

# **INTI INTERNATIONAL UNIVERSITY**

## **MASTER OF BUSINESS ADMINISTRATION**

### **AN ANALYSIS ON FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES AT WHITE SANDS BEACH RESORT AND SPA (KENYA)**

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### DECLARATION OF AUTHORSHIP

I certify that the work presented here is, to the best of my knowledge and belief, original and the result of my own investigations, except as acknowledged, and has not been submitted, either in part or whole at this or any other University. I therefore gratefully acknowledge supervision and guidance I have received from Ms Shermila Devi.

Signature

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## ABSTRACT

The tourism industry in Kenya is forecasted to grow and as employment is common in this type of service industry it is likely to increase concurrently. Having motivated and satisfied employees are fundamental in all organizations and especially in the service industry where front-line employees play an important role for the customers' perceived service quality. Therefore the human resource management applied should be in accordance to the desire of employees as properly managed employees could be of a competitive advantage and contribute to the success of an organization. The study hence focuses on the relationships between the factors that influence job satisfaction and job satisfaction.

As the ultimate goal in the hotel environment is service delivery, it is imperative that employees perform optimally and maintains acceptable levels of job satisfaction, hence, contributing to the vision and mission of providing better service to customers.

This study had a quantitative approach and a questionnaire was carried out at White Sands Beach Resort with 200 respondents. Correlation and regression analyses were made and it was found that certain factors such as Feedback, advancement, responsibility and management attitude & compensation were all found to predict employees' overall job satisfaction. The result provides further understanding as regards to workers' motivation and behavior. However the study also presents recommendations for managerial use at Sarova White Sands Beach Resort and Spa as well as the hotel industry as a whole.

Lastly, due to the composition of the sample, results of this study cannot be inferred to other similar occupational classes in other institutions. Therefore, it is recommended that a proportionate stratified random sample be utilized for future research.

**Keywords:** *Job Satisfaction, Management Attitude, Compensation, Feedback, Work Condition, Advancement and Responsibility.*

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## CHAPTER 1: INTRODUCTION

### 1. Chapter Overview

The chapter begins by introducing the research, giving a background to the study. It highlights the research problem, presents questions for further investigation of the main goals, before going ahead to explain the importance and scope of the study. In conclusion, it highlights the key assumptions and limitations associated with the study.

#### 1.1. Background to Research

Kenya, being the regional trade hub for East Africa, continues to experience increasing levels of tourism. Its tourism industry is the solitary largest export recipient. It makes up a significant part in the source of the country's economy. With the amassed increase in the levels of development in the country, the working environment has also become of high competitiveness. Employees have therefore become of major importance and a leading factor that actually determine the success of an organization in this rapidly changing environment with a tight economy.

Managers now demand for employees who are highly skilled, trained and of high qualifications. This is because the organizational output and productivity normally depend on the performances of the employees (Currall et al. 2005). This is principally true for organizations that provide services that depend mainly on their good behavioral employees to deliver courteous and friendly services to customers in this competitive environment. The tourism industry is made up of many of these service organizations. In return such employees tend to look for attractive packages. Thus retaining players has remained a predicament for the human resource management practitioners (Sumita, 2004).

One important aspect of human resource management concerns job satisfaction. This relates to a manager's ability to motivate the employees and is essential for the overall work performance of the employees hence the overall performance of the company (Burgress, 2006). Job satisfaction is defined as a collection of attitudes that employees

have towards their jobs. Such attitudes may be as a result from an aspect of satisfaction or as a complete facet of the job.

Improvements in productivity usually lead to organizations operating better and having higher growth rates. This is important for many companies. Therefore, it is important for managers to understand the levels of job satisfaction among employees in their organizations. This will signal whether the employees are indeed committed or not. Making an investigation into the factors that affect job satisfaction is particularly important these days because people do not usually continue to work in the same company throughout their life.

Sometimes, finding the right people to occupy specific positions is also usually difficult. In most cases, due to the difficulty, organizations try their best to retain the employees that they believe are major players in their firms. If for example the company has two different employees who show different levels of satisfaction with their jobs, the management or employer will tend to hire and try to retain the employee who has a higher level of job satisfaction. This is because it is expected that the employee who is more satisfied will likely stay with the organization.

A worker who is not satisfied with his or her job usually has negative emotions, which in turn prompt him to start thinking about leaving the job and looking for greener pastures. The employee then starts to weigh out the different opportunities or options he has, trying to decide whether to quit or not. Such thoughts also change the commitment level of the employee. It is therefore important that managers develop an interest in the level of job satisfaction of their employees because this would make it clear to them that it is necessary to make efforts to retain satisfied employees. Having this knowledge also motivates managers to try and satisfy their workers hence keeping them in the company.

In this study, job satisfaction is applied as a general term. Workers who show high levels of satisfaction with their jobs are most likely to exhibit more positive feelings, thoughts and attitudes. This usually benefits the company since the employees will be

highly committed. Employees who are committed tend to be in line with the goals of the organization despite the fact that they have their own personal goals. They tend to align the two different goals.

The information I have congregated in this vicinity is going to be of high importance for the management team in Sarova White Sands Beach Resort so as to be able to better understand and gain awareness about their employees' motivation for work and job satisfaction. Therefore it will aid them to expand and widen the ground on which they should base their managerial decisions that have an influence on the employees' satisfaction and therefore these decisions may entail what incentives the management should consider giving to their workers to improve on their overall job satisfaction.

## **1.2. Hospitality industry in Kenya**

Kenya has over the years become a major tourist destination of the world. The country with its breath taking scenery, amazing wildlife and diverse culture has been attracting tourists from all across the world every year. Kenya Tourism has acquired a lot of importance over the past few years and the government of the country has left no stone unturned in attracting tourists to this exotic country.

The hotel industry in Kenya is therefore on an impressive growth trend at a phenomenal rate especially after the new age of communication & globalization where more people are able to travel faster & cheaper both locally and internationally. The establishment of new hotels has been increasing all over the country and especially in the Coastal region of Kenya where White Sands Beach Resort and Spa is located. Thus increasing competition and thereby prompting market players to adopt higher standards of service of which can only be implemented with the help of satisfied employees.

There are currently 3628 hotels of all categories in Kenya and, within the next three years, 105 of them are supposed to obtain the 5\* status. Many properties will have to undertake significant refurbishing and upgrading in order to accede to the right classification. Among the top hotels in Kenya are the Norfolk, Serena and Sarova Hotels.

### **1.3. Company Profile**

Being one of East Africa's finest resorts, Sarova White Sands Beach Resort & Spa is located on one of the longest beach fronts at the Kenyan Coast in Mombasa. All rooms and suites in the resort are tastefully furnished by Kenya's leading interior designers, offering lovely ocean, pool and garden views. Guests usually have choices ranging from three superb themed restaurants and a choice of three bars.

Four outdoor swimming pools offer a choice of waterslides and diving boards, complemented by flood-lit tennis courts. A fully equipped state of the art gym ensures that the guest is always fully engaged. A PADI diving centre and a host of water sports are also available. Tulia Spa promises complete rejuvenation of the body, mind and spirit in beautifully tranquil surroundings overlooking the Indian Ocean.

### **1.4. Problem Statement**

The Kenyan tourism industry grew by 16% in international tourists arrivals for the first quarter of 2010 (Musyoki, 2010), and it is likely to increase from year to year based on the political stability of the country. Tourism is so far a major industry of Kenya as it has made major contributions toward the country's GDP, over the past few years and has thus contributed towards the economic development of the country. Large number of international travelers come to this country and embarks on adventure safaris, which helps in generating revenue for the country. Tourism has also helped in providing employment to a large number of people in Kenya. The hotel industry has also flourished because of this reason. A large number of hotels are regularly coming up over here to provide accommodation to the tourists coming here for a holiday and thus generating revenue of nearly \$500million per year. White Sands Beach Resort and Spa is an organization that has a great impact on the Kenyan tourism industry.

However the key concern of the research is to explore the various factors that possibly affect hotel employees' job satisfaction levels. This is of specific concern for White Sands Beach Resort and Spa, because of the costs involved in hiring and training new employees are considered to be very high. Therefore keeping a constant workforce will

help in the reduction of risks of deterioration in services that are offered by the organization to its final customers. In general, it is mainly expected of employees to stay with their organization when they can experience a strong connection between the organization and their work.

It can therefore be very costly in the hotel industry when employees start to experience low job satisfaction as it has a high turnover rate. This may be as a result of certain motivational factors such as low pay for those employees in the lower level positions as well as less opportunity for advancement. On the other hand compensation is also considered to be a very costly issue as it can result in a reduction in employee productivity when they are lowly committed and they do not see the relation between the tasks that they perform on their daily basis to the profitability of the organization.

With specific reference to White Sands Beach Resort and Spa, there are various reasons why this study is important. To start with, it is clearly known that high turnover rates among employees engross costs which tend to alter the service quality of the resort. However how businesses attract and retain workers can be considered as vital to the effectiveness and efficiency operation of companies and thus potentially providing a competitive advantage over its competitors.

According to Luthans (1989), high or low employee turnover rates, absenteeism and grievances lodged are factors that indicate whether job satisfaction or job dissatisfaction exists within organizations. In this regard, similarly, information disseminated from the Department of Human Resource Management: Sarova employee turnover report (2007/2008) which highlights some of the major problems experienced within the organizations but an emphasis on this study will only be placed on the turnover rate.

Table 1: A summary of turnover rates per salary band

Salary Band	Number of Employees per band as of 2007	Appointments and Transfers into the Organization	Terminations and Transfers out of the Organization	% Turnover Rate
Lower Skilled	4753	304	356	7.49%
Skilled	8209	997	1359	16.56%
Highly skilled production	8997	836	1109	12.33%
Highly Skilled Supervision	2051	651	663	32.33%
SMS Band A	74	5	9	12.16%
SMS Band B	18	2	1	5.56%
SMS Band C	2	1	0	0
SMS Band D	1	0	0	0
Total	24105	2796	3497	14.51%

Source: Employee Report (2007/2008): Sarova Group

According to the report the hotel service is experiencing an exodus of highly skilled managers and it is for this reason that they introduced the Senior Management System (SMS) initiative to circumvent the problem by offering competitive salary packages. Highly skilled managers also afford the opportunity to manage their own benefit dispensation. Basset (1994) maintains that a high turnover rate is indicative of dissatisfaction among employees.

An additional difficulty is that working in resorts often entails a special way of living with a fusion between work and leisure. On the other hand, it involves a sense of community feeling among employees due to the Kenyan culture that involves living in societies and socializing deeply with one another. In line with this, employees from Kenya would like to see a change in their lives or in their work environment in terms of compensation.

These changes instill a need for them to move forward to try and fulfill their dreams and hence they tend to quit their jobs, having a negative effect on turnover.

One other big challenge for employers in the hotel industry is sustaining a high level of service quality, in order for the customers to be satisfied and come back. The service quality is a direct outcome of the front-line employees' behavior and ability to provide high quality service. The Resort also involves many critical service encounters as to why the employees' willingness to carry out the work tasks in a way that exceeds their requirements is a great asset for the organizations.

It is therefore significant for organizations to better understand such elements that have an impact on job satisfaction of employees. It helps the decision makers to develop and broaden the ground on which they should base their managerial decisions which would influence the employees' satisfaction. It also helps the management to better understand the common organizational behaviors.

Therefore, the endeavor of this study is to contribute new empirical data that will be additional to the knowledge that already exists with regard to job satisfaction. This knowledge would in addition be important for managers at White Sands Beach Resort and Spa to put much emphasis in reducing turnover, enabling a high level of service quality and enhancing profitability.

### **1.5. Research Questions**

It is highly noted that most organizations usually try their best to meet the objectives of their companies by bringing up strategies that when implemented result in effective and efficient business operations that satisfy the needs of the customers in the best ways possible. One of such strategy could be ensuring that employees are satisfied highly with their current jobs at all times.

This study therefore intends to investigate the factors that affect job satisfaction at White Sands Beach Resort and Spa (Kenya) and will specifically try to give answers to the questions that follow:



1. What is the level of job satisfaction among employees?
2. What is the relationship between certain motivational factors and job satisfaction among employees?
3. From the research what do you recommend White sands and the hotel industry?

#### **1.6. Research Objectives**

The overall goal of the research is to better provide an understanding of the factors that affect job satisfaction at White Sands Beach Resort and Spa (Kenya). To address the overall objective, the research aims to achieve the following:

1. To determine the job satisfaction level among employees at White Sands.
2. To determine the relationship between certain motivational factors and employees' job satisfaction
3. To offer suggestions and recommendations for improving job satisfaction at white sand and in the hotel industry as a whole.

#### **1.7. Significance of Study**

This research is significant to that of various players. Firstly, in struggling to provide enhanced services to customers, it is of high importance for hotels and resorts to understand the actions they engage in and the implications of those actions for their employees, customers, and the company as a whole. Due to globalization there exist a rapid advancement in lifestyle and fluctuations in trends. Some of the things that used to be convenient and satisfactory years ago may not be convenient at present.

Therefore, this study will provide an understanding of job satisfaction of workers in the hotel industry, particularly the factors that affect it. This information could be used by decision makers to ensure workable goals and strategies are formulated hence successfully achieving organizational goals. In this case, White Sands Beach Resort and Spa stands to benefit from this study by gaining insights into the factors that lead to job satisfaction hence reducing turnover rates.

Secondly, the information in this study could be useful to students and educational institutions. Once learners have a better understanding of job satisfaction, they can venture into the professional world with innovative and effective strategies about how to solve existing problems or improve current successful processes. One such problem is reducing turnover rates of employees, which has been argued to be a key hurdle facing employers. The study could therefore help learners who are the future decision makers and leaders of organizations to have a better understanding of job satisfaction.

In conclusion, it is anticipated that existing information will be sustained by using findings which will be established in the study on factors that are affecting job satisfaction of employees at White Sands Beach Resort and Spa. This will enable those in control of decision making in the organization to make advantage of action plans and tactics in form of strategies that will improve consumer relations in the market place.

### **1.8. Scope of Study**

This study employs the use of both data primary and secondary analyzing the research topic and the factors discussed comprises of the facet of job satisfaction and the motivational factors that affect it. The location of study being at White Sands Beach Resort and Spa allows the collection of data to be adequate.

Interaction with the targeted respondents of this research is done through the dissemination of self-assessed questionnaires. However, other information which is presented in the study consists of information from articles, journals and books as well as internet resources are also used.

### **1.9. Key Assumptions**

As anticipated the target respondents will provide proper information that they are required of them to provide willingly. The study is grounded in White Sands Beach Resort and Spa, Kenya. Respondents are therefore assumed to be willing to provide relevant feedback for the study. This is significant for the study as it provides information which is essential for attaining to the research objectives mentioned earlier.

Lastly, the study does not exclusively depend on primary data and it is therefore anticipated that there is accuracy in the secondary data used and considered to be of current date as this is significant in conduction of the data analysis as well as in interpretation.

### **1.10. Key Limitations**

Findings not being extensive are among the main limitation of this research and therefore it is not an accurate representation of the whole industry. This may be due to time restraints as the study is only restricted to White Sands Beach Resort and Spa, limiting the study to 200 respondents.

Another limitation is that employees usually fear to give negative responses. This could lead to the feedback being biased, hence not being a true representation of the situation. Henceforth the process of data collection becomes difficult and requires experience.

### **1.11. Structure of the Research**

This paper is arranged into chapters 1 to 5 as illustrated below:

**Chapter 1:** This chapter as provided above consist of the introduction, background to the research, problem statement, research questions, research objectives, scope of study, significance of study as well as key limitations and assumptions.

**Chapter 2:** This chapter delivers the assessment of literature with relation to the overview of the topic on job satisfaction and operational definitions of variables for this paper as well as the research framework for the investigation.

**Chapter 3:** This chapter consists of the research design and approach, the sampling method used to grasp the target respondents as well as the techniques used in data collection and analysis, and finally the presentation of the same data in chapter 5.

**Chapter 4:** This chapter involves the step by step representation of the analysis, placing importance to the research questions and result from the analysis. The outcome from the analysis conducted was organized based on the variables of job satisfaction which are highlighted in chapter two.

**Chapter 5:** This chapter is based on the discussion of analysis and findings in relation to views from other different authors. It mainly aims to resolve issues which are highlighted in the earlier chapters stated above with reference to the research framework and the results obtained from the analysis, this chapter therefore tries to meet key goals and aims of this research. Finally the conclusion is made and recommendations given to White Sands Beach Resort and the hotel industry as a whole.

## CHAPTER 2: LITERATURE REVIEW

### 2. Chapter Overview

This part of the study gazes at the literature that is obtained from the text of numerous writers in relation to job satisfaction of employees. It therefore provides an overview of job satisfaction which allows the reader to better understand the topic, as further exploring the factors that have been argued to affect job satisfaction of employees. The conceptual research framework is provided and explained which brings about the operational definitions of variables to be clearly defined and explained too.

#### 2.1. Introduction

According to Lawler (1992), in the global economy today most organizations incorporate a lot of programs in order to have a competitive edge over their competitors. Some of these programs include total quality management, job enrichment, employee involvement and finally skill-based pay. The goal of such intrusions is to make sure that the firm productivity is increased by controlling the behavior of employees on the job as well as contributing towards attaining the organizational goals, and therefore constructing a strong organizational commitment (Lawler, 1992).

Increasing employee efficiency by maximizing productivity at little cost is reflected to be one of the essential objectives that every management should take into account. As employees who are satisfied highly with their work, their coworkers, the pay that they receive, and good working condition tend to derive a high level of job satisfaction with their work and are committed highly to the organization of which they work for in comparison to their satisfaction not being met.

In the service industry management in relation to the importance of employees, Heskett et al. (1994) proposed the framework of service profit chain of which he introduced the critical linkages among internal service quality, employee satisfaction/productivity, the value of services provided to the customer, customer satisfaction and company's profits. This chain demonstrates that internal service quality can therefore improve the

satisfaction of employees which will enhance employee productivity resulting in external service value and enhanced customer satisfaction which leads to organizational profitability (Zeithaml et al., 2009). Therefore, satisfied employees lead to having satisfied customers.

Therefore the measurement of job satisfaction is an issue of high importance in the tourism industry due to the fact that it requires a great communication between the contact personnel such as the frontline employees and individual customers as well as the quality perceptions are assessed mostly based on employee performance. Hence, the degree in which workers are considered to be satisfied with what they are responsible for could have a direct influence on the customer satisfaction level with their services.

Several researchers found an existence of close relationships that exist between leadership, job performance, employee satisfaction and organizational commitment (Billingsley and Cross, 1992; Avolio et al., 2004; Chen and Silverthorne, 2005). However, the studies have focused mainly on particular industries such as retail, manufacturing, governmental institutions and medical but there exist no in depth exploration on the hospitality industry.

In accordance to Smith et al. (1999) he defined job satisfaction as an outcome after a person interpretation of the job traits in accordance to the framework criterion. Therefore the impact of work circumstances on job satisfaction is linked to many other factors, for instance the difference among bad and good jobs, comparisons with other employees, individual competency and individual past experience. For the tenacity of this research, the key variables of concern will include management attitude, compensation, feedback, responsibility, work conditions, and advancement. The study expects that these factors have an influence on job satisfaction of employees at White Sands Beach Resort and Spa.

Therefore the key area of apprehension for the researcher should be whether the model selected will permit the identified research objectives to be achieved or not. During the



process of mounting the model for this research, the following main factors were examined including job satisfaction, management attitude, compensation, feedback, responsibility, work conditions, and advancement. An analysis was completed on these mounted factors with an effort to investigate whether they affect job satisfaction levels of employees at White Sands Beach Resort and Spa.

## 2.2. Operational Definitions

For the conceptual framework to be better understood it is important to obtain an insight on the variables that will be in use for this study as it comprises the use of seven main variables. 'Job satisfaction' is assumed to be influenced by management attitude, compensation, responsibility, feedback, work conditions, and advancement. To gain a deeper understanding on the respondents demographic variables are also used

Frederick Herzberg argued that the level of employee satisfaction will depend mainly on two cliques of subjects. The first set is "hygiene" issues and second set is "motivators". Therefore once the hygiene issues have been addressed the motivators automatically will create satisfaction among employees. In this study, the hygiene issues include management attitude, compensation, feedback, and work conditions. Motivators include responsibility and advancement. Presented here are the variables used in this study and an explanation of how they are interpreted throughout the study.

### Independent variables;

<b>Management Attitude</b>	Organizational concerns for employees and acknowledging their importance and normally carried out by managers in the organization.
<b>Compensation</b>	Is a form of insurance that provides wage replacement and medical benefits for employees.
<b>Feedback</b>	The result from the work provides information about how well the job is done.

<b>Responsibility</b>	A duty or obligation to satisfactorily perform or complete a task assigned by someone, or created by one's own promise.
<b>Advancement</b>	The act of progression or improvement.
<b>Work Condition</b>	The conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like.
<b>Dependent Variable;</b>	
<b>Job Satisfaction</b>	The extents to what employees are happy with their overall job conditions.

### 2.3. Job Satisfaction

The definition on Job satisfaction has been defined by several researchers differently. Hoppock (1935) defined it a mixture of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." The business dictionary defines job satisfaction as a contentment ascending out of interaction of worker's negative and positive feelings towards ones effort.

Job satisfaction of employees is frequently argued to result in outcomes such as productivity and organizational effectiveness (Patterson, Warr & West, 2004). Therefore employees that are satisfied have a habit of being devoted more to their organization. Usually, it can be noted when employees are highly satisfied with their jobs as they will normally have a positive attitude towards their jobs. Most of the times these employees tend to prefer to stay in their current companies and work even harder even if it is for a smaller return as they have the feeling of belonging towards the company as it treats



them fairly and thus they feel that it is their responsibility to work harder towards achieving the company's objectives.

Thus in order for these employees to uphold their current jobs they will need to perform well be effective at work, which in return is noted to be beneficial to the company. Thus for managers to increase the level of commitment among employees they can start by concentrating on increasing the job satisfaction level of their employees. Job satisfaction has therefore been exposed to have an impact on the employees' behavior to perform more than what they are expected at work.

Thus, job satisfaction has a connection with Organizational Citizenship Behavior (Organ & Ryan, 1995). Organizational citizenship behavior may also result in employees providing high quality service to customers as they go beyond their job descriptions of which could help in enhancing the customers' experience and would have a positive effect on the organization.

In this paper, job satisfaction is ascribed to its hypothesized importance in relation to different employee responses. A number of theoretical approaches have been advanced that attempt at describing the factors of job satisfaction. However, several general views have been examined that describes job satisfaction with approaches that demonstrates supporting evidence. However, there has been no concomitant testing of these contending models in a comprehensive model.

On the other hand many studies have been made that establish antecedents in the work environment influencing job satisfaction. Well-known theories on work motivation acknowledge certain motivational factors that affect job satisfaction for instance Herzberg. Other research suggests the social aspect companionship as such antecedent (Ismert & Petrick, 2004).

In line with this, Peiró, Agut, and Grau (2010) clearly point out that social aspects need to be considered when studying the antecedents of job satisfaction. It is also shown in other research that management attitude and payment are some of the significant

influencing variables that are having a direct impact on employees' job satisfaction (Ismert & Petrick, 2004).

## **2.4. 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).

### **2.4.1. Personal Determinants**

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

#### **2.4.1.1. Gender**

Several studies conducted with regard to the relationship between gender and job satisfaction have yielded contradictory results (Chiu, 1998). A study conducted by Murray and Atkinson (1981) 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 (1999) 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).

Oshagbemi (2000) 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.

#### **2.4.1.2. Education Level**

Studies conducted on the relationship between the level of education and job satisfaction showed no consistent pattern (Kh Mettle, 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 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.

Employees in possession of an intermediate level qualification reported higher levels of satisfaction in relation to those employees who have higher levels of education. Kh Mettle (2003) 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 Johnson and Johnson (2000) 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.

#### 2.4.1.3. Age

Mixed evidence exists regarding the relationship between age and job satisfaction (Robbins et al., 2003). According to Greenberg and Baron (1995), 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 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 Oshagbemi (2003) 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 (1987) in Oshagbemi (2003) 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.

#### **2.4.1.4. 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.

#### **2.4.2. Organizational Factors**

The organisational factors impacting on job satisfaction include Management Attitude, Compensation, Feedback, Work Conditions, Advancements and Responsibility.

##### **2.4.2.1. Management Attitude**

Management attitude is defined by Burgess (2006) as the management's mental position which consist of feeling, opinion or emotion that is developed in response or as a reaction to an external situation. Therefore the attitude can be temporary or can develop into a habit that has a long-term impact on somebody's way of behaving.

However efforts can be made to change attitudes that have a negative impact in the workplace, for instance education and training can be used thus the management is directly conveying the organizational policies and attitudes that organization are alarmed about that places a high concern on the employees' well-being and their contribution to the organization.

On the other hand Ismert & Petrick (2004) placed an emphasis on the fact that employees will feel the organizational care only if there exist a high-quality relationship between management and workers plus if only the managers respond to their needs, especially the needs for emotional security and need to participate and this will result in more satisfied and productive workers.

Moreover another study on front-line employee's states that managerial attitude is critical for the employees' job satisfaction and their work behavior (Ashill, Rod, & Carruthers, 2008). This can partly be interpreted as consistent with Herzberg's idea that the support and recognition, as a motivational factor, will contribute to job satisfaction. A clear distinction was made by Eisenberger et al. (1997) concerning job satisfaction and organizational support which provided evidence that the two constructs are related yet separate, which is supported by later research (Ashill, et al., 2008; Ng & Sorensen, 2008) and consistent with previous research (Keegan, 1982).) it was also suggested by Eisenberger et al. (1997) that different factors affect the job satisfaction and the support provided by the organization and that the outcomes differ.

In addition, Ng & Sorensen found that organizational support influences job satisfaction. Therefore support from the supervisor would influence the organizational support perceived by the employees and ultimately has a positive effect on retention (Eisenberger et al., 2002) and have a direct impact on employees.

Therefore in this type of industry where there exist an organizational climate that is non-supportive can damagingly impact individual wellbeing and will lead to lack of commitment and satisfaction of their jobs, which will lead to intentions of quitting and thus increase the turnover rate of employment

#### **2.4.2.2. Compensation**

Employees' standard wage payment and benefits stand as an important variable that have an unswerving influence on determining the job satisfaction level and since most employees are motivated by money it is highly suggested that pay incentives would be an effective method to increase employees' motivation (Dermody et al., 2004).