UNIVERSITY OF EDUCATION WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI CAMPUS

EXPLORING THE IMPACT OF JOB SATISFACTION ON SERVICE DELIVERY AMONG WORKERS IN THE HOSPITALITY INDUSTRIES IN THE WA MUNICIPALITY, GHANA

CYNTHIA ARAH

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A dissertation in the department of tourism and hospitality submitted to the school of graduate studies in partial fulfillment of the requirements for the attainment of a masters of technology degree in catering and hospitality in tourism in the university.

MARCH, 2022

DECLARATION

Student's Declaration

I, CYNTHIA ARAH, hereby declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and that it has not been submitted, either in part or whole, for another degree elsewhere.

Signature ………………………………………….
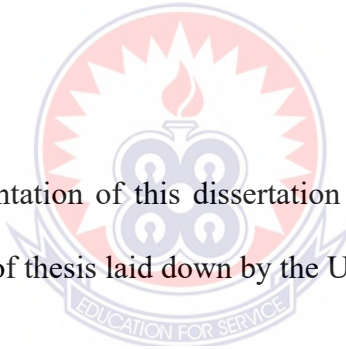
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Supervisor's Declaration

The preparation and presentation of this dissertation were done in accordance with the guidelines for supervision of thesis laid down by the University of Education, Winneba.

Supervisor: DR. MRS. ELLEN OLU FEGBEMI

Signature: ………………..……………………………..

Date………………………..……………………..………..

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DEDICATION

To my family for their love and support.

ACKNOWLEDGMENTS

Profound gratitude goes to my supervisor, Mrs. Olu, a lecturer at the University of Education, Winneba, for her invaluable criticisms as far as this work is concerned.

Many thanks are also due Dr. Gilbert O. Sampson, the Dean of Faculty, Mr. Emmanuel Saaburo, and all lecturers who taught me during this program.

Finally, I wish to thank Bro. Benjamin for typesetting this work. I owe you the fattest cake.

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ABSTRACT

The study was carried out to assess the impact of job satisfaction on service delivery among workers in the hospitality industry in the Wa Municipality as no known study had been undertaken on relationship between employee satisfaction and service quality in hospitality industries in Wa. The study sought to fill this gap by answering the question of the relationship between worker satisfaction and quality of service delivery in hospitality industries in Wa. The study adopted a case study design in which 15 respondents were purposively sampled. A self-developed structured interview guide was used to collect data which was analyzed thematically. The outcome of the study were that, the strategy managers in the hospitality industry develop and implement to increase employees' job satisfaction in the hospitality industry is award scheme for their employees and through this employees develop positive attitude to work, the strategies managers in the hospitality industry develop and implement help employees to develop themselves, thereby deriving satisfaction from it, and employees' job satisfaction ensures provision of quality service. Following the outcome of the study, it was recommended that managers in the hospitality industry should institute award scheme like "star of the month", health insurance, certificate of honour among others for their employees so that they develop positive attitude towards work, managers in the hospitality industry should develop fair but firm policies to create opportunities for employees develop themselves to improve on their service delivery, and since the provision of quality service mainly depends on employee's job satisfaction, managers should routinely engage their employees to resolve any grievances they may harbour.

CHAPTER ONE

INTRODUCTION

Background to the Study

Hospitality is an umbrella term covering a variety of businesses, including restaurants, hotels, resorts and casinos. The Hospitality industry is a broad category of industry that comes under service industry. The hospitality industry services consist of lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. Hospitality is concerned with the provision of accommodation & catering services for guests. It also refers to the reception and entertainment of travelers, the way they are treated by industry employees and an overall concern for the traveler's well-being and satisfaction (Aletraris, 2010).

Delivering services in the hospitality industry is an important pursuit for service providers that seek to create and provide value to their customers (Rotundo, M., & Sackett, P. R. (2002). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability (Lu et al, 2013). In the pertinent literature, a great number of normative studies demonstrate that the effectiveness of the service delivery systems (SDS) influences positively and significantly customers' perceptions of the quality of the service that they receive (Parkinson & Drislane, 2011).

Usually services are offered through the effort of persons or through a mechanical effort towards certain people (Koys, 2011). The quality of services in its concept statues is identical; therefore, the goal of making the many functions of the industry quality is matching these functions fully with the specifications and requirements specified by the

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institution. Work satisfaction is the "holy grail" of success for business in the customer service industry. The goal of every successful business is to maintain a high level of work satisfaction by providing their client with value added transaction through positive customer interaction. In turn, the customer's expectation is to feel important and assisted during the interactions that ultimately lead to fulfillment of their desire and positive end result (Singh, J. (2000). Workers are often trained to known the basic elements of providing excellent customer service. They are taught to listen, to be patient, tolerant and above all helpful.

Work satisfaction is the outcome of customer's perception of the value received in a transaction or relationship, where value equals perceived service quality, compared to the value expected from transactions or relationships with competing vendors (W.H.D.P.U.G, 2014). Organization, especially hotels often monitor their employees to make sure they consistently abide by and apply all of the rules and customer service practices. Work satisfaction, a term frequently used in marketing, measures how services supplied by a company meet or surpass customers' expectation. Work satisfaction is measured at the individual level, but is almost always reported at an aggregate level. It can be, and often is, measured along various dimensions. A hotel for example, might ask customer to rate their experience with its front desk and check- in service, with the room, with the amenities in the room, with the restaurants, and so on. Work satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behavior such as return and recommend rate (Mosahab et al, 2010). Merriam (2009) states

that practical evidence consistently indicates that work characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors have significant effects on job satisfaction of government employees. In support, a study conducted by Lien (2017) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits.

Similarly, Barrows and Watson (n.d.) posit that low pay, limited flexibility and limited opportunities for promotion are characteristics of the hospitality sector which prevent the most qualified workers remaining in the industry and climbing the corporate ladder. The researchers emphasize that the resultant effect can lead to a loss in productivity and a lack of continuity in the hospitality sector. They contend that these hindering factors also serve as a discouragement for young people entering the labour market to pursue careers as civil servants. Another study conducted by Lee, Magnini, & Kim (2011) found that hospitality sector employees indicated dissatisfaction with supervision, communication and pay. However, a survey conducted by Saifuddin et al (2012) indicated that lower skilled hospitality sector employees place more emphasis on factors such as achievement, growth, the work itself and recognition while public sector professionals indicated extrinsic factors such as management policies and rules, job security, pay, supervision and working conditions to be important.

According to Lai (2011), work satisfaction has been a popular topic for researchers in a wide area of fields including industrial psychology, public administration, business and higher education. The principal reason as to why work satisfaction is so extensively

researched is that it relates to significant associations with several variables (Arasli & Baradarani, 2014). For example, it has a positive association with life satisfaction, organizational commitment and job performance (Arasli and Baradarani, 2014). Chi and Gursoy (2009) postulates that employees experiencing high satisfaction levels contribute to organizational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job. Work dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labour problems, labour grievances, attempts to organize labour unions and a negative organizational climate. Koy's (2011) research corroborates that of Chi and Gursoy (2009) in which it was found that employees who are dissatisfied with their jobs show their disapproval by constantly being late or staying absent from work.

To our knowledge, very few studies group specific variables and examine the overall influence of the SDS effectiveness on service delivery, through the direct influence of the individual SDS variables on it. Most studies (Chiang et al, 2014), both the normative and the empirical ones, either have not focused on particular variables of SDS effectiveness, considering the SDS as a unified variable and therefore have not explored individual influences on service delivery, or have examined the influence of specific variables, but have ignored the role of these variables as indicators of the SDS effectiveness. It is for this reason that an essential area like work satisfaction be explored in order to gain a better insight thereof. This will provide executive managers with important information to enable them to stimulate greater work satisfaction amongst employees in the hospitality industry.

Statement of the Problem

Only 78% of businesses survive after 1 year of establishment, and half of those that remain fail within the next 4 years for many reasons including poor employee satisfaction (U.S. Small Business Administration, 2016). In today's world of intense competition, delivery of quality services is the key source of competitive advantage. It is believed that the concept of work/job satisfaction was first introduced by Landsberger (Bryne et al, 2010). Although he did not mention job satisfaction as such, Landsberger introduced the basis for this term. His Hawthorne effect indicated that employees are working not only because they are paid for that. Further on, the concept was thoroughly investigated and the job satisfaction idea emerged. Satisfied employees have willingness, empathy, readiness and assurance when delivering the service (Jafri, 2012). Willingness and readiness mean delivering the service punctually and quickly, being there for customers and being there when customers need assistance.

The increased number of hospitality industries has raised competition level between hospitality service providers. Service quality has therefore been adopted as a strategic tool that offers competitive advantage to a hospitality enterprise. According to Jang and George (2014), although workers deliver optimum services, most South African employees experience a lack of work satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of industry's goals. The symptoms of these problems result in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover. The current situation in the hospitality sector in Ghana is not dissimilar. Hospitality sector employees are faced with a multitude of factors that impact on effective and efficient service delivery (Jang and George (2014). Employee

work satisfaction is considered as a critical success factor for organizations. Numbers of researches on this topic have been conducted all around the world. In recent decades, this issue has aroused interest in Ghana as well. Unfortunately, it is observed that there is not enough research made in Ghanaian major hospitality institutions about work satisfaction (Lee et al, 2011). Therefore, the issue is significantly important for hospitality institutions. For these reasons, one of the fundamental public institutions is selected for this study on measuring job satisfaction.

The general hospitality services problem is that enterprise leaders struggle to survive over 5 years due to several financial, managerial, customer, and employee challenges, which may have a direct impact on administration and production profit. The specific problem is that some hospitality business leaders in Wa lack strategies to increase the overall job satisfaction of their employees. The antecedents of job satisfaction can be divided into two groups: the ones intrinsic to the job environment and related to the job itself, and the ones arising from the individual's characteristics and traits (Ajayi & Abimbola, 2013).

Lee et al in 2011 offered a more detailed classification and distinguished between extrinsic factors, intrinsic factors, social relationships at work, individual's capabilities to do the job, and the quality of supervision. Work satisfaction is a crucial issue for the development and better functioning of hospitality organizations and the country as a whole, and also for the future expectations of the well-educated and qualified work force of the country (Anin et al, 2015). This industry contributes to fundamental economic policies and activities mainly related to trade and investment in order to contribute to the national economy and development of the social welfare. Also, it has a critical responsibility for developing and implementing the policies for the coordination of international economic relations by

means of diplomatic missions. Therefore, the work satisfaction among employees is worth to be investigated and very important to be kept at high level in this kind of institutions (Pelit et al, 2011). To the best of researcher's knowledge, no known study has been undertaken on relationship between employee satisfaction and service quality in hospitality industries in Wa. The study seeks to fill this gap by answering the following research question: What is the relationship between worker satisfaction and quality of service delivery in hospitality industries in Wa?

Objectives of the Study

The main objective of the study is to assess how work satisfaction influences service delivery among workers in the hospitality industry in the Wa Municipality. The explicit objectives are as follows:

1. To assess strategies that employers have developed and implemented to increase employees' job satisfaction in the hospitality industry

2. To assess the effectiveness of these strategies in improving employees' job satisfaction among employees in the hospitality industry.

3. To identify how work satisfaction influences employee's performance and service delivery in the hospitality industry in the municipality.

Research Questions

The following research questions guided the study:

1. What strategies have you developed and implemented to increase employees' job satisfaction in the hospitality industry?

2. How effective are these strategies in improving employees' job satisfaction among employees in the hospitality industry?

3. To what extent does work satisfaction influence employee's performance and service delivery in the hospitality industry in the municipality?

Significance of the Study

This study will serve as a practical guideline for the hospitality services management, especially the front office department. The outcome of this study will develop the service quality of the front office staff in order to meet with the customers' needs and their satisfaction. If the results show a high score, the hotel owner would be happy with the service. In difference, if the results show a low score, it would propel the hospitality owners to improve their services and arrange training program(s) where necessary.
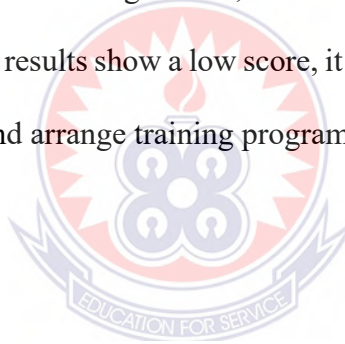
Scope of the Study

The study emphasizes the following scope:

- To identify the employees level of satisfaction in their work.

- This study is helpful to the industry for conducting further research.

- It is helpful to identify the employer's level of satisfaction towards welfare measure.

- This study is helpful to the industry for identifying the area of dissatisfaction of job of the employees.

- This study helps to make a managerial decision to the industry.

Limitations of the Study

- The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy cannot be assured.

- The research was carried out in a short span of time, wherein the researcher cannot widen the study.

Organization of the Study

The research work is organized into five chapters. Chapter One covers the general introduction to the study. It gives insight into the background, research problem, purpose, objectives and questions, scope and significance, limitations as well as the organization of the study. Chapter Two discusses empirical, contextual and theoretical literature relevant to the study. Chapter Three discusses the methodology of the study which includes the research design, the study population, sample and sampling techniques, data collection instruments, data collection techniques, data analysis as well as the ethical considerations regarding the study. Chapter Four analyzes and discusses data collected from the various hospitality institutions which are involved in the study. Chapter Five presents a summary of findings, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter focuses on literature review of the relevant themes, the concept of job satisfaction and service delivery in the hospitality industry.

Hospitality Service Delivery in Ghana

The role of services in the world economy is growing and will continue in this way in the medium to long term. The economies of advanced countries are dominated by the services sector (e.g. services comprise nearly 80% of the US economy). World trade in services now approaches $ 1 trillion per year and is still growing (Galeotti, 2004). This development is even more profound in Africa where countries that are emerging from long periods of political and economic instability, have begun processes to achieve stability through return to democratic governance. These countries have therefore become attractive business destinations for investors from the Western European, North American countries as well as the far and the Middle-Eastern countries (Samuels, 2004).

In a bid to get its fair share from the global upward trends in the hospitality industry, the Government of Ghana has given greater attention to developing the hospitality industry to attract and accommodate a large number of tourists. As the country strives for economic growth, Ghana's governments have made strenuous efforts to get the hospitality industry - tourism - to contribute more to the national fund over the years. At the same time, governments have sought to add greater meaning to the slogan, "Ghana, Gateway to West Africa" by playing host to various international programmes, the latest being the 12th

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UNCTAD International Conference in Accra, after hosting Africa's biggest soccer fiesta – the 26th MTN Cup of Nations 2008, which was won by Egypt. One major factor that seems to be militating against efforts at boosting the tourism and hospitality industry in Ghana is the dearth of suitable accommodation, especially those in the four and five-star categories. Ghana is fast establishing itself as one of the major tourist destinations after Kenya in Africa, due to:

1. Its rich cultural heritage of African American roots.

2. The traditional hospitality of the people.

3. The abundance of natural resources that create an ecologically intact tourist environment.

Another puller of hospitality is the issue of sports of which soccer through the ages of certain sporting ambassadors has given no small dimension to Ghana's popularity. Hence, the influx of all sort of cultures (such as African-Americans, the Germans, the British and, of course, the Europeans not forgetting African brothers and sisters from nearby countries) in search of their roots. Such a stream of people means a lot to Ghana in terms of foreign exchange, but it has to be sustained. It is the services provided to these visitors by way of accommodation, among others, that brings the money provided they are satisfied with the services. Consequently, a high premium must be placed on such areas as:

1. The physical or natural environment.

2. Cultural practices that influence service provision

3. Economic factors that hinder the rendering of quality services

4. The services rendered to support them by the hotel industry.

The geographical location of Ghana and the climatic conditions of the country hinders the use of heaters in the hotel room which is a determinant for hotel rating in the western world. The provision of foreign food used as a rating criterion, is most unfair to Ghana, since the local foods can be packaged well to be served in the hotels. Furthermore, today's tourism business environment and the multicultural diversity of international tourists points to the importance of developing a better understanding of the culturally different tourist (Reisinger & Turner, 2002). Previous studies reported that people from different cultures have different preferences, expectations and so travel consumption patterns (Woo & Ennew, 2004).

Cultural differences in value orientations and social behaviour have direct impacts on tourist holiday experiences. The hosts' ability to respond effectively to a culturally different tourist was an important element determining positive tourist holiday experiences and satisfaction (Reisinger & Turner, 2002). Given that Ghana is a middle-income country there are so many economic factors that hinder hoteliers to provide quality standards. Some of these hindrances include hoteliers not being able to train all staff to provide quality service, hotel staff are not motivated; their intrinsic motivation, therefore, is not aroused. In this situation, many staff harbor in them dissatisfaction and involuntarily exhibit this while dealing with their clients. to give them the inner joy to give their clients good treat and services. Besides, there is a lack of resources to put fitting into the hotel rooms to meet international standards. It is for this reason and many others that this study tries to examine the service quality practices in the hotel industry in Ghana. Recent growth trends of tourism as a global phenomenon support the view that firms and various destinations that provide high quality tourist products and services in an environmentally

friendly and sustainable manner would remain in business to maximize the benefits of tourism. Worldwide tourism growth with its associated enormous socio-economic benefits has enticed many countries to embrace and treat tourism as an integral part of their development planning programmes. For many countries, high quality tourism has become an important means of promoting socio-economic development and a major source of foreign exchange.

Tourism and hospitality planning and development have therefore occupied an enviable position on the overall development agenda of countries including Ghana. An examination of tourism statistics from 1957 to 1997 suggest that worldwide expenditures and foreign exchange earning has been on a steady increase (WTO, 2011). One major distinguishing factor that differentiates destinations has been service quality of their tourist support services and attractions, though overall growth could be attributed to the concomitant effect of industrialization, globalization, the rise of consumerism, environmental, quality auditing, socio-demographic changes that took place at the close of World War II and the emergence of very experienced, sophisticated and discerning "New Tourist" (Parasuraman et al, 2009).

Delivering quality service consistently gives a competitive edge to hospitality service organizations. It requires an understanding of customer expectations and the types of expectations. Further, knowledge of factors influencing the desired service level, adequate service level, and zone of tolerance will help employees of service organizations consistently meet and exceed service expectations of customers. While evaluating services offered by an organization, customers compare perceived quality of service with the expected quality of service. Therefore, hospitality service organizations should have

knowledge about customer perceptions and the influence of factors such as service encounter, service evidence, image of the service organization, and price of the service on customer perceptions.

Statistics also revealed that in the 1990s Cape-Coast could boast of at least two hotels being built every year so by the close of 2001, Cape- Coast could boast of a proliferation of hotels of all stars, but as at 2004, the tempo had reduced to one hotel in three years and to date has continued experiencing a nose diving trend. In spite of the fact that a lot of marketing is being done to attract the African Americans, tracing their roots to Cape Coast, not much has been salvaged. This is due to the fact that desired services are not met. So, guests prefer to make a day's trip and return to Accra where at least they can get an appreciable standard of service. Again, one of the shortfalls is the fact that hotel owners create and give titles to their hotels and advertises on them only for guest to come and get disappointed. For example, titles like resorts which are not found in Ghana are being used by hotel owners. All of these have contributed to the downward trend of tourism arrivals and its corresponding revenue.

The Employee Hospitability

Strategic thinking in creating new individual services or entire hotel products must be based on a prior presentation of organizational culture to the hotel employees. Once the employees have completely embraced the idea of the purpose of their services and organizational concept, it is realistic to expect that they will be able to convey their satisfaction to the guests, i.e. the ultimate consumers of the services. Otherwise, if employees *a priori* do not accept the organizational culture as being beneficial to their

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interests, the front-line employees' presentation and sales of services is likely to be a failure. Teng and Chang (2013) define employee hospitality as "customer perceptions of employee characteristics of hospitality during the service encounter and the guest-host interaction". They also point out that task performance and hospitability performance are different in their outcomes. For example, employee's task performances enable guests to benefit functionally, while their hospitability performance makes them to react emotionally. Lee & Way (2010) point out that a work environment where employees can achieve a feeling of satisfaction can be linked to quality of service and retaining quality employees. When employees know what is expected of them, they are more likely to meet role obligations and are more satisfied with their job (Bowen & Schneider, 2009). Furthermore, employee attitudes and opinions about their colleagues and the work environment may make all the difference between workers' merely doing a good job and delivering exceptional guest service (Arnett, et al., 2002).

In order to achieve excellence (as perceived by the guest), service should be viewed as the performance of a worker. Employees share the feeling of pride and satisfaction at the same moment they deliver the service ordered by the guests. Each conversation with the guest is one "moment of truth" when guests evaluate the value for money relation. In Croatian hospitality there is a rare practice of a commonly developed understanding of such moments of truth. The concept of "moment of truth" was popularized by the Scandinavian Airline System (SAS) in the early 80s. Each of their 10 million customers came in contact with approximately five SAS employees, and that contact lasted an average of 15 seconds each time. These 50 million "moments of truth" are the moments that ultimately determine whether SAS will succeed or fail as company (Angelo & Vladimir, 2011).

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Consciousness about these moments of truth often leads to a higher quality of service atmosphere in hospitality establishments. Because the moment of truth is one of the key moments, management should pay more attention to those moments especially when planning human resources and their processes. Pride is another crucial emotion which entices positive employee behavior regarding their relationship with guests. Pride in the organization results from specific perceptions of the organization and from experiences with that organization (Arnett, et al., 2002). The idea of what kinds of skills an organization wants from its employees occurs when organizations realize what kind of mood or feeling they want to achieve. The combination of two factors - ambience and employees creates an atmosphere in a specific space.

In that respect, emphasis is placed on employees who have greater value in creating a specific mood. Beautiful architecture and décor cannot provide the desired feeling without the character of the employees. The whole hospitality experience is the result of each employee and their interaction with other employees at meeting points.

The Concept of Job satisfaction

Job satisfaction has been defined in different ways and a definitive designation for the term is unlikely to materialize. Job satisfaction is a psychological concept that refers to job related attitudes and characteristics such as pay and reward, policies, leadership behaviours, management styles and co-workers (Dartey-Baah, 2010). Job satisfaction is one of the important topics to study when it comes to human resources. The fact that in hotel business employees are constantly interacting directly with customers only proves how essential it is to know which factors can influence job satisfaction and what

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consequences there might be. It is believed that the concept of job satisfaction was first introduced by Landsberger (Khuong & Tien, 2013). Although he did not mention job satisfaction as such, Landsberger introduced the basis for this term. His Hawthorne effect indicated that employees are working not only because they are paid for that. Further on, the concept was thoroughly investigated and the job satisfaction idea emerged. The most common definition of job satisfaction was offered by Locke (1976), who defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating ones' job values".

Many studies identify job satisfaction as "an affective or emotional response to the comparison between actual and desired job characteristics" (Edwards & Shipp, 2007). Another definition offered by Brief (2017) states that job satisfaction is "an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favour or disfavour". The latter definition denotes an important fact that job satisfaction consists of two components: an affective reaction (i.e., whether the employee likes or dislikes the job), and a cognitive appraisal (i.e., whether the job is valuable for the employee) (Locke, 1976). However, this dichotomous view on job satisfaction was found rather confusing and thus two solutions were offered. One way would be to define job satisfaction exclusively by cognitive component, that is as "a positive (or negative) evaluative judgement one makes about one's job or job situation" (Weiss, 2002, p.175). The other option would be to concentrate on affective terms, and thus treat the cognitive appraisal as a separate factor (Edwards & Shipp, 2007).

The antecedents of job satisfaction can be divided into two groups: the ones intrinsic to the job environment and related to the job itself, and the ones arising from the individual's

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characteristics and traits (Al-Ababneh & Lockwood, 2010). Armstrong (2003) offered a more detailed classification and distinguished between extrinsic factors, intrinsic factors, social relationships at work, individual's capabilities to do the job, and the quality of supervision. The factors influencing the job satisfaction can be summarized along the following dimensions: the work itself, pay, promotions, supervision, work group and working conditions (Luthans, 2011). Thus, the interesting and challenging content of work, career development opportunities, and family-friendly job environment can positively influence the job satisfaction. Fair and competitive wages and salaries are highly contributing to the job satisfaction of an employee, also because the employees perceive pay as an indicator of how valuable they are for the organization (Luthans, 2011). Promotion opportunities have quite diverse outcomes in terms of job satisfaction. For instance, employees promoted on the basis of their performance are feeling more satisfied than the ones promoted on the basis of seniority. Supervision affects the job satisfaction in terms of personal interest of supervisors in the employee's life, and the opportunities for the employees to participate in the decisions that influence their jobs.

Having a strong, friendly, effective, and cooperative team at work can positively influence the job satisfaction of the employees. However, having a "good" team at work is not crucial to be satisfied. But the negative influence of bad relationships in the group has much more significance for the lower job satisfaction. The same principle applies to the working conditions: if they are suitable, the effect on satisfaction is not significant, but having poor working conditions can heavily decrease job satisfaction (Luthans, 2011). Research has found that such indicators as salaries, relationships with colleagues and supervisors, and work itself are the most important for job satisfaction (Gallardo et al., 2010). HR

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management practices, job design and characteristics can also influence job satisfaction of employees (Kusluvan et al., 2010). Study has shown that hygiene factors are the most relevant when defining the job satisfaction levels in the hospitality industry due to lower expectations of the employees in this sector (Mullins, 2015). These factors include working conditions, interpersonal relations, supervision, job security, benefits, company policies and management, and salary (Al-Ababneh & Lockwood, 2010). The motivational factors from the theory introduced by Herzberg et al. (Al-Ababneh & Lockwood, 2010), namely recognition, advancement, achievement, autonomy, work itself and responsibility, were found to have significantly less impact on job satisfaction in tourism industry. Accordingly, several studies have already evidenced that, for instance, sales managers facing high job demands, work-family conflict, and having low job control tend to have lower job and life satisfaction (Chiang et al., 2010; Zhao et al., 2011).

Clearly, job satisfaction is an important aspect in the lives of employees and enhancing it can bring benefits for the company as well. For instance, job satisfaction can moderately increase job performance. Of course, job satisfaction alone will not make the employees stay in the company and remain loyal, but it can definitely help to avoid extremely high turnover rates and decrease absenteeism. Moreover, increasing job satisfaction of the employees can reduce occupational stress (Luthans, 2011). Thus, employers should rather be interested in how they can improve job satisfaction among their employees. For instance, having fair salaries and wages, benefits, and offering promotion opportunities have proved to be important factors enhancing job satisfaction (Luthans, 2011). According to Lam et al. (2001), one of the ways to increase job satisfaction among employees can be organizing training workshops and development plans, especially for new employees.

Making jobs more fun can also decrease the chances that employees feel dissatisfied with their job (Luthans, 2011). Differences in job satisfaction according to several demographic characteristics were of interest for several researchers. For instance, studies on the differences due to the gender of the respondents have yielded controversial results. Thus, many researchers have not found the differences to be significant between men and women (Burke et al., 2008; Civilidag & Sargin, 2013; Civilidag, 2014). However, there was some evidence that women reported overall higher job satisfaction than men (Al-Ababneh & Lockwood, 2010). Saner and Eyüpoğlu (2013) in their research on job satisfaction among academics have found that married respondents indicate higher satisfaction than unmarried ones. However, Azim et al. (2013) have not found any significant differences in job satisfaction due to the marital status. Age proved to have significant influence on the job satisfaction in some research papers. Thus, middle-aged employees (36-45 years old) reported more job satisfaction than the younger adults (Chandraiah et al., 2003; Al-Ababneh & Lockwood, 2010). The lowest job satisfaction levels were reported by the employees under 25 years old (Al-Ababneh & Lockwood, 2010).

In terms of education, a research by Al-Ababneh and Lockwood (2010) has found that employees holding a degree are significantly more satisfied with their job then the ones without a degree. However, there have been researchers, who found education to either have negative influence on the job satisfaction (Bilgic, 2015), or no significant influence at all (Bilgic, 2015). Studies on effects of parenthood on job satisfaction of employees did not come to a common conclusion. Some researchers have found that having children does not affect job satisfaction (Bilgic, 2015), while others have concluded that number of children negatively influences job satisfaction (Bilgic, 2015). It has already been

mentioned before, that job satisfaction can be influenced by the occupational stress. The interrelations between these two important aspects of work have been of a great interest of many scientists. Thus, it has been found that stress at work has strong and negative correlation with job satisfaction in different industries (Rizwan et al., 2014; Xiang et al., 2014). Research conducted in the hospitality sector has found such stressors as interpersonal tensions and role ambiguity to have significant negative correlation with job satisfaction (Yang, 2010).

The Antecedents of Job Satisfaction

The factors affecting job satisfaction can be divided into two main areas, namely, personal determinants and organizational factors (Nel et al., 2004).

Personal Determinants

Studies investigating job satisfaction indicate that personal determinants such as race, gender, educational level, tenure, age and marital status impact on job satisfaction.

Race

Research evidence with regard to the relationship between race and job satisfaction have yielded inconsistent results (Friday, Moss & Friday, 2004). Research conducted by Gavin and Ewen (1974) cited in Friday et al. (2004) on various occupational classes consisting of blue collar and white-collar employees, reflected that African employees experienced higher levels of job satisfaction than the other racial groups. On the other hand, a number of studies have also found that White employees amongst different occupational classes experienced higher levels of job satisfaction in comparison to African employees (Friday et al., 2004). A survey conducted by Henault (2004) investigating job satisfaction amongst

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American healthcare executives revealed that minorities continued to lag behind their White counterparts. A number of studies have also found that race-based differences in relation to job satisfaction can be attributed to group homogeneity. The results from these studies reflect that as homogeneity in the group increases, members of the group experience an increase in job satisfaction (Jones & Schaubroeck, 2004). Studies indicating the relationship between race and job satisfaction within the South African context are, however, limited.

An investigation by Erasmus (2000) from the Unisa Business Leadership School, found a difference in job satisfaction between White and African females within a human resources profession. The researcher reports that White females were found to be more satisfied than their African female colleagues. The research highlighted factors such as pay and benefits causing dissatisfaction amongst African females. Findings of another study conducted in 2000 among readers of the apartment section of the South African Business Times, revealed that African respondents are more likely to feel less secure in their positions than their White counterparts. Reasons cited for their feeling of lack of job security were as a result of restructuring, affirmative action or shrinking of industry sectors (Robbins et al., 2003).

Gender

Several studies conducted with regard to the relationship between gender and job satisfaction have yielded contradictory results (Chiu, 2010). A study conducted by Murray and Atkinson (2010) investigating gender differences in determinants of job satisfaction, reflected that females attach more importance to social factors, while males place greater value on pay, advancement and other extrinsic aspects. In support, Tang and Talpade

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(2000) maintain that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction. Their study found that men tend to have higher satisfaction with remuneration in relation to females, while females tended to have higher satisfaction with co-workers than males. Findings of a survey looking at issues affecting women in the South African workforce indicated similar findings with regard to females. The majority of respondents revealed that they were satisfied with their jobs.

The factors that contributed the most to their job satisfaction were the company of co-workers, the opportunity to learn new things and factors inherent in the job itself (Robbins et al., 2003). Koys (2011) however, failed to find that gender affects job satisfaction. Similarly, Donohue and Heywood (2004) could not prove gender satisfaction differences in a study conducted amongst young American and British employees. Contrary to the above, Robbins et al. (2003) argue that no evidence exists suggesting that gender impacts on an employee's job satisfaction. The authors are of the opinion that gender differences can have an effect on the relationship between job dimensions and job satisfaction, but that it does not have a direct impact on job satisfaction.

Educational level

Studies conducted on the relationship between the level of education and job satisfaction showed no consistent pattern (Metle, 2003). An investigation by Crossman and Abou-Zaki (2003) in the Lebanese banking sector found that no statistically significant relationship existed between job satisfaction and education ($p = 0.094$). Although the relationship was not significant, their research found that a relationship between job satisfaction and education existed. In this regard respondents in possession of a school certificate reported the lowest level of overall job satisfaction, while employees with a college certificate

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reported the highest level of overall job satisfaction. The researchers highlighted possible factors such as a lack of skills and less favourable treatment by management as contributing to lower satisfaction levels among staff in possession of a school certificate.

However, a similar study conducted by (Metle, 2003) amongst Kuwaiti women employed in a public government sector environment, showed that a strong relationship existed between the level of education and overall job satisfaction. Of the employees surveyed, 90% were in possession of a post graduate qualification. Employees in possession of an intermediate level qualification reported higher levels of satisfaction in relation to those employees who have higher levels of education. Lai (2011) suggests that job satisfaction decreases in relation to an increase in the level of education as the expectations of employees are often not met by employers. To concur with this finding, results obtained from a study conducted by Lacey (1994).whereby 288 employees in the American postal services were surveyed, found perceived over-qualification to have a negative relationship with the dimensions of job satisfaction.

Tenure

Tenure refers to the number of years an employee has spent working (Koys, (2011). According to Bedeian, Ferris and Kacmar (1992) cited in Robbins et al. (2003), tenure and job satisfaction is positively related. Ronen (1978) cited in (Koys, (2011) found tenure to have a U-shaped relationship with job satisfaction. In this respect, Ronen maintains that employee satisfaction declines within the first year of employment and remains low for several years, after which it increases. Furthermore, he maintains that employee expectations are high at the time of appointment, but when these expectations are not met, the resultant effect leads to a drop in job satisfaction. As the employee becomes more

mature and experienced, the initial expectations decline to a more realistic level thereby making such expectations more attainable, coinciding with increased job satisfaction.

Research conducted by Mottaz (2000) amongst nurses in the United States of America found a significant increase in job satisfaction with length of time on the job. Clarke, Oswald and Warr (2000) contend that employees with longer service may experience higher satisfaction levels because the job matches their personal needs. In this regard, Sarker, Crossman, and Chinmeteepituck (2003) add that employees with long service tend to adjust their work values to the conditions of the workplace resulting in greater job satisfaction. Koys (2011) attributes the increase in job satisfaction over the length of time to factors such as job stability and opportunities for promotion. Contrary to the above, Sarker et al. (2003) state that longer tenure in a job may lead to boredom and lower levels of job satisfaction. Similarly, Clarke et al. (2000) maintain that longer tenure does not necessarily lead to increased levels of job satisfaction. The researchers cite low job mobility and external labour market conditions as possible factors contributing to lower levels of job satisfaction.

Age

Mixed evidence exists regarding the relationship between age and job satisfaction (Robbins et al., 2003). According to Greenberg and Baron (2000), older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced. This view is supported by Drafke and Kossen (2002). The researchers state that job satisfaction typically

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increases with age as older workers have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts. They are of the opinion that younger workers have less experience to draw on and have an idealistic view of what work should be like. Research conducted by Okpara (2004) amongst managers within an IT environment found a significant relationship between job satisfaction and age. Similarly, earlier research supported this finding. Rhodes (1982) cited in Koys (2011) supports the findings that the relationship between job satisfaction and age is significant. The author reached this conclusion after a review of the findings of seven other separate studies conducted on the relationship between age and job satisfaction.

Robbins et al. (2003) report that although most studies indicate a positive relationship between age and job satisfaction, other studies reflect a decrease in satisfaction as employees move towards middle age, at least up to the age of 60. Satisfaction increases again from around 40 and on. The authors refer to this phenomenon as the U-shaped relationship. Mottaz (2000) in Koys (2011) cited several reasons for the variance in job satisfaction between older and younger workers. Mottaz's view is that younger workers are generally more dissatisfied than older employees because they demand more than their jobs can provide. The author postulates that older workers possess more seniority and work experience enabling them to move easily into more rewarding and satisfying jobs. Older workers place less emphasis on autonomy or promotion; thus, they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment the longer they are employed, adding to greater job satisfaction.

Marital status

Research on the effect of marital status on job satisfaction has yielded inconclusive results (Robbins et al., 2003). The results of a study conducted by Kuo and Chen (2004) investigating the level of job satisfaction amongst IT personnel working in Taiwan, found marital status to be highly related to general, intrinsic and overall satisfaction. They reported that the results of the study indicated that married employees experienced higher levels of job satisfaction in comparison to that of single employees. Research conducted by Cimete, Gencalp and Keskin (2003) which involved 501 nurses employed at two university hospitals in Istanbul, established that the job satisfaction mean score of divorcees and widows was higher than that of single and married groups. The difference between the mean scores was significant. Research conducted by Jamal and Baba (1992) also found a significant relationship between job satisfaction and marital status.
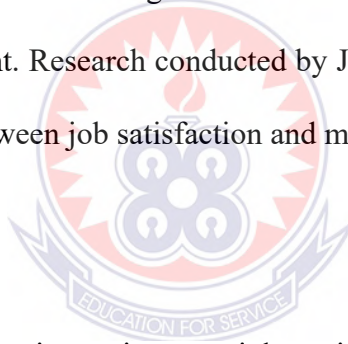
Organizational factors

The organizational factors impacting on job satisfaction include the work itself, remuneration/pay, supervision, promotion opportunities, co-workers, job status and job level.

The work itself

Locke (1995) postulates that employee job satisfaction is dependent on satisfaction with the job components, such as the work itself. Robbins et al. (2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for

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results." According to Robbins (1993), employees prefer jobs that present them with opportunities to execute their competencies on a variety of tasks and that are mentally stimulating. This view is supported by Lacey (1994) who states that individuals are more satisfied with the work itself when they engage in tasks that are mentally and physically stimulating. Robbins et al. (2003) posit that jobs that are unchallenging lead to boredom and frustration. Contrary to the above, Johns (2000) is of the opinion that some employees prefer jobs that are unchallenging and less demanding. Research conducted by Vitell and Davis (1990) which involved employees in a management information system environment, found a statistically significant relationship between job satisfaction and the dimension of work itself. Results from other studies conducted indicate that a dimension such as the work itself can result in either job satisfaction or dissatisfaction (Ruthankoon & Ogunlana, 2003).
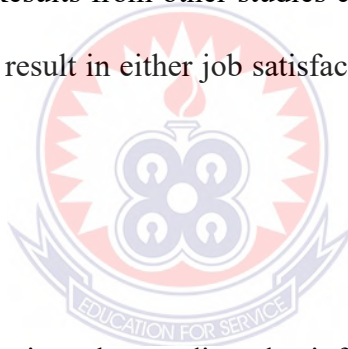
Remuneration/pay

Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (2002), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. The author is of the opinion that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. In a study conducted by Koys (2011) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established. However, a study conducted by Young, Worchel and Woehr (1998) in the public sector failed to find any significant relationship between pay and satisfaction. Similarly, results from a survey

conducted by Brainard (2005) amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction. The existence of both financial reward and recognition has been found to have a significant influence on knowledge workers (Arnolds & Boshoff, 2004; Kinnear & Sutherland, 2000). Individuals view their remuneration as an indication of their value to the organization. They compare their inputs to received outputs relevant to that of others (Nel et al., 2004). This view is supported by Moshin (2015) who concur that comparisons with similar others are important predictors of pay satisfaction. Their study, which was based on the social comparison theory, highlighted the fact that comparisons to similar others impacts on pay satisfaction. According to Boggie (2005), inequity in terms of lack of recognition and poor pay often contribute to a problem with employee retention.

Supervision

Research demonstrates that a positive relationship exists between job satisfaction and supervision (Peterson, Puia & Suess, 2003; Smucker, Whisenant, & Pederson, 2003). Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003). According to Ramsey (2001), supervisors contribute to high or low morale in the workplace. The supervisor's attitude and behaviour toward employees may also be a contributing factor to job-related complaints (Sherman & Bohlander, 1992). Supervisors with high relationship behaviour strongly impact on job satisfaction (Graham & Messner, 2004). Wech (2002) supports this view by adding that supervisory behaviour strongly affects the development of trust in relationships with employees. The author further postulates that trust may, in turn, have a significant relationship with job

satisfaction. A study conducted by Packard and Kauppi (1999) found that employees with supervisors displaying democratic management styles experienced higher levels of job satisfaction compared to those who had supervisors who exhibited autocratic or liassez–faire leadership styles. Brewer and Hensher (2000) contend that supervisors whose leadership styles emphasize consideration and concern for employees generally have more satisfied workers than supervisors practicing task structuring and concern for production. Bassett (2003) maintains that supervisors bringing the humanistic part to the job, by being considerate toward their employees, contribute towards increasing the employee's level of job satisfaction.

Promotion opportunities

A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Peterson et al., 2003). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. Kreitner and Kinicki (2001) however, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees.

Co-workers

A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Kreitner & Kinicki, 2001). Findings of a survey conducted by Madison (2000) on more than 21000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer

from job dissatisfaction. Another survey conducted amongst 1250 Food Brand employees found that positive relationships with co-workers enhance job satisfaction (Berta, 2005). Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 2000). A study conducted by Viswesvaran, Deshpande and Joseph (2004) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

Job status

To date, a paucity of research exists indicating the relationship between job status and job satisfaction. Research conducted by Feather and Rauter (2004) which involved contract and permanent employees in the teaching environment in Australia, failed to establish a relationship between job status and job satisfaction.

Job level

Satisfaction surveys reflect that a positive relationship prevails between job level and job satisfaction (Cherrington, 1994). Higher levels of job satisfaction are usually reported by individuals occupying higher level positions in organizations as they offer better remuneration, greater variety, more challenge and better working conditions (Cherrington, 1994). Research conducted by Robie, Ryan, Schmieder, Parra and Smith (1998) corroborates the view that a positive and linear relationship exists between job satisfaction and job level. Results of their study indicate that as job level increased, so did job satisfaction. In support of the above, Allen (2003) postulates that job satisfaction is strongly linked to an employee's position within the company. The author concludes that the higher the ranking, the lower the job satisfaction. In contrast, Mossholder, Bedeian and Armenakis

(1981) cited in Robie et al. (1998) report that job satisfaction decreases with an increase in the job level.

The Consequences of Job Satisfaction

Numerous authors have highlighted that job satisfaction impacts on employee productivity, turnover, absenteeism, physical and psychological health (Mullins, 2014).

Productivity

Research findings indicate that the relationship between satisfaction and productivity is positive, but very low and inconsistent (Johns, 2000). According to Luthans (2004), although a relationship between job satisfaction and productivity exists, the relationship between these variables is not strong. The author maintains that the most satisfied employee will not necessarily be the most productive employee. At an individual level the evidence is often inconsistent in terms of the relationship between satisfaction and productivity, but at an organizational level a strong relationship exists between satisfaction and productivity (Robbins et al., 2003).

Physical and psychological health

Spector (1997) states that individuals who dislike their jobs could experience negative health effects that are either psychological or physical. On the other hand, Luthans (2002) mentions that employees with high levels of job satisfaction tend to experience better mental and physical health.

Turnover

A number of studies strongly support the view that turnover is inversely related to job satisfaction (Robbins et al., 2003). According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied. Greenberg and Baron (2010) contend that employees lacking job satisfaction often tend to withdraw from situations and environments as a means of dealing with their dissatisfaction. A major form of employee withdrawal is voluntary turnover. By not reporting for duty, or by resigning to seek new job prospects, individuals might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing. Phillips, Stone and Phillips (2001) concur that employee turnover is the most critical withdrawal variable. A study conducted by Steel and Ovalle (2000) established a moderately strong relationship between job satisfaction and turnover, indicating that less satisfied workers are more likely to quit their jobs. According to Lee and Mowday (2002) cited in Luthans (2002), a moderate relationship exists between satisfaction and turnover. The researchers posit that high job satisfaction will not necessarily contribute to a low turnover rate, but will inadvertently assist in maintaining a low turnover rate.

Absenteeism

Research indicates that job satisfaction levels are related to absenteeism (Hellriegel, Slocum & Woodman, 2005). Anin (2015, p. 548) maintain that "absenteeism is regarded as withdrawal behaviour when it is used as a way to escape an undesirable working environment." According to Luthans (2002), various studies conducted on the relationship

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between satisfaction and absenteeism indicates an inverse relationship between the two variables. Thus, when satisfaction is high, absenteeism tends to be low. The converse indicates that when satisfaction is low, absenteeism tends to be high. Contrary to this, the findings of a study undertaken by Johns (2000) found the association between job satisfaction and absenteeism to be moderate. Robbins (2003) supports the view of a moderate relationship existing between satisfaction and absenteeism. According to Robbins et al. (2003), the moderate relationship between these variables could be attributed to factors such as liberal sick leave, whereby employees are encouraged to take time off. The afore-mentioned could ultimately reduce the correlation coefficient between satisfaction and absenteeism.

Job Satisfaction and Service Delivery

Locke (2016) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. Job performance on the other hand, comprises apparent behaviours that people observe in their job that are important in achieving organizational goals and these behaviours must be pertinent to the goals of the organization (Rotundo & Sackett, 2002). The burgeoning literature of organizational behaviour and organizational psychology suggest that, job satisfaction and performance relationship is the most researched area (Judge et al., 2001). Their relationship has been studied widely over decades and the growing interest in the study of the two phenomena is unusual (Spector, 2000). Weiss and

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Cropanzano (2005) describe this relationship as Holy Grail of industrial/organizational psychology and the rationale behind the rising interest in the study of the relationship between the two variables by various organizations around the world is to recognize the components of employees' satisfaction for appropriate control (Saifuddin et al., 2012). Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development (Ainsworth, Smith and Millership, 2008). The idea is that performance management is best served by developing a system that is interactive and capable of resolving performance related issues. Organizations make investments in their human capital to improve performance and target higher niches in the market through delivery of high-quality services (Appelbaum, Bailey and Berg, 2000). Employee performance affects the overall performance of an organization and its bottom-line (Purcell & Hutchison 2007). Employee performance is influenced by motivation. Armstrong (2009) points out that motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. Buchner (2007) points to control theory as a basis for critically assessing performance feedback provided through performance management. Stearns and Aldag (2003) define feedback as information that is received about activities in the organization. The information about activities is fed back to key decision makers who then use it to correct situations in the organization. On-going feedback and support are considered an absolute necessity though the extent to which it takes place is questionable (Coens & Jenkins, 2000). The annual appraisal remains the dominant mechanism whereby objectives are set and feedback is provided (Armstrong, 2009). In situations where performance is less than expected a reappraisal will allow

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employees to see how their performance is reviewed and what is required to engender improved performance (Williams, 2002).

Advantages of Having Satisfied Employees

Long-tenured employees develop personal relationships with customers. The more developed the relationship, the more the solid foundation and interaction between employees and customers (Cheema et al., 2015). Cheema et al. (2015) examined through a mixed sample of employees and managers in restaurants the impact of employee engagement and visionary leadership (vision guiding, emotional commitment) on customer and employee satisfaction. Cheema et al. (2015) found a significant relationship between employee engagement, vision guiding and emotional commitment on customer and employee satisfaction. The results also supported a significant relationship between emotional commitment and employee satisfaction. The more satisfied the employee, the better interaction will happen with customers, which will eventually lead to fewer complaints from customers on employees and better service provided by employees to customers.

Singh, Saufi, Tasnim, and Hussin (2017) and Cheema et al. (2015) indicated that higher employee job satisfaction increases service quality and this increases organizations' profit through future sales and customer positive goodwill. According to Pantouvakis and Patsiouras (2016), leadership style is a concept which has been associated with many variables such as service quality, performance and job satisfaction. In the marketing literature, it has been widely accepted that service quality is positively related to customer satisfaction (Pantouvakis & Patsiouras, 2016). Pantouvakis and Patsiouras (2016)

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examined the effect of leadership style on the service quality–customer satisfaction linkage under conditions of environmental uncertainty and instability and collected data from 118 small enterprises. The results supported that the level of leadership style moderates the relationship between service quality and customer satisfaction despite what is commonly believed that leadership actually is a prerequisite of service quality (Pantouvakis & Patsiouras, 2016). Flexible leaders who pay attention to the strategic capabilities of employees, provide feedback and develop the employees' skills will have satisfied employees (Simon et al., 2015). Not receiving feedback can be quite discouraging for most employees. Effective feedback will help team members know where they are and how they can improve.

Leaders also need to know what kind of feedback the team members respond to best. Negative feedback is as important as the positive feedback; it's not enough to simply point out what is wrong. Accordingly, leaders must explain why something employees did is not working, and how it might be corrected. There is a relationship between employees' satisfaction, customers' satisfaction, and profitability. When employees are happy at work, they will tend to take extra miles to enforce a positive behaviour and relationship toward the customers, and accordingly customers will be happy and continue to deal with organization. The more satisfied the customers, the more profitability organizations can achieve from repeated sales (Simon et al., 2015). Employees who are satisfied have higher intentions to continue working in an organization, becoming more innovative, more responsible, more productive, and will have lower levels of absenteeism (Hays & Lou, 2015). Consequences of job dissatisfaction, Hays and Lou (2015) have attributed job turnover, absenteeism, and job burnout to a lack of job satisfaction. Hays and Lou (2015)

found support for a possible causal chain leading to job turnover/retention. The chain proceeded from individual expectation through commitment propensity, along with meaningfulness of the job to increased commitment, through intention, and finally to turnover/retention. The impact of job dissatisfaction goes far beyond the previously mentioned consequences. For instance, the negative effects of job turnover on organizations may include: increased costs to recruit, select, and train new employees; demoralization of remaining employees; negative public relations; disruption of day-to-day activities; and decreased organizational opportunities to pursue growth strategies.

To curb the negative consequences associated with job dissatisfaction, a thorough understanding is required as to which factors or strategies lead to job satisfaction and which create job dissatisfaction. The more organizational support employees perceive, the higher the job satisfaction they experience (Simon et al., 2015). Employees want to know that their workplace care about them. This can be expressed through a multitude of messages, from how superiors treat them, to the benefits they receive and other, more subtle messages. Even if organizations can't offer the employees all the benefits and bonuses they would like to receive, the important thing is that employees perceive their leaders support them.

Determinants of Job Satisfaction

According to Lane (2017), job satisfaction is derived from and is caused by many inter-related factors. Although these factors can never be completely isolated from one another for analysis, they can by the use of statistical techniques, be separated enough to indicate their relative importance to job satisfaction. Lane et al. (2017) examined many determinants of job satisfaction. Feedback, supervision, flexible leadership, personal

factors, manager behavior of goal setting, perception of fairness, and reward systems linkages are becoming the attributes of BSC. Taken together, how these attributes affect managers' and employees' motivation, commitment, and satisfaction explain the differences observed in prior research.

According to Martin and Simmering (2016), feedback enhances motivation and performance through perceived impact. Increased fairness and positive feedback from supervisors can improve organizational outcomes such as job satisfaction and performance (Martin & Simmering, 2016). To the worker his supervisor is the company; hence worker's feelings towards his supervisor are usually similar to his feelings towards the company. This supervisor-subordinate relation and interaction link the job satisfaction subject to knowledge management. The existence of knowledge management (KM) in the working environment is also significantly related to high job satisfaction (Aino, Mika, & Pia, 2016). Accordingly, managers must implement KM activities in their firms, not only to improve knowledge worker performance but also to improve their well-being at work.

Flexible leadership with an innovative vision, strategic and dynamic capabilities, ability to select and retain good staff will contribute significantly toward organizational financial and non-financial performance (Simon et al., 2015). Offering flexibility such as 1-2 days of remote work per week is a way to show the team members that leaders trust them. The gift of time is one of the most appreciated workplace perks. Smart people work best when they can choose their own schedule. Flexible hours can increase engagement and productivity but that same flexibility may decrease collaboration. Accordingly, leaders must find a balance within what the team is looking to achieve. Personal factors such as gender, number of dependents, age, work status on the job (i.e., whether employed as a part-timer

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or a full-timer) have different perception toward job satisfaction (Alghamdi, Topp, & AlYami, 2017). Most investigations on gender as it relates to job satisfaction found that women are more satisfied with their jobs than men as long as the work life balance is maintained (Anuradha & Pandey, 2017; Ayadi, Ojo, Ayadi, & Adetula, 2015). The number of dependents in which the employees have also influences the level of satisfaction. The greater the number of dependents, the less satisfaction employees have due to the stress of greater financial needs. Age also influences the level of satisfaction. There is higher intrinsic job satisfaction among older employees as they have less entrepreneurial intentions and want to spend the rest of their career at the current organization (Hatak, Harms, & Fink, 2015).

Eunjeong (2017) examined job satisfaction of elderly employees focusing on linking the career job (dream job) by person-job fit (current job) and found that job satisfaction level is high when career job and the elderly employee job are similar. The linkage between job satisfaction and job fit indicate that the employees' quality of life will decline when they are engaged in unrelated career jobs. To this end, older employees in simple manual work without having the opportunity to use their accumulated knowledge and skills, experience lower overall job satisfaction.

According to Karatuna and Basol (2017), work status has an impact on the level of satisfaction. They collected and analyzed data through questionnaires among 1,158 sales workers, and found that those working part-time as compared to full-time reported lower job satisfaction. Cantekin, Altunkaynak, and Esen (2016) indicated that satisfaction is relatively high at the start, drops slowly to the fifth or eighth year, then rises again with more time on the job which proves that most employees are satisfied in general at their

work. Rassa (2017) indicated that low salary packages, low benefits, lack of supervision, insufficient professional trainings and recognition are the more important factors of dissatisfaction; therefore, leaders must increase levels of job satisfaction to obtain higher levels of employee satisfaction and accordingly ensure high quality service delivery.

Employees' feelings about the fairness of pay are related to their job satisfaction. If employees believe that they are paid unfairly they are more likely to be dissatisfied with their jobs. This relationship extends beyond salary and hourly pay to include fringe benefits as well. In fact, when employees can select the fringe benefits they most desire, their job satisfaction tends to rise (Lien, 2017); accordingly, there is a significant increase in the number of organizations that allow their employees to structure their fringe benefits such as medical, dental, and life insurance.

Measurement of Job Satisfaction

To measure job satisfaction properly, one must have broad understanding of the construe to decide what direct factors to measure. Considering the fact that there is no universally accepted definition of job satisfaction (Coverdale, 2000), likewise no exclusively accepted theory to give details, it is not surprising that there exists no single upon best way to measure job satisfaction (Wanous & Lawler, 2012). The most fundamental forms of measurement might take into account an interview, a single-item measure, or workplace observation, but other researchers prefer in-depth survey instrument (Spector, 1997). The mainly cited survey instrument identified in the literature comprises the Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ). Manager's concern for people Job design (scope, depth, interest, perceived value,

Compensation (external and internal consistency Working condition Social relationship Perceived long-range opportunities Perceived opportunities elsewhere Level of aspiration and need achievement Job satisfaction/dissatisfaction. Commitment to organization Turnover, absenteeism, tardiness, accident, strike, grievance, sabotage, etc

Job Descriptive Index (JDI)

Smith, Kendall, and Hulin's (1969) Job Descriptive Index is the most extensively used tool in measuring job satisfaction in recent times. More than 50% of articles available in management related journal use Job Descriptive Index to measure job satisfaction level. It is in this direction that Vroom's (1964) concluded that the Job Descriptive Index (JDI) is without doubt the most careful constructed measure of job satisfaction in existence today. In connection with this, O'Reilly and Robert (2005) state that, Job Descriptive Index (JDI) as a research instrument and diagnostic gauge; is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers.

Job Satisfaction Survey (JSS)

Job Satisfaction Survey (JSS) is commonly used by organizations in training and maintaining valuable staff (Liu et al., 2004). The Job Satisfaction Survey targets nine aspects of job satisfaction including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed to evaluate employees' attitude regarding specific facet of their job.

Minnesota Satisfaction Questionnaire (MSQ)

Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. It considers measuring particular facets of an employee's satisfaction with his or her work, and it gives details on the rewarding aspect of a job than broad measures of job satisfaction. According to Vocational Psychology Research (2002), Minnesota satisfaction Questionnaire has extensively been used in investigating client vocational needs in counseling follow-up studies and creating information regarding reinforcers in jobs.

Effect of Job Satisfaction on Service Delivery Performance

In modern competitive market, it is the vision of every organization to attain high performance through productivity and efficiency. However, the attainment of this vision requires highly satisfied workforce as they endeavour to extend more effort to performance and work harder to achieve result. Similarly, the overall performance of an organization is dependent on resourceful and successful individual performance. In explaining the effect of job satisfaction on performance, Cummings (2010) came out with three major points of view that, satisfaction causes performance, performance causes satisfaction and reward causes both satisfaction and performance. Mirvis and Lawler (2000) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs. In consonance with this, Kornhanuser and Sharp (2010) assert that job satisfaction positively affects performance.

However, Katzell et al., (2015) argue that job satisfaction does not have any link neither with turnover nor with quality of production but Smith and Cranny (2017) disprove their

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assertion after reviewing the literature and concluded that job satisfaction affect performance, effort, commitment and intension. In the Western electrical studies (1966), the proof from the Relay Assembly test room revealed that increased in employee productivity is attributed in part to increase in job satisfaction. Lawler and Porter (2003) suggest that satisfaction affects effort of employees. They explain increased satisfaction from performance possibility helps to increase expectations of performance leading to reward. Satisfaction and productivity have critical links to affect each other.

Effort leads to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance (David et al. 2002). Curral et al. (2005) also found that the output and productivity of an organization is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Sousa-Posa & Sousa-Posa, 2000). Nanda and Browne (2014) after examining employee performance indicators at the hiring stage found that employees' level of satisfaction and motivation affects their level of performance. In line with this argument, Meyer (2012) confirms that low level of job satisfaction negatively affects employees' commitment which eventually hinders achievement of organizational objectives and performance. Therefore, to retain higher performers requires attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, 2004).

Correlation between Job Satisfaction and job Performance

For decades, organizational researchers have been intrigued by employee satisfaction with work. Some studies have examined antecedents of job satisfaction, specific dimensions of job satisfaction, and the relationship between job satisfaction and outcomes such as job performance (Igalens & Roussel, 1999). The Hawthorne studies is recognized for setting the pace for researchers on the effect of employee attitude on performance. After the Hawthorne's work, more researchers have emerged to critically investigate the idea that —a happier worker is a productive worker. Most of their literature review proposed a weak and conflicting relationship between job satisfaction and performance. Upon further review of literature, Iaffaldano and Muchinsky (2000) proposed that the statistical relationship between job satisfaction and performance was 0.17 which signifies that job satisfaction and performance slightly related. They further declared that the said relationship between the two variables was as a result of management fad and illusory. This result is in favour of the views of researchers and organizations, managers as well as human resource practitioners who perceive the relationship between job satisfaction and performance as insignificant. Further study disagrees with the finding of Iaffaldano and Muchinsky (2000). Organ (2001) proposes that the inability to determine a strong relationship between the two variables is attributable to the narrow definition that is given to job performance. Organ (1988) challenged that when performance is defined to take into consideration critical behaviours not normally revealed in performance appraisal for example organizational citizenship behaviour, its link with job satisfaction improves. According to Organ and Ryan (2004), research inclines to back Organ (2000) argument because job satisfaction has relationship with organizational citizenship behaviour. Current and in-depth analysis of 301 studies

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have identified that when the correlations are accurately corrected, the average correlation constrain between job satisfaction and performance must be 0.30 (Judge et al., (2001). They assigned the difference in result to the fact that, Iaffaldano and Muchinsky (2000) research only addresses satisfaction at the facet level instead of global level. As performance was conceptualized at a general level, is obvious that measuring job satisfaction at the facet level would automatically end up producing lower correlation than gauging satisfaction at the global level. They further found that the correlation between job satisfaction and performance for complex jobs was higher than less complex ones.

Theories of Job Satisfaction

Job satisfaction is defined in the literature with several theorists according to their own workable conditions. This part of the chapter purposes to provide a highlight of the main theories and to give a broad perspective of the main developments in job satisfaction over the last decades. There are various theories attempting to explain job satisfaction in the literature, among these theories, prominent ones are divided into two categories: content theories and process theories. Content theories identify factors leading to job satisfaction or dissatisfaction and suggest that job satisfaction come true when employees' need for growth and self-actualization are met by their job. Process theories attempt to describe the interaction between variables for job satisfaction and explain job satisfaction by looking at how well the job meets one's expectations and values. Each of two theory groups has been explored by many researchers. Content Theories are Maslow's Need Hierarchy Theory, Aldefer-ERG, Herzberg's Two Factor Theory, McClelland's Need Theory; and process theories are Vroom's Expectancy Theory, Locke's Goal- Setting Theory, Adams' Equity

Theory and Job Characteristic Theory etc. As mentioned earlier, job satisfaction cannot be a substitute for motivation, but these are related concepts. Some of the theories on job satisfaction are based on the motivation theories, and, some of them can be perceived as job satisfaction theories. Therefore, both theories of job satisfaction and motivation are strongly related with each other. Before explaining the major content and process theories of job satisfaction, some of the developments in the literature are mentioned in the following part. Theories of job satisfaction start with the idea of 'Scientific Management' or 'Taylorism' by Frederick W. Taylor in 1911. Frederick W. Taylor, Frank Gilbreth and Henry L. Gantt proposed salary incentive models to motivate people at work (Luthans, 2002). According to this idea, people could be motivated only by money. It can be said that the origin of job satisfaction studies dates back to in 1911. In that time, Taylor began to study on employees and their job duties to develop better ways for the work and the workers. He defined a new and different concept related with the individual depends on industrial society and organizational structures.

This new concept was towards the individual's motivation, satisfaction, happiness and commitment, which have a strategic importance for development of organizations and industrial societies. In addition, Taylor was the first scientist who was concerned with time and motion studies. According to Taylor's theory, the motions of each worker should be calculated to prevent useless movements to save time, however; a direct reward system should be provided in order to keep the workers motivated. According to him, some special incentives should be given such as giving the hope of rapid promotions or advancement higher wages, and rewards by constructing better working conditions. This is called as 'Scientific Management or Task Management' by Taylor. As a result, workers are

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encouraged to work hard for maximizing productivity thanks to scientific management (Atasoy, 2004). Mayo was the first scientist who studied the effect of lighting and conducted experiments at the Hawthorne factory of the Western Electric Company in Chicago thought that workers are not just concerned with money but with their social needs met at work. He studied on the possible effect on employees' productivity levels of changing factors such as lighting and working conditions, by creating great basis for future studies that investigate about other factors that have an impact on employees' job satisfaction. Moreover, Mayo concluded that workers are best motivated by better communication between managers and workers (Concepts and Review of Related Literature, n.d.). For Taylor's approach, it is not enough to explain job satisfaction procedures, since the human factors and human feelings are not significantly important. Workers are also dislike Taylor's approach as they are only responsible for repetitive tasks to carry out and this causes some reactions as dis-satisfied workers in the industry. In the following years, Taylor's theory was rearranged (Atasoy, 2004).

After scientific management, a new approach developed related with the theories of socio-technical systems and job design by Louis E.Davis by the Tavistock Institute in London around 1950. Second industrial revolution has begun with the progress in information technology. Davis's aim was to construct a balance and a relationship between people and technology. He dealt with autonomous groups, working together to complete their task.

Summary and Research Gaps

Empirical studies reviewed indicate that whereas many researches were done concerning factors affecting job satisfaction of employees representing various sectors internationally, regionally and in Kenya, among them: Okediji, Etuk, and Nnedum (2011); Marzuki, Permadi, and Sunaryo (2012); Bryson, Barth, and Dale-Olsen (2012); Painoli and Joshi (2012); Tanjeen (2012); Landry and Vandenberghe (2012); Kumar and Shekhar (2012); Elegido (2013); Morgan, Dill, and Kalleberg (2013); Moor, Leahy, Sublett, and Lanig (2013); Singh (2013); Moor, Leahy, Sublett, and Lanig (2013) Cottini and Lucifora (2013); Ajayi and Abimbola (2013) ; Hassan, Hassan and Shoaib (2014); Sakiru, Othman, Silong, Kareem, Oluwafemi & Yusuf, 2014); and Buriro, Tunio, Mumtaz, Mahar and Afzal (2016), there is no such study that has been undertaken in the hospitality industry in Kenya, specifically focusing on the independent variables of the current study, namely working conditions, remuneration, relationship between employees and supervisors, and co-worker relations. Thus, the need for this research.

 This study focuses on only working relations, remuneration, relationship with supervisors, coworker relations, and leadership, and excludes other factors, which include job security, autonomy, fairness, and relationship with employees, while other factors were left out, including internal communication, opportunities for career advancement, organizational policies. Work load, stress levels, leadership behavior, training and development, and characteristics of the job, the excluded factors are recommended as areas of focus for future studies.

Conceptual Framework

Job satisfaction and how it affects job performance or service delivery in reference to the above literature review to accomplish the research objectives, the following conceptual research model is developed as shown in figure 2.1. It illustrates the theories underpinning the conceptualization including Maslow's Hierarchy of Needs Theory, Herzberg's Two–Factor Theory, Equity Theory, Job Design Theory and Vroom's Expectancy Theory, and the instruments for measuring job satisfaction such as Job Descriptive Index (JDI), Job Satisfaction Survey and Minnesota (JSS) Satisfaction Question. It also depicts the components of job satisfaction which are nature of work, remunerations and benefits, opportunity for growth, working condition etc. The conceptual framework demonstrates how a satisfied employee can be inspired to extend more effort to enhance performance.
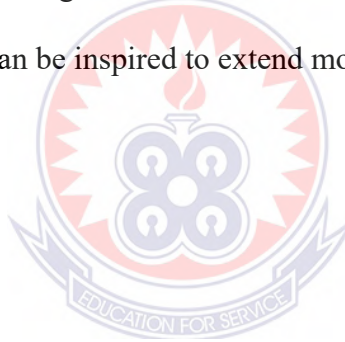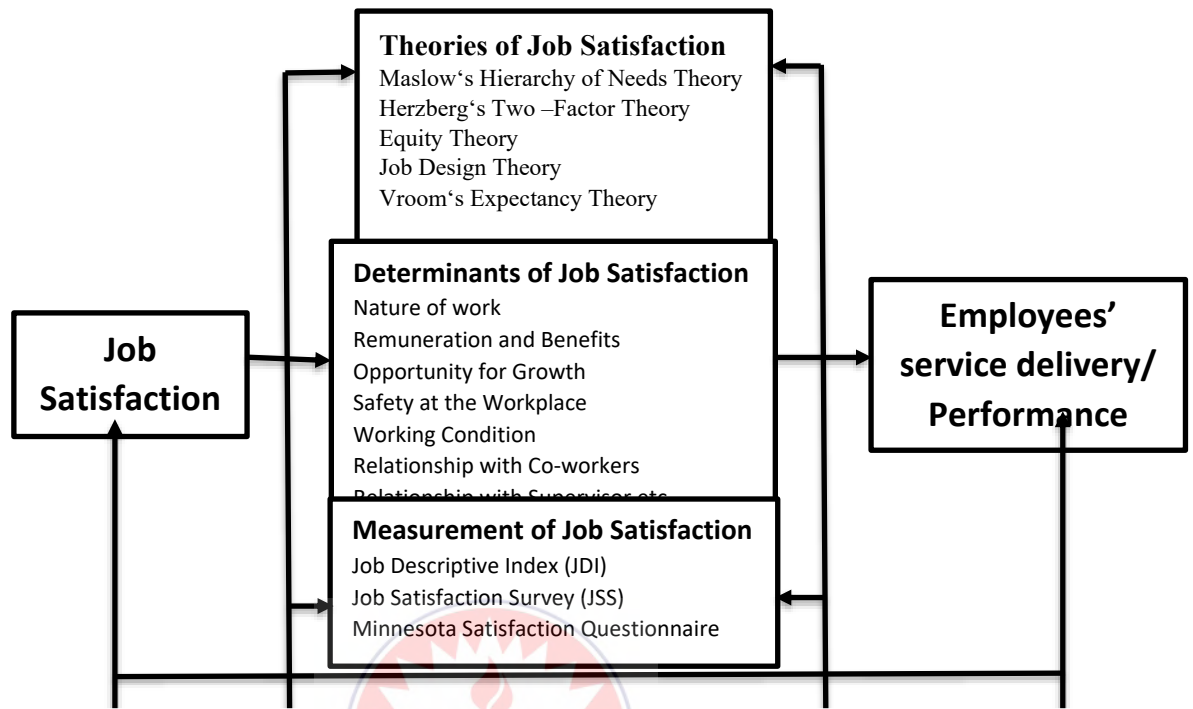
Figure 2.1 Conceptual framework of effect of job satisfaction on service delivery

CHAPTER THREE

METHODOLOGY

Overview

This chapter discusses the research design, the population and sample. It also discusses the instruments used in the data collection, the procedure for data collection and the method for data analysis.

The Research Approach

This study adopts a qualitative approach. According to Babbie (2013), qualitative research is a scientific method of observation to gather non-numerical data, while focusing on meaning-making from the experiences of people or the phenomenon under study. Similarly, Lune and Berg (2016) explain that qualitative research methods for the social sciences that qualitative research is a research approach used by researchers to gather data to make meanings from peoples actions.

From the above explanations, qualitative approach is appropriate for this study due to its ability to help the researcher identify, explore, and explain the attitudes, actions and perceptions of people on the phenomenon under study (Lindlof & Taylor, 2017). Qualitative research approach aims to get a better understanding through firsthand experience, truthful reporting, and quotations of actual conversations. It aims to understand how participants derive meaning from their surroundings, and how their meaning influences their behaviour (Connelly, 2016). Since the aim of the study is to explore the impact of job satisfaction on service delivery among workers in the hospitality industry, a qualitative research approach was deemed suitable, giving its benefits.

Research Design

Research design refers to a researcher's strategy for obtaining the required data in addressing the objectives of the study. In this study, the researcher employed a case study design. The boundaries of the study are flexible, tailored to time and resources available, and they give the researcher an opportunity to carry out an in-depth study capturing complexities, relationships and processes of the research (Robson, 2007). Fraenkel and Wallen (2003) underscored that a case study produces good response rate and gives meaningful representations of phenomenon that expounds behaviour and opinions. The choice of this design is supported by Yin (2009), in whose view a focus on specific respondents in an institution or an organisation is most appropriate when the focus of the study is to find answers to 'what' and 'why' questions.

Study Setting

The geographical area within which the study will be conducted is made up of all players in the hospitality industry in Wa. Wa is the administrative capital of the Upper West Region, and the political seat of the Wa Central constituency. Wa serves as the growth pole and the business hub to all districts in the region. The Upper West region is located in the north western part of Ghana. The region lies primarily in the guinea savannah belt of the country and most citizens in the area are rural dwellers and peasant farmers. This setting is considered sufficient and appropriate for examination of the research objectives guiding this study.

Population of the Study

As defined by Kenton (2020), population refers to a large collection of individuals or objects that is the main focus of a scientific query. The population of this study consisted of all managers in the hospitality industry in the Wa Municipality.

Sample and Sampling Technique

Fifteen (15) hoteliers in the Wa Municipality were sampled for the study. The sampling techniques used for the study were the purposive and snowballing techniques.

Research Instrument

Structured interview guide was employed to gather data for the study. The interview guide was of two sections. Section A sought respondents' bio-data while section B sought responses to the research questions. The guide was validated by its content validity. Thus, the interview guide reflected the research questions and it was guided by same. Kusi (2012) argues that, the instrument chosen for a study depends on the philosophical assumption, research approach and the purpose of the study.

Data Collection Procedure

A permit to conduct the study was obtained from the researcher's supervisor and an approval letter sought from her department at the University served as permission to collect data from the selected hospitality institutions. The researcher visited the selected hospitality institutions and first explained the purpose of the study to the heads of the management and their staff. Approximately 15 minutes were spent on each respondent in

eliciting data through face-to-face interview. With the consent of respondents, the interview was tape-recorded.

Trustworthiness of Data

According to Connelly (2016), trustworthiness of a study refers to the degree of confidence in data, interpretation, and methods used to ensure the quality of a study. From the foregoing, it can be said that, trustworthiness in research is attained when a researcher clearly shows and establish the protocols and procedures involved in carrying out a study so that the study can be considered worthy of consideration by readers. As indicated by Connelly (2016), there are four criteria that a research must meet in order to be considered as trustworthy. These criteria include credibility, dependability, confirmability, and transferability.
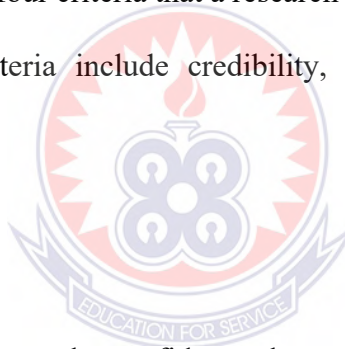
Credibility

Credibility essentially refers to the confidence that can be placed in the truth of research findings. It establishes whether the research findings represent plausible information drawn from the participants' original data. As qualitative research explores people's perceptions, experiences, feelings and beliefs, and it is believed that the respondents are the best judge of whether or not the research findings have been able to reflect their opinions and feelings accurately.

Bryman (2004) holds the view that the establishment of credibility of findings demands that the research is carried out according to good practice and by submitting it to the social world that were studied for confirmation that the researcher understood that social order

correctly. Guba and Lincoln (2014) suggested that prolonged engagement is a technique to ensure credible and interpretation of findings. To achieve credibility in this study, the researcher spending two months in the field collecting data.

Transferability

Transferability entails the generalization of a study's results and it can be achieved thorough description of the research context and underlying assumptions which can make the research results transferable from the original research situation to a similar situation (Stumpfegger, 2017). The researcher achieved this in the study by extensively and thoroughly describing the process that was adopted for others to follow and replicate. Thus, the researcher kept all relevant information and documents regarding the study. Also, in this study, the research context, and methodological processes were provided. These could enable other researchers to apply the findings of this study to similar settings of their choice thereby regarding the findings in this study as answers in their chosen contexts. Furthermore, the researcher kept accurate record of all activities while carrying out the study. These include the raw data (transcripts of interviews) as well as details of the data analysis.

Dependability

Dependability also requires that when replicating experiments, the same results should be achieved. To achieve dependability, the researcher must ensure that both the process and the product of the research are all consistent. In this study, dependability was established through the establishment of appropriate enquiry decision. This included review of

interviewer-bias to resist early closure and at the same time prevent the provision of unreliable data due to boredom on the part of the respondents because of prolonged interview sessions. In addition, information from literature assisted the researcher to develop questions that elicit appropriate responses to answer the research questions formulated to guide the study. There was a systematic data collection procedure that reached the point of saturation, the extensive documentation of the data (transcriptions of interview narratives) and methods of analysis are steps in proving the dependability of the data. Thesis supervisor assessed the work to find out whether or not the findings, interpretationns and conclusions are supported by the data.

Confirmability

Trochim and Donnelly (2006) define confirmability to mean the degree to which research results could be confirmed or corroborated by others. In order to establish confirmability, the researcher after transcribing the audiotapes and coding, and treating all other relevant information and documents regarding the study, gave the results back to the participants to confirm the responses. The researcher effected changes where necessary and gave the transcribed data back to the respondents again for them to authenticate the inferences derived by the researcher. The researcher then took the final transcribed data from the participants as a true record of what the participants factually provided.

Data Analysis Procedure

Apart from respondents' demographic characteristics that were analysed using frequency counts and simple percentages, data was analysed in themes. Analyses were made in accordance with the procedures described by Bell (2010). These procedures involve a number of steps that are outlined below:

1. Listening many times to the recorded tape in order to develop familiarity with the data. "Initial noting" of potential themes were noted in the margins; hence, each theme was coded (for example, using abbreviation). Themes or titles were recorded as headings on a blank sheet of paper and verbatim examples from the text were written under each of the headings. From time to time, information that was considered to be in support of the identified themes were noted and positioned under the appropriate title headings. New themes that emerged from later transcripts were tested against earlier transcripts and any congruent information from earlier transcripts was recorded at the right-hand margin under the appropriate theme title.

2. After each transcript has been read and coded, the coded segments were recorded under the appropriate theme headings. Each theme was then examined using the coding to define the theme more clearly. Comparisons were made across the themes and this allowed for the identification of super-ordinate themes, which appears to link originally disparate material. When those themes were identified, they were checked against original transcripts to find out whether the themes made sense in terms of the integrity of the single participant.

In summary, the researcher went through the following processes in analysing the data in themes:

1. Data familiarisation: At this stage, the researcher organised data from field notes and audio recordings of interviews from participants into transcripts and reread the transcripts several times.

2. Code formation: After the transcription of the data, the researcher organised the data by coming up with codes which imaged the transcripts.

3. Identifying Theme: The researcher then transformed the codes into specific themes.

4. Refining the themes: At this stage, researcher sorted out the themes. Also, the researcher checked for repetitions, similarities and differences that emerged so as to refine the data.

5. Defining and naming themes: During this stage, the researcher finally refined the themes for analysis.

Ethical Consideration

In accordance to the ethics of research, the researcher first and foremost briefed the respondents in advance about the purpose of the study and sought their consent, to indicate their willingness to participate in the interview. Regarding the issue of confidentiality, the names of respondents were not written and their contributions remained anonymous. Privacy was observed during field work and no unauthorized persons were allowed to access data collected. Respondents were informed that their information would be treated confidentially and that they reserved the right to withdraw from the study even during the process if they so wished. They were also assured that the study was for academic purposes.

Voluntary Participation and Informed Consent

Respondents were provided with accurate and adequate information on the goal and procedures of the research to fully understand and in turn decide whether to participate or not (Strydom & Venter 2002; Punch, 2009). This makes informed consent a prerequisite to any research in which human beings are involved as respondents. For instance, in this

study, the researcher clearly spelt out the purpose, the nature of the study and significance of the study to the respondents. The researcher expected the respondents to make rational decisions on whether to participate or not to participate in the study. However, no participant was forced to participate in the study.

No Harm to Respondents

Babbie (2013) asserts that the ethical norms of voluntary participation and no harm to participants have become formalized in the concept of informed consent. Accordingly, respondents base their voluntary participation in research studies on the full understanding of the possible risks involved. Harm can either be physical or emotional (Strydom & Venter 2002). Babbie (2013) also added that the researcher should guard against subtle dangers. Throughout this study, the researcher made conscious effort to ensure that no respondent was harmed physically, psychologically or emotionally during the period of the research. Interview was confidential, respondents were warmly accepted and questioning was politely done, devoid of abusive words.

Anonymity

Research respondents' well-being and interests need to be protected. Thus, respondents' identities in the study should be masked or blinded as far as possible (Aso-Oliyah, as cited in Trochim & Donnelly 2006). The people who read the research should not be able to identify a given response with a given participant (Babbie, 2013). The names of the respondents were not revealed anywhere in this study instead, number codes were used. Also, the recorded responses and the written report remained silent on the true identities of the participants.

Confidentiality

Confidentiality indicates the handling of information in a confidential manner (Strydom & Venter, 2002). This suggests that the researcher must judiciously guard all the information disclosed by the participants so that only the researcher has access to it. The interview took place in a solitary environment that allowed privacy, non-interruptions in which the respondents felt comfortable and more relaxed during the session. The researcher sought permission from the respondents during the interview before the recording was done.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

Introduction

Data presentation and analysis are done in this chapter. The results are presented in two sections. The first section discusses the demographic features of respondents while the second section presents responses to research questions raised. The findings are synthesized and situated in light of the literature.

SECTION A: Bio-Data

Table 1: Demographic Characteristics of Respondents

Variables	Frequency	Percentage (%)
Gender		
Male	5	33
Female	10	67
Age (in years)		
35-40	3	20
41-50	4	27
51-60	5	33
61+	3	20
Education		
SHS	0	0
College	4	27
Graduate degree	11	73

Years managing your firm		
1-3	2	13
4-6	5	33
7-8	3	20
9-10	5	33

Data in Table 1 show that 5(33%) of the respondents were males while 10(67%) were females. From Table 1, majority of respondents were females and this does not represent a fair distribution of gender. On the age of respondents, 3(20%) were aged within 35-40 years, 4(27%) were within 41-50 years, 5(33%) were within 51-60 years and 3(20% were within 61 and above years. From the foregoing, majority of respondents were within the age 51-60. On the educational background of respondents, 4(27%) hold college certificate and 11(73%) are degree holders. From Table 1, majority of respondents hold graduate degree. On the number of years respondents had been in the hospitality industry, 2(13%) had been managing their firm for 1-3 years, 5(33%) had been working for 4-6 years, 3(20%) had been working for 7-8 years and 4-6 years and 5(33%) had been managing their firm for 9-10 years. From the foregoing, majority of respondents had worked at the hospitality industry for 4-6 years and 9-10 years.

SECTION B

Analysis of responses to the research questions

Research question 1: What strategies have you developed and implemented to increase employees' job satisfaction in the hospitality industry?

In response to the research question 1, some respondents had the following to say:

Theme: Training

"I give my employees regular training on customer care. With this training, they are able to deal effectively with the diverse attitude customers may exhibit towards them. By virtue of that, my employees do not grumble or complain about their work, and this ensures efficient performance [R1]"

"I organize workshop for them on stress management. This ensures that they are better able to handle pressure and stress. When the employee is not under stress, they give off their best [R3]"

Theme: Award scheme

"I have come up with something I call recognition schemes such as 'Employee of the month'. Every worker tries to work harder to be recognized and awarded. This strategy has paid off" [R5]

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"I have put in place a system of monthly rewards and incentives for employees in my hotel for good services to customers" [R7]

"Aside employees' monthly salary, I also give them incentives, not in cash but in kind. This boosts their moral to develop positive attitude to the work and they themselves become satisfied with same" [R6]

Theme: Autocratic posturing

"I make sure that whatever I say is followed to the letter. This way, things go as I expect" [R8]

Theme: Counselling

"I periodically meet with my employees to have counseling with them. I make them feel that they the business is mine, whatever effort they put in is what they benefit from" [R9]

Theme: Flexible working hours

"I give flexible working hours to my employees and this takes away the incidence of distraction from home" [R13].

Theme: Promotional opportunities

"I offer promotional opportunities to my employees and this makes them feel satisfied to the effect that everyone tries their best to please guests in order to be recognized for promotion. At the end of the day, business progresses" [R15]

With recourse to manger-respondents' responses to the question of what strategies they develop and implement to increase employees' job satisfaction in the hospitality industry, five themes emerged, and these were training, award scheme, autocratic posturing, counselling and flexible working hours. The use of policies of providing recognition or appreciation to their employees for better performance was of no use by some hotel managers as they feel that one who loved his work will automatically feel encouraged to deliver high quality performance and did not bother much about recognition and appreciation.

The use of autocratic posturing compels workers to feign working assiduously, but in the absence of the autocratic manager, workers feel a burden on them has been ameliorated and they tend to follow their on dictates. The foregoing is confirmed by Gross' (2013) assertion that, for the progress of any business, managers should desist from being autocratic. This, he further explains, in the long run creates resentment in workers and it adversely affects their performance level.

Meanwhile, it is generally acknowledged that award scheme serves as a motivation for workers to give of their best in their line of duty, as Bowen & Schneider (2009) buttress this when they opined that when employees know what is expected of them, they are more likely to meet role obligations and are more satisfied with their job. Majority of manager-respondents indicated that they have instituted award scheme for their employees just so they develop positive attitude to their work.

This strategy is in consonance with Reisinger & Turner's (2002) postulation that, hotel staff who bear in them dissatisfaction may exhibit such traits to their guests unknowingly. It is therefore imperative that majority of managers in the hospitality industry use award

schemes to make their employees feel contented and appreciate their efforts and commitment to the job. This shows that managers value the hard work of their employees and see motivation as the only way to achieve high level performances from employees. Ham (2016) opined that, a worker may be earning very good salary and may feel that is what every colleague is deserved, hence may not see the need to put in further effort, but with a little motivation, be it a "thank you", a handshake, or free diner, health insurance, certificate they feel their effort has been recognized and they would want to maintain or even improve upon it.

Lending credence to the position of the majority of respondents' relative to the strategy they develop and implement to ensure employee satisfaction, Barrows and Watson (n.d.) posit that lack of motivation among others is a characteristic of the hospitality sector which prevents the most qualified workers remaining in the industry and climbing the corporate ladder. Barrows and Watson further emphasize that the resultant effect can lead to a loss in productivity and a lack of continuity in the hospitality sector.

Research question 2: How effective are these strategies in improving job satisfaction among employees in the hospitality industry?

Responding to the above research question, respondents had the following to say:

Theme: organizational service improvement

> "When I give my employees periodic training on their job description, they are empowered and this helps to improve the organizational service. Employees' empowerment helps to improve productivity and reduce cost structure by ensuring creativity and innovations" [R1]

> "The strategy I develop and implement enhances the efficiency of the employees and thus they are able to deliver quality service to guests. This gives them satisfaction as they would have no negative complain about them from guests in their service delivery" [R9]

> "When employees are offered promotional opportunities, performance level becomes high. A high performing employee is an asset to the industry" [R5]

> "I've come to realize that the strategy I develop and implement helps the employees to utilize innovative ideas for satisfying the customers" [R7]

Theme: promotion

> "With the desire to be promoted, employees also try to take more risk in order to seek greater chances to succeed at that.

In the course, business progresses and organizational objectives are achieved and employees are satisfied" [R15]

Theme: Self development

"Having the opportunity to be promoted, employees feel satisfied with the possibility of building a better CV in future" [R12]

"Some employees come for the job with no previous experience. They appreciate being given training on the job, because with that securing similar job in future become easy where experience is required" [R11]

"The strategies and policies I develop and implement go a long way to boost employees' morale. Not just the monetary appraisal but also advising them to further their education makes them realize that I have their personal welfare at heart. This makes them work without any resentment" [R2]

"Through the frequent meetings I have with them which is manly geared towards succeeding as employees in the hospitality business, they feel satisfied being equipped with business ideas. Consequent of that satisfaction, they sometimes over work without complaining when their shift time is over and no colleague is available to take over from them. This is indicative of the effective of strategies I develop and implement" [R3]

Considering the various response in answer to how effective strategies in improving job satisfaction among employees in the hospitality industry, it emerged that majority of respondents rather shifted focus on how employee satisfaction helps business growth.

However, a good section of respondents indicated that, the strategies they develop and implement help employees to develop themselves, thereby deriving satisfaction thereof. The foregoing confirms Hamilton's (2015) assertion that, businesses that offer opportunity for employees to develop indirectly reap the benefit. Hamilton explains this when he postulates that a satisfied worker will give of his or her best, not wanting to lose their job, and ultimately it is the business organization that becomes the major beneficiary. Concurring with Hamilton (2015), Joel (2017) indicated that many business organizations have failed because they failed to prioritize the satisfaction of their employees. Joel explains that employee satisfaction does not always come with, but anything management does that will not make the employee habour in them grievances. The service quality of an organization depends on the performance of its employees as the employees play a crucial role in delivering quality products and service to their consumers according to their needs and preferences.
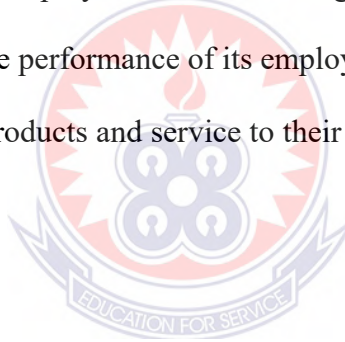
Research question 3: To what extent does work satisfaction influence employee's performance and service delivery in the hospitality industry in the municipality?

In response to the above question, respondents intimated the following:

Theme: Provision of quality service

"I found that when employees' job satisfaction is high, they provide quality service, they become more efficient and they handle customers in a more professional manner" [R2]

"Employees' job satisfaction is motivational enough to make them meet the service quality and value expectations of their guests" [R6]

"When employees are satisfied with their work, they tend to deliver exceptional service to customers" [R10]

"Job satisfaction on the part of the employee motivates them to improve performance" [R13]

Theme: Regular attendance to work

"When employees are satisfied with their job, they report promptly at work and with punctuality being the soul of business, productivity obviously will be higher" [R4]

"Employees who are satisfied with their work voluntarily report at work earlier. Besides, they stay longer than their shift time" [R7]

Theme: Longer tenure

"When employees are satisfied with their job, they become dedicated and stay in the business for a longer tenure. The firm

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>therefore stands to benefit from their rich experience insofar as
>
>they stay longer" [R15]

Counting on the various responses in answer to the question of the extent to which work satisfaction influence employee's performance and service delivery in the hospitality industry, it emerged that employees' job satisfaction ensures provision of quality service. This finding is consistent with Reisinger and Turner's (2002) assertion that factors such as hoteliers' failure to arouse the intrinsic motivation of their staff indirectly works against achieving the organizational goal because employees lack job satisfaction.

In support of the above, Armstrong (2009) posits that employee performance is influenced by motivation, and that motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways. Trite knowledge indicates that a satisfied employee's performance level will be higher than one who bears resentment. Furthering buttressing the foregoing, Singh, Saufi, Tasnim, and Hussin (2017) indicated that higher employee job satisfaction increases service quality and this increases organizations' profit through future sales and customer positive goodwill.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the study, conclusion drawn and recommendations made.

Summary

The study was carried out to assess the impact of job satisfaction on service delivery among workers in the hospitality industry in the Wa Municipality. The study adopted a case study design in which 15 respondents were purposively sampled. The study was guided by the following research questions:

1. What strategies have you developed and implemented to increase employees' job satisfaction in the hospitality industry?

2. How effective are these strategies in improving employees' job satisfaction among employees in the hospitality industry?

3. To what extent does work satisfaction influence employee's performance and service delivery in the hospitality industry in the municipality?

A self-developed structured interview guide was used to collect data which was analyzed thematically.

Summary of Key Findings

From the study, it emerged that:

1. The strategy managers in the hospitality industry develop and implement to increase employees' job satisfaction in the hospitality industry is award scheme for their employees and through this employees develop positive attitude to work.

2. The strategies managers in the hospitality industry develop and implement help employees to develop themselves, thereby deriving satisfaction from it.

3. Employees' job satisfaction ensures provision of quality service.

Conclusion

The hospitality industry is an important segment of tourism industry in any economy and employees play a crucial role in delivering services to the customers or guests. The motivation of employees, which comes in different forms, is a major issue in the hospitality industry as it directly corresponds to employee turnover and overall quality of service. The overall profitability of the hospitality industry depends on the quality services provided by staff to customers. Hence, the prime concern of the hospitality industry is to motivate the employee so as to achieve high performance level. In other words, job satisfaction is important for retaining and encouraging employees to serve customers or guests and provide them with better services.

The performance of the employees plays an important role in determining the profitability of the hospitality industry as the employees are the one of the most vital assets of the industry.. This is because the hospitality industry is manpower-intensive industry for which managers needs to emphasize on the performance of the employees and should take

appropriate measures for enhancing their performances. In the current study, it was found that when the employee is satisfied with their job, they are intrinsically motivated to deliver quality services. On the whole, the study has provided significant insights into the major factors that have impact on employees and their performances.

Recommendations

Following the outcome of the study, the researcher recommends the following:

1. Managers in the hospitality industry should institute award scheme like "star of the month", health insurance, certificate of honour among others for their employees so that they develop positive attitude towards work

2. The managers in the hospitality industry should develop fair but firm policies to create opportunities for employees develop themselves to improve on their service delivery.

3. Since the provision of quality service mainly depends on employee's job satisfaction, managers should routinely engage their employees to resolve any grievances they may harbor.

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APPENDIX A

INTERVIEW GUIDE FOR MANAGERS IN THE HOSPITALITY INDUSTRY

SECTION A: BIO-DATA

1. Indicate your gender

2. What is your age?

3. What is your educational background?

4. For how long have you been managing your firm?

SECTION B: SUBSTANTIVE RESEARCH QUESTIONS

5. What strategies have you developed and implemented to increase employees' job satisfaction in the hospitality industry?

6. How effective are these strategies in improving employees' job satisfaction among employees in the hospitality industry?

7. To what extent does work satisfaction influence employee's performance and service delivery in the hospitality industry in the municipality?