others neither agreed nor disagreed (33.3%) with the statement while in Fig 48 majority agreed (40%) and neither agreed nor disagreed (36%) with the statement. Therefore, four star rated hotel restaurant employees agree that having an open-door policy had contributed to their peace of mind at the workplace while some Fast-food restaurant employees agreed while others neither agreed nor disagreed that having an open-door policy had contributed to their peace of mind at the workplace.

4.2.23. Having a staff benefits such as health insurance has contributed to my peace of mind as an employee

Having a staff benefits such as health insurance has contrib... mind as an employee
25 responses

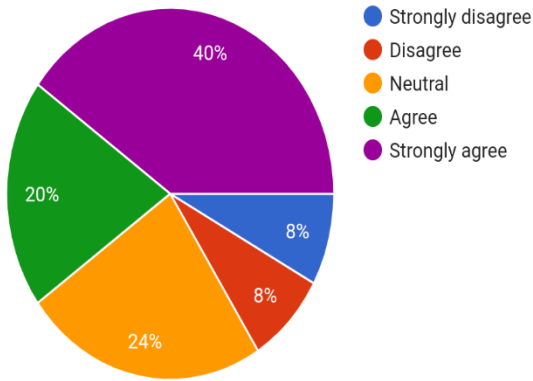


Figure 49: Four star rated hotel restaurant employee response on staff benefits

Having a staff benefits such as health insurance has contributed to my peace of mind as an employee
18 responses

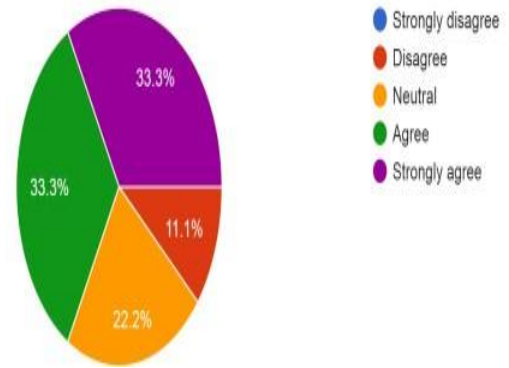


Figure 18: Fast-food employee response on staff benefits

In Fig 49 majority of the employees strongly agreed (40%) while some agreed (20%) that having staff benefits had contributed to their peace of mind as an employee while in Fig 50 majority (33.3%) strongly agreed and some agreed (33.3%) with the statement. In conclusion, employees of both Four star rated hotel and Fast-food restaurants strongly agreed that having staff benefits had contributed to their peace of mind as an employee.

4.2.24. Does long hours or extended shift hours affect the time you spend with your family members?

Does spending long hours or extended shift hours affect the time you spend with your family members?
25 responses

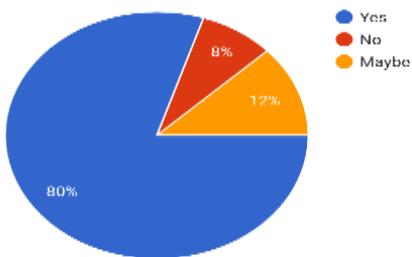


Figure 51: Four star rated hotel restaurant employee's response on extended shift hours

Does spending long hours or extended shift hours affect the time you spend with your family members?
18 responses

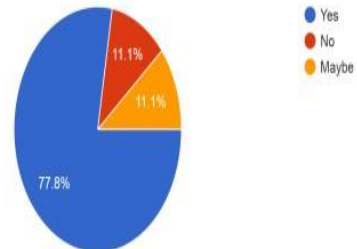


Figure 52: Fast-food employee's response on extended shift hours

In Fig 51 majority (80%) of the respondents agreed that long hours or extended shift hours affect the time they spend with their family members, while in Fig 52 majority agreed (77.8%) that spending long hours or extended shift hours affect the time they spend with their family members. Therefore, Fast-food restaurants and Four star rated hotel restaurant employees agreed that extended shifts affected the time they spent with their families.

CHAPTER FIVE

DISCUSSIONS

5.1. Introduction

This chapter presents the summary of the findings and conclusions derived from them. The findings were derived from employees in the hospitality industry mainly the Fast-food employees and four star restaurants based in hotels. Recommendations will also be given as a call to action.

5.2. Summary

5.2.1. What are the conflicting areas between work and family life

The conflicting areas between work and family life is mainly centered on resources such as time and money. It was established that employees of both sample sets spent many hours at the workplace when compared to their family homes or with their family or doing their hobbies.

It was also established that workplace accidents have not affected the employees' family life or relationship and that employees spend more time at their workplace than with their families. It was also established that long shift hours or extended shift affect the amount of time that the employee spends with their family members.

5.2.2. How does work affect an employee's family life

The employees of both the Fast-food and Four star rated hotel restaurants are forced to make childcare arrangements which include use of relatives and use of household nannies. Some employees are also unable to spend time with their families after work while some are able to spend time with their families after work. The employees are mentally tired after work. The employee spends less time with their family.

5.2.3. Is there any effect on the work-family life as a result of policies put in place

There is a positive effect on the work-family life as a result of the policies put in place. Having an open door policy, staff benefits and shift rotation have contributed to the employees' peace of mind

while at work.

5.3. CONCLUSIONS

Work-family conflict will always be present in any organization. Therefore, it is the work of both the employer and employee to ensure that they tackle the conflicts as they come. The employer can do their part by having policies that are family oriented such as the shift rotation, flexible work schedule and remote working. The employee can also do their part by participating in company activities that will make the working environment conducive for work through being disciplined and working together with their managers and supervisors.

Through practicing of some of the methods mentioned in this research paper, managers and employees will be able to handle the conflict that arises from work and family life's interaction. The employee will feel less stressed and be more productive both at home and in the workplace.

5.4. RECOMMENDATIONS

The managers in the Fast-food and 4-star hotel restaurants should encourage the employees to sign up for staff benefits such as health insurance. More plans on shift rotation to be made in the Fast-food industry to allow the employees to balance the work-family conflict.

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APPENDIX

The Four star rated hotels in Nairobi County.

1. Hilton Garden Inn Nairobi airport
2. Hilton Nairobi Limited
3. Crowne plaza
4. City lodge hotel at Two rivers
5. Southern sun Mayfair Nairobi
6. Eka Hotel
7. Sarova Panafric Hotel
8. Silver springs
9. Nairobi safari club
10. The Panari Hotel
11. Ole Sereni
12. Windsor hotel and country club
13. Fairview hotel
14. Weston Hotel
15. Golden Tulip westlands
16. House of Waine

The Fast-food restaurants include:

1. Debonairs pizza
2. KFC

3. Steers
4. Galitos
5. Pizza inn
6. Creamy inn
7. Big square
8. Snack attack
9. Sonford fish and chips
10. Subway
11. Dominos pizza

APPENDIX 2: QUESTIONNAIRE

Effects of work rerelated activities on employee's relationship with their family and life.

1. What is your gender?

Mark only one oval.

Female

Male

2. What is your area of work?

Mark only one oval.

Kitchen

Restaurant

3. How many years of experience do you have in the hospitality?

Mark only one oval.

1-5

6-10

11-15

Other: _____