

# Hotel facilities' management practices and employee performance in Kenya

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**ABSTRACT:** This study investigated the efficacy of hotel facilities' management practices on employee performance. A descriptive research survey was applied, while the study area was Nairobi County. The sampling techniques applied were a census, stratified, purposive and simple random sampling which gave a sample size of 144 employees. Study results show that sufficient lighting to allow ease of working and moving around safely gave the highest mean value among maintenance management factors (3.95), while work surfaces and head-height beams yielded the highest mean (3.95) among hotel workplace design factors. Nonetheless, health and safety had the majority (40%) of respondents among the hotel facilities regulations and standards. Finally, hotel maintenance management gave the greatest contribution in the relationship between hotel facilities management practices and employee performance ( $B = 0.572$ ,  $t = 4.637$ ,  $p < 0.001$ ), while hotel workplace design gave the least contribution ( $B = -0.299$ ,  $t = -2.576$ ,  $p = 0.011$ ).

**KEYWORDS:** engineering, equipment, lodging, machinery, maintenance, property management

## Introduction

Hotel facilities management is a routine function aimed at ensuring efficient, effective and profitable operations. In the confines of the hotel, the engineering section plays a key role in ensuring not only efficiency and effectiveness, but also the durability, serviceability and aesthetics of all buildings, equipment and machinery — both electronic and mechanical. According to Lateef (2010), maintenance is the process of preserving, repairing, protecting and caring for buildings and engineering services to enable it serve its intended functions in the stipulated time frame. Hotel facilities need to be well maintained to ensure maximum and continuous revenue output, while at the same time preserving the aesthetic value of the structure. Hotel facility maintenance is supposed to keep the catering and lodging plant, machinery, equipment and all the other systems in a proper, good and normal operating condition that meets the set standards and requirements (Aroro & Goyal, 2008). Furthermore, hotel maintenance and engineering practices help in not only improving the performance of building systems, but also in reducing operating costs, improving hotel facility user satisfaction and ensuring compliance with hotel engineering and maintenance statutory obligations (Stipanuk, 2006). As hotel facility systems function, proper, timely and effective facility management and maintenance, which should be spread across the hotel building structure, facility fabric, hotel structural components, hotel facility finishes and engineering services is crucial to deliver not only quality services, but also preventive,

corrective, risk-based and condition-based maintenance. As a result, hotel facility maintenance and engineering serve as a mitigation strategy against any structural breakdowns which may be operational deterrents (Chan et al., 2001).

Even though the importance of hotel maintenance is widely discussed, many catering and lodging buildings, equipment and their related infrastructure are generally poorly maintained. This has been attributed to the cost implication as well as lack of qualified personnel to address the issues on the basis of the type and nature of maintenance practices to be carried out (Stipanuk, 2006). As a result, it has yielded dilapidated and unhealthy buildings that contribute to poor health, high risks and low productivity (Government of Kenya, 2011). The development of suitable maintenance strategies in such situations appears to be critical. Thus, greater reliance is placed on the hotel facilities to keep high system availability and achieve acceptable environmental conditions for the occupants (Chan et al., 2001). Accordingly, numerous hotel facility maintenance strategies and options are available for management to make informed choices about. According to Chan's (2008) and Chan et al.'s (2003) classification, these applicable hotel facility maintenance strategies are categorised into four, and include routine maintenance, corrective maintenance, preventive maintenance and emergency maintenance. Hotel facility corrective maintenance, which basically applies a failure-based strategy, is carried out for purposes of restoring a plant, equipment, machinery or their elements to their original condition after total failure. This strategy operates on the assumption that

maintenance tasks are carried out in response to total hotel plant, equipment or machine breakdowns. Nonetheless, this strategy might be catastrophic and therefore should be avoided as it would mean the termination of services to clients as well as a drop in revenue as a result of hotel facility closure (Lateef, 2010).

On the other hand, a routine maintenance strategy involves regular, repetitive duties with the aim of maintaining the hotel plant, equipment and machinery and thus ensures efficiency as well as effective output (Stipanuk, 2006). This seems the most appropriate strategy as it ensures production continuity. Thus, all engineering services — including electrical and gas services, heating, ventilation and air-conditioning, lifts, escalators and mechanical handling equipment, security installations and special equipment like refrigeration installations — are all included in the routine maintenance services offered in a hotel facility (Stipanuk, 2006; Simpeh, 2013). Nonetheless, a preventive maintenance strategy requires that tasks are performed in accordance with a predetermined systematic plan at regular fixed intervals, and includes consistent inspection, with minor repairs, replacement and cleaning services, to ensure efficiency and effectiveness of the facility. The main objective of preventive maintenance in the hotel facility is to prevent or mitigate the occurrence of failure, or detect the start of a failure and to discover hidden failures that might eventually affect the operation of the hotel facility both in the long as well as short run (Smith & Hinchcliffe, 2004).

### Literature survey

Proper catering and accommodation workplace design can make a big difference in not only staff, but also client satisfaction, attraction, motivation and retention. Thus, hotel facilities design and management comprise an integral part of effective hospitality operations management. Hotel facility management is thought to have a great influence on the catering and accommodation error rates, levels of innovation and collaboration with employees and clients, employee absenteeism and ultimately, the length of time they stay with hotel organisations (Knight, 2005). According to Stipanuk (2006), the key emphasis in designing an attractive catering and accommodation workplace for employees is based on the perception that it is capable of improving hotel employee attitudes as well as their ultimate job satisfaction, which positively affects productivity and hence hotel profitability. Even though this study was not extensive enough, it provided a basic guide into the understanding of the importance of hotel facilities management. The study thus focused on hospitality workspace management practices and how this influences workers' performance in the hotel industry.

#### *Hotel facilities management practices*

Many studies of management practices have been carried out across the world, although with a concentration in Western countries and seldom on the African continent. A perfect example is research by the American Society of Interior Designers in which an investigation of hotel employees and their managers was carried out to identify the importance of the physical workplace environment (Chandrasekar, 2011). In their response, the sampled hotel employees singled out the effective utilisation of space and having a workplace that allows them to work efficiently as the most important components of

a hotel work environment. On the other hand, hotel managers identified issues of privacy and flexible workspaces as the most important factor, although they too included personal comfort and visual appeal in catering and accommodation workplace design (Chandrasekar, 2011). The study, however, focused on the relationship between hotel work performance and physical workspace environment. Further, the study was cognisant of the fact that hotel workforce productivity is a product of the physical layout of the hotel workspace, although efficient management processes also count.

According to Muchemedzi and Charamba (2006), proper catering and accommodation workplace design will yield 90% of improved employee performance. Whereas many studies indicate that a hotel workplace was poorly designed (40%) as a result of concerted efforts to keep costs low. A substantial number (46%) do not prioritise hotel workplace design. I established that almost one out of every five hotel employees rate catering and accommodation workplace environment as "fair to poor". Furthermore, Grimaldi and Simonds (2003) found out that 90% of hotel employees' attitude about work is adversely affected by their workplace environment. Whereas this work gives more input on the subject under investigation, it appears biased and limited to the United States of America and the Western world at large, and therefore calls for caution in the application as well as the adoption of the study results in other parts of the globe. Thus, to get to an understanding of the variables under investigation, hotel facilities management was further opened to yield hotel facility maintenance and management, hotel workplace design and hotel regulations and standards.

#### *Hotel facility maintenance and management*

Poor workplace design is linked to lower business performance and higher level of stress experienced by employees, affecting their physical, psychological and social well-being and consequently work performance (Saha, 2016). Furthermore, according to Leung and Fung (2005), unsuitable workspace layout and small personal workspaces and surface areas result in little protected space for employees and a perceived lack of privacy. It was revealed that employees who work in a crowded area may perform their work poorly, have high stress and high blood pressure and experience job dissatisfaction. Therefore, employees could do a better job if more attention was given to workplace design (Saha, 2016).

#### *Hotel facility workplace design*

Good workplace design can make a big difference in hotel staff satisfaction, attraction, motivation and retention. It can also influence, to a great extent, their error rates, levels of innovation and collaboration with other employees, absenteeism and ultimately how long they stay in the job (Knight, 2005). According to Saha (2016), the major focus of designing an attractive physical hotel workplace is that attractive and comfortable workspaces can improve employee attitudes and overall job satisfaction. These studies, therefore, even though not extensive enough, provide a guide to this study in that they focus on workspace satisfaction, which can be investigated further to find out if it can also influence workers performance in hotel industry.

In another study by the American Society of Interior Designers (Chandrasekar, 2011), employees and their managers

were asked about the importance of the physical workplace environment. They identified the effective utilisation of space and having a workplace that allows them to work efficiently as the most important aspects of the work environment. However, hotel managers, on the other hand, focused on issues of privacy and flexible workspaces, but included personal comfort and visual appeal as important in the design of their workspaces (Chandrasekar, 2011). This research focused on the relationship between physical workspace environment and work performance, and took into account the fact that productivity depends on the physical layout of the workspace, along with efficient management processes.

Saha (2016) studied employee satisfaction and performance and observed that the design and layout of the kitchen is among the determinants of employee satisfaction. The investigation further found that if the kitchen is not ergonomically designed, the job is more difficult to do and there is, or there can, be physical pain involved in the daily activities, which affects performance. Therefore, by having the correct tools and design in the kitchen, the employee can have a better and more productive work experience. This study may be useful especially if quality of service and standard of facilities are to be comparatively analysed in the current research.

Although Simpeh (2013) established that 90% of respondents attributed better employee performance to proper workplace design, 89% of respondents in the same study were found to blame the working environment for their job dissatisfaction. Yet, 89% blamed their working environment for their job dissatisfaction. This, however, is limited to the United States of America and so its application globally is in doubt.

#### ***Hotel facilities regulations and standards***

A series of regulatory measures are taken to ensure the efficient use of hotel facilities and equipment. Chan et al. (2001) propose that health and safety, guest expectations, hotel policies, maintenance resources and legal requirements constitute the main points of consideration for maintenance decision-making in hotels. The authors further observe that, in the development of maintenance strategies and programmes, health and safety have become vital requirements for business success, because they depend on proper hotel maintenance practices to avoid hazards in the buildings or workplaces.

Hotel employees may be exposed to a variety of health and safety hazards at work as a result of management negligence or ignorance, depending on the specific tasks they carry out. Simpeh (2013) gives an analogy of possible hazards and fatalities that are prone to occur in the hotel industry set-up, including falling from heights due to slips and trips, being struck by falling objects, accidents by operation of machinery or tools, electrocution, burns, cuts and failure of temporary structures. Moreover, Lind et al. (2008) contend that lower back and neck pain, sprains and limb injuries are most probably caused by poor hotel ergonomics in operation and physical hazards. This signifies the importance of employers not only developing, but also implementing a comprehensive health and safety programme, with relevant regulations and standards that are able to address the injuries, damages and losses. In view of the scholarly work on health and safety precautions at the workplace, effective occupational health and safety programmes are most likely to help in enhancing the levels of motivation, cooperation and morale in the workforce and yield more productive workers and

more efficient working methods (European Agency for Safety and Health at Work, 2012).

Cherono (2011) carried out a similar study on occupational accidents in hotels in Kenya, from which results indicate that most managers (74%) were in agreement that there were no safety procedures, policies or laws governing the hotel, and those who responded otherwise did not have them documented. When requested to explain, the sampled respondents cited finances, ignorance and lack of cooperation as the problems encountered in enforcing regulations, standards and laws. Furthermore, Cherono (2011) made worthwhile recommendations which included providing clear policies on safety procedures in the hospitality industry, and training staff in these policies to create awareness. Cole (2002) suggests that among the key factors that affect employees' productivity and performance are management-driven factors such as health and safety policies, including the provision of training and development of safe working practices.

#### ***Employee performance***

Employee performance remains a key determinant for hospitality profitability and sustainability. Liu (2013) carried out a study focusing on hotel employee satisfaction and performance. The study found that if the hotel kitchen, in particular, is not ergonomically designed, it would yield difficulties in job performance, and to some extent physical pain, which is disastrous in regular activities and which ultimately affects hotel employee performance. This implies that having the right equipment and design in not only the hotel kitchen, but also in all other operational sections, is a recipe for better hotel employee productivity and a positive work experience. In view of employee performance, two predictors play a critical role: training and the adoption of safe work procedures.

#### ***Training***

Hotel staff training featuring safety and health is of utmost importance in providing staff with the requisite knowledge and skills to work in a safe manner and therefore mitigating injuries that would have resulted otherwise. Cherono (2011) established that hotel employee awareness of workplace safety regulations and policies was predominantly from formal professional education rather than at the hotel work place. The study results had 37% of the respondents indicating that their organisations were found to be not so keen on safety, and there was a lack of key operational equipment. From the results of this study, various concerns are raised since such hotels are prone to cause a health hazard. If hotel employees are not trained in the operating procedures of equipment and machinery as well as safety practices, this would be a breeding ground for workplace accidents and injuries and deaths (Simpeh, 2013).

Liu (2013) argues that hotel employees should have an operational understanding of the facility, equipment and machinery before they get hired. Singapore's Workplace Safety and Health Council pointed out (2013) that safety and health training in hotels needs to be conducted during staff induction, on acquisition of new equipment or processes, on transfer of staff and periodically for existing hotel staff. Such training can continually be scheduled and internally administered by trained supervisors, or externally through industry trainers and consultancies. According to Chan et al. (2003), proper hotel facility ergonomics and material handling techniques should be

demonstrated, observed and corrected with immediacy as it is important in the mitigation of injuries, the enhancement of risk perception and the reduction of health threats. Thus, training remains one of the most important ways through which hotel employee performance may be enhanced.

### Safe work procedures

Research shows that a lack of operational knowledge and/or skills with equipment, a minimal and/or complete lack of awareness of safe work procedures and inadequate health and safety policies constitute major contributing factors to the occurrence of operation-related occupational accidents in a hotel (International Labour Organisation, 2012). In a confirmation study by European Agency of Safety and Health at Work (2012), the results indicate that poor housekeeping, a lack of monitoring, improper supervision and a lack of proper procedures, guidelines and policies are the most significant causes for hotel-related injuries. A study by Muchemedzi and Charamba (2006) gave results showing that 98% of hotel workplace-related accidents are as a result of unsafe acts or operational practices due to poor employee attitudes and a lack of relevant knowledge and skills to enable them to work safely. These study results, together with many more from across the globe, present a glaring conflict of study findings and therefore there is the need to make evidence-based inferences based on intensive and unbiased research in the subject area. Conversely, whether all Kenyan hotels are in possession of verifiable, understandable and feasible standard operating procedures for all maintenance operations is contestable. This could be the origin of many hotel workplace-related accidents leading to injuries and even death in the industry.

Grimaldi and Simonds (2003) found a significant relationship between employee equipment information, operational skills and knowledge requirements and application in the execution of assigned duties. This is a clear indication that information is power and could be adequately utilised in hotel operations with the aim of minimising hotel-related employee injuries. It is therefore the duty of hotel employers to develop, maintain and regularly review strict, effective and valuable working procedures and standards for the various types of tasks often carried out in their organisations. This will ensure clarity in the understanding of not only the hotel workflow, but also work requirements, which would be an asset in avoiding damages to facilities due to improper operation.

### Methodology

For the purposes of this study, a descriptive research survey design was applied. This design was chosen because of its effectiveness and its concerns with a systematic approach of asking subjects the same questions about a situation and

measuring several variables to gain insights about behaviours, experiences and characteristics. Through extrapolation, disciplines such as the social sciences and psychology use the descriptive research survey design method to obtain a general overview of the subject, and therefore it is the perfect methodology for application in this study (Gall et al., 2007). Thus, the design was the most appropriate and helpful in determining the perception and attitude of respondents to the study variables as well as for generalisation of the study results.

The area of study under investigation was Nairobi County, which contains the capital city of Kenya. For the purposes of this study, three- to five-star rated hotels in Nairobi County were considered since they support higher staffing levels and a range of quality facilities that the unrated hotels as well as hotels in other locations in the country do not. Thus, data was collected from general managers, departmental heads and operational staff, including kitchen brigades, food service staff, front office staff and room and laundry attendants. For the purposes of this study, the sampling techniques applied were a census for the selection of 16 three- to five-star hotels and stratified sampling to obtain the three levels of general managers, departmental heads and operational staff (supervisors and juniors). Purposive sampling was applied in the selection of general managers and departmental heads since they are often involved in policy decisions and the implementation of facility regulations and standards in hotels, while the simple random sampling technique was applied in selecting the required number of respondents from each of the four key operational departments. The target population for the study was 480 respondents. However, since the population is less than a 1 000, Neuman (2006) suggests 30% as a viable proportion of the sample size. Thus, 144 employees (16 general managers, 64 departmental heads and 64 operational staff) constituted the sample size for this study. Then, a structured questionnaire was self-administered to collect data from the respondents. This study was guided by three objectives, which yielded three corresponding hypotheses, presented in Table 1.

### Results and discussions

The study sought to investigate the influence of hotel facility management on employee performance in the sampled three- to five-star hotels in Nairobi County in Kenya. One hundred and forty-four (144) questionnaires were self-administered to the study respondents, out of which one hundred and six (106) were filled in and returned, thus giving a response rate of 73.6%. To gather data, the independent variable was operationalised into three predictor variables: hotel maintenance management practices, hotel workplace design and hotel facilities regulations and standards.

To investigate the relationship between hotel maintenance management practices and employee performance in the

TABLE 1: Study objectives and hypotheses

Study objectives	Null hypothesis
To investigate the relationship between hotel maintenance management practices and employee performance in three- to five-star hotels	H1: There is no relationship between hotel maintenance management practices and employee performance in three- to five-star hotels.
To assess the relationship between hotel workplace design and employee performance in three- to five-star hotels	H2: There is no relationship between hotel workplace design and employee performance in three- to five-star hotels.
To establish the relationship between hotel regulations and standards and employee performance in three- to five-star hotels	H3: There is no relationship between hotel regulations and standards in three- to five-star hotels.

sampled hotels, respondents were asked to indicate their level of agreement to a set of statements involving hotel maintenance management practices and its influence on employee work performance. Thus, a five-point Likert scale was used, with 1 indicating "Strongly disagree" and 5 "Strongly agree" (Table 2).

The study yielded results that show the mean and standard deviations for hotel maintenance management practices. Sufficient lighting to allow ease of working and moving around safely (3.95, 1.05), adequate ventilation that enables a risk-free, healthy and safe working environment (3.83, 1.12), adequate management and maintenance of hotel machinery and equipment (3.55, 1.06) and regular maintenance and servicing of ventilation and air-conditioning systems (3.55, 1.20). Thus, sufficient lighting to allow ease of working and moving around safely yielded the highest mean, while adequate management and maintenance of hotel machinery and equipment and regular maintenance and servicing of ventilation and air-conditioning systems gave the lowest. Further, the study results show that data distribution is near the means for all the predictor variables.

In relation to the study by Durodola and Oloyede (2011), the study is in agreement with their results which found that the major objective of preventive maintenance management practices is to provide a comfortable hotel employee working environment such as the right air, temperature and lighting. Thus, in accordance with the study findings, hotels and their management should be committed to make sure that all components in the work environment are operating in a normal and effective way to keep hotel employees morale, motivation and performance at the highest level possible.

Further, the study sought to assess the relationship between hotel workplace design and employee performance in three- to five-star hotels. Thus, respondents were also asked to rate their level of satisfaction on the basis of four design features: work surfaces and head-height beams, the dimensions of individual operational space, the location of machinery and equipment and the operational workspace layout of the hotel. The study results are presented in Table 3.

TABLE 2. Statement on hotel maintenance management practices (N = 106)

Variable	Mean	Standard deviation
Sufficient lighting to allow ease of working and moving around safely	3.95	1.05
Adequate ventilation that enables a risk-free, healthy and safe working environment	3.83	1.12
Adequate management and maintenance of hotel machinery and equipment	3.55	1.06
Regular maintenance and servicing of ventilation and air-conditioning systems	3.55	1.20

TABLE 3. Hotel workplace design (N = 106)

Variable	Mean	Standard deviation
Work surfaces and head-height beams	3.95	0.930
Dimensions of individual operational space	3.92	0.917
Location of machinery and equipment	3.88	0.958
Operational workspace layout of the hotel	3.87	0.931

The study produced results showing the highest mean and standard deviation value for work surfaces and head-height beams (3.95, 0.930), the dimensions of individual operational space (3.92, 0.917), the location of machinery and equipment (3.88, 0.958) and the operational workspace layout (3.87, 0.931). Further, the study results show that data distribution is near the means for all the predictor variables.

From the study results, therefore, it is clearly established that a decent hotel workplace design can make a big difference in hotel employee satisfaction and hence work performance in hotels. This is based on the argument that a properly designed hotel workplace provides a conducive environment for maximum production output since production deterrents have been eliminated. This ultimately leads to a quality workplace environment, which is a recipe for hotel employee job satisfaction and yielding maximum employee output.

Finally, the study also sought to establish the relationship between hotel regulations and standards and employee performance. Under normal circumstances, there are regulations and standards imposed at hotel, county and national levels to help in the governing of hotel facilities and the decisions made in the design and maintenance of hotel facilities. The factors under investigation included health and safety, legal requirements, hotel policies and perceptions and expectations of employees. In accordance with respondents' preferences, the study produced results which indicate that health and safety standards recorded the highest number of responses (40.0%), followed by hotel policies (30.0%), legal requirements from both county and national governments (20.0%) and perceptions and expectations of hotel employees (10.0%).

From the study results, it can be seen that health and safety was the main consideration for maintenance decision-making by managers in hotels. This study finding resonates well with one carried out by Chan (2008) which revealed that health and safety have become fundamental requirements for hotel business success because they depend on good maintenance practices to avoid hazards in the buildings or workplaces.

Further, to find the relationship between hotel facilities management practices and employee performance in the sampled three- and five-star hotels in Nairobi county, and to make inferences based on the study results, a multiple regression analysis was performed. The study yielded results that are presented in Tables 4 and 5.

The regression analysis yielded respondents' model summary as shown in Table 4. From this regression model output, the model summary provides the correlation coefficient ( $r = 0.598$ ) and the coefficient of determination ( $r^2 = 0.358$ ) for the regression model output. This indicates that there is a moderate but positive correlation ( $r = 0.598$ ) between the study variables in the sampled three- to five-star hotels. Further, the study results reveal that 35.8% of variance in hotel employee performance ( $r^2 = 0.358$ ) could be explained by maintenance management practices in these hotels. However, 64.2% of the variance in hotel employee performance could be as a result

TABLE 4. Regression model summary

r	r <sup>2</sup>	Adjusted r <sup>2</sup>	Standard error
0.598*	0.358	0.339	1.00171

\*Predictors: (constant), maintenance management, workplace design and facilities standards and regulations

of other factors that were beyond the scope of this study. Further, the multiple regression analysis on hotel maintenance management practices and employee performance yielded a coefficient summary (Table 5).

From the multiple regression coefficients summary table, the study gave varied  $B$ ,  $t$ - and  $p$ -values for the three predictor variables, and thus a varied contribution in the relationship between hotel facilities management practices and employee performance in the selected hotels. Thus, hotel maintenance management was found to make the greatest contribution to the relationship between hotel facilities management practices and employee performance ( $B = 0.572$ ,  $t = 4.637$ ,  $p < 0.001$ ), hotel facilities regulations and standards ( $B = 0.508$ ,  $t = 2.716$ ,  $p = 0.008$ ), while hotel workplace design was found to make the least contribution ( $B = -0.299$ ,  $t = -2.576$ ,  $p = 0.011$ ).

To investigate the relationship between the three study variables and employee performance in the selected three to five-star hotels, the study formulated and thereafter tested three null hypotheses (H1, H2 and H3) using a multiple regression analysis. This formed the basis on which the study made the decision of whether to reject or not the null hypotheses. From the multiple regression coefficients table, the study gave significance values of  $p < 0.001$  for hotel maintenance management,  $0.011 (>0.001)$  for hotel workplace design and  $0.008 (>0.001)$  for hotel facilities regulations and standards. Thus at 95% confidence level, the study rejected all the three null hypotheses and concluded that there is a significant relationship between hotel maintenance management, hotel workplace design and hotel facilities regulations and standards and employee performance in three- to five-star hotels in Nairobi County in Kenya. Nonetheless, the study gave a significance value of  $< 0.05$  for the relationship between the independent variable (hotel facilities management practices) and the dependent variable (employee performance) in the selected hotels.

## Conclusion

This study was carried out in three- to five-star hotels in Nairobi County in Kenya. Study results show that sufficient lighting to allow ease of working and moving around safely gave the highest mean value for maintenance management (3.95). Further work surfaces and head-height beams yielded the highest mean among hotel workplace design factors (3.95). Nonetheless, health and safety received a majority (40%) of responses. From the study results therefore, the three predictor variables on hotel facilities management practices were found to have an influence on employee performance in the sampled hotels.

However, the study sought to investigate the relationship between hotel facility management practices and employee performance. A multiple regression analysis was therefore done and the results from the model summary show that 35.8% of variance in employee performance could be explained by hotel facility management practices. On the other hand, the study found that there is a significant relationship between hotel facility management practices and employee performance ( $p < 0.05$ ) in three- to five-star hotels. Thus, hotel employee performance in the sampled hotels is dependent on hotel facilities management practices.

Further, the study established that there is a significant relationship between hotel maintenance management and employee performance ( $p < 0.001$ ), hotel workplace design ( $p = 0.011$ ) and hotel standards and regulations ( $p = 0.008$ ) in the selected hotels. Thus, in the order of contribution of each of the three predictor variables constituting hotel facility management, study results show that hotel workplace design gave the least contribution ( $B = -0.299$ ,  $t = -2.576$ ,  $p = 0.011$ ), while maintenance management gave the greatest contribution ( $B = 0.572$ ,  $t = 4.637$ ,  $p < 0.001$ ) in the relationship between the independent and dependent variables of the study.

TABLE 5. Regression coefficients

Model	Unstandardised coefficients		Standardised coefficients		
	$B$	Standard error	$\beta$	$t$ -test	$p$ -value
1 (Constant)	3.599	0.827		4.351	<0.001
Hotel maintenance management	0.572	0.123	0.377	4.637	<0.001
Hotel workplace design	-0.299	0.116	-0.232	-2.576	0.011
Hotel facilities regulations and standards	0.508	0.187	0.242	2.716	0.008

Dependent variable: workers' performance

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