Training Needs of Domestic Workers and their Employers: A Case of Nairobi Metropolitan Area, Kenya

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Abstract

Training enhances work performance, employee commitment and job satisfaction. Domestic workers require training too as their service is inevitable and valued by the middle and upper-class families. Despite the utility of domestic work, both the employers and employees consider it a temporal job, investing less in training. Most of its training is task-oriented skills, labour, and human rights but less is devoted to interpersonal, conflict, and personal skills. This paper sought to establish domestic workers' non-tasks needs and their employers' training needs. It used the needs' centred training model and a purposive sample of 26: 11 domestic workers, five fathers, and ten mothers from Nairobi metropolitan area Kenya. Thematic analysis was used. Results show that domestic workers are required to be trained on time management, balancing work-life, self-esteem, work ethics, negotiation, saving and investment, career progression, personal grooming, and choosing an employer. The employer desired skills on how to stay and relate with a domestic worker, tasks to assign, how to empower and choose a worker. Jointly they required: conflict management, boundary management, people, and communication skills. Implications for practice and further study are provided. The curriculum for domestic training should include an employer component and more stakeholders should be involved in identifying domestic workers training needs.

Keywords: Training and Development, Training Perceptions, Vocational Training, Domestic Workers, Conflict Management, Boundary Management

Introduction

Training is assumed to increase the organizational performance and effectiveness, increase an employee's career opportunities, better pay prospects, reduce job turnover, reduce absenteeism, and increase client satisfaction (Brum 2007; Hanaysha, & Tahir, 2016; Jayakumar & Sultan, 2014; Tayah, 2016). Just as employees in the formal sector need training, so are those in the informal sector such as domestic workers. Moreover, there is an assumption that employers know how to relate with their workers; which may not necessarily be true. It follows that these issues seem to characterize the nature of work and relationship between domestic workers and their employers: high turnover, temporariness of the job, mistreatment, conflict, poor job satisfaction and poor client satisfaction (Jokela, 2018; Varman, Skålén, Belk& Chaudhuri, 2020). A significant number of conflicts have to do with unsatisfactory work, poor supervision, integrity issues, poor interpersonal relationships and a lack of conflict management skills (name withheld).

In addition, most training of domestic workers tends to focus on the employees' work tasks rather than interpersonal skills and personal skills. To add on, the employer is hardly trained. Unlike formal work which takes place in the public home sphere, the work of domestic workers takes place at home. This sphere is a highly contested space with dialectic tensions that affect the working relationship and may contribute to more conflict (Nare, 2014; Barua, Waldrop & Haukanes, 2017). Moreover, domestic work is work with power and class differentials where the upper class employs mostly women from the lower class to work for them for care tasks (Fernandez, 2010; Fu, Su, & Ni, 2018). Studies show that the work of care is looked down upon as that of women from the low class. This power differential may play a role in the adverse inter-personal relationships that these women may experience at work (Jokela, 1998; Hays, 1996). Moreover, the voices of the male spouses are usually muted; and it's assumed that domestic worker employers can adequately train the domestic workers or have no training needs of their own.

Using the needs-centered training model, this paper attempts to fill this void as it uncovers domestic workers' non- task training needs such as interpersonal and personal skills and ways employers and employees should handle the working relationship. The training needs of the employers are also identified. A domestic worker is, "any person engaged in domestic work

within an employment relationship". (International Labour Organisation (2011). In this paper domestic workers, domestic help, house help, house girls are used interchangeably. Training and more so on personal and interpersonal skills will increase the agency of the domestic worker in negotiating for better and navigating the interpersonal tensions that exist in the employer-employee relationship. For employers, training will act as a form of advocacy for the domestic workers' need to work in a space of dignity and better remuneration. The pay-offs will be better employee and employer satisfaction with the working relationship and may reduce the temporariness associated with domestic work and increase the gains from this type of work. This training will focus mainly on domestic workers, their female employers, and male spouses of these employers on activities that involve childcare.

Training of Domestic Helps in Kenya

A few of the domestic workers are trained (Nyaura & Ngugi 2019). In most cases it's the employer who trains them for the tasks ahead. Some of the bureaus claim to train the domestic workers too, though the curriculum is not known. A few organisations train domestic helps as well. For instance, Procter and Gamble Household academy ran a half -day free house helps training session in 2016 equipping the house helps with basic nanny skills (Modern Mom 2016). The Mother Goose Nanny School trains and places nannies with their employer. It trains domestic helps in: home care management, childcare givers, food production and nutrition and hospitality at a fee (Mother Goose Nanny School Kenya n.d.). Due to increased migration and demand of domestic workers outside the country, the Ministry of Labour and Social Protection launched a curriculum entitled," home care management curriculum". The curriculum emphases on: homecare, life skills, childcare, homecare nursing and pre-departure skills. The curriculum is accredited often to meet the changing labour needs and it's still in its nascent stages (Ministry of Labour and Social Protection, 2018). This shows the training of domestic workers is primarily task- oriented.

Theoretical Review and Empirical Review

The need centred training model informs the theoretical review. A training needs assessment is an ongoing process that seeks to find out whether there exists a need for training to enable an organization to achieve its objectives (Cekada, 2011). Several models have been developed to carry out a training needs analysis. One such model is that of Beebe, Mottet and Roach (2013) who developed the needs centred training in communication. This model is in the shape of a

wheel and at the centre of it, is analysis of the organization and trainee needs. The wheel depicts eight steps namely: analyse the training task, develop training objectives, organize training content, determine training methods, select training resources, complete training plan, deliver training, and assess the training. Beebe et al define training as, "a process of developing skills, in order to perform a specific job or tasks more effectively" (p. 5).

However, training may involve more than skills, it incorporates updating knowledge, skills, attitudes, behaviours, abilities which enables the trainee to be effective and efficient in performing the tasks (Palo & Padhi, 2003, 204). According to Beebe et al, analysing the needs of the organization and that of the trainee is at the centre of the model. All other training functions are dependent on this. For domestic workers, apart from focusing on the needs of the employer and his family, there is a need to assess the needs of the worker. Most of the domestic worker- employer relationships fail if the needs addressed are one sided. The family in most cases consists of a father, mother, children, and to some extent extended family members. Apart from assessing the needs of the children and maybe the mother, rarely are the needs of the male spouse and the domestic worker factored in the training. The domestic workers may be required to take care of infants, the elderly, and the sick of which they may lack the knowledge to do so.

A need is a deficiency in something, and a needs assessment evaluates what is lacking, and identifies gaps – the difference in performance of the desired skills and knowledge with the current levels of skills and knowledge that the learner already has. Closely related to needs analysis is task analysis which describes the skills that are to be taught. Task analysis and need analysis go hand in hand. These needs are assessed in all domains of learning-cognitive, affective and psychomotor skills. Cognitive entails knowledge, facts, principles and theories, while the affective domain includes attitudes, feelings, and motivations, the psychomotor includes the 'doing' skills (Beebe et al, 2015). This study narrowed itself to the first step of the needs centred training model- needs analysis.

Needs Analysis for Domestic Workers' Training

There are many deficiencies in the training of domestic workers as a good number of their training tend to focus on tasks but little on interpersonal, skills or personal skills. For instance, in South Africa, Ngidi (2003) did a study on domestic workers and their employers in townships of eThekwini Municipality to assess the level of home management skills, knowledge; needs, attitudes, views and perceptions of domestic workers and their employers in regard to home

management. A majority of domestic workers sought domestic work due to lack of skills or other forms of employment and their employers sought these domestic workers out of desperation and were therefore not adequately interviewed or trained.

Ngidi found that these employees had gaps in knowledge in regard to home management, such as knowing the nutritional value of food, and the use of various food recipes. In the issue of childcare, the frail and aged, domestic workers lacked knowledge of first aid in the case a child choked or ingested poison. They had challenges in fabric care, hygiene gaps, challenges in using electronics, conserving resources such as water. The domestic workers themselves perceived the need for training to satisfy their clients. In the order of importance they required: home management, skills and knowledge, health and hygiene practices, first aid, childcare, and care for the frail. In addition, they required training in operating devices, flower arranging, driving, literacy and sewing skills among others. This shows a lack of interpersonal skills. The duration of employment was fairly short with 42% of employers having stayed up to one year with their last domestic help, and 39% had stayed between 13-60 months depicting high turnover. The employers saw the need for these skills: cooking and cleaning, care of children and the aged, operating electrical devices—all task oriented. In regard to training their house helps, 53.3% of the employers were of the opinion they had adequate time to train the domestics while 47% did not. The training period was quite short. 20% trained them for a week to one month, 25% for a day and any time a need arose, 25% trained when a need arose while 41% had no time for training. This training was very short despite the important tasks these workers do. The employers experienced these challenges with their domestic workers during the employment period: laziness, communication problems which included rudeness, irritability and poor listening skills, time constraints among others. However, the training of domestic workers has not significantly improved over time. Cheseto (2020) paper found out that almost 90% of domestic workers in a township in Nakuru, Kenya were not inducted and neither were their duties and responsibilities candidly explained in a contract.

Employers and employees who do not have adequate interpersonal skills face challenges in resolving issues that arise at work. For example, (name withheld) study found there were conflicts experienced between the employers of domestic workers and their employees. Most of these disputes were related to poor interpersonal and a lack of conflict resolution strategies

between these parties. Poor conflict resolution skills led to ineffective ways of resolving conflict. (Name withheld) observed that the most cited resolution strategy was terminating the contract, only a quarter could seek assistance from third parties, and an eighth would fall back to dialogue, an eighth would do nothing and an eighth would use reprimands, and a handful would result in supervising the tasks. This study focused on the employer perspective and little is known from the employee perspective thus calling for a need for both stakeholders to identify their training needs.

Another cause of conflict could arise from the dialectic relationships in the family's spaces. Such as boundary management on the chores around motherhood duties. For instance, the extent to which the domestic worker could perform the child- related duties without attracting jealousy from the mother (Fu, Su, & Ni, 2018); and management of the space around the " husband" in the house (Nare, 2014). These relational issues may lead to termination of work despite the domestic worker being elegant in performing the mundane household tasks.

Apart from interpersonal skills, these domestic workers require personal skills such as time management, saving skills, and work life balance. Most domestic workers have high workloads or unspecified leaves and off days. In Cheseto (2020) paper, the domestic workers' verbal work contracts did not specify the off days or leave schedules. Thus, there is a need for these employees to learn how to balance their tasks and get time for rest, failure to which they will suffer burnout. Majority of them lack pay slips which they can take to the bank to get a credit facility and due to the temporariness of the job, saving may become a challenge.

Moreover, many domestic workers fail to perceive their work as a career which may influence, their work performance. Thus, there is need to have a different perception of their work and of themselves and devise ways to progress in their career. This negative perception should also change for employers and society as well. Nyaura and Ngugi (2019) in seeking to understand the plight of domestic workers in Eastlands, Nairobi County found that the domestic work was considered a temporal job and it had a low perception in the society as that of poor females. These workers also face discrimination in the family and work for long hours in a poor working environment. Therefore, there is a need for both the employer and the employee to be trained/sensitised on the importance of domestic work; and on ways to build a healthy working relationship and work arrangement.

To add on, the training of domestic workers should not be generalized with that of the informal sector. This is because the tasks carried by the different informal jobs are different. Due to the heterogeneity of the sector, these training needs should be treated as case specific, (case studies) but not generalized. They should recognize gender specific needs (Limatainen, 2002). For domestic workers who work outside their countries, there is a need of more emphasis on relational and transverse skills (Tayar, 2016). Transverse skills include the ability to communicate well, work in teams, creativity, problem solving and aptitudes. These skills equip the employee with good communication skills with the employer and increases trust. The lack of transverse skills factors in the labour issues, and enable the employee to negotiate for working and living terms with the employer. However, the author observed that some employers preferred workers who were not trained so that they could train them themselves, which can work to the disadvantage of the employee.

From the above discussion, it follows that it is the employee who is trained, though the employer may need to be empowered with interpersonal skills as well. Thus, the overarching question was: what were the non-task training needs for domestic workers and their employers within the Nairobi Metropolitan area, Kenya? Specific questions were:

Research question 1: What were the personal and interpersonal training needs of domestic workers?

Research question 2: What were the training needs of employers' of domestic workers?

Research question 3: What were the joint training needs for both the domestic worker and their employers?

Methodology

Procedure and Sample

This is a qualitative study and to answer the above research questions, the researcher conducted an in-depth interview within the Nairobi Metropolitan areas from August 2018 to August 2019. This area was chosen because it has a rich cross-section of many ethnic groups in Kenya. It's a fast paced city where many families are forced to outsource external labor at home in order to meet their work and family demands (name withheld). The sample size consisted of ten mothers (M), eleven domestic workers (DW), and five fathers (F) which were obtained through purposive

and maximum variation sampling methods. These employers either had or had employed a female domestic worker in the past for childcare or childcare tasks. The domestic workers were female who were employed mainly for childcare tasks within Nairobi metropolitan area. The age of domestic workers was between 22- 35 years, two had Form Four education and one was raising college fees. One had dropped in Form One due to lack of school fees, one was below Class Eight education and the rest were Class Eight Leavers. They had engaged in domestic work a range of two- seven years mostly in more than one home. Two of the domestic workers were single mothers, one was married and the rest were single women. The mothers were from diverse ethnic background, and were aged between 25-45 years, and one was beyond 50 years. They had between one- three children and working fulltime. The male spouses aged between 30- 55 years and had between two- three children and working full time. They also came from diverse ethnic backgrounds.

 The researcher used telephone interviews. The participants were briefed at the beginning of the interview and debriefed at the end of the interview, and each interview lasted between 30- 60 minutes. The study sought the consent of the participants and the relevant authorities. In addition, participants were assured of confidentiality and anonymity during data collection analysis and reporting.

Data Analysis

The taped interviews were transcribed verbatim and entered into NVivo data analysing software. The inductive method of coding and constant comparative analysis to identify categories were used (Corbin& Strauss, 2014). There were two coding cycles. The first cycle describes the data and the second cycle, the codes identified in the first cycle are organized and categorized (Tracy, 2019). The study generated three main categories: employee training needs, employer training needs, and jointly-related training needs. To increase credibility and validity of the results, a colleague conversant with the study to countercheck the coding process, was involved and an interviewee was invited to check if the transcripts reflected their opinions. Since, the researcher had ever employed a domestic worker, there was reflexivity during the data collection and analysis process.

Results and Discussion

This is part of a bigger study on domestic workers and only the results that apply to this paper are shown here. The paper had three main categories which focused on: 1) the interpersonal and personal needs of the employee, 2) the needs of the employer , and 3) joint needs of employee and employer.

Employee interpersonal and personal training needs

The employee interpersonal and personal training needs answered the first research question which sought to find out the interpersonal and personal training needs of domestic workers. It had seven subcategories.

Time Management –Work and Rest. The work of the domestic help is unstructured especially for the live-ins. They tend to work continuously throughout the day. These employees need to set time for rest and avoid burnout. Failure to adequately plan may lead to them failing to attain their work targets. From the study, the onus was on the employees to organize their chores in a way that it enabled them time to rest. Thus, employees should know time management in order to have adequate time for rest. Workers need to know the importance of rest to the body and mind. A number of domestic helps had one day off, they needed to rest during the day as well. Some house helps did not even have time on weekends to rest, no leave except the Christmas break. In a number of homes there was a rota of activities that a domestic help would follow. A lack of a structured time to rest implies the need for personal time organization to have time to rest in between their chores. DW7: "I wake up at 5am to prepare children for school, do the other chores and by noon I am free. I rest up until 5pm when they come back from school". To be able to get rest   these employees may need to know the importance of rest and how to self-organize themselves. Poor time management was cited as a cause of work conflicts (name withheld) study, employers claimed a lack of time consciousness and time management among their employees.

There was a general consensus that the employee needs time off to rest on weekends and during the day. DW1 commented thus, "If the duties are too many, you can hire a part time worker so that the duties will not be too heavy for the house girl (live-in), if she works too hard she will experience burnout."

To add on, lack of adequate rest would lead to burnout and irritability. Being easily irritable may contribute to conflict. High levels of burnout leads to high turnover as a number of studies on domestic workers indicate high workload, which requires a better work management plan (Cheseto, 2020).

Self-esteem. The way the domestic workers perceived themselves and their work. The domestic helps should be trained to have confidence in themselves. Most of these workers come from poor and disadvantaged backgrounds in life (Nyaura and Ngugi, 2019). They should be trained to value themselves and their work. They should do their work with enthusiasm as it can be a stepping stone to other opportunities. The money that domestic workers get from cleaning and childcare is like any other money. In the study the domestic workers' self-esteem was tied to the job they were doing. Since housework is despised, they despise themselves. However, DW2 had a different perspective of domestic work and argued that the domestic workers should, "value their work like any other job, that can earn them a living or lead them to progress to other jobs".

Cultivate Work Ethics. Treating the people she interacts with the customer mind set and offering quality service. The respondents saw the need to embrace work ethic, discipline, obedience, faithfulness and good conduct. As For DW5, domestic work needs, "faithfulness, hard work and to know how to live with people". DW8, seconded this perspective, and added that a domestic worker should be, "obedient and humble and avoid offending her (employer). DW4 further reinforced this perspective and said, the domestic workers should be "faithful, and not should not cheat. They should know they have come to work and not to interfere with family affairs. Families face challenges. They should not favour one side e.g., befriending the man and messing the home. They should know they are there to work but not to mess with the family." Positive work ethics will add dignity to the work a domestic worker does, and reduce conflicts. In Ngidi (2003) paper, domestic workers desired to increase their client satisfaction with their work.

Negotiation skills. Skills for domestic help to negotiate for pay, work and any other contractual agreement. This echoes Tayar (2016) observation, who advocated for domestic workers to acquire transverse skills to be better communicators and able to negotiate for a better deal with their employers.

Savings and Investment, and Career Progression Skills. This subcategory involves how the domestic worker can save and invest and progress in her career and life. Domestic workers are encouraged to see themselves beyond working as a house girl to save money to start a business or train themselves. To see their work as a stepping stone to something bigger. DW10 saw the need to, "be trained on how to succeed in life". The domestic workers should be trained to have a positive perception of their work, and motivated to work for long.

In addition, be taught on how to grow their careers within the industry and beyond such as starting cleaning and day care businesses. M2 seconded this position of empowering domestic workers, according to this mother, "everyone has a vision for something they would love to acquire skills for" and domestic workers should be trained and supported to realise their career dreams. Due to the harsh economic times, domestic workers saw the need to have a 'side hassle'. Thus, they are required to train in skills such as driving, cooking, and salon work for a few hours in a week.   To professionalize domestic work DW5 said, "It depends on where you live and whom you work for, it depends on the salary, if you live in a good place with no quarrelling you can stay." A general observation among the domestic workers was the idea that house work was a job that called for perseverance or one could quit easily. Some had to persevere in the job because they had a family to cater for. For those who had nothing else to do, they could consider it as a career. House work could enable a person to save and pay for their school fees and exam fees.   However, a number of house helps saw the need to have a contract as most had oral contracts and paid their own medical insurance (NHIF). This observation agrees with Nyaura and Ngugi (2017). The domestic considered their work as temporal as they sought something else to do in life. Though from the domestic workers discussion, if someone had a good employer they would choose to stay longer doing housework. For them to stay longer, they need to be trained (Limtainen, 2002).

Choosing an Employer. The need to choose an employer whose needs and temperaments suit that of the employee where each person's work expectations are met. As DW1 advised, "For a new beginner, the boss should let you know how she wants her work to be done". Some domestic workers were of the opinion it's hard to know the reputation of the employer on the first day, if you are using referrals or bureau, seek to know how long the last

employee stayed in that home. Most employers desire to know the reputation of the employee, the vice versa should apply. This can be part of an employee's transverse skills (Tayar, 2016).

Employer Related Training Needs

According to the needs centred training model, part of the needs assessment should come from the organization-employer. The employer acts as a human resource manager/supervisor of the domestic help and needs some training/awareness. There is an assumption that the employer knows what she/he wants. However, this presumption leads to failed work relationships and changing domestic helps within a short working period-having a revolving door. (name withheld). This category had four subcategories.

How to Relate /Stay with a Domestic Worker. This involved managing the expectation gap. The employer should have empathy and avoid the use of abusive language or slurs, assign realistic workloads and time lines, and avoid unrealistic expectations from the house help. This female employer (M2) had this to say, " they have unrealistic expectations of the house girl to be 100% perfect, which is not possible, some things you ignore." The employers need to know strategies to stay with a house help for long, "you have to make them feel part of the family, take care of her like one of your children so that she does not start being jealousy, while shopping you can buy her something, show her she is also a human being and not just an employee, the relationship has to be personal, since you leave your children with her. Put yourself in their shoes, how would you like to be treated if you were a house help? Surprise them with some gifts". Some mothers made sure: they paid their domestic workers slightly higher than those in the neighbourhood; took them to salon with the kids; treated them when they were sick; made sure they slept in a good place; gave them fare to and from, when they went visiting; when the domestic workers made a mistake, they corrected and forgot about it. Mothers were advised to avoid quarrelling the workers in the morning as you would leave their baby with someone who is unhappy, instead they should leave the worker relaxed. For M7, to have a long lasting relationship with the house help, "it depends on the employer, the employer is key, pay them well, if you do not, they will leave". This is a good piece of advice to new employers who need good interpersonal and conflict management skills. Poor interpersonal skills and conflict management leads to unsatisfactory work results and fast dismissal of workers.

Tasks to Assign to Domestic Workers. Assigning non-wife duties to the workers and the necessary boundaries. M5 saw the need to draw boundaries and had this to say, to know "which roles to take in the house, not to leave everything to the house help and this may reduce conflict between the house help, the husband and the wife. Poor boundary management could lead to conflict between the domestic worker and the employer (Fu et al, 2018; Nare, 2014).

How to Empower the Domestic Worker. This entails providing time and opportunities for the domestic worker to advance in his/her life. This can come through employer's training and mentorship as F2 opined. "We tell them not to buy clothes all the time. To open an account and save. Sometimes we retain a percentage of their salary and by the time... she was leaving, she had shs.9000, thus able to buy herself something." In addition some employers preferred learned domestic workers, at least with a grade 12 education. F2 also added, "The one who is there is taking a salon course. One did a diploma and she is now working. To love the person as she is taking care of your food". Domestic workers need to be treated with dignity, M7 had this position, and you need "to be careful on feeding. You do not tell the house help to cook rice for you and your children and the house help eats *githeri* 9 (a mixture of boiled maize and beans) that is always in the fridge". This will create a gap between the house help and the children and she will not be happy. Mother M7 further added, "I wish someone had trained me on how to relate with the house help. Here you are new, you have never hired one and sometimes they are older". Sometimes these first mothers can learn a lot from domestic workers who are older mothers. Treating the domestic work as a job will change the perception people have of house helps and not to feed them on leftovers. Mother M8 said this in regard to domestic workers, "Give them freedom to feed until they are full they will not steal your food. Let them feed until they slow down themselves" Mother M8 further said, "If employers are sensitized on how to take care of their employees, domestic work would be a lucrative job. Even domestic workers should be trained to university level. In other countries house help is a career but not in Kenya where they are taken as people frustrated in life. Most people do not see the sense of house help work and universities should also open short courses on house helps just like CISCO or customer care". This agrees with Nyaura and Ngugi (2019) who saw the need to have domestic workers empowered. To add on, (citation withheld) emphasised the need for good working condition, which displays respect, appreciation, friendliness, good communication, patience and tolerance,

fair employment conditions, clear expectations, set boundaries and limits, orientation and training, code of conduct, giving an allowance for some odd behaviours among others.

Choosing a Domestic Worker/help. This involves the need to match the needs of the family and the domestic help being employed. For mother M4 she had this to say in regard to choosing a worker, someone who is "honest, child friendly, and responsible…honesty is very important. I prefer a mother, a Christian, non-alcoholic and non-smoker". A good match between an employer and employee increases work satisfaction for both parties.

Jointly Related Training Needs

Conflict Management Skills. Both employer and employee need to identify ways of minimizing conflict and resolving conflict between themselves. E.g., emotional intelligence, embrace dialogue, problem solving skills, and communication skills. Father F1 noted that, "the employer should learn to communicate efficiently to the employee…the approach in terms of timely words. Being strict but with love and respect, avoid abusive language, without shouting because words that can wound a person, communicate the word to the person without intimidation". DW9 echoed this position also, "understand her (domestic worker) because there is a way you can talk to one girl and she becomes annoyed". This position agrees with (citation withheld), who emphasized the need for strong conflict resolution skills.

Employee and Employer Rights. The employee and employer need to know the legal boundaries of their contract, their statutory rights, and expectations. The contract should specify the work of the domestic worker. Mother M7 was of the opinion that, "The house girls should not be too soft to be treated anyhow by the boss who is employing them. They need to sit and write an agreement," when it comes to expectations, they should be spelled out as well. For instance, in regard to Christian faith some people worship on the Sabbath and others on Sunday, which may need to be accommodated in the agreement. In addition to statutory rights, employers should seek to empower their workers. Father H1 had this to say, "Employers should be trained on how to help the domestic workers to build their future lives, depending on the little they have…how to speak and handle house help employment matters, how to hire a domestic worker, how much to pay, the terms and conditions of employment, employment privileges such as NSSF, NHIF among others".

Perceptions, Nature and Boundary Management.

The employer and employee should know how to maintain and manage their personal spaces at the workplace. Both parties should cultivate a positive perception of domestic work. Generally, domestic workers could get fired when they pass their set boundaries. Some fathers refrained from involving themselves in conflict management between the domestic help and the mother of their children, unless on serious matters. Father F4 commented, "Direct involvement with the domestic help is done by my wife unless that person is overboard but mainly that is my wife's duty". Boundary management is key. The domestic workers had limited conversations with the father of the house to avoid being misunderstood. On the other hand some fathers kept a 'social distance' from domestic workers such as not watching TV together. The lack of observing boundaries was a concern for employers among immigrant workers in Staples Italy and in China (Nare, 2014; Fu, Su& Ni, 2018).

People and Communication Skills. Domestic workers should know how to relate with different people: children, husband, wife, and neighbours. Some domestic workers face challenges with communication and may appear rude and disrespectful to their employer (Ngidi, 2003), and on the other hand, some employers demean their workers and use abusive language on them (Nyaura & Ngugi, 2018). Thus there is a need for employers to relate well with their workers. Likewise, a domestic worker needs to know how to relate well with people, the employer and have good etiquette. DW6 had this to say," respect, humble yourself even if you are as harsh as what, but not with your boss, recognize your boss". The domestic workers should uphold the secrets of the family. Mother M4 agreed with this position, "If things happen, they do not go around talking about it with neighbours". Some fathers observed that the mother of the house should refrain from being quarrelsome to the domestic workers. Father F3 had this to say, "Excessive quarrelling would make the domestic worker seek solace from the father of the house."

Limitations

This study focused on some aspects of domestic workers of Nairobi Metropolitan Area. The rural areas are excluded and no male domestic workers were interviewed. It used in-depth interviews corroborated with observations of what people do with their domestic workers.

Theoretical and Practical Applications, Suggestions for Further Research and Conclusion

Practical Applications. The training should expand and include even the employers of domestic workers**.** The training needs should go beyond vocational skills to include: health and safety, interpersonal, communication and negotiation, savings and investment, ways to boost self-esteem and self-efficacy. For those desiring to work in foreign lands, they may need knowledge of the culture of the place**.**

Further Research. Further research should focus on curriculum development where a bigger pool of domestic workers and their employers should be surveyed to identify their training needs. It should also explore other stakeholders- children, bureaus, and other domestic workers- related organizations to identify more training needs. It can have pre and post studies on training outcomes for both employer and employee.

Application to Theory. This study affirms the needs–centred training model. However, the definition of a need is a bit ambiguous.

Conclusion

Training is critical to manpower development, and the case applies even to domestic workers. However, most employers do not know how to relate well with their domestic workers leading to conflicts and short contracts. On the other hand, employees do not know how to negotiate for better terms and resolve conflict. Training both the worker and the employee will reduce these conflicts and increase the payoffs for both parties. The Kenyan government should seek to expand the curriculum of domestic worker training to factor these needs and also train their employers.

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