

**THE INFLUENCE OF WORKPLACE ATTIRE ON EMPLOYEES'
PRODUCTIVITY IN THE SERVICE INDUSTRY:
A CASE OF NAIROBI SERENA HOTEL**

BY

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UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

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Partial Fulfillment of the Requirement for the Degree of Masters in
Business Administration (MBA)**

UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

SUMMER 2015

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: _____ **Date:** _____

Malakwen Karen Chepchirchir (ID 623601)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _____ **Date:** _____

Mr.Fred Newa

Signed: _____ **Date:** _____

Dean, Chandaria School of Business

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ABSTRACT

The purpose of the study was to investigate the influence of workplace attire on employees' productivity in the service industry. The research questions used in carrying out this study were: To what extent does organisational work attire image influence employee productivity in Nairobi Serena Hotel? To what extent does organisational work attire motivation influence employee productivity in Nairobi Serena Hotel? and to what extent does organisational work attire culture influence employees' productivity in Nairobi Serena Hotel?

The study used descriptive design technique since the research was quantitative in nature. The population in this study was 261 employees of Nairobi Serena Hotel. Primary data was collected by means of questionnaires. The researcher then applied stratified sampling to determine the sample size, with simple random sampling to draw a sample of 104 respondents. Data was analyzed using frequency distribution, percentages, means and regression analysis. It was then presented in tables and charts.

On organisational work attire image and employees' productivity, the study established that workplace attire and uniforms played a role in the company's professionalism. The respondents were in agreement that appearance and attire influenced customers' impressions of employees and furthermore, workplace attire was vital across all organizations, especially the service industry.

With regard to organisational work attire motivation and employees' productivity, many respondents were of the opinion that the type of attire worn influenced productivity of employees to a moderate extent, with a small number indicating that attire influenced productivity to a greater extent.

On organisational work attire culture and employees' productivity, the study revealed that The Serena Group of Hotels provides uniforms unique to all Serena outlets across the country. In addition, the hotel's organization culture respected employees' religions and ethnic culture therefore providing uniforms that suited those needs. Moreover, the Human Resource department ensured choice of employee work attire was in line with the Kenyan culture.

The study concluded that, workplace attire ensures the hotel maintains a positive organization image thus impacting productivity in the service industry. Further, employees are the most critical component of the hotel since they are in close contact with guests and are tasked with the responsibility of service delivery.

The study recommends that employees of Nairobi Serena Hotel should have regular training on how best to enhance their organization's image. This will help in maintaining consistency of the guests' service experience. The service industry employees' motivation and productivity should be enhanced through work attire that is directed at strengthening career resilience. It is further recommended that Nairobi Serena Hotel should align its work attire to the hotel's strategies so as to enhance employees' productivity. Further research can be done in different industries to ascertain whether workplace attire has had a similar impact.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The contemporary world has made fast paced growth, development and prosperity in all walks of life (Webb, 2014). This rapid progress has resulted in inclusion of new facets in life, increasing the complexities in the ways organisations think, decide and act. One of the attributes of this new world is the phenomenon known as workplace attire. Across the world, workplace attire codes for employees are as diverse as the employees themselves. This has led to the impression management in the service industry in order to ensure the company remains competitive. Impression management refers to people's attempts to control their image as perceived by others. Impressions implicate how people are perceived, evaluated and treated, which ultimately affects how people view themselves. Because of this, people tend to behave in certain manners to create certain impressions. Tanuja (2010) implies that workplace attire influences individual roles in the workplace. Dressing for success, or dressing to impress is more common among workers in executive positions. In addition, women are more likely to be interested in organizational attire and use it to the enhance work outcomes, like promotions and raises (Kramer, 2013).

In Africa, in many service industries that include hospitality sectors, employees must wear uniforms, and those outfits can affect employees' attitudes as well as their productivity (Kwon, 2013). In turn, these attitudes almost certainly affect customer satisfaction, if only, because the employees are a part of a property's atmosphere. One might guess that some uniform attributes which include; appearance, functions, character, and comfort make a difference to employees and this also influence their level of performance. According to Pratt (2012) there is a significant relationship between workplace attire and employee attitudes that affect productivity. According to the findings, workplace attire increases employees' self-confidence and enhances their credibility. Most companies encourage their staff to choose workplace attire to reflect their brand and as well understated the importance of wearing formal suits for a luxury hotel, or casual and colorful outfits that fit their preference. Workplace attire reveals a tremendous amount about an organization and communicates to customers an image of

professionalism and reliability. Though workplace attire plays an important role in influencing customer expectations, one element often forgotten is how workplace attire heavily influences employees as well (Solomon and Schopler, 2009).

In Kenya, the service industry workplace attire is often lauded for providing the appearance of professionalism and consistency across service encounters (Okwiri, 2011). Consistency is especially valued in service contexts because it ensures consumers know what to expect across time and location. It produces a better match between consumer expectations and experiences, which is a primary determinant of perceived service quality. As an additional benefit, workplace attire is often thought to couple the experience of a service encounter with the identity of the brand as a whole. According to Hamel and Prahalad (2012) workplace attire also influences how people attribute responsibility and form impressions of employees or the brand as a whole following a service encounter. To the extent that comfortable workplace attire imply consistency, consumers may more readily draw upon individual experiences with employees when predicting future interactions with other employees or evaluating the company overall. After all, if service is consistent, then experiences with different employees should be relatively similar.

What one wears to work can have a substantial impact on how one operates within a work-defined role. Workplace attire serves as a symbol and provides consensus in meaning to others, influencing their reactions to the wearer (Ziller, 2009). The symbolisms include uniform that communicate a corporate image which ensures that customers can easily be identified. Often an employer will introduce a dress code for health and safety reasons, for example health care workers may not be allowed to wear jewelry for safety reasons when around patients and certain clothing may not be allowed in factories while operating machinery. Whitney (2013) suggests that wearing appropriate workplace attire facilitates effective role execution. Lorbiecki and Jack (2009) found that individuals' sense of clothing appropriateness for a particular role influenced their perceptions as to the quality of their performance in that role. Other studies have found that individuals have used specific styles of clothing to accomplish workplace objectives, with formal business attire being used to enhance status and respect and more casual dress to develop connections with others.

The Serena Group of hotels, trading under the well-known brand Serena, offers customers a superior product with the highest industry-standards of accommodation, service and amenities (TPS, 2013). All its hotels, lodges and resorts are characterized by unique designs that blend local designs and materials with the standards expected of high quality international hospitality facilities. The Hotel Chain has been well known due to the exceptional service delivery it offers to its diverse customers in different parts of East Africa in terms of refreshments and accommodation. With the vision of being the preferred hospitality company in the ownership and management of hotels, resorts and lodges in the key markets of Africa, the management of Serena Hotels has put emphasis on having productive employees by having a motto of providing dynamic and challenging work environment which fosters personal and professional growth (Kuria, Wandari and Alice, 2011).

According to Kamau and Waudo (2012) central to this strategy is a continuous investment in training and service delivery by employees, as well as the regular expenditure on properties necessary to maintain their physical condition and to improve the range of facilities they offer. Serena Hotel properties are located in some of the most exquisite and prime locations which have been strategically selected to offer exciting circuits for their clients. With an unrivalled focus on product, service standards and guest satisfaction, Serena Group of Hotels continues in its quest to be the hotel/lodge of choice for the discerning traveler.

Nairobi Serena Hotel is rated under the five star category (Serena Hotels, 2014). The hotel is professionally run and it employs well trained and qualified managers who understand business management. The hotel therefore has mechanisms of measuring productivity and through comparison of productivity parameters so as to determine whether it has a competitive edge over its competitors. From the corporate perspective The Nairobi Serena Hotel has ensured their employees are well dressed which is believed to form better impressions with colleagues, clients, and customers (Mckay, Avery, Tonidandel, Morris, Hernandez and Hebl, 2012).

The Serena Group of Hotels has set policies to control dress codes in order to gain the benefits of a professionally appearing workforce. Developing effective dress codes, however, can be problematic. In some cases, employees resist dress codes, and in other cases, dress codes rigidly associate more formal dress with increased professionalism

(Pfeffer, 2014). Nairobi Serena Hotel is trying to find a healthy balance between productivity and making their employees excited about work by offering flexible formal and casual dress codes to ensure climate of the modern day work environment and to enhance productivity. At present, hotel visitors in Nairobi Serena Hotel seem to have high standards and demands for excellent service. The hotel has increased their competition and guest satisfaction is the highest priority for owners and managers who are competing with hundreds of other hotels (Serena Hotels, 2014).

1.2 Statement of the Problem

According to Sippola and Smale (2010) in the service industry, image is important and lasting, and so often, the perception does become reality. Nowadays, employees in hotels have become visible in the workplace and indecent or inappropriate work attire may cause the industry serious repercussions considering the competitiveness of the industry. Appropriate office wear is important because it affects and reflects the work environment and the image of the organization itself. While launching the strategic plan for the Serena Hotel for the year 2012-2017, the management hinted key challenges that affect the overall productivity of the institution (SHN, 2012). This included managers who claimed policy changes allowing casual work clothes resulted in an increase in tardiness and absenteeism. Another concern was work quality diminishes as employees seem less enthusiastic, produce sloppy work and develop a nonchalant attitude. As a result, these managers assert that image of the hotel is also impacted.

Rothwell (2011) findings show that employees need work attire that motivates them, meets their lifestyle and matches current trends. Failure to understand the motivating factors and to motivate employees, threatens Nairobi Serena Hotel productivity and there is a great risk of losing workers in their most productive stage. The hotel employs a bulk of young employees and therefore faces the risk of increased labour turnover and therefore reduced productivity. In particular, Nairobi Serena Hotel has made attempts to devise a formula to attract, engage and retain their employees by ensuring they provide them with appropriate work attire (Serena HR Department, 2014). However, Nairobi Serena Hotel has been losing its employees despite the management efforts to provide a better work environment, thereby incurring other costs of replacement, training and facing the risk of losing the hotel's information to its competitors. According to HR department in Serena hotel (2014) the numbers of employees who leave the hotel has

been on the increase for the last three years. In 2012, 47 staff left the hotel; a total of 63 and 65 employees left the hotel in 2013 and 2014 respectively (Serena HR Department, 2014). This leaves a question of effectiveness of motivational practices through work attire employed by Nairobi Serena Hotel management.

Goby (2011) further states that more frequently, organizations have a strong strategic initiative and see workplace attire as a key component in establishing or reinforcing supportive, open, friendly, or even fun organizational culture. According to a report by young Kenyan professionals working in the service industry, dressing in a fashion that does not demonstrate a Kenyan aesthetic does not portray cultural tourism in the hospitality sector (Wafula and Mekana, 2012). In adherence to the principles of power of organisational culture in dressing which is advocated by image consultants in Kenya, show a preference for western clothing, paying little or no attention to more local cultural possibilities. In so doing they adopt the western aesthetic system as opposed to their own, which if properly applied would be more meaningful in the sector. Nairobi Serena Hotel management over the last five years has been shifting its employee dress code with efforts to provide employees with a perk, assuming that some flexibility in workplace attire may result in greater employee satisfaction, commitment, and productivity. However, it is not clear if this has affected employees to achieve the desired results.

In order to determine the effect of this organizational policy, there is need to undertake scientific research to establish the significance of this phenomenon on productivity at the workplace. The study therefore investigated the influence of workplace attire on the employees' productivity in the service industry.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of workplace attire on employees' productivity in the service industry.

1.4 Research Questions

1.4.1 To what extent does organisational work attire image influence employees' productivity in Nairobi Serena Hotel?

1.4.2 To what extent does organisational work attire motivation influence employees' productivity in Nairobi Serena Hotel?

1.4.3 To what extent does organisational work attire culture influence employees' productivity in Nairobi Serena Hotel?

1.5 Importance of the Study

1.5.1 Nairobi Serena Hotel

This study will be a practical guideline for the hotel management and more so, employees in the front office department. The outcome of this study will help to develop the service quality of the front office staff in order to meet with the customer's needs and their satisfaction. The management will appropriately apply workplace attire training techniques according to its effect on workers' performance. Motivated employees will in turn develop loyalty and have a high morale which will go a long way in increasing service delivery levels.

1.5.2 Nairobi Serena Hotel Employees

With clear workplace attire, Nairobi Serena employees will avoid making inappropriate choices in dress that may result in human resource issues or Public Relations disasters, at worst. The workplace attire and uniforms will assist Nairobi Serena Hotel employees in the long term because the study proposes specific recommendations concerning their dress code and grooming, with respect to the improvement of their productivity.

1.5.3 Employers in the Service Sector

Employers will find this research important by appreciating attire diversity and how they can harness its benefits to enhance workplace productivity in all departments.

1.5.4 Service Sector Customers

Having appropriate workplace attire will help shape the company's image thus forming a good impression to guests visiting the hotel. Workplace attire will ensure that when the customers look at the employees, they see people who are dressed appropriately and professionally for the industry, which will boost their confidence in the business as a whole.

1.5.5 Researchers

Other researchers doing similar studies pertaining to employee dress codes in organizations will benefit a lot from this study. The practical strategic issues raised and tackled in terms of responses will be of much value to classroom theories learnt by students in the Strategic Management field. This research will provide empirical evidence on the influence of workplace attire in the service industry which will also be used to extend knowledge in the area of workplace productivity.

1.6 Scope of the Study

This research was conducted in Nairobi Serena Hotel between the months of May and July 2015. The target population was the 261 staff working at all levels of the organizational hierarchy. Some limitations of the study included: Access to respondents and also willingness of the respondents to participate in the filling in of questionnaires. To overcome these limitations, the researcher assured the respondents that the information collected would be anonymous and the researcher would also provide online questionnaires for ease of data collection for the respondents unable to fill in the hard copy questionnaires.

1.7 Definition of Terms

1.7.1 Productivity

This is defined as the measurement of levels of services rendered in a given time in an organization as a result of employee workplace attire (Koonce, 2012). According to Tanuja (2010) productivity is the effectiveness of productive effort, especially in the service industry, as measured in terms of the rate of output per unit of input.

1.7.2 Work Attire

This is an ambiguously defined dress code that has been adopted by many professional and white-collar workplaces. As well, according to Eagly and Koenig (2008) work attire is an upgrade from employee normal day to day professional outfits.

1.7.3 Employees

Employees are staff working in an institution and determine its productivity level through their input (Steyaert, 2012). According to Posthuma and Colella (2008) an employee is

defined as an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.

1.7.4 Organization culture

Organizational culture refers to the impact on the environment resulting from group norms, values, philosophy, and informal activities (Hogg et al., 2014). In another viewpoint, according to Tompkins (2014) organization culture refers to the values and beliefs shared by members in a society, includes patterns of behaving, feeling and reacting, and the premises underlying behaviors.

1.7.5 Professionalism

According to Ely and Roberts (2009) professionalism is defined as a function of clinical skill, engagement and competence or an image, which promotes a successful relationship with clients. Rucker, Anderson and Kangas (2009) assert that professionalism is often defined as the strict adherence to courtesy, honesty and responsibility when dealing with individuals or other companies in the business environment. This trait often includes a high level of excellence going above and beyond basic requirements.

1.8 Chapter Summary

This chapter covered a background of the study, statement of the problem, purpose of the study and it also outlined the three main research questions that formed the basis of this study. This study also included the importance and scope of the study as well as a list containing definition of terms. In the next chapter, literature review will focus on the three research questions upon which the study was based. In chapter three, research methodology, the methods and procedures used to carry out this study are elaborated. Primary data to support this study was collected through issuing of structured questionnaires. Chapter four presented and explained the data after which the findings were used for discussion, with conclusions and recommendations being made in chapter five.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews significant studies and literature on workplace attire. These influencing factors include; organisational work attire image, organisational work attire motivation and organisational work attire culture. It summarized the information from other researchers who have studied the field. The review covered both the theoretical and empirical reviews of the existing literature. The theoretical review helps in understanding of the current body of knowledge on the research topic while the empirical review help in understanding what other related studies have found and suggested.

2.2 Organisational Work Attire Image and Employees' Productivity

Inference theory by Nisbett and Ross (1993) postulates that individuals are intuitive scientists who use cognitive intuitions to draw inferences about an object from the environmental cues. Knowledge structures and judgmental heuristics are the major tools individuals use to make inferences. Knowledge structures expedite such information processing tasks as labeling and categorizing objects and events, defining expectations about objects, and suggesting appropriate responses to them. Judgment heuristics help individuals reduce complex tasks to simple operations. Therefore, it is proposed that customers make inferences about a firm's service quality in the form of expectations based on their knowledge and judgment of what they consider appropriate for employee dress and that these expectations, in turn, influence the company's image intent.

Employee dress reflects the image of the organization and the employees' role within the organization. Previous research also supports the notion that individuals use attire as a way to build their image in the workplace. Gummato (2011) noted that workplace attire serves as a symbol to others and also influences their reactions to the wearer. Cardy (2012) investigated the notion of control and self-esteem in the workplace and found positive associations between these two variables and a preference for wearing professional clothing. Hubbard (2012) focused on recruiters and their positive or negative perceptions related to the professional dress of interviewees. Huselid (2012) investigated supervisor perceptions of employees in performance reviews. Workplace attire serves

important social and cultural functions. A uniform, for example, may identify civil authority figures, such as army personnel, or it may identify team, group or political affiliations. In many societies, norms about clothing reflect standards of modesty, religion, gender, and social status. People wear clothing for functional and/or social reasons.

Workplace attire functions as a form of adornment and an expression of personal taste or style. As noted by Kristof (2010), however, most of these studies often ignore the role of the wearer and their own self perceptions of the effect of clothing on their appearance and performance in group work environments. This gap in research is particularly true at the entry level such as impending college graduates about to enter the workforce full time. Workplace attire affects a positive associated emotional feeling of confidence and this ensures increased productivity. One study conducted by Milliken and Martins (2013) that investigated this topic found that both males and females responded favorably when asked whether their appearance and attire influenced others impressions of them and this ensured positive company image. Section 2.2.1 reviews the benefit of workplace attire in company image and how it influences productivity in the service industry.

2.2.1 Benefit of Attire in Company Image

According to Morrall (2008) encounters are inherently intangible, making it difficult to capture the many benefits of company image and brand loyalty. Within this context, organizations face the decision of whether or not to dress their employees in uniforms, and it is clear that many managers believe that uniforms provide a net benefit to their company. According to Tanuja (2010) his study was in agreement that employees wearing formal style attire have more credibility in delivering services than wearing casual style and this boosts the image of the company. Uniforms are recommended to address the challenge of service-intangibility because they presumably increase the salience of the image and consistency of a service experience, and can communicate essential features of image identity or enforce the corporate visual identity system (Johnson and Yurchisin, 2011).

According to MacLean (2010) findings in a study conducted in Sub-Saharan Africa for high contact services such as hotels and restaurants, satisfactory employee-customer interactions are crucial to successful relationship building and satisfaction. The logic is

that restaurants deliver not only food and beverages, but also provide a service. As such, customer-contact employees are a potential source of competitive advantage, because they can create a more favorable image of the organization by providing better service than the competition (Eagly and Koenig, 2008). The best avenue may be through the customer contact employees as they have the most interaction with the customer. Understanding which customer service improvement initiatives the customer considers valuable is critical and this may be understood more thoroughly by examining the expressed customer importance of employee behaviors typically displayed during the service exchange.

In the service sector environment in Kenya, Okwiri (2011) asserts that the salesperson is a strong factor of influence in consumers' decision process because a store image and ability to build loyalty can heavily depend on the ability and characteristics of the salesperson. A consumer may fully anticipate buying, but this intention may change if the salesperson's performance is not satisfactory. Ipsos report (2013) indicated that appearance is an important characteristic of the salesperson. Work place attire is an essential part of the salesperson's appearance and it can transmit many meanings, such as identity, mood, and attitude. Individuals acquired identities through social interaction in various settings such as social, physical, and biological surroundings. Identities were communicated by clothing because it showed the social positions of the wearer to both the wearer and the perceiver.

Similarly, reliance on group level knowledge goes hand in hand with reduced efforts to understand group members' thoughts and feelings (Hayles, 2013). This lack of perspective taking may contribute to the observation that identical uniforms reduce perceived empathy and warmth; reduce satisfaction among employees, and increase aggression against uniformed orderlies among psychiatric patients (Whitney, 2013). It is also reflected in laboratory studies showing that employees wearing uniforms are perceived as possessing comparatively less essentially human traits, that is, traits that presume complex mental states, than employees who are not wearing uniforms. Section 2.2.2 reviews the company image and brand loyalty as a result of workplace attire and how this influences productivity in the service industry.

2.2.2 Company Image and Brand Loyalty

According to Rucker et al., (2009) categorization theories of mental construal provide a more nuanced framework for predicting how one employee's behavior affects perceptions of her coworkers and the company overall, and how these effects depend on whether or not employees wear uniforms and therefore seem like a more homogenous and entitative group. According to the inclusion exclusion model by Crane et al., (2012), the same input that include a poor service experience can result in assimilation or contrast effects depending on how it is used in forming representations of a target and a standard. If the poor service experience is included in the representation formed of the target that include; a representation of the company or its employees, it results in an assimilation effect in the form of an unfavorable evaluation. If the same experience is used in forming a standard, it results in a low standard relative to which other service episodes, employees, or competing companies will be evaluated more favorably (Peluchette and Karl, 2008).

A third possibility according to Goby (2011) is that the poor service experience could be considered irrelevant for the target which include another employee and have no effect on that judgment. Thus, a poor service experience can improve related judgments, degrade related judgments, or have no effect, and arguments can be made that uniforms would moderate these effects in any direction. Numerous variables known to influence categorization processes can influence the use of information in constructing targets and standards, and hence the emergence of assimilation and contrast effects. One of them is the perceived homogeneity of the category, which is at the heart of entitativity perceptions. The more homogeneous the category, the more it licenses inferences from category relevant experiences to all members of the category, resulting in within-category assimilation of judgments. Of particular relevance to work attire, superficial features that signal similarity which include semantically related product names are sufficient to produce assimilation effects, whereas features that imply dissimilarity lead to contrast (Rothwell, 2011). This is particularly true when the individual targets lack individuating information because in this case perceivers can only rely on information about the category as a whole (Kwon, 2006). Section 2.2.3 reviews literature on employee's attire on organizational productivity in the service industry.

2.2.3 Employee's Attire on Organizational Productivity

Experiences with one uniformed employee should give rise to assimilation effects on the perception of other employees who share the same category membership as indicated by wearing the same uniform; these assimilation effects should be less pronounced when shared category membership is less salient, that is, when employees do not wear uniforms (Ziller, 2009). By the same token, homogeneous categories do not invite the inclusion of dissimilar others, this includes other companies or employees wearing a different uniform, and may even highlight their differences. This gives rise to contrast effects, reflecting that other groups and group-members are evaluated relative to the standard provided by the salient group (Phaedra, 2010).

Tompkins (2014) examined employee differences in beliefs and attitudes towards organization attire including: the value of clothing, the effects of attire on organizational outcomes, the effort involved in dressing appropriately for work, and the impact of attire on impressions in the workplace. The results of the study indicate that employees who place value on organizational attire use it to form impressions and feel it positively affects work outcomes. According to Harquial and Mackie-Lewis (2010), organizational attire influences employee motives, values, behaviors, and reactions to others in the workplace. Therefore, dress codes can be a predictor of organizational behavior and impression management. Schofield and Schmidt (2012) states that there is need for an internal compass as a way to deal with tension and change in business and this will impact in the globalised world. When an organization clarifies its values, it is able to apply those same values to govern the actions of its employees. Employee traits, behaviors, and values have a significant impact on organizational success. Ensuring that the employees have the appropriate attire helps organizations build credibility and demonstrate values.

Uniforms highlight the employee's status as a member of the company, leading employees to be seen as more representative of the company (Kochan, Bexrukova, Ely, Jackson, Joshi, Leonard, Levine and Thomas, 2011). Similarly, uniforms may make employees seem like more typical or stereotypical group-members, which make information about them, seem more diagnostic for the group and other members within it. Highlighting group membership minimizes attention to individual members and their unique attributes, perhaps leading people to neglect the individuating characteristics of employees. Consequently, as individual characteristics decrease, assimilation across

individual targets and attributions, based on the stereotype of the category, increase. In addition, uniforms demonstrate a specific company ethos and brand personality. Companies that require uniforms may be perceived as valuing consistency and expressing this value throughout their hiring and training of employees. These related processes all imply that uniforms cause employees to be seen more as exemplars that represent their company and other employees within it (Kwon, 2013).

2.3 Organisational Work Attire Motivation and Employees' Productivity

Herzberg developed the Herzberg two-factor theory in 1988. Herzberg concluded that certain factors called motivators tend to lead to job satisfaction while others called hygiene factors led frequently to dissatisfaction (Goby, 2011). Motivational factors according to Herzberg yield positive satisfaction and motivate employees for superior productivity related to the content of the work. These factors reward intrinsically and are also called satisfiers and include recognition, sense of achievement, personal growth, responsibility and meaningfulness of the work. Hygiene factors on the other hand are the factors that are essential for existence of motivation at a workplace. They are also called dissatisfiers or maintenance factors; they symbolize physiological needs, and are extrinsic to work. These factors include; work attire, pay, promotion, company policies, fringe benefits, physical working conditions status, interpersonal relations and job security. Therefore, in motivation of employees, managers must ensure that their employees are motivated through good pay; good working environment and they are given appropriate work attire which will result to outstanding productivity which makes them have meaningfulness of work (Kwon, 2006).

In the service industry, the salesperson is a strong factor of influence on consumers because they build loyalty which heavily depend on the salesperson's productivity and characteristics such as his/her attentiveness, expertise, friendliness, and appearance (Michaela et al., 2012). The salesperson represents retailers to customers and works as the transaction or exchange function between retailers and consumers. The salesperson informs the customers of the products and services available to them and helps them decide which products and services are the best for their needs and wants. Rao and Dewar (2012) reported that an industrial firm considered the salesperson's function five times more important than advertising in their marketing mix rates. Supporting the importance of the salesperson attire, Cox (2012) explained that a salesperson's power plays an

important role when the consumer likes the salesperson dress code. The more the consumer likes the salesperson, the more likely the consumer accepts the salesperson's recommendations. The salesperson's influence in the sales interaction is related to the similarity of the salesperson to the consumer regarding such traits as age, gender, interests, and race.

Companies in Canada are in the forefront of productivity which includes service sector improvement programs that believe that a type of attire worn is an essential ingredient for effective productivity improvement. According to Pratt (2012), an important element of this is productivity awareness through descent but modest attire. In order to develop a company climate conducive to promoting productivity, organization members managers, supervisors, and employees must be aware of the appropriate type of attire. They must be aware of what productivity is, what it means to their jobs and companies, and how it can be measured and improved. According to Solomon and Schopler (2009) work attire demonstrates that appropriate and successful impression management in the workplace results in promotions, attainment of leadership roles which influence the work productivity as well.

Building on the foundation of identity formation and the use of impression management, these are two areas of impression management that are first to be judged. What you wear and how you act therefore weighs heavily on first impressions. They can also be seen as props for achieving the desired role and is an integral productive environment. Cappelli and Crocker-Hefter (2010) study proves that appearance management is a tool that can be used to manage others' impressions. Findings have shown that those who spend time in managing their appearance have found that clothing made a difference in their ability to gain respect, achieve higher credibility and better able to play their role in the workplace (Eagly and Wood, 2010). Research also supports that clothing greatly affects how one is perceived by others and clothing wearers can use their attire decisions to influence the impressions formed in the workplace (Esty, 2014). Fashion and dress have been known to symbolize socially acceptable behaviour, and can signal good taste and social class. Section 2.3.1 reviews perceiver's attribute of work attire and how this influences productivity in the service industry.

2.3.1 Perceivers Attribute of Work Attire

Research by Cappelli and Crocker-Heftler (2010) in the hospitality and service industries in East Africa show that, employees who enjoyed wearing clothes that they were comfortable with had higher self perceptions which also improved their job performance, improved attitudes about their work, and ensured higher levels of job satisfaction. Likewise, employees who were forced into uniforms had lower levels of job satisfaction. Levels of employee satisfaction directly correlate with customer satisfaction and this improved the companies' productivity. Workplace attire is a part of an organization's image and an extension of hospitality service (Esty, 2014). Appropriately designed attire not only enhance hotel ambience but also increases employees' job satisfaction.

According to Kwon (2006), clothing decisions can make a difference in how one is perceived by others and clothing wearers can use their attire decisions to influence impressions formed by others in the workplace and hence improve productivity. People are influenced by the people they work with. That is why it is important to have dress policies in place. Clothing plays a large role in appearance. Workplace attire expresses individual preferences, attitudes and feelings. Harquial and Mackie-Lewis (2010) suggested clothing impacts the formation of impressions and responses received from others. It is evident that people convey personal attributes through their choice of attire. People may draw inferences based on the color of clothing someone is wearing. Therefore, color may stimulate interactions in the workplace and by this, productivity is influenced. The business industry is intensely competitive and organizations must strive to gain a competitive advantage in order to survive. Organizational behaviour is critical to improving organizational efficiency and effectiveness, which helps companies gain a competitive advantage. Organizations can sustain a competitive advantage through organizational behaviour. With the business environment rapidly changing, organizations must be adaptable, flexible and responsive to internal and external changes. These changes include altering dress codes to satisfy employees and promote positive organizational behavior.

People wear formal clothing in a variety of situations, such as when at work, meeting someone new, or on a job interview. Formal clothing is often worn to follow norms, but also serves to obtain respect, signal professionalism and maintenance of social distance. Indeed, wearing formal clothing is associated with perceptions of more professionalism

but also less approachability (Schofield and Schmidt, 2012). Wearing formal clothing is thus related to psychological formality and social distance, whereas casual clothing is related to intimacy and familiarity. For example, people who wear formal clothes describe themselves as more competent and rational, whereas people who wear casual clothes describe themselves as more friendly and laid-back (Eagly and Wood, 2010). Suitable work attire varies between industries and ranges from service uniforms, formal and business smart apparel and casual attire. The formality of the workplace dress code is normally determined by the amount of interaction employees have with clients. The uniforms of service workers have historically been worn to reflect the goals of the profession while also being suitable for dealing with their client base.

Not everyone is convinced that type of attire has benefits or that its effects are all positive. A number of authors have written about the positive impact of formal dress in the workplace. Posthuma and Colella (2008) addressed the many positive influences of formal attire on workplace outcomes, career opportunities, job performance, self confidence, and so forth. Cox (2012) summarized an enormous amount of empirical research that he conducted on the effects of dress on attitudes and behavior. He inferred that formal dress strongly affects how people are treated and that formal codes on dress improve performance, motivation, and attendance. The impact of authority and its trappings on influence are well established in the social psychological literature. Increasing informality is among the causes of the decline in civility of the workplace, where casualness becomes chaos. Despite the positive effects of informality Anita (2013) recognized that informality is characterized by relative chaos. Section 2.3.2 reviews conducive dress code environment and how this influences productivity in the service industry.

2.3.2 Conducive Dress Code Environment

Employees who oppose casual attire complain about increased distractions from clothing worn by some co-workers (Cox, 2012). They also felt a psychological impact from the inability to separate from work anxiety as their casual clothing became symbolical of work. Some have resorted to developing routines like changing into gym clothes or taking a shower immediately after arriving home from work. This has affected their level of productivity in the workplace. Business casual has partially supplanted business formal attire wear suits and neckties, sometimes called international standard business attire,

which was previously the standard apparel for managers and professionals. Trousers complete the package. The workplace is an important context within which to examine employee use of dress to shape and communicate work identities for a variety of reasons.

Dress influences perceptions of others (Whitney, 2013) and dress is specifically used in the workplace to manage others' perceptions. Thus, it is reasonable to assume that dress may contribute to other's perceptions of one's performance. In addition to using dress to shape the perceptions of others, men may be interested in using dress to shape self-perceptions. The contemporary young man and his dress practices are important to analyze because contemporary men appear to have a relationship with dress that is different from previous generations of men (Ely and Roberts, 2009). In related research, Lorbiecki and Jack (2009) found that type of attire impacted both self-perceptions and performance of male and female magazine editors and accountants. Editors who were considered creative staff reported they felt stifled when wearing suits at work. They attributed decreases in their self-expression abilities to wearing this type of dress. In contrast, accountants who were considered conservative staff shared that they felt professional when wearing business suits at work.

Similarly McKay et al., (2012) examined how different styles of clothing influenced self-perceptions of employee in the manufacturing sector. Wearing formal business clothing enhanced participants' feelings of competence and trustworthiness as well as perceptions of being an authority. Wearing casual or business casual clothing made participants feel friendly. When compared to wearing business casual clothing, wearing casual clothing made participants feel less productive. Workplace dress can also be worn to intentionally shape perceptions of others. Pfeffer (2014) was interested in how nurses used their dress. Nurses working in a rehabilitation unit shared that they wore casual dress to symbolize the environment outside of the hospital and patients' eventual return to life there. In contrast, nurses working in an acute care unit reported they wore scrubs to symbolize their professionalism and competence.

The work of several researchers has also documented that individuals use workplace dress to achieve specific outcomes. Sippola and Smale (2010) interviewed female administrative employees who reported that they selected their workplace dress to influence other's impressions and behavior. For example, participants wore casual dress on the job to facilitate connections with co-workers. Similarly, Wafula and Mekana

(2012) documented that employees, especially minorities, managed their dress in order to obtain career advancement opportunities. Employees associated specific dress, including business suits or sports jackets, with outcomes such as making a powerful impression. Employees who placed importance on dress reported using dress to try to manage the impressions of others and to acquire power and influence. Individuals have also used attire to accomplish certain objectives in their interactions with others. Section 2.3.3 reviews employee motivation and productivity in the service industry.

2.3.3 Employee Motivation and Productivity

The formality of the workplace dress code is normally determined by the amount of interaction employees have with clients (Mullins, 2010). The uniforms of service workers have historically been worn to reflect the goals of the profession while also being suitable for dealing with their client base. While the importance of physician attire has been traced back to Macibi (2007), the white coat has been the accepted medical symbol for the profession in the Western world for over 100 years. Patients show a well-replicated preference for the familiar white coat and name tag because of its automatic impressions of cleanliness, competence, and professionalism (Kosseck and Lobel, 2012). However, the medical uniform has moved away from the white coat in the last decade, arguably because of concerns of spread of infection. Most noticeably, attire has gone from that considered unique to the profession to apparel that reflects a general societal shift toward comfort and informality.

Hogg et al., (2014) found that employees responded favorably when asked whether they believed that their attire influenced others' impressions of them. A study by Eden (2013) found that individuals have used specific styles of clothing to accomplish workplace objectives, with formal business attire being used to enhance status and respect and more casual dress to develop connections with others. More recently, Tomervik (2010) found that those who valued attire were more likely to use it to manage the impressions of others. That is, they believed it was possible to dress to impress.

According to Koonce (2012) less formal attire conveys compassion, friendliness, and approachability in the physician, but also incompetence and a failure to inspire patient confidence. Taken together, research on the influence of physician attire on patient perceptions generally finds that uniforms and formal attire generate authority and status;

while casual attire, encourages approachability, and patient disclosure. Similar dress code shifts are evident in business. However, in contrast to service workers, business attire is not uniform and the acceptability of work attire is more loosely defined, differs widely between organizations, and invariably causes confusion. A study by Steyaert (2012) strongly shows support of the prevalence and supposed benefits of type of attire in the workplace.

Berscheid and Reis (1998) suggested that understanding the principles of attraction in first encounters is the most important factor of interpersonal attraction. The clothing type of the salesperson, especially in the hospitality sector, would be an influential nonverbal communication cue that interacts with consumers in sales. As a critical factor of the salesperson's appearance, appropriate clothing of the salesperson may be an important factor in influencing apparel consumer satisfaction with salesperson's performance. A consumer may fully anticipate buying a particular brand of product, but this purchase intention may not be fulfilled if the appearance of the salesperson is not appropriate (Engel et al., 1995). Conversely, a consumer may lack interest in buying a product, but because of the influence of clothing type of the salesperson, the consumer may purchase the product. The study findings propose potential desirables of casual dress in particular and informality in general in the workplace. Those consequences include freely flowing communication, increased creativity, greater social familiarity and emotional involvement, and status leveling. Not everyone is convinced that casual dress has benefits or that its effects are all positive.

2.4 Organisational Work Attire Culture and Employees' Productivity

Vroom's Expectancy theory was developed in 1960s (Morrall, 2008). The theory states that an individual's behavior is formed by her or his subjective perception. Vroom focused on the three expectancy factors. These are the extent of the individual's personal perception that a particular act will produce a particular outcome. Vroom explains that expectancy, instrumentality and valence combine together to create a driving force culture which motivates individuals to achieve a level of performance and obtain the set productivity level (Hayles, 2013). It is worth noting that in a work situation, the employees are motivated by achievements, have an organizational culture that work related effort will result in completion of work and success in the work and they further

expect that after the outstanding productivity they would be rewarded intrinsically or extrinsically.

Culture in the workplace is contributed by many components and elements such as business philosophy, customs, rites, habits, trains, work attire or even the legend of the founder. All of these elements together contribute the style of an enterprise and help to distinguish this with others. The service industry should incorporate the needs and desires of their employees including their preferred attire. This may be achieved by accommodating the cultural and sub-cultural based guest needs in order to maintain a competitive advantage in satisfying customers. Increasing customer satisfaction may be achieved by culturally modified attire for staff displayed with the product or service offering (Becker and Murrmann, 1999).

All organizations have cultures but some appear to have stronger, more deeply rooted cultures than others. Strong culture is a coherent set of values, assumptions, beliefs and practices embraced by most members of the organization. Whilst strong culture can be viewed to foster motivation, commitment, identity and solidarity which facilitate coordination and internal integration, Kochan et al., (2011) notes those cultures lead to manipulation and co-optation. Today's organizations are characterized by workforce diversity (internally) and increasingly changing external environment, need strong but flexible in prescribing particular behavioural patterns and norms than may have been there previously (Phaedra, 2010).

In response to clothing as a need for workplace attire, this may vary in different cultures, societies, and even within the same culture. Modesty as a main function for individual dress may also be dependent on culture. Every society and culture has its own conception of modest dress and behaviour, therefore making it difficult to make the strong link between modesty as the main function of clothing. The opposite to modesty as a theory has also been proposed and is generally the more supported approach. That is dress as adornment, to attract attention to the body. Individuals in the workplace have an instinctual need to express themselves through clothing practice and this also ensures they perform well in their duties (Phaedra, 2010).

Cox (2012) found that fashionable clothing resulted in perceptions of greater sociability than did unfashionable clothing. Workman (1987) also found that clothing fashionability

was a factor in interpersonal distance. A person wearing fashionable clothing received more positive interactions with others than a person wearing out of date clothing. If the clothing worn does not reflect the company's organizational culture, the wearer may be considered as different. The Crane, Hamilton and Wilson (2012) indicated that organizational culture in social interaction like a company could be modifiable through a certain dress code. Paek (1986) tested the impressions of personal traits in Burundi formed by perceivers of a person wearing conservative, daring, casual, or dressy styles. Results indicated that a person wearing a conservative or a casual style was perceived to be more understanding and dependable than a person in other styles. A person in a daring style was more attractive and individualistic than a person in other styles. Section 2.4.1 reviews employee attire policies as a result of workplace attire and how this influences productivity in the service industry.

2.4.1 Employee Attire Policies

The trend of world markets has changed noticeably from agricultural to service sector (Michaela, Deanne and Janique, 2012). All of the service businesses are trying their best to improve their service quality in order to make customers satisfied with their services, especially the hotel industry. Hotel operators now focus more on the quality standards in order to meet the basic needs and expectations of the customers. Once customers and requirements are clearly identified and understood, hotel operators are more likely to anticipate and fulfill their customers and needs and wants (Crane et al., 2012). The more satisfied the customers are, the more likely they are to return or prolong their loyalty. As the business world is becoming more complex, organizations are adjusting to new business concepts and organizational changes, like casual dress codes. Work attire is an internal career aspect that affects impression management and organizational behavior.

According to Rao and Dewar (2012) a dress code can often be used by employers to ensure workers are safe and dressed appropriately. It should, however, relate to the job and be reasonable in nature, for example workers may be required to tie their hair back or cover it for hygiene reasons if working in a kitchen. Employers may have a policy that sets out a reasonable standard of dress and appearance for their organization, Any dress code should be non-discriminatory and should apply to both men and women equally, but standards can be different for example a policy may state business dress for women but may state for men must wear a tie (Schein, 2010). Employers may adopt a more casual

approach to dress during the summer, but this may depend on the type of business. Some employers may require staff to wear business dress all year because of the nature of the work, for example sales representatives who meet with clients will need to maintain a certain standard. Employers may have a "no flip flop" policy as a health and safety precaution, but any restrictions should be clearly set out in the organization's policy.

Anita (2013) it is good practice when drafting or updating a dress code for an employer to consider the reasoning behind it. Consulting with employees over any proposed dress code may ensure that the code is acceptable to both the organization and employees. Once agreed it should be communicated to all employees. When setting out a policy employers should take into account employees who may dress in a certain way for religious reasons. However Sterling and Dinning (2013) points out that, workers can be required not to wear certain items that could be deemed a safety risk, for example loose clothing may be a hazard if operating machinery. If employees do not comply with the standards it may result in a disciplinary hearing. Section 2.4.2 reviews cultural business concepts and professionalism as a result of workplace attire and how this influences productivity in the service industry.

2.4.2 Cultural Business Concepts and Professionalism

Human resource development professionals play an important role in helping create and maintain an organization's culture for the purpose of building both human and social capital for competitive advantage (Peluchette and Karl, 2008). According to Rucker, Anderson and Kangas (2009) something as subtle as this can create boundaries between various classes and groups based on their clothing choices. Given this knowledge, any ignorance to appearance management techniques and dress can lead to negative impressions. Another aspect of impression management is the proper performance in a business setting. Customers translate cues into meanings, whether intended, unconscious, or imagined, from another's appearance as well as his or her dress. Professionalism can be described as a function of clinical skill, engagement and competence, or a culture, which promotes a successful relationship with clients (Van Manen, 2010). According to Webb (2014) across cultures and time periods, many professions have become identifiable by their uniforms including the police, nursing staff, and barristers. Professional dress codes are a set of standards that serve two functions to provide employees with guidelines about what is appropriate to wear for work; and to provide a

common in-group identity that separates them from other professions. In return, members of the profession are expected to act in a certain way and possess certain attributes, often in accordance with a code of conduct (Eagly and Koenig, 2008).

MacLean (2010) asserts that there are individual differences in preferred workplace attire and that these preferences have an impact on how workplace attire or mode of dress influences one's self-perceptions. Thus, in using dress as a means to promote organizational culture, it would be important to hire individuals who feel comfortable wearing the company's preferred mode of dress. This is consistent with a recent shift in some companies, such as most of the service sector which include airline companies and now the hotel sector (Johnson and Yurchisin, 2011). Employees are selected based on the attire preference they demonstrate and whether such preferences are consistent with the firm's culture. Section 2.4.3 reviews impact of attire on culture and how this influences productivity in the service industry.

2.4.3 Impact of Attire on Culture

National cultural milieu influences the outlook of workplace and especially employee dress code. Sterling and Dinning (2013) proved, for example, how employee dress differs depending on the location. Forces related to historical, political, economical and even climate factors have shaped the employee work attire in various national locations. Example cited in the study includes; the Southern part of Africa in comparison with the Middle East based hotels. According to Rao and Dewar (2012) findings, their staff uniform was influenced by two factors which were narrowed down to culture as well as religious beliefs.

Work attire is a time honored tradition in many workplaces, with various requirements for wearing them and who pays for them (Schein, 2010). For the employer, it simplifies matters of ensuring workers present a certain cultural image to clients and it can foster a sense of team. Such a cultural feeling of togetherness benefits the organization by ensuring employee- customer's cohesion and this facilitates productivity. Culture denotes status in some regards as does the way dress codes evolve in a workplace. These regional ties can be so strong that they actually compete with national identity. This can have an implication that individual's attire is more influenced by their respected regional culture, Anita (2013).

Every community in Kenya has its' approved dress code, though urbanization has blurred the dress ethics (Kuria, Wandari and Alice, 2011). Hence, most women wear kitenge (African print dresses) during informal functions. At the coast, women wear long black robes known as buibui while men wear similar black robes. Most people at the coast adhere to the Muslim faith, which specifies the preferred work dress code. In 2004, Kenya got her first national dress courtesy of a competition that enabled designers in the country to create a design that would represent the unique heritage of the country. According to Kuria et al., (2011) Kenya's fashion is influenced by global trends. In the urban centers, you only see vibrant, fashionable clothes. The rural areas are slowly catching up to this wave.

Despite this trend that we are seeing in the world, Kenya still remains a fairly conservative country in dressing and in this circumstance, the dressing in the legal fraternity. According to Oken'go (2011) Constitutional provision is totally unrealized in the court premises save for the Supreme Court that has changed its attire to reflect the Kenyan Culture. It has been 50 years since According to the report Kenya got independence and it's about time we restructured our colonial institutions in order to give us a true sense of nationhood. According to Okwiri (2011) does not see dress as the issue, but rather the dressing tradition that has been long established. He thinks that in the American society, dress was something that was not open to discussion but rather ingrained in American culture that certain dress was considered appropriate in those professions. Clothing is therefore is important to the service sector specifically in Nairobi Serena Hotel because it is a medium of socio-cultural expression as well as a form of communication. According to Kuria et al., (2011) cultural attire sends all kinds of messages in terms of; who we are, who we want to be, where we come from. It also sends out messages about our age, gender, religious beliefs, cultural beliefs, social status, artistic tastes and political inclinations.

2.5 Chapter Summary

This chapter reviewed the literature of the study in accordance with the three research questions. First, literature was reviewed on organisational work attire image and employees' productivity. Next, organisational work attire motivation and employees' productivity, and finally organisational work attire culture and employees' productivity. The next chapter presents the research methodology of the study.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This study seeks to determine the influence of workplace attire on employees' productivity in the service industry. This chapter presents how the study was conducted and it contains; the research design, a description of the population, sampling design, research procedures and concludes with the data analysis methods.

3.2 Research Design

To collect the relevant data, the study applied descriptive design technique. According to Mugenda and Mugenda (2003) descriptive research is the investigation in which quantitative data is collected and analyzed in order to describe the specific phenomenon in its current trends, current events and linkages between different factors at the current time.

The descriptive research design approach was credited due to the fact that it allowed analysis of the relations of variables under study using linear regression since the sampling units for the study were many. It also allowed greater flexibility in terms of money and time as well as avoiding the hardship of hunting for respondents more than once to produce high response rate. These reasons justify why this study adopted descriptive research design. The dependent variable was employee productivity while the study had three independent variables which were; organisational work attire image organisational work attire motivation and organisational work attire culture.

3.3 Population and Sampling Design

3.3.1. Population

Zikmund (2003) defines a population as a group of individuals, objects, items from which samples are taken for measurement; they have at least one thing in common. The population in this research was Nairobi Serena Hotel employees. The Serena Group owns and manages properties all over the world. Serena's portfolio currently comprises a collection of luxury hotels, resorts and safari lodges in Tanzania, Zanzibar, Kenya,

Uganda, Rwanda and Mozambique with a total workforce of 7391 in the region. The Serena Group in Kenya has 2772 employees. This study focused on Nairobi Serena Hotel which had a total of 261 employees. The choice of Nairobi Serena Hotel was influenced by its affiliation with The Aga Khan who was Muslim and may have had an influence on the hotel's employee mode of dressing, based on Islamic religious beliefs.

Data was gathered from employees both in management and those that were not in management, inclusive of support staff. This population formed the basis from which the sample of this study was drawn. The population breakdown was as shown;

Table 3.1: Population Distribution

Category	Population	Percentage
Top managers	7	3
Middle level managers	12	5
Supervisors	24	9
Other Staff	105	40
Support staff	113	43
Total	261	100

Source: Human Resource Nairobi Serena Hotel (2015)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

According to Cooper and Schindler (2003) a sample frame is a list of all eligible sampling units. Sampling frame is the set of sources material from which the sample is selected. Therefore the sample frame comprised of all Nairobi Serena Hotel employees. The sampling frame for the study was 261 employees. This frame was provided by Nairobi Serena Hotel Human Resource Department.

3.3.2.1 Sampling Technique

After the population has been divided into appropriate strata, a simple random sample is then taken within each stratum. Cooper and Schindler (2003) assert that this method involves grouping members of the population into relatively homogenous sub-populations or strata so as to help researchers achieve the desired representation of the various sub-populations. The researcher applied sampling techniques that fell under probability

sampling, that is, stratified sampling. Probability sampling is a sampling procedure in which each element of the population has a fixed probabilistic chance of being selected for the sample (Zikmund, 2003).

Stratified sampling method was used to determine the sample size. Cooper and Schindler (2003) assert that this method involve grouping members of the population into relatively homogenous sub populations. Then simple random sampling was used. According to Kothari (2003) this technique gives each element within each stratum, an equal probability of being selected.

3.3.2.2 Sample Size

According to Saunders, Louis and Thornhill (2003) sample size is the determined total number of sampling units needed to be representative of the defined target population; that is, the number of elements (people or objects) that have to be included in a drawn sample to ensure appropriate representation of the defined target population. According to Kothari (2003) 10 % of the target population is sampled when the population is above 300 and 40 % of the population is sampled when the population is below 300. In this research the researcher’s targeted population was 261 respondents, therefore the sample size was (40% of 261). For this research, the sample size which the researcher used was 104 respondents as displayed in Table 3.2 below;

Table 3.2: Sample Size Distribution

Population category	Target population	%	Sample Size
Top managers	7	3	3
Middle level managers	12	5	5
Supervisors	24	9	10
Other staff	105	40	42
Support staff	113	43	45
Total	261	100	104

3.4 Data Collection Methods

Data collection instruments were developed by the researcher and the questionnaires were then used to collect primary data. Questionnaires are commonly used to obtain important

information about the population. According to Mugenda and Mugenda (2003), a self-administered questionnaire is the only way to elicit self-reports on people's opinions, attitudes, beliefs and values.

The questionnaire had questions targeted at giving insight into the research questions, thus meeting the research objectives. The choice of this tool of data collection was guided by the time available and the objectives of the study. Questionnaires provided a high degree of data standardization and adoption of generalized information amongst any population. Semi structured questionnaire were used to collect data. Closed ended questions were used for easy coding and analysis. Five Likert scale questions were used to add quality of data by measuring the extent of responses given. These types of questions were accompanied by a list of possible alternatives ranging from strongly disagree to strongly agree, from which respondents were required to select the answer that best described their situation. The first section focused on the demographics of the respondents, section two aimed at evaluating how organisational work attire image influence employee productivity, section three contained questions on how organisational work attire motivation influence employee productivity and the last section solicited information on organisational work attire culture influence employee productivity.

3.5 Research Procedure

A pilot testing of the questionnaire was done using five respondents. The researcher had the opportunity to learn the various weaknesses of the questions and corrected them before the questionnaire was applied. The researcher applied drop and pick later method with the help of two research assistants. Respondents were given one week to allow them enough time to respond to the questionnaire as well as consult widely where clarification was needed. The clarity of the data collection instrument items was established by the respondents enhancing its' validity and reliability, thus resulting in a high response rate.

3.6 Data Analysis Methods

The data collected was checked for completeness and was ready for analysis; it was coded according to the themes researched on. The use of a computer aided in the summarizing of data in tables and figures and since the research was quantitative in nature, descriptive statistics was employed. Frequency tables were produced using the Statistical Package for Social Sciences (SPSS) software. The study used inferential statistics and specifically

multivariate regression to determine the relationship of each of the variables with productivity of employees.

Pearson correlation coefficient was used to test the relationship between independent and dependent variables by measuring how closely related two variables are, both of which must be measured at the interval/ratio level (Mugenda and Mugenda, 2003). According to Sekaran (2008) this relationship is assumed to be linear, and the correlation is a measure of how tightly clustered data points are about a correlation line. Correlation ranges from – 1.0 (perfect negative relationship) to 1.0 (perfect positive relationship). The values of the variables were converted in ranks and then correlated.

The study adopted regression analysis to determine the relative importance of each of the variables against employee productivity. According to Cooper and Schindler (2008) multiple regression analysis is conducted for each of the research questions indicating whether the individual research questions are statistically supported or not.

3.7 Chapter Summary

This chapter covered the procedures that the researcher used to collect data that was used to support the purpose of the research: which is to investigate the influence of workplace attire on the productivity of employees in the service industry. It also described the methodology and research design that were used in the study. The sample size, sampling techniques as well as the questionnaire as a primary data collection instrument were described. The next chapter will present the results and findings obtained after conducting the survey.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The main objective of this study was to investigate the influence of workplace attire on employees' productivity in the service industry, specifically Nairobi Serena Hotel. In this regard, this chapter presents the results and findings of the study as collected from the sample population. The data has been presented by tabulation. The chapter covers respondents' general information based on demographic information, and findings based on how the three research questions/objectives affect employee productivity: which are organization image, employee motivation and organization culture. The section will end with a summary of the chapter.

4.1.1 Cronbach's alpha reliability coefficients results

Cronbach's alpha reliability coefficient was calculated to estimate the reliability of the user's instrument. The Cronbach's alpha reliability coefficients for the three of workplace attire influence on the productivity of employees in the service industry factors are given in Table 4.1 below.

Table 4.1: Cronbach's alpha reliability coefficients results for the questionnaire factors

Public sector performance	Mean	Standard Deviation	Cronbach's Alpha Reliability Coefficients	Evaluation based on Sekaran (2000)
Organization Image	8.6669	2.58068	0.715055	Acceptable
Employee Motivation	8.99646	3.02830	0.757562	Acceptable
Organization Culture	8.4966	2.51733	0.688859	Acceptable
Overall reliability			0.720492	Acceptable

The results in Table 4.1 above indicate that the user's questionnaire factors were reliable since the Cronbach's alpha reliability coefficient for the employee's instrument was 0.720492 indicating that it was good and hence acceptable. Therefore, the Nairobi Serena

Hotel employee’s questionnaire instrument used for this particular research was a reliable measure of productivity of employees in the service industry.

4.1.2 Response Rate

The study targeted a sample of 104 respondents whereby 87 respondents participated resulting in an 84% response rate as illustrated in Table 4.2 below. This commendable response rate was due to the fact that the researcher regularly followed up with the respondents so as to ensure the questionnaires were filled and returned.

Table 4.2: Response Rate

Response	Frequency	Percentage
Responded	87	84
Not responded	17	16
Total	104	100

4.2 General Information

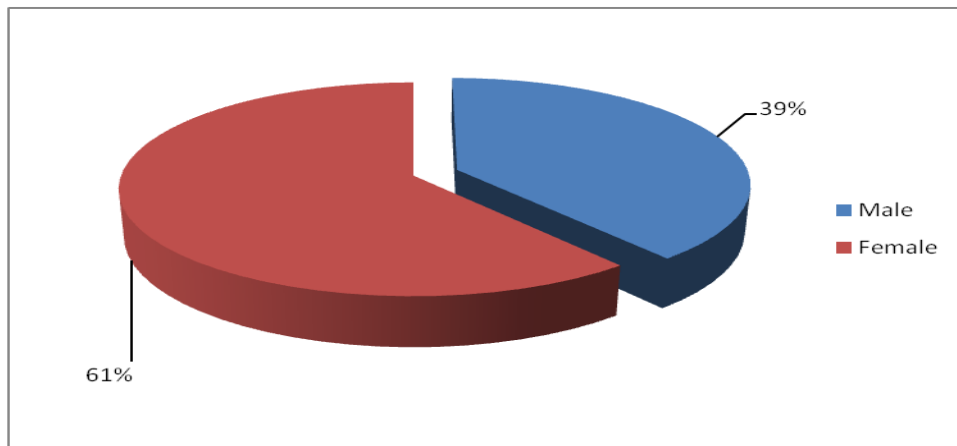


Figure 4.1: Population Gender Distribution

The sample population was classified by gender whereby females who participated amounted to 61% (F= 53) while the males amounted to 39% (F=34). Therefore based on these findings, females formed the majority of employees in the hotel, specifically those working as support staff.

Table 4.3: Sample Population Age Distribution

Age	Frequency	Percentage
Below 21 years	2	2
21- 30 years	32	37
31 – 40 years	36	41
41 – 50 years	11	13
Over 50 years	6	7
Total	87	100

A total of 87 respondents participated in the survey and their distribution in terms of age was; 41% (F= 36) were between 31 to 40 years, 37% (F= 32) were between 21 to 30 years, 13% (F= 11) were between 41 to 50 years, 7% (F= 6) were over 50 years while 2% (F= 2) were below 21 years, as demonstrated in Table 4.2, the findings therefore depict that majority of the respondents were youths.

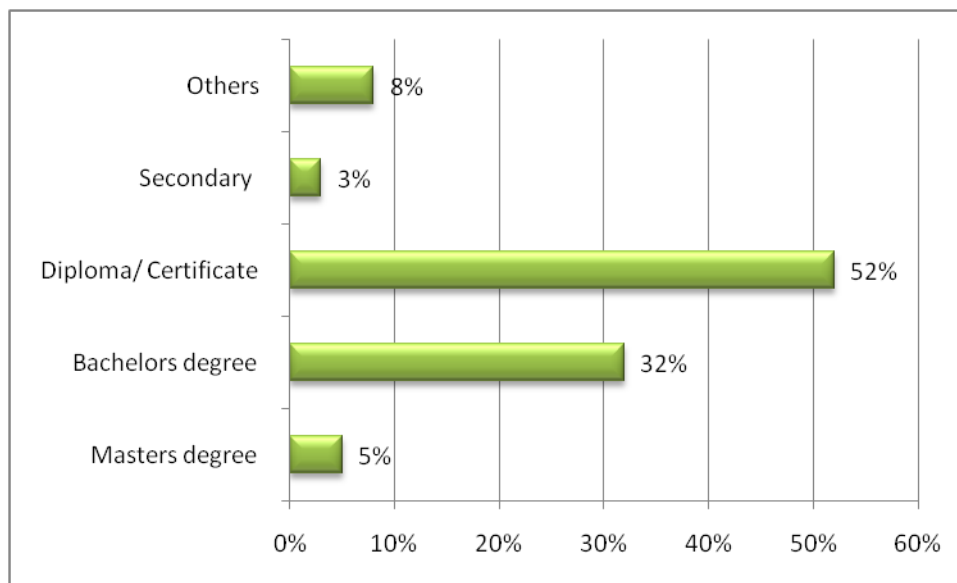


Figure 4.2: Level of education

According to Figure 4.2, 52% (F= 45) had diploma/ certificate, 32% (F= 28) had Bachelors degree, 8% (F= 7) had achieved other level of education which were not listed, 5% (F= 4) had Masters degree while 3% (F= 3) had secondary school certificate. The findings show that all the respondents were literate.

Table 4.4: Cadre of staff

Frequency	Frequency	Percentage
Top managers	1	1
Middle level managers	2	2
Supervisor	6	7
Other staff	40	46
Support staff	38	44
Total	87	100

Respondents were asked to indicate their cadre in the hotel, 46% (F= 40) who were the majority were categorized as other staff, 44% (F= 38) were support staff, 7% (F= 6) were supervisors, 2% (F= 2) were middle level managers while 1% were top managers. All cadres in the hotel were represented in the study.

Table 4.5: Respondents' department

Frequency	Frequency	Percentage
Front Office	7	8
Sales and Marketing	10	11
Finance	3	4
Food and Beverage Services department (F&B)	25	29
IT and Accounting department	6	7
Housekeeping and Laundry	20	23
Kitchen	16	18
Total	87	100

According to Table 4.5 above, 29% (F= 25) who were the majority worked in food and beverage services department (F&B), 23% (F= 20) worked in housekeeping and laundry, 18% (F= 16) worked in the kitchen, 11% (F= 10) worked in sales and marketing, 8% (F= 7) worked in front office, 7% (F= 6) worked in IT and accounting department while 4% (F= 3) worked in finance. This is a representation of all the departments within the hotel that participated in the study.

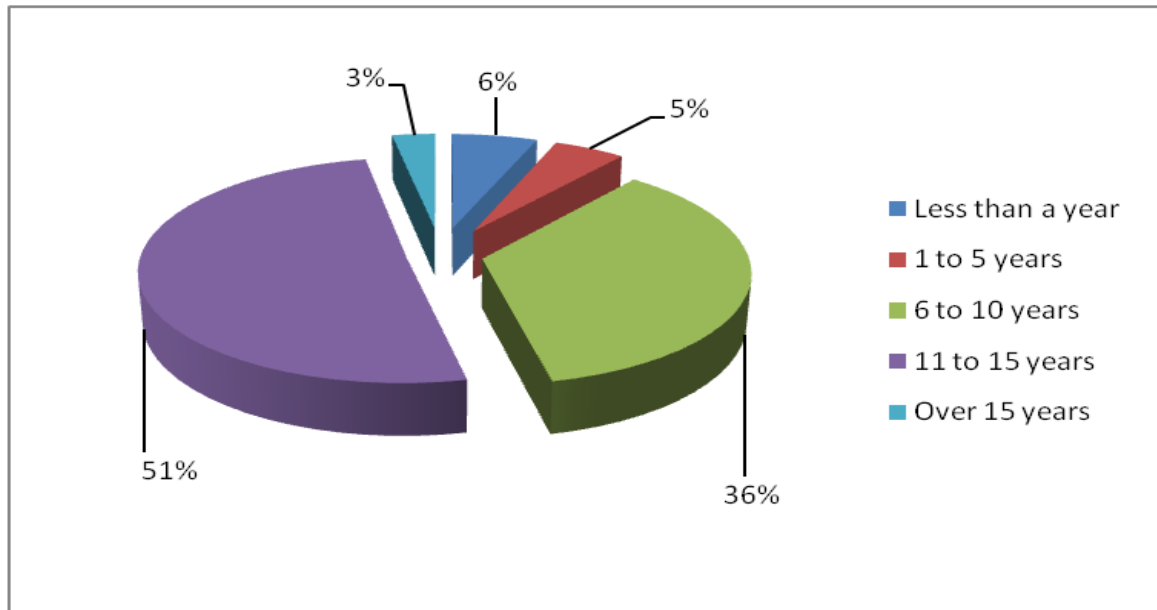


Figure 4.3: Duration of Continuous Service with the Hotel

According to Figure 4.3, 51% (F= 44) of the employees had worked with the hotel for a period of 11 to 15 years; 36% (F= 31) had worked with the hotel for a period of 6 to 10 years, 6% (F= 5) had worked with the hotel for a period of less than a year, 5% (F= 4) had worked with the hotel for a period of 1 to 5 years while 3% (F= 2) had worked with the hotel for a period for over 15 years. This depicts that majority of the respondents had worked at the hotel long enough to understand the trends in the attire they worn over the years and that the hotel provides an environment conducive to sustain job stability.

4.2.1 Non-parametric correlation

The study correlated organisational work attire image, organisational work attire motivation and organisational work attire culture under the assumption that these variables are normal and interval. The results in Table 4.6 suggest that the relationship between organization image and employee motivation ($\rho = 0.532$, $p = 0.000$) is statistically significant. Organization image and organization culture had a ρ of 0.394 and a p value of 0.000 therefore denoting statistical significance. Also, employee motivation and organization culture had a ρ of 0.437, $p=0.000$ further pointing to be statistical significance.

Table 4.6: Correlations

			Organization image	Employee motivation	Organization culture
Spearman's rho	Organization image	Correlation	1.000	.532	.394
		Coefficient	.	.000	.000
		Sig. (2-tailed)	87	87	87
		N			
	Employee motivation	Correlation	.532	1.000	.437
		Coefficient	.000	.	.000
		Sig. (2-tailed)	87	87	87
		N			
	Organization culture	Correlation	.394	.437	1.000
		Coefficient	.000	.000	.
		Sig. (2-tailed)	87	87	87
		N			

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.3 Organisational Work Attire Image and Employees' Productivity

This section analyzes the extent to which organisational work attire image influences employees' productivity

4.3.1 The Extent to Which Organisational Work Attire Image Influences Employees' Productivity

On evaluating the extent to which employee work attire influences the hotel's image, the findings as shown in Table 4.7 show that majority of the respondents 40% (F= 35) indicated that employee attire influenced the hotel's image to a moderate extent, 33% (F= 29) felt that employee attire influenced the hotel's image to a high extent, 18% (F= 16) were of the opinion that employee attire influenced the hotel's image to a very high extent while 7% (F= 6) and 1% (F= 2) were of the opinion that employee attire influenced the hotel's image to both low and negligible extents respectively.

Table 4.7: Extent to which organisational work attire image influence employees' productivity

	Very high		High		Moderate		Low		Negligible		Aggregate	
	F	%	F	%	F	%	F	%	F	%	F	%
Top managers	1	1	-	-	-	-	-	-	-	-	1	1
Middle level managers	2	2	-	-	-	-	-	-	-	-	2	2
Supervisor	3	3	2	2	1	1	-	-	-	-	6	7
Other staff	3	3	14	16	18	21	4	5	1	1	40	46
Support staff	7	8	13	15	16	18	2	2	-	-	38	44
Total	16	18	29	33	35	40	6	7	1	1	87	100

4.3.2 Work Place Attire and Organization Image

Respondents were asked to rate their level of agreement with questions pertaining to workplace attire and organization image. According to the findings, respondents agreed that work place attire and uniforms played a role in the company's professionalism as indicated by a mean score of 4.11. They were in agreement that appearance and attire influenced customer's impressions of employees, indicated by a mean score of 3.77. It was also agreed that workplace attire was vital across all organizations but is especially vital to the service industry which was shown by a mean score of 3.75. Respondents agreed that wearing uniforms was highly recommended to boost the hotel's image this was also supported by a mean score of 3.68. It was also agreed that the hotel uniform corresponded with the values of The Serena Group as a whole as shown by a mean score of 3.61.

Respondents were neutral on managers of Nairobi Serena Hotel believing that uniforms provided a net benefit to the hotel as shown by a mean score of 3.50. Respondents were also neutral on uniforms to be limited to staff who interact closely with guests ONLY (such as front office personnel, waiters, housekeepers etc) as shown by a mean score of 3.46. In a similar fashion, respondents could neither agree nor disagree on whether front office staff were at the forefront of the company's image and must therefore be smartly dressed at all times as shown by a mean score of 3.15, it was also moderate that uniforms helped in maintaining consistency of the guests' service experience as shown by a mean score of 3.05, however respondents disagreed that they wore uniform mainly because it was a reflection of the company's values and not for their own comfort as shown by a mean score of 2.19. All these results are shown in Table 4.8.

Table 4.8: Work place attire and organization image

Statement	Mean	Standard deviation
Appearance and attire influence customer's impressions of employees	3.77	1.142
Managers of Nairobi Serena Hotel believe that uniforms provide a net benefit to hotel	3.50	1.030
Wearing of uniforms is highly recommended to boost the hotel's image	3.68	.238
The hotel uniform corresponds with the values of Serena Group as a whole	3.61	1.087
Uniforms help in maintaining consistency of the guests' service experience	3.05	.231
Uniforms should be limited to staff who interact closely with guests ONLY (such as front office personnel, waiters, housekeepers etc)	3.46	.303
I wear uniform mainly because it is a reflection of the company's values and not for my own comfort	2.19	.415
Front office staff are at the forefront of the company's image and must therefore be smartly dressed at all times	3.15	1.287
Workplace attire is vital across all organizations but is especially vital to the service industry	3.75	.347
Workplace attire and uniforms play a role in the company's professionalism	4.11	.289
Total	34.27	6.369
Average	3.43	0.637

4.3.3 Regression Analysis on the Relationship between Organization Work attire Image and Employees' Productivity

The researcher conducted a simple regression analysis to determine the relationship between organisational work attire image and employee's productivity.

Table 4.9: Regression Results for the Direct Relationship

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate		
	.838 ^a	.702	.700	.07458		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.72	3	1.302	44.231	.001(a)
	Residual	3.432	84	0.066		
	Total	15.152	87			
Coefficients Results						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
(Constant)		0.116	.186		0.623	.003
Organization image		0.461	.068	.559	8.478	.000

- a) Predictors: (Constant), Organisational work attire image
- b) Dependent Variable: Employees' productivity

The regression analysis indicates in Table 4.9 a strong linear relationship where $R^2=0.702$ and Adjusted $R^2 = 0.700$ which shows that 70% of the corresponding change in employee's productivity can be explained by a unit change in organisational work attire image. A further test on the beta coefficient of the resulting model, the constant $\alpha = 0.116$ is significant ($p = 0.000$) less than $p= 0.05$. The coefficient $\beta = 0.461$, of the independent variable was also significant at $p < 0.05$. This explains that if $\beta_1 X_1$ was held constant then employee's productivity will be 0.116 (low) and therefore the gradient (β) and the employee's productivity would be very low.

The ANOVA section in Table 4.9 show that the regression model is significant with $F=44.231$ and a p-value of 0.001 and these results show that the model was significant.

4.4 Organisational Work Attire Motivation on Employees' Productivity

4.4.1 Extent to Which Employees' Motivation influences Productivity in Nairobi Serena Hotel

Table 4.10 presents the tabulation on the extent to which type of attire worn influenced productivity of employees in Nairobi Serena Hotel. According to the respondents 41% ($F= 36$) who were of the opinion that type of attire worn influenced productivity of employees to a moderate extent, 24% ($F= 21$) indicated it was to high extent, 17% ($F= 16$) low extent, 10% ($F= 9$) and 7% ($F= 6$) negligible and very high extent respectively.

Table 4.10: Extent to which organisational work attire motivation influence employee productivity

	Very high		High		Moderate		Low		Negligible		Aggregate	
	F	%	F	%	F	%	F	%	F	%	F	%
Top managers	-	-	1	1	-	-	-	-	-	-	1	1
Middle level managers	-	-	-	-	1	1	1	1	-	-	2	2
Supervisor	3	3	1	1	2	2	-	-	-	-	6	7
Other staff	2	2	5	6	17	20	10	11	6	7	40	46
Support staff	1	1	14	16	16	18	4	5	3	3	38	44
Total	6	7	21	24	36	41	15	17	9	10	87	100

4.4.2 Workplace Attire and Employee Motivation/Productivity

In establishing the extent to which workplace attire influenced employee motivation, the findings reflected in Table 4.11, according to the tabulation, respondents were in agreement that uniforms were changed regularly, especially upon the onset of wear and tear as shown by a mean score of 4.08, given a choice respondents agreed they preferred not to wear uniform as shown by a mean score of 4.04, it was also agreed that guests have positively complimented hotel staff, in the past, about their uniforms resulting in a boost in confidence/motivation as shown by a mean score of 3.95. It was also agreed that the use of name tags as part of uniform helped to improve employee productivity since they interact with guests and are therefore accountable for their conduct. This was shown by a mean score of 3.88. Furthermore, the attire worn by Nairobi Serena Hotel staff helped to build their confidence which ensuring employee motivation as shown by a mean score of 3.73.

The work attire worn ensured employees achieved higher credibility and were better able to execute their roles in the workplace as shown by a mean score of 3.73, employees who valued the organization felt that workplace attire positively affected work outcomes hence improved their productivity as shown by a mean score of 3.73, respondents felt they were more productive when they wore what they felt was most comfortable and not necessarily uniform as shown by a mean score of 3.70, wearing clean uniform, makeup and high heels (for women), suit and tie (for men) boosted their self-esteem resulting in high motivation and productivity as shown by a mean score of 3.69, it was agreed that flexibility in choice of uniform motivated employees of Nairobi Serena Hotel as shown by a mean score of 3.65, respondents were in agreement that they felt professional without necessarily having to wear uniform as shown by a mean score of 3.65 and the management acknowledged that appropriate staff attire developed a conducive working environment that promoted employee motivation as shown by a mean score of 3.62.

It was moderate that the hotel provided uniforms that were decent and comfortable to wear as shown by a mean score of 3.31, involvement in the design and choice of work attire/ uniform was moderate and this has motivated employees of Nairobi Serena Hotel as shown by a mean score of 3.19, respondents could neither agree nor disagree on whether wearing uniform (or not) affected staff productivity whatsoever as shown by a mean score of 3.01, however respondents disagreed on the fact that the hotel ensured that

employees were involved in the design and choice of uniforms as shown by a mean score of 2.44.

Table 4.11: Workplace attire and employee motivation/ productivity

Statement	Mean	Standard deviation
The hotel ensures that employees are involved in the design and choice of uniforms	2.44	.334
Flexibility in choice of uniform motivates employees of Nairobi Serena Hotel	3.65	1.263
Involvement in the design and choice of work attire/ uniform motivates me as an employee of Nairobi Serena Hotel	3.19	1.201
The management acknowledges that appropriate staff attire develops a conducive working environment that promotes employee motivation	3.62	1.098
The attire worn by Nairobi Serena Hotel staff helps build their confidence which ensures employee motivation	3.73	.118
The hotel provides uniforms that are decent and comfortable to wear	3.31	.461
The use of name tags as part of uniform has helped improve my productivity since I am accountable to guests that I interact with	3.88	.446
The work attire worn ensures employees achieve higher credibility and are better able to execute their roles in the workplace	3.73	1.041
Employees who value the organization feel that workplace attire positively affects work outcomes hence improving their productivity	3.73	1.116
Given a choice I would prefer not to wear uniform	4.04	.038
Wearing uniform (or not) does not affect my productivity whatsoever	3.01	2.783
I am more productive when I wear what I feel is most comfortable and not necessarily uniform	3.70	.175
Uniforms are changed regularly, especially upon the onset of wear and tear	4.08	.720
Wearing clean uniform, makeup and high heels (for women), suit and tie (for men) boosts my self esteem resulting in high motivation and productivity	3.69	1.192
I can still be a professional without having to wear uniform	3.65	1.018
Guests have positively complimented hotel staff, in the past, about their uniforms resulting in a boost in confidence/motivation	3.95	.129
Total	57.4	12.413
Average	3.59	0.828

4.4.3 Regression Analysis on the Relationship between Employee Motivation and Employee's Productivity

A simple regression analysis was conducted to determine the relationship between employee motivation and employees' productivity.

Table 4.12: Regression Results for the Direct Relationship

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate		
	.838 ^a	.745	.698	.0891		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.90	11	1.512	51.003	.001(a)
	Residual	3.518	76	0.066		
	Total	30.418	87			
Coefficients Results						
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	0.486	.186			0.623	.003
employee motivation	0.238	.043	.257		3.676	.001

a) Predictors: (Constant), Employee motivation

b) Dependent Variable: Employees' productivity

The regression analysis in Table 4.12 indicates a strong linear relationship where $R^2 = 0.745$ and Adjusted $R^2 = 0.698$ which shows that 75% of the corresponding change in employees' productivity can be explained by a unit change in employee motivation. A further test on the beta coefficient of the resulting model, the constant $\alpha = 0.486$ is significant ($p = 0.003$) less than $p = 0.05$. The coefficient $\beta = 0.238$, of the independent variable was also significant at $p < 0.05$. This explains that if $\beta_1 X_1$ was held constant then employee's productivity will be 0.486 (high) and therefore the gradient (β) and the employee's productivity would be high.

The ANOVA section in Table 4.12 show that the regression model is significant with $F = 51.003$ and a p-value of 0.001 and these results show that the model was significant.

4.5 Organisational Work Attire Culture and Employees' Productivity

This section analyzes the extent to which work attire influences organization culture

4.5.1 Extent to Which Workplace Attire Influence the Organization Culture

Table 4.13 shows level of respondents' agreement regarding influence of organization culture on workplace attire. According to the findings, 39% (F= 34) of the responses were moderate, 23% (F= 20) high extent, 21% (F= 18) very high extent, 13% (F= 11) negligible while 5% (F= 3) were of the opinion that organization culture influences workplace attire to a negligible extent.

Table 4.13: Extent to which organisational work attire culture influence employee productivity

	Very high		High		Moderate		Low		Negligible		Aggregate	
	F	%	F	%	F	%	F	%	F	%	F	%
	Top managers	1	1	-	-	-	-	-	-	-	-	1
Middle level managers	1	1	1	1	-	-	-	-	-	-	2	2
Supervisor	2	2	-	-	3	3	1	1	-	-	6	7
Other staff	3	3	11	13	15	17	7	8	4	5	40	46
Support staff	11	13	8	9	16	18	3	3	-	-	38	44
Total	18	21	20	23	34	39	11	13	4	5	87	100

4.5.2 Extent to which Employees are Comfortable with the Current Workplace Attire at the Hotel

Respondents were asked whether they were comfortable with the current workplace attire at the hotel. 40% (F = 35) indicated of the responses were moderate on the subject. Out of this percentage, top managers and the middle level managers represented by 3% (F = 3) were of the opinion that employees were comfortable to a great extent with the current workplace attire at the hotel while majority of the supervisors shared the same percentage of 4% (F = 3) for both high and moderate extent.

Table 4.14: Extent to which employees are comfortable with the current workplace attire at the hotel

	Very high		High		Moderate		Low		Negligible		Aggregate	
	F	%	F	%	F	%	F	%	F	%	F	%
Top managers	-	-	1	1	-	-	-	-	-	-	1	1
Middle level managers	2	2	-	-	-	-	-	-	-	-	2	2
Supervisor	1	1	2	2	2	2	1	1	-	-	6	7
Other staff	11	13	8	9	16	18	5	6	-	-	40	46
Support staff	4	5	12	14	17	20	2	2	3	3	38	44
Total	18	21	23	26	35	40	8	9	3	3	87	100

4.5.3 Workplace Attire and Organization Culture

According to Table 4.15 respondents were in agreement that The Serena Group of Hotels provided uniforms unique to all Serena outlets across the country as shown by a mean score of 4.01, the hotel's organization culture respected employees' religions and ethnic cultures therefore providing uniforms that suited those needs as shown by a mean score of 4.07, the Human Resource department ensured choice of employee attire was in line with the Kenyan culture as shown by a mean score of 3.92, the uniform worn by hotel staff conforms with the worldwide Serena culture but was customized to suit the Kenyan market niche as shown by a mean score of 3.91, the hotel incorporated the needs and desires of their employees when deciding the hotel's workplace attire as shown by a mean score of 3.89, organization culture reflected professionalism and this was reflected in the uniforms/ workplace attire as shown by a mean score of 3.80, uniforms varied across departments within the hotel with some departments not having uniforms as shown by a mean score of 3.76, the management of Nairobi Serena Hotel were sole deciders of the type of uniform worn by staff 3.75, however respondents were neutral regarding the staff of Nairobi Serena Hotel having to wear the same uniform across all departments as shown by a mean score of 3.14.

Table 4.15: Workplace attire and organization culture

Statement	Mean	Standard deviation
The management of Nairobi Serena Hotel are sole deciders of the type of uniform worn by staff	3.75	1.026
Staff of Nairobi Serena hotel wear the same uniform across all departments	3.14	.175
Uniforms vary across departments within the hotel with some departments not having uniforms	3.76	1.274
The Human Resource department ensures choice of employee attire is in line with the Kenyan culture	3.92	.153
The hotel incorporates the needs and desires of their employees when deciding the hotel's workplace attire	3.89	1.105
The uniform worn by hotel staff conforms with the worldwide Serena culture but is customized to suit the Kenyan market niche	3.91	1.280
The Serena Group of hotels provides uniforms unique to all Serena outlets across the country	4.01	.856
The hotel's organization culture respects employees' religions and ethnic culture therefore providing uniforms that suit those needs	4.07	1.114
Organization culture should reflect professionalism and this is reflected in the uniforms/ workplace attire	3.80	.097
Total	30.24	7.08
Average	3.78	0.787

4.5.4 Regression Analysis on the Relationship between Organization Culture and Employees' Productivity

The researcher conducted a simple regression analysis to determine the relationship between organization culture and employees' productivity.

Table 4.16: Regression Results for the Direct Relationship

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate		
	0.843	0.742	0.724	0.4216		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.72	19	1.302	44.231	.000(a)
	Residual	3.518	68	0.066		
	Total	15.283	333			
Coefficients Results						
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	0.585	0.209			10.476	0.000
organization culture	0.075	.042	.301		2.252	.003

a) Predictors: (Constant), Organization culture

b) Dependent Variable: Employees' productivity

The regression analysis indicates a strong linear relationship where $R^2 = 0.742$ and Adjusted $R^2 = 0.698$ which shows that 74% of the corresponding change in employees' 'productivity can be explained by a unit change in organization culture. A further test on the beta coefficient of the resulting model, the constant $\alpha = 0.585$ is significant ($p = 0.000$) less than $p = 0.05$. The coefficient $\beta = 0.075$, of the independent variable was also significant at $p < 0.05$. This explains that if $\beta_1 X_1$ was held constant then employees' productivity will be 0.585 (high) and therefore the gradient (β) and the employees' productivity would be high.

The ANOVA section in Table 4.16 show that the regression model is significant with $F = 11.72$ and a p-value of 0.000 and these results show that the model was significant.

4.5.5 Combined Regression Analysis of the Findings

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.874	0.812	0.651	0.3718

- a) Predictors: (Constant), Organization image, employee motivation and organization culture
- b) Dependent variable: Employees' productivity

The study used the R square. The R Square is called the coefficient of determination and illustrates how employee's productivity varied with organization image, employee motivation and organization culture with regard to workplace attire. The three independent variables that were studied explain 81.2% of the factors affecting employee's productivity as represented by R Squared which is the coefficient of determinant. This therefore means that other factors not studied in this research contribute 18.8% of the factors of work attire that affect employees' productivity in Nairobi Serena Hotel. The results are shown in Table 4.17.

ANOVA

Analysis of variance (ANOVA) test was then used to study the amount of variation within each of the sample relative to the amount of variation between samples before conducting multiple regression analysis. Analysis of variance was used to make use of the F-test in terms of sums of squares effects over sums of squares residual.

Table 4.18: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.16	6	1.209	34.721	.000(a)
	Residual	4.278	81	0.110		
	Total	17.438	87			

- a) Predictors: (Constant), organization image, employee motivation and organization culture
- b) Dependent Variable: Employees' productivity

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how organization image, employee motivation and organization culture as a result of work attire affect employee's productivity. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results.

Table 4.19: Coefficients Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.103	.186		0.623	.535
Organization Image	0.461	.068	.559	8.478	.000
Employee Motivation	0.238	.043	.257	3.676	.001
Organization Culture	0.075	.042	.301	2.252	.003

a) Predictors: (Constant), Organization image, employee motivation and organization culture

b) Dependent Variable: Employees' productivity

The established regression equation was

$$Y = 0.103 + 0.461X_1 + 0.238X_2 + 0.075X_3$$

The regression equation in Table 4.19 established that holding all factors (organization image, employee motivation and organization culture) constant, factors affecting employees' productivity due to work attire will be 0.103. The findings presented also shows that taking all other independent variables at zero, a unit increase in organization image will lead to an increase in the scores of the employee's productivity (0.461). A unit increase in employee motivation will lead to an increase in employee's productivity (0.238). On the other hand, a unit increase in organization culture will lead to an increase in the scores of employees' productivity (0.075). This infers that organization image influences the employees' productivity most followed by organization culture and then employee motivation. The study also established a significant relationship between employees' productivity and the independent variables; organization image ($p=0.00<0.05$), employee motivation ($p=0.001<0.05$) and organization culture ($p=0.003<0.05$) and as shown by the p values.

4.6 Chapter Summary

This chapter covered the results and findings that the researcher obtained from the data collected that were used to support the purpose of the research. The purpose of the study was to investigate the influence of workplace attire on employees' productivity in the service industry. The regression equation has established that holding all factors (organization image, employee motivation and organization culture) constant, factors affecting employee's productivity will be 0.103. The findings presented also show that taking all other independent variables at zero, a unit increase in organization image will lead to an increase in the scores of employee's productivity (0.461). A unit increase in employee motivation will lead to an increase in employee's productivity (0.238) as well a unit increase in organization culture will lead to an increase in the scores of employee's productivity (0.075). This denotes that organization image influences employees' productivity the most, followed by organization culture and then employee motivation. The next and final chapter deeply discusses the findings, conclusions and suggests recommendations for improvement.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main purpose of this study was to investigate the influence of workplace attire on employees' productivity in the service industry. This chapter therefore covers a summary of the main elements of the research and discussions of the findings obtained based on each of the three research questions. It also covers the conclusions that were deduced, the recommendations for improving research on each research objective, as well as recommendations for future research on the subject matter.

5.2 Summary

The purpose of the study was to investigate the influence of workplace attire on employees' productivity in the service industry. The research questions guiding the study were: to evaluate the influence of organisational work attire image on employees' productivity in Nairobi Serena Hotel, to establish the extent to which organisational work attire motivation impacts on employees' productivity in Nairobi Serena Hotel and to ascertain the extent to which organisational work attire culture influences employees' productivity in Nairobi Serena Hotel.

The study used descriptive design technique. The population in this research was 261 employees of Nairobi Serena Hotel. The researcher applied stratified sampling to draw a sample size of 104 respondents. The researcher used questionnaires to collect primary data. The use of a computer aided in the summarizing of data in tables. Since the research quantitative in nature, this implies that descriptive statistics was employed. Means and regression were also computed. Data analyzed was presented in tables and charts for clear visualization.

According to the findings; respondents agreed that workplace attire and uniforms played a role in the company's professionalism, they were in agreement that appearance and attire influenced customer's impressions of employees and it was also agreed that workplace attire was vital across all organizations but was especially vital to the service industry.

According to the findings; many respondents were of the opinion that type of attire worn influenced productivity of employees to a moderate extent, while a small number indicated that attire influenced productivity to a great extent.

The study revealed that The Serena Group of Hotels provided uniforms unique to all Serena outlets across the country, the hotel's organization culture respected employees' religions and ethnic culture therefore providing uniforms that suited those needs and the Human Resource department ensured choice of employee attire was in line with the Kenyan culture.

The correlation results suggest that the relationship between organisational work attire image and employees' productivity is statistically significant. Organisational work attire motivation and employees' productivity denoted statistical significance. Organisational work attire culture and employees' productivity was also denoted to be of statistical significance based on the findings.

5.3 Discussion

5.3.1 Organisational Work Attire Image and Employees' Productivity

According to the findings, employee attire influenced the hotel's image to a moderate extent. These findings were similar with Johnson and Yurchisin (2011) as well as Tanuja (2010) in that wearing formal style attire has more credibility in delivering services than wearing casual style and this boosts the image of the company. According to the studies, uniforms were recommended to address the challenge of service-intangibility because they presumably increased the salience of the image and consistency of a service experience, and communicated essential features of image identity as well enforced the corporate visual identity system.

The findings of this particular study show that Nairobi Serena Hotel staff attest that workplace attire and uniforms play a role in the company's professionalism. They were also in agreement that appearance and attire influenced customer's impressions of employees. The findings were in line with Okwiri (2011) and Ipsos (2013) in that workplace attire is an essential part of employee appearance and it can transmit many meanings, such as identity, mood, and attitude. According to the studies, experiences with one uniformed employee should give rise to assimilation effects on the perception of

other employees who share the same category membership as indicated by wearing the same uniform; these assimilation effects should be less pronounced when shared category membership is less salient, that is, when employees do not wear uniforms.

Ziller (2009) and Tompkins (2014) study examined employee differences in beliefs and attitudes towards organization attire which was similar with the study findings in that the value of clothing had an effect on organizational outcomes. According to the study, the effort involved in dressing should appropriately match work, and the impact of attire on impressions in the workplace. The results of the study indicate that employees who place value on organizational attire use it to form impressions and feel it positively affects work outcomes.

According to the study findings, respondents were neutral on managers of Nairobi Serena Hotel believing that uniforms provided a net benefit to the hotel. Also to a moderate extent, it was agreed that uniforms helped in maintaining consistency of the guests' service experience. This study finding was similar to a study carried out by Goby (2011) in that, poor service experience was considered irrelevant for the customers as well as fellow employee and this bared fair effect on that judgment of the observers. Thus, a poor service experience can improve related judgments, degrade related judgments, or have no effect, and arguments can be made that uniforms would moderate these effects in any direction.

The study also shows that employees disagree that the uniform they wore was mainly due to its reflection of the company's values and not for their own comfort. This study was similar to Rothwell (2011) and Kwon (2006) who both concluded that of particular relevance to work attire, superficial features that signal similarity which include semantically related product names are sufficient to produce assimilation effects, whereas features that imply dissimilarity lead to contrast. According to the authors, this was particularly true when the individual targets lack individuating information because in this case perceivers may not focus on attire details.

5.3.2 Organisational Work Attire Motivation and Employees' Productivity

The study further revealed that majority of Nairobi Serena Hotel employees were in agreement that uniforms were changed regularly, especially upon the onset of wear and tear and, given a choice, respondents agreed that they preferred not to wear uniform. The

study was in line with Pratt (2012); Solomon and Schopler (2009), in that an important element of this is productivity awareness was through decent but modest attire. In order to develop a company climate conducive to promoting productivity, organization members, managers, supervisors, and employees must be aware of the appropriate type of attire. They must be aware of what productivity is, what it means to their jobs and companies, and how it can be measured and improved. Also work attire demonstrates those appropriate and successful impressions which influence the work productivity as well.

The study found that employees who valued the organization felt that workplace attire positively affected work outcomes hence improved their productivity and they were more productive when they wore what they felt was most comfortable and not necessarily uniform. The study was similar to Eagly and Wood (2010); Esty, (2014); Cappelli and Crocker-Hefter (2010) in that, in the hospitality and service industry, employees who enjoyed wearing their work attire had positive higher self perceptions which also improved their job performance, improved attitudes about their work, and ensured higher levels of job satisfaction. The study was also in line with Hefter (2010) which highlights the appearance management as a tool that can be used to manage others' impressions. Findings have shown that those who spend time in managing their appearance; made a difference in their ability to gain respect, achieve higher credibility and better able to play their role in the workplace.

According to the findings, Nairobi Serena Hotel employees disagreed that the hotel ensured employees were involved in the design and choice of uniforms. This is synonymous with Goby (2011) who recommends in Herzberg theory that hygiene factors are essential for the existence of motivation at a workplace more than what is worn at the work place. According to the author, these are called dissatisfies or maintenance factors, they symbolize physiological needs, and are extrinsic to work.

5.3.3 Organisational Work Attire Culture and Employees' Productivity

The study found that employees were comfortable with the current workplace attire at the hotel. The study was in line with Michaela et al., (2012) and Crane et al., (2012) hotel operators now focus more on the quality standards in order to meet the basic needs and expectations of the customers. Once customers and requirements are clearly identified and understood, hotel operators are more likely to anticipate and fulfill their customers

and needs and wants. According to the authors the more satisfied the customers are, the more likely they are to return or prolong their loyalty. As the business world is becoming more complex, organizations are adjusting to new business concepts and organizational changes, like casual dress codes. Work attire is an internal career aspect that affects impression management and organizational behavior.

The study found that the staff of Nairobi Serena hotels provided uniforms unique to all outlets across the country and the hotel's organization culture respected employees' religions and ethnic culture therefore providing uniforms that suited those needs. The study findings correlate with Becker and Murrmann (1999) findings in that the service industry should incorporate the needs and desires of their employees including their preferred attire. This may be achieved by accommodating the cultural and sub-cultural based guest needs in order to maintain a competitive advantage in satisfying customers. Increasing customer satisfaction may be achieved by culturally modified attire for staff displayed with the product or service offering. Also, studies by Kochan et al., (2011) and (Phaedra, 2010) show that work attire choice are characterized by workforce diversity (internally) and increasingly changing external environment, need strong but flexible in prescribing particular behavioral patterns and norms than may have been there previously

The study further shows that respondents were neutral on Staff of Nairobi Serena hotel wearing the same uniform across all departments. The study was similar to Phaedra (2010) findings in that every society and culture has its own conception of modest dress and behavior, therefore making it difficult to make the strong link between modesty as the main function of clothing. According to the study individuals in the workplace have an instinctual need to express themselves through clothing practice and this also ensures they perform well in their duties. The findings, however, differed with Cox (2012) and Workman (1987) studies in that, fashionable clothing resulted in perceptions of greater sociability than did unfashionable clothing and that clothing fashion was a factor in interpersonal distance.

5.4 Conclusions

5.4.1 Organisational Work Attire Image and Employees' Productivity

In this study, the researcher obtained significant results to the research questions. The study, based on these findings, concludes that workplace attire ensures improved

organization image and this has a significant impact on employee productivity in the service industry. According to the findings of Nairobi Serena Hotel, employee uniforms are geared towards improving the image of the hotel. The management believes that uniforms provide a net benefit to the hotel over the years.

5.4.2 Organisational Work Attire Motivation and Employees' Productivity

The study concludes that employees are the most critical component of the hotel since they come into close contact with guests and are tasked with the responsibility of service delivery. Employees, therefore, need to be motivated so as to enhance productivity. The study findings show that attire flexibility helped in building staff confidence which ensures employee motivation. This goes hand in hand with management who acknowledged that appropriate staff attire developed a conducive working environment that promoted employee motivation.

5.4.3 Organisational Work Attire Culture and Employees' Productivity

The study further concludes that although culture was the least influencer of productivity, it still had a positive impact on productivity. According to the study, work attire proved to be a more effective marketing tool which also formed an organization culture that reflects professionalism.

The uniform worn by hotel staff conforms to both the worldwide Serena culture and the Kenyan market niche as well. The hotel's organization culture respects employees' religions and ethnic culture therefore providing uniforms that are in line with those needs.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Organisational Work Attire Image and Employees' Productivity

Employees of Nairobi Serena Hotel should have regular training on how to best enhance their organization's image. This will help in maintaining consistency of the guests' service experience. The hotel's work attire policies should be revised to ensure that staff are more involved in the choice and design of the uniforms and workplace attire.

5.5.1.2 Organisational Work Attire Motivation and Employees' Productivity

The service industry employee motivation and productivity should be enhanced through work attire that is directed at strengthening career resilience. When the hotel adapts a uniform that is acceptable to the changing workforce needs, this will consequently result in a more flexible and adaptable employee.

5.5.1.3 Organizational Work Attire Culture and Employees' Productivity

More research can be done to determine the factors of organization culture that can directly impact employee productivity. It is further recommended that Nairobi Serena Hotel should align its work attire to the hotel's strategies so as to enhance employee productivity.

5.5.2 Recommendations for Further Studies

This study was exclusive to the service industry and therefore only covered a small percentage of the Kenyan population in the hotel industry. Therefore, further research can be done in different industries to ascertain whether workplace attire has had a similar impact.

Moreover, similar studies need to be carried out in other more diverse regions in the country in order to stimulate a comparative study anchored on adequate information to warrant generalization.

Further studies need to be conducted using other variables that were not used in this study, for example, work place and its impact on employee self perceptions. In addition, other data collection instruments may be applied to gather substantial information; focus group discussions, for example, can be used to get the general feeling of the hotel or interview schedules that will not limit employee response.

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APPENDICES

Appendix I: Introduction Letter

July 2015

Dear respondent,

My name is Karen C. Malakwen. I am an M.B.A student at United States International University- Africa (USIU-A), majoring in Strategic Management. The university requires that students partake a final project in accordance with the academic requirements, pending graduation. The purpose of my study is to investigate the influence of workplace attire on the productivity of employees in the service industry. I invite you to participate in this research study by completing the attached survey questionnaire.

Information obtained from respondents will strictly be used for academic purposes only. In order to ensure that all information remains confidential, please do not include your name. If you choose to participate in this survey, kindly answer all questions as truthfully as possible and return the completed questionnaires promptly to the research assistants. Participation is strictly voluntary though I would encourage as many people to take this survey as it will be beneficial both to your organization and to my research study as well.

Thank you for taking your time to assist me in my academic endeavors. The data collected will provide valuable information regarding how workplace attire can be used to improve company image, organization culture and employee motivation as well as productivity. Completion and return of the questionnaire will indicate your willingness to participate in this study. Should you require additional information or have any questions, my contact details are listed below.

Sincerely,

Karen C. Malakwen

Mobile phone number- 0722768744

Email- Karenmalakwen@gmail.com

Appendix II: Questionnaire

Data collected in this survey is intended for academic purposes only and will be used in partial fulfillment of an MBA research project to investigate the influence of workplace attire on the productivity of employees in the service industry. All information gathered will be handled with utmost confidentiality. There are 4 sections.

SECTION A: DEMOGRAPHIC PROFILE

Please tick the most appropriate choice

1. Gender:

Male [] Female []

2. In which age bracket do you lie?

Below 21 years [] 21- 30 years [] 31 – 40 years [] 41 – 50 years []

Over 50 years []

3. Highest level of Education attained

Secondary [] Certificate/Diploma []

Bachelors Degree [] Masters Degree []

Others []

4. What cadre of staff do you fall under?

Top managers [] Middle level managers [] Supervisor []

Other staff [] Support staff []

5. Kindly indicate your department

Front office [] Kitchen []

Sales and marketing [] Housekeeping and laundry []

Finance, IT and Accounting [] Food and beverage services []

6. Duration of continuous service with the hotel

Less than a year [] 1- 5 years [] 6-10 years []

11-15 years [] Over 15 years []

SECTION B: WORK PLACE ATTIRE & ORGANIZATION IMAGE

7. To what extent, in your opinion, does employee attire influence the hotel’s image?

Very high [] High [] Moderate [] Low [] Negligible []

8. Kindly indicate the extent to which you agree with the following statements.

(where; 5 strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree)

Statement	5	4	3	2	1
Appearance and attire influence customer’s impressions of employees					
Managers of Nairobi Serena Hotel believe that uniforms provide a net benefit to hotel					
Wearing of uniforms is highly recommended to boost the hotel’s image					
The hotel uniform corresponds with the values of Serena Group as a whole					
Uniforms help in maintaining consistency of the guests’ service experience					
Uniforms should be limited to staff who interact closely with guests ONLY (such as front office personnel, waiters, housekeepers etc)					
I wear uniform mainly because it is a reflection of the company’s values and not for my own comfort					
Front office staff are at the forefront of the company’s image and must therefore be smartly dressed at all times					
Workplace attire is vital across all organizations but is especially vital to the service industry					
Workplace attire and uniforms play a role in the company’s professionalism					

SECTION C: WORKPLACE ATTIRE & EMPLOYEE MOTIVATION/ PRODUCTIVITY

9. To what extent does the type of attire worn influence productivity of employees in Nairobi Serena Hotel?

Very high [] High [] Moderate [] Low [] Negligible []

10. Kindly indicate the extent to which you agree with the following statements.

(5 strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree)

Statement	5	4	3	2	1
The hotel ensures that employees are involved in the design and choice of uniforms					
Flexibility in choice of uniform motivates employees of Nairobi Serena Hotel					
Involvement in the design and choice of work attire/ uniform motivates me as an employee of Nairobi Serena Hotel					
The management acknowledges that appropriate staff attire develops a conducive working environment that promotes employee motivation					
The attire worn by Nairobi Serena Hotel staff helps build their confidence which ensures employee motivation					
The hotel provides uniforms that are decent and comfortable to wear					
The use of name tags as part of uniform has helped improve my productivity since I am accountable to guests that I interact with					
The work attire worn ensures employees achieve higher credibility and are better able to execute their roles in the workplace					
Employees who value the organization feel that workplace attire positively affects work outcomes hence improving their productivity					
Given a choice I would prefer not to wear uniform					
Wearing uniform (or not) does not affect my productivity whatsoever					
I am more productive when I wear what I feel is most comfortable and not necessarily uniform					
Uniforms are changed regularly, especially upon the onset of wear and tear					
Wearing clean uniform, makeup and high heels (for women), suit and tie (for men) boosts my self esteem resulting in high motivation and productivity					
I can still be a professional without having to wear uniform					
Guests have positively complimented hotel staff, in the past, about their uniforms resulting in a boost in confidence/motivation					

SECTION D: WORKPLACE ATTIRE & ORGANIZATION CULTURE

11. To what extent does workplace attire influence the organization culture of employees working at Nairobi Serena Hotel?

Very high [] High [] Moderate [] Low [] Negligible []

12. To what extent are you/employees comfortable with the current workplace attire at the hotel?

Very high [] High [] Moderate [] Low [] Negligible []

13. Kindly indicate the extent to which you agree with the following statements.

(where; 5 strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree)

Statement	5	4	3	2	1
The management of Nairobi Serena Hotel are sole deciders of the type of uniform worn by staff					
Staff of Nairobi Serena hotel wear the same uniform across all departments					
Uniforms vary across departments within the hotel with some departments not having uniforms					
The Human Resource department ensures choice of employee attire is in line with the Kenyan culture					
The hotel incorporates the needs and desires of their employees when deciding the hotel's workplace attire					
The uniform worn by hotel staff conforms with the worldwide Serena culture but is customized to suit the Kenyan market niche					
The Serena Group of hotels provides uniforms unique to all Serena outlets across the country					
The hotel's organization culture respects employees' religions and ethnic culture therefore providing uniforms that suit those needs					
Organization culture should reflect professionalism and this is reflected in the uniforms/ workplace attire					

THANK YOU FOR YOUR TIME AND PARTICIPATION