

**DETERMINING THE FACTORS INFLUENCING EMPLOYEE JOB
SATISFACTION AT SELECTED HOSPITALITY ESTABLISHMENTS IN THE
VAAL REGION**

**Dissertation submitted in fulfilment of the requirements for the degree
Magister Technologiae: Tourism and Hospitality Management
in the Faculty of Human Sciences**

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ABSTRACT

Satisfaction of employees in the tourism industry is very important since they are in direct contact with customers. Unhappy employees are likely to pass on their dissatisfaction to customers, forcing the customers to either spread negative messages or use other providers of similar services in the future. However, satisfied employees will pass on their satisfaction to the customers, who are likely to become loyal to the company. The aim of this research was to investigate job satisfaction amongst employees at selected hospitality establishments in the Vaal Region as well as the demographic and work-related factors influencing these levels of satisfaction. A sample of 500 respondents from hotels, guest houses, lodges and restaurants located in the Vaal Region in South Africa were requested to complete the questionnaire and after completion 271 questionnaires were usable in the final data analyses. Data were collected between May and June 2016 by means of a four-section survey questionnaire. Descriptive, exploratory and inferential statistics were used in the data analyses.

Based on the results, the study showed that employees working in the Vaal Region's tourism industry were satisfied with their work life, interacting with their work colleagues, taking actions to avoid problems in the organisation and the working environment. It was clear that job satisfaction is influenced by the type of department employees are working in, type of employment, age, educational level and working conditions. It was further found that job performance is influenced by gender, type of department, age, educational level, income and working conditions. It was clear that most of the employees were dissatisfied with their salaries. The study concluded that employees in hospitality establishments in the Vaal Region experience a high level of job satisfaction and performance, which is influenced by various demographic and work-related factors. It was recommended that hospitality establishments in the Vaal Region consider the results of this study to ensure that employees are satisfied with their jobs and are able to perform better where needed. Specific actions which can be taken to improve job satisfaction and performance include consulting employees during decision-making, reviewing salaries, maintaining physical surroundings regularly, providing challenging work and better chances for promotion, more training and development, conducting employee satisfaction surveys, ensuring a healthy family-life balance, and holding employees in respect.

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LIST OF ABBREVIATIONS AND ACRONYMS

ABBREVIATION	FULL DESCRIPTION
ANOVA	Analysis of variance
CATHSSETA	Culture, Art, Tourism, Hospitality and Sport Skills Education Training Authority
HRM	Human resource management

CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE RESEARCH

1.1 INTRODUCTION

The tourism industry is among the largest industries globally in terms of the number of people employed per industry. This is due to tourism becoming a global leisure activity (World Tourism Organisation 2012:1). As a result, tourism has become a major generator of revenue in numerous countries, and influences the economy of all countries involved in that trade (Wall & Mathieson 2006:4). The tourism industry generates large amounts of revenue in local economies in the form of payments for services and goods required by tourists. This accounts for at least 30 percent of the trade of services globally and at least 6 percent of general exports of goods and services (World Tourism Organisation 2014:2). It thus, creates employment within the service sector within the economy involved in the tourism trade (Ogbeide & Harrington 2011:719).

In South Africa too, the situation is not different with the tourism industry experiencing growth of over 860 000 tourists visiting South Africa every month, a quarter of which are from overseas (Stendon, South Africa 2014:3). The tourism sector in South Africa generates revenue that contributes between 1 percent and 3 percent of the annual Gross Domestic Product (South Africa Information 2014:1). The growth shows that there is a high demand for tourism services from both international and domestic tourists in South Africa. Employees also have an important role to fulfil in providing tourism services since they add value to the tourist experience which indirectly makes a contribution to the growth and development of that industry.

As the number of tourists increases, the need to ensure that the tourism products (such as accommodation, attractions and transportation) are readily available and provides excellent services is of the utmost importance (Song, Dwyer & Zhengcao 2012:1654). The importance of satisfied employees should thus not be underestimated and, given the structure of the tourism industry, this might be a difficult objective to achieve. Recognising the importance of employee satisfaction, the present study aims at determining employee job satisfaction.

1.2 BACKGROUND TO THE RESEARCH, RATIONALE AND MOTIVATION

The services offered by business organisations, such as hospitality establishments, are dependent on the well-being of employees (Islam & Siengthai 2009:3). As such, if employees working in the tourism industry are dissatisfied at work, the tourism industry would be unable to satisfy the needs of tourists, a matter which negatively affects the performance of the industry (Karatepe & Sokmen 2006:255). It becomes important to ensure that people employed in the tourism industry are adequately satisfied with their jobs.

Various definitions exist for job satisfaction. Locke (1969:317) defines job satisfaction as the pleasurable emotional state that results from an individual's review of his/her job as facilitating or achieving his/her values on that job. Price (2001:600) defines job satisfaction as the actual orientation of an employee regarding his/her work. Oshagbemi (2003:1210) defines job satisfaction simply as the extent to which employees enjoy their jobs. Job satisfaction may also be defined as a global feeling about the job or as a related collection of attitudes about various aspects concerning the job (Lu, While & Barriball 2005:211). Bowling, Hendricks and Wagner (2008:115) defined job satisfaction as a function of the supposed association concerning expectations of employees regarding their jobs and what these employees get from these jobs, as well as the value employees ascribe to their jobs. These definitions thus deal with emotional state, expectations and perceptions about what is expected as well as a collection of attitudes which are important in this study.

It has been observed that satisfaction with pay, supervisor support and the availability of career opportunities affects job satisfaction (Rayton 2006:139). However, Jiang (2012:231) suggests that even non-financial benefits such as access to a cafeteria at work, flexible working hours, transport facilities, leave conditions, job-related training, family-life benefits, live-in accommodation provided by the employer, and company health and safety policy also influence job satisfaction. Furthermore, Zohir (2007:4) argues that financial benefits and social welfare, security and leave provisions have an effect on the job satisfaction of employees. Employees who perform well on their jobs are committed to their employing organisation, are secure in their jobs and satisfied with their income; therefore, tend to report higher job satisfaction levels (Feather & Rauter 2004:81). Therefore, job satisfaction is an outcome of the interaction of various factors which can be categorised as demographic, organisational and work-related factors (Kusluvan, Kusluvan, Ilhan & Buyruk 2010:171).

According to Herzberg (2008:12), employees that are satisfied are more industrious, innovative and loyal to their employers. This means that the organisation then is able to retain its employees and save money on recruitment and training. Gaither, Kahaleh, Doucette, Mott, Pederson and Schommer (2008:231) highlight that high job satisfaction reduces job stress amongst employees. In addition, Flynn (2005:737) argues that employers that offer their employees favourable working conditions that satisfy them tend to benefit, since the employees will in exchange be dedicated to making additional efforts to the organisation in return, which leads to better quality service. Therefore, the researcher was motivated to conduct this study since job satisfaction has a major impact on the performance of the tourism industry, seeing that it has the ability to form a base for competitive advantage through motivated employees and improved service quality (Bell, Mengüç & Stefani 2004:112).

The impact of having dissatisfied employees is negative to the organisation. Carmeli and Freund (2004:291) suggest that turnover intentions, absenteeism, and poor motivation are some of the outcomes of job dissatisfaction. Duffy and Richard (2006:551) argue that dissatisfied employees show an increased tendency for counter-productive behaviour, including withdrawal, burnout, workplace hostility, and high turnover. Faragher, Cass and Cooper (2005:107) suggest that job dissatisfaction can place employees' mental and physical health at risk. Shields (2006:84) further suggests that because it negatively affects the health of employees, job dissatisfaction can influence the organisation's financial performance because it leads to the loss of production time due to the fact that employees that are dissatisfied are likely to be on sick leave most of the time. According to Zhao, Qu and Ghiselli (2011:47), dissatisfied employees are likely to spend less time focusing on their duties so that they spend more time doing other things that are not in line with their jobs, such as chatting with friends and relatives. Yee, Yeung and Cheng (2010:115) also argue that a lack of attention and motivation from the employer leads to dissatisfaction of employees which in turn leads to low productivity performance and low profits. Therefore, job dissatisfaction can affect the profits of the organisation. However, when decisive measures are implemented to improve job satisfaction, positive results can be experienced, such as a happier workforce, enhanced employee productivity, less lost workdays, higher profits and better work performance. The benefits of high levels of job satisfaction are evident and should be monitored in all industries, in the case of this study the tourism industry.

1.3 PROBLEM STATEMENT

Within the tourism sector, employees are the individuals who are in direct contact with guests. As such, it is necessary for them to experience adequate job satisfaction levels because if they are dissatisfied, they are likely to pass their frustration on to the guests (Chang, Chiu & Chen 2010:1303). If guests are not satisfied or happy with the service, they might not come back and in addition spread negative messages which will result in a bad reputation for the establishment involved as well as for the tourism industry at large. On the other hand, satisfied employees will also pass their satisfaction on to the guests and if the guests are happy with the service, it may result in repeat business and the spreading of a good word, which improves the reputation of the tourism establishment and the tourism sector in the country (Tang & Foote 2008:935).

The tourism industry is, however, known for unreasonable working hours, unsatisfactory physical conditions, the absence of support from co-workers and inadequate remuneration (Aksu & Aktas 2005:479), all of which contribute to low levels of job satisfaction. This makes job satisfaction in tourism a significant factor which has received consideration from researchers in the past (for example Bowling 2007; Theodossiou & Zangelidis 2009; Dawal, Taha & Ismail 2009). However, it is notable that previous studies concentrated on European, American and Asian contexts and disregarded developing countries such as South Africa. The few studies available in South Africa include research by Apollis (2010), Coughlan, Moolman and Haarhoff (2011), Coughlan Haarhoff and Moolman (2014) and Maumbe and van Wyk (2011). These studies investigated the job satisfaction of employees within the tourism industry and found that employees were unhappy with their working conditions, resulting in high levels of labour turnover. These studies were also limited to a specific context and time. Furthermore, there is limited evidence of previous research on job satisfaction among employees in the Vaal Region's tourism industry. This indicates a research gap in job satisfaction in the tourism industries of developing economies that include South Africa and more specifically the Vaal Region.

In view of this, it is important to examine the degree to which tourism industry employees experience satisfaction as well as the factors influencing their satisfaction and how this might influence their job performance. The information generated by this study may be used by managers in the tourism industry to increase job satisfaction among their employees and better understand the needs of these employees. Therefore, this study aimed at determining the factors influencing job satisfaction and performance of employees at selected hospitality establishments within the Vaal Region and the factors influencing job satisfaction levels.

1.4 STUDY AIM AND OBJECTIVES

The aim of this study was to determine the factors influencing job satisfaction and job performance at selected hospitality establishments; thus satisfaction and performance amongst employees in hotel, lodges, guest houses and restaurants, in the Vaal Region. Based on the analysis, the study aims at identifying relevant recommendations for employers to improve the level of satisfaction of their employees.

1.4.1 Specific objectives

In order to achieve the aim of this study, the following secondary objectives were set:

- To conduct an in-depth literature review on human resource management and the importance thereof in the tourism industry;
- To conduct an in-depth literature review on job satisfaction and the relevance thereof to the tourism industry;
- To determine the levels of job satisfaction of employees;
- To determine the factors influencing job satisfaction and job performance.

1.5 METHODOLOGY

This study followed the cross-sectional survey approach which was based on a two-way procedure involving a review of literature followed by a quantitative study. A more detailed discussion is evident in Chapter 4 and thus this part only provides an overview of the adopted research process.

1.5.1 Literature review

A review of literature was undertaken on job satisfaction in general as well as job satisfaction in the tourism industry was undertaken. Textbooks, journals, newspapers, search-engines (Science Direct; Emerald; JStor) and the Internet were used as sources for obtaining satisfactory information. The literature review was intended to assess and analyse previous research studies conducted on job satisfaction and performance so as to understand what job satisfaction and performance is and the factors influencing it. Keywords included in this study are the following: tourism industry, human resource management, job satisfaction and job performance.

1.5.2 Quantitative study

This study adopted a quantitative research design. Essentially, quantitative research entails the collection of numerical data for purposes of explaining a specific phenomenon (Creswell 2009:93).

1.5.3 Sampling area, sampling and description of sampling

The Vaal region is located at the border of Southern Gauteng and the Free State Province. It covers areas such as Sasolburg, Vanderbijlpark and Vereeniging. The economy of the Vaal region is largely dominated by various industries in the area, with renowned companies such as Arcelor Mital, Sasol, Nampak and Afrisam, amongst others being the most notable players. Educational institutions such as the North-West University (Vaal Triangle Campus) and the main campus of Vaal University of Technology are also located in the Vaal region. The major tourism and recreational attractions in the area include the Vaal dam, Vaal River, Emerald Casino and several notable hotels such as the Bon Riviera on Vaal, Riverside Sun and Three Rivers Lodge.

A list of establishments in the hospitality sector in the Vaal Region was compiled consisting of seven hotels, 23 guesthouses, 12 lodges and 20 restaurants. Information on the number of employees working at these establishments was not available; thus all the establishments listed (manager of the establishment) were contacted to request them to participate in the research study so as to optimise participation. It was decided to follow non-probability sampling and more specifically convenience sampling for purposes of this research. The results can thus not be generalised to the industry but provided insights into the job satisfaction levels in the Vaal Region. The questionnaires were distributed according to the size of the establishments; in cases of larger establishments more questionnaires were distributed. It is generally acknowledged that for a population (N) of 1 000 000, the recommended sample (n) size should be 384 (Krejcie & Morgan 1970:608). Following, this recommendation, the sample size for this study was predetermined at $N=500$ respondents.

1.5.4 Measurement instrument

The research instrument (questionnaire) was divided into four sections. Section A used both open-ended and closed-ended questions to elicit information on the demographic details of respondents. Section B comprised of 35 questions eliciting information on job satisfaction in general. The questions in this section were based on the Minnesota Satisfaction questionnaire

developed by Weiss, Dawis, England and Lofquist (1967:3) and were assessed by means of a five point Likert scale anchored by 1 representing very dissatisfied and 5 representing very satisfied. Section C was composed of 18 questions focusing on job performance. The questions in Section C of the questionnaire were based on the work of Lam, Zhang and Baum (2001:160) and were assessed by means of a five point Likert scale anchored by 1 representing strongly disagree and 5 representing strongly agree. Section D comprised of two open-ended questions eliciting the opinions of respondents regarding their jobs and work environment.

1.5.5 Data collection procedure

Data were collected through a survey that was conducted between May and June 2016. Employees working in selected lodges, hotels, restaurants and guest houses in the Vaal region were required to complete self administered questionnaires for the study during the data collection period to make provision for unreturned and uncompleted questionnaires. Data were collected over a period of two months in order to grant the respondents sufficient time to complete the questionnaires. Initially, 500 questionnaires were issued to respondents, and 271 were found to be suitable after the screening process, giving a response rate of 54 percent.

1.5.6 Data analyses

Once the data had been collected and captured by the researcher, it was sent to the Statistical Consultation Services of North-West University for processing. Descriptive statistics were used to analyse the demographic details of respondents and to determine job satisfaction and performance levels. Factors influencing job satisfaction and job performance were identified by means of factor analysis. Analysis of Variance (ANOVA), *t*-tests and Spearman Rank Order Correlations were performed to determine the influence of various factors on job satisfaction and job performance. A more in-depth discussion of these methods is found in Chapter 4.

1.5.7 Ethical considerations

Due to the anonymity of the questionnaire no reference was made in the results to any individual establishment or person. Respondents were informed of the research process and their willing response was requested.

1.6 DEFINITION OF CONCEPTS

This study is based on the following concepts:

1.6.1 Tourism

Tourism pertains to the activities of people traveling to places that are beyond their usual locations for the purposes of leisure or business and staying there for periods that do not exceed one calendar year (Atilgan, Akinci & Aksoy 2003:413). Tourism can be viewed as a resource-based industry which depends on interactions among tourists, providers of jobs, government agencies and local groups of people (Saayman 2007:3).

1.6.2 Hospitality establishments

These are single businesses which make it possible for the tourist to engage in different activities (Eraqi 2006:470). They include hotels, restaurants, lodges and guest houses to name only a few.

1.6.3 Human resource management

Human resource management (HRM) refers to policies regarding the workforce and practices by management as well as systems that affect the activities of employees (Armstrong 2006:3). Most decisions that have an impact on employees within an organisation involve the function of HRM (Bernadin 2007:8). It is an organisational function that is intended to facilitate maximum performance by employees as they strive to achieve the strategic objectives of the organisation (Johnason 2009:19). The decisions include implementing job analysis, the planning of workforce needs, recruitment and selection of the right talent, compensation, benefits and other incentives, performance management, and dispute resolution, and job satisfaction (Mondy & Mondy 2014:28).

1.6.4 Job Satisfaction

Job satisfaction refers to an enjoyable or positive state of emotions that results from the evaluation of an individual's job experiences (Frye & Mount 2007:109). Job satisfaction may also be defined as an emotional response that results from the perception that one's job fulfils one's important job values, to the degree that those values are consistent with the needs of that individual (Locke 1976:1307). It is also defined by Spector (1997:2) as how one feels about one's job. Job satisfaction is also defined as the feelings of employees regarding their jobs and different aspects of their jobs (Sieger, Bernhard & Frey 2011:79).

1.6.5 Job performance

Job performance is an assessment of the extent to which a job incumbent is able to perform well on his/her allocated tasks (Cote & Miners 2006:14). It may also be defined as the job related actions that are expected from an employee and the degree to which those actions were able to fulfil the intended objectives and goals (Bono & Judge 2003:5). However, Jacobs, Hellman, Wuest and Markowitz (2013:1132) define job performance as the act of doing a job, regardless of whether the outcomes are good or bad. Job performance contributes to job satisfaction.

1.7 DELIMITATIONS OF THE STUDY

The geographic scope of the study was restricted to the Vaal region which influences the generalisation of the results.

1.8 CHAPTER OUTLINE

Chapter 1: Introduction and background to the problem

This chapter provides an overview of how the research of the study is organised. The chapter concentrates on the problem statement, objectives of the study and clarification of concepts. Research methodology issues such as the literature review, research sample, data collection and analyses as well as ethical considerations are also discussed in the chapter.

Chapter 2: Understanding human resource management and the importance thereof to the tourism industry

The purpose of this chapter is to conduct an in-depth literature review on human resource management and the importance thereof in the tourism industry. The chapter focuses on issues that include the various functions of human resource management, human resource challenges in tourism and hospitality and the association between human resources management and job satisfaction.

Chapter 3: Understanding job satisfaction and its relevance to the tourism industry

The purpose of this chapter is to conduct an in-depth literature review on job satisfaction and the relevance thereof to the tourism industry. The chapter concentrates on topics such as the nature of job satisfaction, factors contributing to job satisfaction and job dissatisfaction, and job satisfaction in the tourism and hospitality industry in South Africa and other countries.

Chapter 4: Research methodology

The purpose of this chapter is to discuss the research methodology followed in the study. More specifically this chapter outlines the empirical study designed to address the research problem. The quantitative research methodology to be followed is discussed, followed by a description of the research design. The sampling design is discussed in depth, followed by the data collection method and the data analysis process.

Chapter 5: Empirical analyses

The purpose of this chapter is to determine the levels of job satisfaction of employees and the factors influencing job satisfaction and job performance. In the chapter, the main findings are summarised based on the presentation and interpretation of the collected data. The chapter focuses on issues such as the demographic detail of respondents and descriptive statistics for job satisfaction and job performance. Various statistical tests such as the exploratory factor analysis, *t*-tests, One-Way-Analysis-of-Variance (ANOVA) and Spearman's Correlation Coefficient are used to analyse the data and the results are discussed while using the support of literature.

Chapter 6: Conclusion and recommendations

The purpose of this chapter is to present the conclusions and recommendations of the study and to indicate the limitations thereof. In the chapter, conclusions are drawn, based on the findings of the study, and the shortcomings of the study are also mentioned. Recommendations are made regarding the job satisfaction of employees at selected hospitality establishments in the Vaal Region. Limitations and recommendations for further research are also presented.

CHAPTER 2

UNDERSTANDING HUMAN RESOURCE MANAGEMENT AND THE IMPORTANCE THEREOF IN THE TOURISM INDUSTRY

2.1. INTRODUCTION

Human resources management (HRM) is a popular and central function in every organisation. The purpose of HRM is to make certain that organisations are capable of using their people to attain their success (Cho, Woods, Jang, Cheong & Erdem 2006:262). It is deemed essential to review HRM practices because it is impossible for organisations to develop able teams that are made up of professional employees when these organisations do not have effective HRM mechanisms. Analysing HRM also facilitates an understanding of workplace influences and what employees think about their work and their employer, and therefore their behaviour as well as conduct in the workplace. Furthermore, in the dynamic world of work in these modern times, an understanding of HRM influences the manner in which people are managed in the workplace and is of great importance both theoretically and practically. Therefore exploration of all these dimensions is necessary as a means to develop a broader understanding of the expectations of employees and to know how to manage them at work.

This chapter initially discusses literature that provides an understanding of HRM in general and serves as the theoretical framework of the research. Literature focusing on the importance of the HRM function to the organisation is then analysed. Thereafter, the chapter discusses specific HRM sub-functions, namely recruitment, selection, training, development, remuneration and benefits, performance appraisal, employee welfare and motivation, labour relations, and health and safety. Next the discussion shifts to the challenges facing HRM in the tourism and hospitality industry. The later discussion focuses specifically on the tourism and hospitality industry since this study is conducted within the context of this last-mentioned industry. The subsequent section of the chapter analyses literature focused on the association between HRM and job satisfaction. These analyses were necessitated by the fact that although the present chapter discusses HRM, the study at hand is concerned with job satisfaction. This provided a need to link the two factors since it would be easier to understand job satisfaction

once a healthier comprehension of the broader notion of HRM has been developed. The next section is then dedicated to discussing the concept *job performance* before the final section deals with the conclusion, which focuses on the major themes derived from the various sections of the chapter. Therefore, the purpose of this chapter is to conduct an in-depth literature review on human resource management and the importance thereof in the tourism industry.

2.2. UNDERSTANDING HUMAN RESOURCE MANAGEMENT

HRM is an important and complex management function in the business environment. It has attracted various definitions that have emerged over the past three decades which attempt to enable a better understanding of HRM. Storey (1989:17) defines HRM as a set of people-oriented interconnected guidelines that have a philosophical and logical foundation. McGoldrick, Stewart and Watson (2002:396) consider HRM to be the facilitation and support of learning by individuals, groups as well as organisations. According to Armstrong (2006:4), HRM is a planned and clear method for managing people – the organisation’s most valued assets. These people individually and jointly make contributions to the achievement of the organisations’ objectives. As mentioned by Sally (2004:615), the goal of HRM is to improve education, human performance and human potential in work environments. These definitions commonly show that HRM is a function that largely deals with people as a resource to the organisation.

The phrases ‘Human Resource Management’ (HRM) and ‘human resources’ (HR) have mostly replaced the phrase ‘personnel management’ as an explanation of the procedures associated with the management of people within organisations (Liao 2006:716). HRM is regarded as the principal corporate function that influences the conduct, mind-sets as well as performance of employees; which makes HR practices important tools for the performance of the organisation (Boselie, Dietz & Boon 2005:67). HRM is also related to workforce policies and management actions and mechanisms that affect employees (Lytras & Ordonez de Pablos 2008:464). In broader terms, every decision affecting employees belongs to HRM (Bernadin 2007:13). In an organisation, the main tasks of HRM are the employment of people, maintenance and improvement of the skills of employees, implementation of programmes for organisational development, and rewarding employees for their services (Purcell & Kinnie 2007:23). Moreover, HRM involves compensation, occupational health and safety, employee benefits, laws, policies and compliance (Bernadin 2007:15). Therefore, HRM is a complex business function that includes a wide variety of people-related aspects.

As argued by Kun, Xiaolin and Xiaoyun (2008:2), HRM initiates the tasks that are carried out by employees, the number of employees required and then links the tasks to available vacancies. This could be a reason for the staffing levels to contribute to organisational performance and to the motivation of employees (Luna-Arocas & Camps 2008:26). In addition to this, it is most important to have a correct understanding of the appropriate numbers of employees, how many extra hours they are required to work and how they can be developed, such as how many employees should be trained in customer services (Shahnawaz & Juyal 2006:267). For instance, too few employees may result in other employees overworking, which leads to the demotivation of the overworked ones, poor customer service and bad organisational processes. Conversely, too many employees may escalate operational costs and other employees might become bored because there will be too little work for them to do and it might lead to confusion (Akhigbe 2013:389). If HRM is planned properly in terms of the number of necessary employees, costs are likely to be reduced significantly, which ensures that working procedures are optimised, which in turn results in improved organisational performance (Harney & Jordan 2008:275). Therefore, HRM fulfils a significant role in the operations of all departments within the organisation since it has an influence on all employees.

HRM practices are classified in accordance with their effect on organisational performance through the skills, ability and motivation of employees and the structure of the work (Horgan & Mohalu 2006:415). HRM is responsible for employee planning and development and the allocation of tasks to employees (Liao 2006:717). This is conducted via job descriptions which ensure that employees are hired to occupy distinct positions in the organisation (Hassan 2007:436). Thus HRM is able to impact on organisational performance in advance through the recruitment and selection of properly qualified and skilled employees. These employees bring the required characteristics which lead to the improvement of organisational performance through actual job performance which is distributed by means of enhanced work practices (Katou & Budhwar 2007a:13).

HRM is able to influence the motivation of employees differently. For instance, it may be used to initiate merit pay systems for attaining precise organisational goals (Hassan 2007:435). Changes in remuneration and promotional policies may be utilised to improve employees' views of existing reward systems (Chand 2010:551). As suggested by Schultz and Schultz (2010:23), HRM practices develop the well-being and morale of employees, which culminates in super performance since the overall performance of the organisation is inspired by an enabling work climate within the organisation.

The fore-going discussion makes it clear that HRM is not only important to the organisation, but is also multifaceted. The importance is based on the fact that HRM involves employees – persons who are critical resources to any organisation. The complex nature of HRM is demonstrated by the fact that it spans a wide variety of issues affecting employees, all of which demand individual and specific attention. The next section discusses literature focusing on the importance of HRM in organisations.

2.3. THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN THE ORGANISATION

It is widely acknowledged that the roles performed by HRM are significant to any organisation. HRM involves several activities associated with planning manpower, designing jobs, analysing jobs, the recruiting and selecting employees as well as training and development. Other activities of HRM include promotion, motivation, empowerment, employee involvement and participation, compensation and benefits, team building, performance evaluation, occupational health and safety, job security, employee orientation and labour relations (Alleyne, Doherty & Greenidge 2006:96). Several empirical research studies focusing on the strategy, management and service literature emphasise the important role of HRM in organisations (Kuslivan 2003:11). Zacharatos, Barling, and Iverson (2005:84) explain that high-performance organisations are characterised by effective HRM procedures that include selective recruitment, training and development, work teams, decentralised decision-making and minimal association between human resources management and job satisfaction status distinction. Other HRM practices that make a difference in organisations include the sharing of information, performance-related remuneration, job security, flexible work allocation, comprehensive job design, participative leadership, job rotation, share schemes or profit sharing for employees and the use of emerging leadership styles (Warner 2009:2169). As such, important benefits can be derived from each activity associated with the HRM function.

In tourism, HRM strategies are linked to cost-reduction and quality-enhancement (Wade, O'Reilly & Pollock 2006:527). Gong, Law, Chang and Xin (2009:265) add that HRM is responsible for making the most of profit and organisational performance. To achieve this, human resources are managed by focusing on increasing the customer segments that yield the largest profit to the firm. In the service industry, maximising HRM is arguably the most influential factor contributing to competitiveness, customer satisfaction and overall organisational performance (Zhu, Warner & Rowley 2007:745). For instance, many people

would accept the suggestion that HRM in most organisations is critical for superior quality of service, satisfaction of customers and customer loyalty, sustainable competitive advantages, and performance of the organisation (Gong *et al.*, 2009:263). In addition, HRM supports the generation of company-specific skills and knowledge that emanate from learning processes within the organisation. In a dynamic globalised world where flexible responses are required and a large amount of competition exists, organisations are compelled to develop competitive advantages (Lopez, Peon & Ordas 2005:149). This partially explains why HRM is important for the improvement of an organisation's competitive advantage.

According to Mathis and Jackson (2010:4), HRM involves the creation of formalised mechanisms in the organisation in order to facilitate the optimal utilisation of human resources in the accomplishment of organisational goals. In this sense, Zhao (2005:73) mentions that HRM enables organisations to attain their objectives from time to time by creating a positive attitude among workers, which leads to a reduction of wastage and maximum use of resources by employees. Most effective HRM policies ensure that employees are well-trained and -developed, which makes them suitable for future promotions, which in turn implies that the talents and abilities of employees can be applied in the organisation where they are employed as well as in other organisations that they can work for in the future (Lopez *et al.*, 2005:122). In addition, Alleyne *et al.* (2006:95) argue that employees that have undergone training are prepared to satisfy the requirements for their careers, and appropriate HRM practices can empower the organisation to sustain a healthy industrial relations climate. These authors also state that good relations with labour unions are maintained because members of the union start noticing that the organisation protects the interests of employees, leading to decreased industrial action. Furthermore, HRM practices have the effect of encouraging employees to work with others in teamwork, which results in better performance (Bolton & Houlihan 2007:13). If appropriate methods are followed in recruitment and selection, organisations are capable of recruiting suitable persons for the correct vacancy, resulting in the reduction of employee turnover since employees will be satisfied with their jobs (Azzaro 2005:778).

It is HRM's function to make sure that the organisation finds and retains the qualified, dedicated and motivated employees it has (Lopez *et al.*, 2005:149). This activity entails taking actions to evaluate and meet the expectations of employees as well as to develop their essential potential, which relates to their contributions, potential and marketability by the provision of opportunities for learning and continued development (Green, Dwayne, Whitten & Medlin 2006:561). In agreement, Horgan and Mohalu (2006:415) suggest that HRM involves the

operation of demanding processes in recruitment and selection, performance-related incentive remuneration schemes, training activities and management development which is connected to the needs of the company. Hassan (2007:435) also mentions that engaging in employee management, which is the process of recruitment and promotion of talent wherever it may be and wherever it is required, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning is an important HRM activity. Schultz and Schultz (2010:12) advocate that HRM supports the growth of organisation-wide knowledge and skills that are the outcome of learning processes. Baum (2007:1384) adds that HRM enhances job engagement, motivation and employee commitment by introducing processes and policies that ensure that employees are appreciated and compensated for their work achievements and for the intensities of knowledge and competence they attain. Furthermore, HRM develops and implements guidelines that provide stability and that are suited for the expectations of strategic constituencies. The policies further facilitate the management of diverse employees, through the consideration of personal and collective differences in areas such as service, individual needs, style of work and desires as well as the delivery of the same prospects for everyone (Green *et al.*, 2006:561).

Drawing from the discourse above, it is clear that human resources are in charge of the routine operation of the organisation, which makes it important that this function is given priority within the organisation. If HRM is not executed properly, the chances are high for other departments to not operate smoothly. It becomes essential then for the HRM function to ensure that everything within the organisation is in place and that all the departments are operating well, as this is important for the growth of the organisation (Cooke 2009:7). The next section discusses various HRM functions in an organisation.

2.4 HUMAN RESOURCE MANAGEMENT FUNCTIONS IN AN ORGANISATION

As mentioned before, HRM is a planned and clear method towards the administration of the people who work in that organisation, who independently and jointly work towards the accomplishment of organisational objectives (Shahnawaz & Juyal 2006:268). Its overall purpose is to ensure that the organisation is successful through the efforts of its people. Brewster (2004:366) states that HRM structures are commonly the centre of organisational competencies that enable organisations to grow and exploit new opportunities. Caldwell (2004:197) indicates that strategies in HRM provide support towards the improvement of

organisational effectiveness through the development of policies in various areas that include management of talent and knowledge as well as the creation of an enabling work environment. In order for this to be achieved, HRM is divided into a number of independent sub-elements that work together to make a unified whole. These are recruitment and selection, training and development, compensation and benefits, performance appraisal, employee welfare and motivation, labour relations, safety and policy development. The discussion now focuses on these individual HRM functions. Figure 2.1 illustrates some of the functions of HRM in organisations.



Figure 2.1: The Functions of Human Resource Management (HRM)

Source: Management Guru (2014:1)

As shown in Figure 2.1, there are various sub-components of HRM. These are recruitment and selection, personnel administration, training and development, performance and reward management, talent management, succession and career planning, labour relations and human resource planning. Each of these sub-functions performs a unique purpose which contributes to the entire HRM spectrum. The next sub-section focuses on recruitment and selection.

2.4.1. Recruitment and Selection

Recruitment and selection form part of the essential components of the HRM function in an organisation. Recruitment is defined as creating a pool of proficient people who have applied for employment in the organisation (Gold 2007:245). Selection is defined as the identification

of worthwhile candidates to occupy job vacancies and to encourage these candidates to look for employment within the organisation, after having been identified (Young 2008:91). The difference between recruitment and selection is that recruitment is intended to entice applications from whom the most appropriate individual can be carefully chosen for a particular position, whereas selection is intended to select the best applicant to fill an existing vacancy (MacBeath, Oduro, Jacka & Hobby 2006:25). As such, the two processes are interrelated. Figure 2.2 illustrates the process of recruitment and selection.

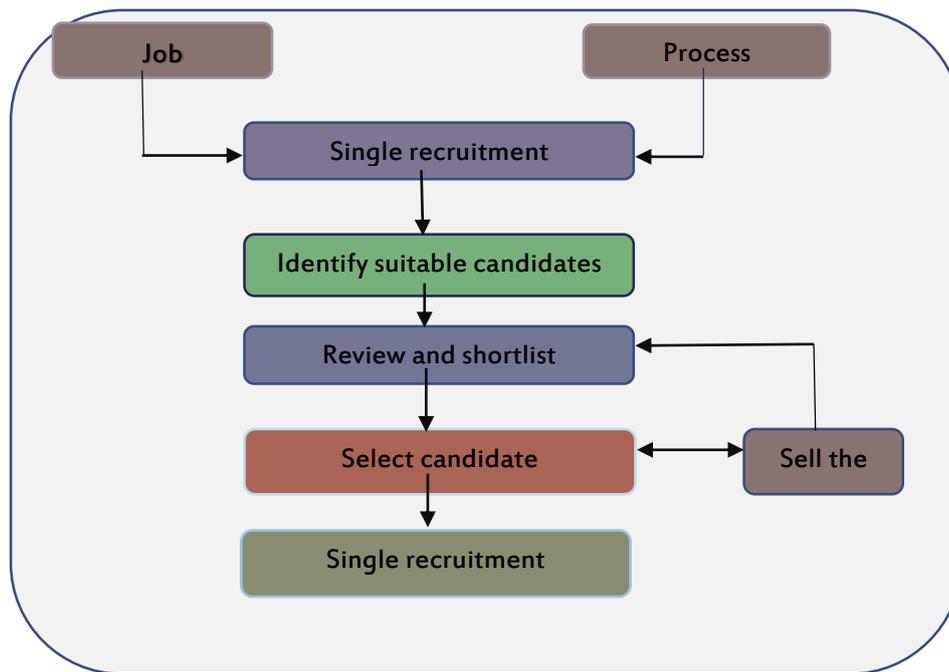


Figure 2.2: Recruitment and Selection Process

Source: HR Bangladesh (n:d)

As shown in Figure 2.2, recruitment and selection starts with a job description and person specification. These two are then used as the basis for drafting a single recruitment specification, after which suitable candidates are identified, usually by advertising for applications in various media such as newspapers, magazines and internet-based recruitment websites. Once applications are received, the process of shortlisting is conducted in which the applications are reviewed (screened) to identify only those who are most suitable for the position. The shortlisted candidates are then interviewed to select the best candidate. If none of the interviewed candidates are suitable, the job is re-advertised (sell the job). If a suitable candidate is found, the person is then appointed to the position.

Effective recruitment and selection is based on the formulation of standards for evaluating applicants (Ofori & Aryeetey 2011:46). Sackett and Lievens (2008:432) state that after the initial job advertisement and shortlisting of candidates, most of the organisations, no matter their size, are still using the interview as a selection method. Ongori (2010:53) adds that the selection interview is the most used selection tool in the world. The selection interview is the mutual dialogue performed by the main actors, having a pre-set and built scenario (Taylor 2006:478). The selection interview is an exchange of ideas, opinions, points of view between the employer and a potential employee, taking into consideration the mutual acceptance or rejection (Haslinda 2009:182). From the organisation's point of view, the selection interview will be mostly efficient when it is used in order to evaluate the candidate's degree of motivation to take the job and how well the candidate will fit into the work group he will be a part of (Zafarullah & Khan 2006:121). This will also have a direct influence on his job satisfaction levels.

The purpose of the interview is that of obtaining information concerning the candidate, so as to assess the candidate's qualification and personal qualities related to the description of the job and thus making a forecast about his capacity of performing the job (Mondy, Noe & Mondy 2005:11). Organisations stand to benefit through effective recruitment and selection. Proper recruitment and selective staffing ensures the provision of individuals who have needed personalities and the capacity to deliver both emotional intelligence and labour (Kusluvan *et al.*, 2010:172).

Good employees recruited through a well-structured process have a higher retention rate, leading to reduced employee turnover (Chapman, Uggerslev, Carroll, Piasentin & Jones 2005:928). Recruiting highly performing employees provides improved service to customers, which yields greater satisfaction and loyalty among customers. Effective recruitment and selection leads to very effective employees who are self-confident and can cope with several tasks simultaneously and adjust quickly to fresh roles. Chang, Chi and Chuang (2010:566) highlight that such proficient workers are able to work harmoniously with others, require a lesser amount of management attention and need less hours of supervisory attention (Latagan & Zorzoliu 2009:666). Furthermore, highly proficient employees are attracted to continuous learning and personal development. Zheng and Lamond (2009:2194) state that the best employees are those with new and better ideas that lead to improvements in production and the

flow of work, and are able to motivate and encourage other staff members (Snell & Bohlander 2007:13). Thus effective recruitment and selection offers many benefits to the organisation.

Recruiting ineffectively is costly, since poorly recruited employees may perform badly and/or leave their employment; thus requiring further recruitment (Edwards 2008:215). Wayne, Grzywacz, Carlson and Kacmar (2007:71) argue that higher HRM overheads may emerge as an outcome of time spent in hiring people who are not proficient. Employees who are ill-fitted for their roles necessitate additional supervisory attention and time, leading to the reduction of time for these supervisors to spend on developing their best people. Mathis and Jackson (2010:17) suggest that employees with inadequate abilities spend more time on becoming productive, which creates a need for their training in a bid to improve their abilities, whereas the right employees take less time to be productive and are interested in learning. Poor recruitment and selection processes are detrimental to client satisfaction because they lead to increases in faults, unreliable decision-making and poor customer service (Bratton & Gold 2007:7). Underperforming staff also negatively influence other employees who may join them in their underperformance, leading to poor morale among the high performers who feel that managers are unfairly tolerating the poor performers (Haslinda 2009:182). There also are cases where unsuccessful applicants who are unhappy with the process end up challenging the selection decisions, leading to legal costs (Ongori 2010:53). Proper initiation and implementation is therefore essential in order to avoid the pitfalls associated with ineffective recruitment and selection processes.

In view of the above, it can be mentioned that the HRM function cannot function effectively without proper recruitment and selection structures. Recruitment and selection marks the entrance point of all employees as they come into the organisation. Getting it right at this stage is likely to positively impact on the whole HRM function. The next sub-section focuses on human resource training and development.

2.4.2. Human Resource Training and Development

Training is a management instrument employed in the development of skill and knowledge to increase the efficiency, effectiveness and productivity of individuals, groups and the organisation (Latagan & Zorzolliu 2009:666). Successful organisations are those that have at their disposal effective recruitment processes, appropriate management practices, training and career development programs and support for continuous learning (Fáilte 2005:8). With the

rise of a globalised workforce, most employees have diversity in terms of their cultural backgrounds and ethnicity. It becomes necessary to train these diverse groups so that they may be able to work in such multi-cultural environments (Ballot, Gerard, Fakhfakh, & Taymaz, 2006:480). Typical kinds of training include employee induction and orientation training, health and safety training, mentoring and coaching, team training and technology training (Liu & Wall, 2006:159). These types of training are intended to reduce performance gaps within employees, to the benefit of all stakeholders, inclusive of employees themselves and the organisation as a whole (Collins, Buhalis & Peters 2003:17). Hence training is intended to be of benefit to everyone associated with the organisation.

According to David, Solnet, Robert, Ford, Richar, Robinson, Brent, Ritchie, Mark and Olsen (2014:35), the issue of training employees is of great importance to organisations everywhere. Dearden, Lorraine, Reed and van Reenen (2006:402) state that previous research acknowledges that training has a positive impact on productivity and that employees and employers alike can exchange the paybacks stemming from training. Training enables employees to familiarise themselves with their roles at work, job tasks and the values, culture and norms of their organisations (David *et al.*, 2014:36). A workforce that has been properly trained and is motivated may lead to lower supervision costs since employees now have the expertise to inspect their own work (Young, 2003:307). It is recognised that training programs enable organisations to differentiate themselves from their competitors, which may enhance operational profits (Kaplan 2004:218). Mayaka and Akama (2007:298) further state that many managers within tertiary industries consider the quality of service of their employees as being more important than productivity, especially in areas where there is high client contact. Olave and Salvador (2006:511) further mention that through training, organisations are able to use innovation to improve their standards and quality of service. For that reason, training may be regarded as an important tool that facilitates the linkage between the organisation and its external stakeholders.

Since an intrinsic link between industry success and the availability of an appropriate labour supply employee training in all types of organisations is a critical concern for human resource managers since it enhances the capabilities of employees (Liu & Wall 2006:161). The importance of these employees is not only internal, but also external since these employees are responsible for linking up with clients who expect their needs to be met. Brilliant employees are value addition to organisations that are knowledge-intensive, and human talent has become the true source of continued competitive advantages (Buhalis & Law 2008:617). According to

Janes (2003:321), regular training can lead to outstanding employee and organisational performance. Training and development can also express the message to employees that it is best for them to remain in the organisation for the rest of their working life (Katou & Budhwar 2007a:28). Therefore, training is of paramount importance in an organisation because it determines the success or failure of any organisation.

Unlike training which focuses on teaching new skills, Human Resource Development (HRD) is aimed at perfecting existing skills (Zheng & Lamond 2009:2194). In other words, training provides the skill and HRD maximises it (Latagan & Zorzoliu 2009:667). HRD is defined as a formalised individual and organisational practices intended to improve the possible impact of employees to the organisation (Zhao 2005:73). Warner (2009:2169) argues that HRD seeks to embrace developments in workplace learning and to focus on learning activities that are linked directly to goals at an organisation, individual and organisational level. The concern of HRD is to transform organisations into learning organisations, to enhance competence and to manage the employment contract (Zhu *et al.*, 2007:745). A key motive behind government support for all sectors of industry in any country is for them to be able to create employment opportunities and hence contribute to the overall economic and social development of a nation (Liu & Wall 2006:160). Liang, Xie and Cui (2010:2079) highlight that only capable and passionate employees are able to provide service of high quality and realise competitive advantages for their organisations, which enables them to grow and create the anticipated job opportunities. HRD is one of the tools by means of which this can be achieved, since it develops people until they are able to make these expected economic contributions.

The development of human resources is beneficial to the organisation. The unpredictable operational environments of today demand that organisations cultivate a learning culture and be able to generate solutions to solve complicated problems (Hassan 2007:434). Bolton and Houlihan (2007:5) suggest that prosperous enterprises are those that are articulate in managing the development of their human resources. Zheng and Lamond (2009:2194) state that implementing HRD can facilitate the improvement of their knowledge and capability amongst employees and satisfaction with their jobs. Opportunities for learning and development can enable people to make contributions to the growth of their organisations as well as to society at large (Zhu *et al.*, 2007:745). Since employees today are interested in personal development, their job satisfaction is likely to increase when they have ample training and development opportunities at their disposal (Choo & Bowley 2007:339). Employees also cherish

opportunities for enhancing their knowledge and skills, since this improves their employability within any industry (Schmidt 2007:487). Therefore, training and development directly influence job satisfaction positively.

This sub-section discussed the importance of training and development as a component of HRM. The discussion made it clear that training and development are critical activities in the organisation. The discussion also made it clear that numerous outcomes of training and development exist that are desirable to the organisation, which makes it imperative that training and development programs be initiated and implemented on a continued basis. The discussion in the next sub-section focuses on compensation and benefits.

2.4.3. Compensation and Benefits

Compensation is defined as the mix of all monetary and non-monetary rewards (fringe benefits) given to the employee by an employing organisation (Lawler 1981:13). Westover and Taylor (2010:811) define compensation as various forms of financial payments and noticeable rewards that are awarded to employees in terms of the employment contract. These include salaries and wages, merit-based remuneration, bonuses, commissions, long-term and short-term incentive programs. Devers, Cannella, Reilly and Yoder (2007:172) point out that remuneration and benefits are important instruments for enhancing the performance of employees. This makes it necessary for organisations in the hospitality sector to proactively modify their compensation packages to attract those individuals in the labour force they consider to be most valuable (Wade *et al.* 2006:527).

In matters of compensation, fairness is the golden rule that is preferred by workers, since employees desire to be paid in accordance with the level of their contributions to the organisation (Dickinson 2006:168). Salary or pay is a form of periodic compensation from a firm to its employees which is fully and clearly stated in the contract of employment and may be weighed with piece wages, in which individual jobs, period of job (timings) or separate units are compensated distinctly, instead of regularly (Tziner 2006:34). Many organisations continue to investigate various ways of rewarding employees to increase their job satisfaction and their performance (Wright & Bonett 2007:141). Moen and Asa (2005:279) state that although other social factors are important for enhancing the job for employees and making it satisfactory for them, satisfaction from remuneration remains a significant factor. In support, Unite, Sullivan, Brookman, Majadillas and Taningco (2008:615) advocate that remuneration systems can

attract or keep away the required kind of professionals simply because they serve as a communication tool in terms of an organisation's way of operating, values and practices. Tekleab, Bartol and Liu (2005:905) further argue that through compensation systems, an organisation may increase its ability to pay equitably. Communication through remuneration is linked to a number of positive benefits that include perceptions regarding performance-based pay, employee retention, manager-employee relationships, organisational citizenship behaviours, enabling working environment, and job satisfaction (Tekleab *et al.*, 2005:906). This makes it central for organisations in the hospitality sector to use compensation systems to improve the climate existing in the organisation.

As suggested by Long (2010:33), workers want to be rewarded in accordance with their level of performance. In this sense, Bebchuk and Fried (2004:11) attest that the movement up the corporate ladder generally requires success at the current position, and promotions generally lead to sizable gains in compensation. The injection of novel work processes that are expected to increase the performance of employees, agility and participation in the goal accomplishment is linked to new reward protocols that include competence and performance-based pay, and profit-sharing schemes (Handel & Gittleman 2004:73). Since employees have a strong preference for fringe benefits, it is prudent for employers to make these incentives available to employees as this leads to decreases in labour turnover (Dale-Olsen 2006:95). Therefore, workers who are paid according to their level of performance will be more grateful for their salary than those who are not paid accordingly.

The extent to which employees are satisfied with pay is of great importance to employees, as mentioned by Gerhart and Rynes (2003:73). Pay level is the employee's existing direct earnings such as salary and wages whilst raises pertain to alterations in the levels of pay (Wade *et al.*, 2006:528). Benefits are an ancillary reward to individuals and they come in the form of medical aid contributions, pension contributions, leave, and numerous other non-monetary earnings (Williams, McDaniel & Nguyen 2006:403). Garrido, Rez and Ant (2005:1943) confirm that compensation in the form of earnings and financial benefit are instrumental in enhancing the job satisfaction of employees. Camp (2005:19) indicates that salaries that are below the market level may make the attraction and retention of talent difficult, which implies that remuneration has to meet market standards. Since the attraction of well-qualified people is costly, it is necessary to monitor the market salary level in order to ensure that critical professionals employed in the company do not have to leave one company in favour of another based on dissatisfaction with salary (Heywood & Xiangdong 2006:523). However, financial

incentives are inadequate for the attraction of the appropriate employees, since the employees look for, amongst others, intrinsic motivators such as recognition, supervisor relations and trust, (Bloor 2008:193). It becomes imperative then to ensure that non-financial incentives are also given priority when compensating employees.

Sweet, Nelson, and Moberg (2006:51) indicate that there is a positive association between satisfaction with pay and job satisfaction and this is evidenced in every field of life. The pleasure derived from satisfaction with pay is a central factor which is connected to some administrative results and success (Kinicki & Kreitner 2007:11). When employees are dissatisfied with pay, they are likely to perform poorly at work, become less committed, may turn to theft, high intentions to quit, absenteeism and turn to their trade unions for assistance (Kisilevitz, Debgupta & Metz 2006:58). Sturman (2006:15) shows that job dissatisfaction, the lack of employee commitment and high employee turnover which dominate many organisations are commonly linked to poor pay and insufficient fringe benefits. In support, Lavy (2007:99) argues that pay dissatisfaction can result in declining job satisfaction, a lack of interest in working and a decreased learning level of employees, lack of productivity, and numerous grievances related to pay. On the positive side, satisfaction with compensation, according to Doucouliagos, Haman and Askary (2007:1373) is an important mechanism for soliciting effort, ensuring that employees act to meet the interests of the organisation and rewarding productivity. Therefore, to ensure that organisations in the hospitality sector are successful, employers must ascertain that their employees are satisfied with remuneration.

As derived from the foregoing discussion of literature, it stands evident that when an effective compensation and benefits system is in place, employees will be motivated to perform, leading to various pertinent paybacks for the organisation. Conversely, the lack of an effective compensation system is detrimental in that employees will become disgruntled, leading to various performance-related challenges for organisations in the hospitality sector. The following sub-section discusses literature focusing on performance appraisal.

2.4.4. Performance Appraisal

Performance appraisal is the identification, evaluation and compensation of the efforts of employees (Camardella 2003:105). Under the global economic crisis that started in the year 2008, almost every public and private organisation is struggling with a performance challenge one way or another (Kuvaas 2006:504). To meet these global challenges, organisations use performance appraisals to determine the worth of an employee's work in a specific time period,

while taking into account other factors. Schmidt (2007:481) also states that performance appraisal is meant to establish the value of the work of an employee with the prime intention of present presenting remuneration which is commensurate with the efforts of the employee. Performance appraisal is basically a central element of any business organisation because processes such as the compensation, promotion, relegation and selection of employees are based on the results thereof (Prowse & Prowse 2009:72). Performance appraisals are conducted to come up with a reward system that motivates employees to direct their efforts towards the achievement of the objectives and goals of the organisation (Jackson & Schuler 2005:19). Apart from the establishing compensation, performance appraisal has quite a few other key purposes such as planning of careers, quality of services, job loyalty and security (Den Hartog, Boselie & Paauwe 2004:561). A typical performance management system is illustrated in Figure 2.3.

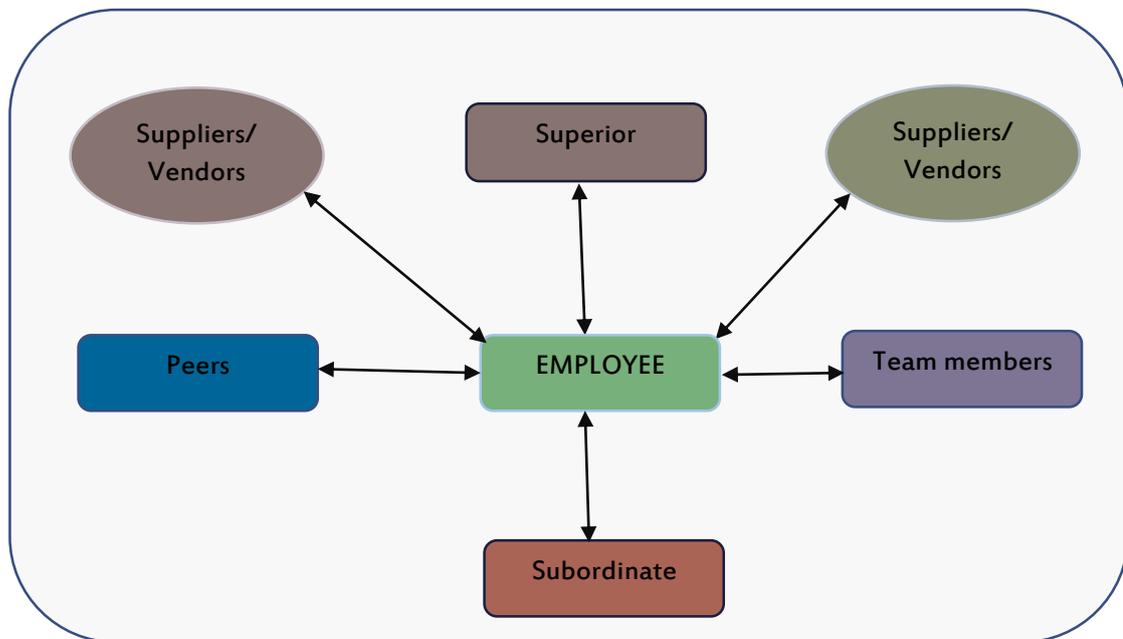


Figure 2.3: 360 Degree Analysis for Performance Appraisal

Source: Harris (2008:4)

Figure 2.3 indicates the people who are involved in performance appraisal. At the centre of the process are employees, who are the main subjects during performance appraisals. The performance of employees can be evaluated by their superiors, suppliers, peers, team members and their subordinates. However, employees can also be granted the opportunity of evaluating the performance of their superiors, suppliers, peers, team members and subordinates.

According to McDowall and Fletcher (2004:13) there are two distinct purposes of performance appraisal which are administrative and developmental. Administrative performance appraisal is one that can lead to increases in pay and other compensation, which includes career growth, promotional opportunities and disciplinary action. In contrast, development appraisal refers to formalised systems intended to improve the work performance of employees and is linked to training and education. Inclusive performance appraisal is useful for the assessment of the performance of individuals, identifying areas for career development as well as training and development opportunities (Hassan 2007:439). In today's organisations, various recently developed performance management systems are progressively replacing the popular and traditionally acclaimed performance- and experience-oriented systems (Suliman 2007:303). In a study conducted by Budhwar and Boyne (2004:348) it was found that companies in the private sector are more inclined to apply the competency-based performance management systems. In contrast, traditional compensation-based systems are popular in the public sector. This demonstrates a more rapid development of performance appraisal systems in the private sector.

Kaplan and Norton (2006:13) indicate that effective performance appraisal may lead to high performance amongst employees. Newbold (2008:39) suggests that there is a positive relationship between performance and employee job performance. The outcomes of performance appraisals are useful for dismissing employees in the interest of retaining outstanding and valued employees, for determining the usefulness of training and development initiatives, as an index of organisational justice and to regulate the remuneration of employees for purposes of promotion (Angerhofer & Anglides 2006:284). According to Fisher, Schoenfeldt and Shaw (2006:23) companies can realise the following beneficial functions by means of an effective performance appraisal:

- Developmental uses: to measure performance goals, to relocate employees for developmental purposes, to identify employees' training needs;
- Administrative uses: salary, promotion, retention or termination, layoffs, discipline;
- Organisational maintenance: human resource planning, to determine organisation training needs, to evaluate organisational goal achievement, to evaluate human resource systems;

- Documentation: to document human resource decisions and help meet legal requirements.

Despite their positive influence on various areas within the organisation, performance appraisals have their drawbacks that should be highlighted. As noted by Kuvaas (2006:507), if poorly implemented, performance appraisals may have a detrimental influence on the morale of employees, perceptions about their roles and the attrition of employees. In addition, it is important to ensure that the correct performance appraisal system is used. In this regard, many performance measures and systems are competing for honours. Performance appraisals are unlikely to be effective if there is no match between the appraisal system and the organisational context. In addition, performance appraisals can only be effective if they benefit employees as well as the organisation, and should be regularly revised to ensure that this requirement is met (Dave & Wayne 2005:27). It becomes necessary then to ensure that all these important factors are taken into consideration before implementing performance appraisal programs.

Drawing from the above, it is apparent that performance appraisals are important when implementing HRM activities. In addition, the benefits of implementing performance appraisals in the organisation are noteworthy. However, it is necessary to bear in mind that performance appraisals have their drawbacks that could potentially harm the organisation. The next sub-section discusses the concept of employee motivation.

2.4.5. Employee Motivation

Employee motivation pertains to psychological factors that define the course of the behaviour of an individual and the degree to which s/he exerts effort in the organisation. It may also be considered to be the set of intrinsic and extrinsic factors that actuate someone's behaviour at work in terms of the level and amount of effort exerted (Devadass 2011:566). Employee motivation is a middle-range concept that deals only with events and occurrences related to people in a work context. Attracting and retaining talented employees is vital to corporate success in today's competitive business world. In order to link the human resource procedures and activities with the organisation's strategic objectives, human resource managers must lay down actions and decisions that determine the long-term performance of the organisation (Ramus & Killmer 2007:554). Increasing competition compels organisations to employ highly skilled, motivated and loyal employees that exhibit dedication to the organisation's success and plan to have a long-term career in the organisation (Otis & Pelletier 2005:2194). Without these

motivated, skilled and passionate employees, the organisation will be unable to outperform the competition.

The ability to motivate employees requires knowledge of and skill in the factors that influence employee motivation. For example, it is important to create an enabling working environment since employees are more concerned with working in an environment they enjoy (Banjoko 2010:13). In addition, employee reward systems should be in place, which satisfy both monetary and non-monetary needs of employees (Gelade & Ivery 2003:390). According to McGregor and Cutcher-Gershenfeld (2006:17), non-monetary methods of motivation include job design (for example the rotation, enlargement, enrichment and simplification of jobs), employee participation, employee recognition and promotion, training and development opportunities, and quality of work-life programs (flexible hours, workplace wellness such as medical aid subsidy and family support). When implemented carefully, these initiatives can be more effective than money-based incentives.

Du and Choi (2010:673) highlighted that financial incentives are an important motivational tool, which stimulates employee retention. Aguinis (2013:20) states that typical financial rewards include salary, inflation-adjusted pay, short-term and long-term rewards. Long and Shields (2010:1146) suggest that financial incentives are a commanding motivational tool for the performance of employees and the retention of high performers because they facilitate the satisfaction of a wide range of elementary needs such as accommodation, food and apparel, social respect and attaining expertise at work. They are also a means to make available to employees the income for the upkeep of their families, payment for leisure events with peers, thereby helping to meet both lower-order and higher-order needs (Eze 2009:341). Financial rewards can also be used to buy status items such as larger houses and status automobiles to satisfy the need for recognition and respect from peer groups (Ford 2005:8). With the financial rewards they get, employees are able to pay for training and development and/or tertiary education degrees, which enables them to become experts in their work (Rukhmani, Ramesh & Jayakrishman 2010:365).

Employee empowerment is another core component in the motivation of employees and is therefore an important part of HRM (Won-Jae, Hee-Jong & Johnson 2009:33). Snipes, Oswald, LaTour and Armenakis (2005:1330) state that empowerment involves ensuring that employees are provided with resources, skills, knowledge, authority, opportunities, incentives, as well as ensuring that they are accountable for their actions and the results thereof. In a study by McNall,

Masuda and Nicklin (2010:61) employees who had been empowered reported higher levels of job satisfaction at work. When employees are allowed to participate in decision-making, absenteeism from work is reduced, employees become more committed, perform better, enjoy more employee satisfaction and become loyal to their employer (Ali & Ahmed 2009:272). When employees participate in decision-making, their self-actualisation needs are satisfied, which leads to better motivation and job performance. Employees may be encouraged by rewarding them and recognising that satisfied employees are the best performers at work (Javed, Rafiq, Ahmed & Khan 2012:348). It appears then that HRM is the vehicle by means of which employees in an organisation become satisfied.

In spite of the above-mentioned potential benefits of using monetary rewards to motivate employees, it has to be stated that financial incentives may not always motivate employees. As Johnson and Krueger (2006:684) found in their research, equal amounts of money yield different effects on motivation for different people. In fact, many organisations have discovered that the act of awarding huge financial perks to employees is the reason behind counter-productive behaviours amongst employees (Yazdani, Yaghoubi & Giri 2011:267). In other words, two individuals earning the same salary may perceive very different levels of motivation with their earnings. Harris and Bromiley (2007:353) found that substantial sums of financial incentives may not motivate and may even spur dysfunctional behaviours, for example fraud and corruption. Chib, de Martino, Shimojo and O'Doherty (2012:583) argue that occasionally employees that have been promised high salaries may perform poorly at work as a result of their fear of failure. Furthermore, some employees start feeling entitled to high financial rewards, leading to dissatisfaction when the organisation fails to satisfy their quest for such amounts (Schaubroeck, Shaw, Duffy & Mitra 2008:424). It is thus important to use monetary rewards with caution in order to ensure that the intended motivational benefits actually are realised.

The benefits of having motivated employees are extensive. Yazıcı (2008:33) productivity is determined by the degree to which the organisation's compensation system is effective. Through the efforts of a motivated workforce, the quality of outcomes may improve. Gelade and Ivery (2003:390) underscore that in organisations that place a special emphasis on the motivation of their human resources, the quality of products and services is higher. It has also been found that the quality of services is dependent on employee motivation in the services sector, where the products delivered to customers are intangible (Stumpf & Tymon 2012:347). In today's organisations, employees that are motivated commonly exhibit more loyalty to their

employers than those who are demotivated (Mani 2010:129). In organisations where employees are motivated, there is virtually a determined use of knowledge (Ambrose & Schminke 2009:492). Evans (2006:201) mentions that employees with high motivation are highly committed to their organisations and are known for participating in unpaid extra role behaviours. Wagner and Harter (2008:5) noted that less absenteeism and attrition of employees as well as less labour action occur in organisations where employees are motivated. It is important then to ensure that the creation of an organisation, in which all employees are motivated, becomes the primary goal of the organisation.

The foregoing discourse has demonstrated the significance of having a motivated workforce. It is apparent that it is healthier for an organisation to have motivated employees, as this leads to many benefits. The discussion has also indicated that it is important to ensure that there is a balance between monetary and non-monetary benefits given to employees since these incentives motivate employees differently. The subsequent sub-section focuses on labour relations.

2.4.6. Labour Relations

The phrase 'Labour Relations' refers to the collective relationship between employers and workers, and also covers the whole industrial life such as terms of employment, working conditions, discipline and code of conduct, industrial conflicts and grievances, unfair labour practices, workers' presence in management issues, profitability sharing, compliance with labour laws and the interpretation thereof, trade unions and collective bargaining (Clarke 2005:5). In organisations, decision-making authority has been placed on managers since they have power within the organisation. Since managers have more decision-making power than employees, it is necessary to regularly review this disequilibrium of power to ensure that fairness exists in the organisation (Kuukkanen 2009:29). In order to ensure fairness, employees have endeavoured to erase the existing mismatch of power by using several mechanisms, especially those that improve their security in jobs as well as those that prevent their movement from one job to another (McCallum, Moore & Edwards 2012:16). One prominent method used by employees to moderate the power imbalance is by engaging the labour relations movement (Grimsrud & Kvinge 2006:139).

According to Pyman, Holland, Teicher and Cooper (2010:465), the workplace climate and the environmental influences are oftentimes labelled as labour relations climate, and principle accounts for behaviours and employee attitudes at work and the exchanges between unions,

workers and employers. The labour relations atmosphere describes the depth and quality of relationships between labour unions and management (Wilkinson & Pickett 2009:23). It is the climate, values, approaches and conduct characterising the collective interactions among employees, labour unions and management, which naturally influence outcomes in the workplace (Gall 2007:94). Khan (2006:7) states that a steady labour relations atmosphere is paramount in the economic development of a nation. Goolsarran (2006:13) further reveals that the labour relations climate influences the socio-economic growth of a country. As a result, an enabling environment becomes necessary, in which the relationship between employers and employees is orderly and responsible. A labour union, also known as a trade union, is the umbrella body of workers in an organisation and is designed to protect and enhance the social and economic welfare of its members (Freeman 2005:642).

Labour relations and HRM take place in the work environment and are closely related to the values of employees as well as their interpretation of work (Harpaz & Meshoulam 2010:212). According to Helpman and Itskhoki (2010:1100), the relationships between employees and management, work engagement and work effectiveness are some of the fundamental issues of labour relations. Vertical relations (management-employee) and horizontal relations (between employees), which are classified under labour relations and HRM alike remain important in modern times, similar to a long time ago (Wren & Bedeian 2009:13). Labour relations and HRM are entangled and are executed by the same function/department in most organisations. The approach managers follow regarding formal relationships at work is important because their success in this field depends on their own values, their deep-set beliefs about the legitimacy of managerial authority, and the distribution of power in organisations (Peetz & Preston 2009:444).

Schultz and Schultz (2010:55) highlight that the treatment of staff by management as well as the HRM function is critical for an enabling work atmosphere and the overall performance of the organisation. For instance, formal grievance protocols can be used to protect employees from unfair treatment by managers. It is the duty of HRM to monitor whether employees are being overworked and to make decisions as to the hiring of additional manpower should that be deemed necessary (Zwick 2004:715). Osamwonyi and Igbinsosa (2005:371) highlight that good labour relations are ignited by good human relations by supervisors and managers, and the aim is to ensure industrial peace or harmonious industrial relationships so that the maximum level of productive competence can be attained, and the economic returns equitably shared by contributors. Ghosal and Westney (2005:7) hold that organisational culture and harmonious

labour relations can help in ensuring order in the organisation and unity of organisational members. There is a positive relationship between effective labour relations and job satisfaction and the retention of employees (Clarke 2005:6). Therefore, an employee that is happy with the work relation also enjoys high job satisfaction and will apply the maximum effort towards achieving organisational goals (Khan 2006:9). This will effectively enable the employee to stay with the organisation as well share in the general success of the organisation.

The discussion in this sub-section has shown the impact of labour relations on the organisation. It is clear that a harmonious labour relations environment is beneficial to the organisation and that management should channel some of their efforts towards the collective relationship of employers and workers. Without this framework, conflict between these parties becomes inevitable, leading to damaging consequences for the organisation. The next sub-section discusses literature related to safety.

2.4.7. Safety

Safety climate is an organisational factor frequently mentioned as an important driver of occupational health and safety in the workplace (Waehrer, Dong, Miller, Haile & Men 2007:1258). Safety climate refers to the shared perception by employees of the organisation's policies and practices as they relate to the value and importance of safety within the organisation (Zohar 2008:381). According to Anderson, Chen, Finlinson, Krauss and Huang (2004:13), safety control refers to an individual's view of the chance of controlling work scenarios in order to prevent occupational accidents and injuries. An individual's view of how much he/she can manage work outputs, or the working climate, is a key coping strategy. Millions of occupational injuries take place each year through accidents in the workplace worldwide (Bureau of Labour Statistics 2008:33). The Bureau of Labour Statistics (2008:33) further reports that the International Labour Organisation estimates that over 2 million people lose their lives per annum through occupational accidents and illnesses and this costs over USD 1.25 trillion per year. Zohar and Luria (2004:325) argue that at least 40% of these occupational accidents are caused by the inability to implement safety and health policies rather than the absence of adequate safety and health policies. This high incidence of workplace accidents implies that occupational safety is and should be of major concern to organisations and society as a whole.

Ladou (2006:19) report that industries across the world have realised the importance of introducing workplace safety and health (WSH), and this has culminated in the increase in the emphasis directed at the identification of personal and organisational factors that predict workplace safety outcomes. Zohar (2008:381) distinguishes between two major reasons for unsafe behaviour at work, namely the lack of information on safety (I do not know) and a negative attitude towards safety (I do not care). As such, it can be assumed that the number of accidents can be reduced if employees become more informed; which means trained to behave safely (Teo, Ling & Ong 2005:415). Still, the knowledge of correct occupational health and safety processes and the awareness thereof is time consuming and requires extra work and might not yield immediate results (Probst, Graso, Estrada & Greer 2013:126). It is therefore widely acknowledged that positive results are a result of broader knowledge of workplace health and safety as well as commitment towards adherence to such practices (Drydakis 2012:789).

The failure by employees to report accidents to responsible authorities is a major constraint in the establishment of a meaningful safe environment (Sinclair & Tetrick 2004:185). The failure to report hazardous incidents makes it difficult for the organisation to take corrective action to prevent the likelihood of such events occurring in the future. The inclinations of employees towards reporting occupational hazards are different. According to Siu, Phillips and Leuhg (2004:360) an employee who has reported a safety incident in the workplace may be victimised and lose his/her job or other rewards or may be subjected to a severe cross-examination. However, in the long term, benefits such as remedial action towards the safety hazard and workplace improvements may be realised.

Tucker (2007:497) suggests that safety outcomes such as injuries are only partly connected to safety climate and can be the result of events or processes beyond the control of employees and the organisation. Neal and Griffin (2004:7) also suggest that Organisations that have occupational health and safety climates in place as well as other mechanisms for promoting work-place safety and health typically experience better safety behaviours by employees, which minimises hazards and prevents accidents and injuries. Furthermore, commitment to occupational health and safety by employees indicates that they believe that they have the support of their managers (Haile 2010:13). Engaging in safety activities is another method employers apply to prevent occupational injuries and fatalities. Activities such as regular safety meetings with employees, job descriptions that include safety duties, regular management

communications about safety issues, and employee involvement are associated with fewer injuries and fatalities (Hasle, Kines & Anderson 2009:13).

According to Watson, Scott, Bishop and Turnbeaugh (2005:307), the prevailing atmosphere within the organisation is an important antecedent of the performance of employees, the reason being that the manner in which employees perceive the status quo in the organisation influences how they behave towards workplace health and safety. The perceptions of employees towards the climate in the organisation shapes the way employees interact, their reaction to the workplace and their motivational levels (Silva, Lima & Baptista 2004:211). This implies that workplace health hazards are controlled by both the climate in the organisation and employee satisfaction. In other words the extent to which an employee is satisfied is to some extent dependent on the safety climate in the workplace (Zohar 2008:376). The amount of support the organisation provides is linked to occupational health and safety climate as well as other work-related and social factors that influence safety and health (Silva *et al.*, 2004:212). Employees that believe that their employers support them enjoy high job satisfaction usually acknowledge that their organisations give worth to their well-being in terms of occupational health and safety. Siu *et al.* (2004:363) highlight that when the needs of employees have been satisfied consistently by the organisation, the employees are likely to become emotionally attached, committed and loyal to that organisation.

The lack of adherence to workplace health and safety policies counts among the main causes of work injuries and deaths (Zohar & Luria 2004:335). This has an impact on organisational performance and well-being since it adversely influences the motivation of employees and the image of the organisation. Occupational safety issues have financial implications on the organisation in terms of insurance policies and safety training, to mention only a few (Probst, Brubaker & Barsotti 2008:1147). Therefore, the observance of safety rules is very important in organisations because when employees safety is the top priority of the organisation then employees are safe and this leads to job satisfaction (Rosenman, Kalush, Reilly, Gardiner, Reeves & Luo 2006:357) .

The preceding discussion makes it evident that workplace safety and health has emerged as a strategic issue in modern-day industries worldwide. Initiation and implementation of policies and programs related to safety is widely perceived as a matter of necessity rather than a peripheral issue. Pertinent paybacks linked to the adoption of workplace safety and health

programs stand to be realised by organisations that have taken the initiative. The following subsection discusses policy development in HRM.

2.4.8. Human Resource Management Policy Development

Policy is occasionally perceived to be a product of principles and declaration that serves as a reference point for action; a process that should lead to the realisation of certain goals (Blaauw, Erasmus, Pagaiya, Tangcharoensathein, Mullei & Mudhune 2010:321). The policy process is just as important as the policy content itself (Courtney 2005:983). Human resource policies are the formalised instructions and procedures that have been put in place by organisations for the recruitment, training, assessment, and compensation of their staff members (Jackson, Schuler & Werner 2012:21). Human resource strategy refers to how the organisation's staff practices – procedures and policies are aligned to functional and corporate plans (Ferner, Almond & Colling 2005:305). Consistent HRM policies are key issues within the management of the organisation as well as the workforce management function. Differences in HRM policies and procedures in various sectors of the economy illustrate that these policies and procedures are applied contextually (Lengnick-Hall, Lengnick-Hall, Andrade & Drake 2009:64). Epitropaki and Martin (2005:659) list HRM policies that should cover the following subjects:

- Equal Employment Opportunity policies
- Employee classifications
- Workdays, paydays, and pay advances
- Overtime compensation
- Meal periods and break periods
- Payroll deductions
- Vacation policies
- Holidays
- Sick days and personal leave (for bereavement, jury duty, voting etc.)
- Performance evaluations and salary increases
- Performance improvement
- Termination

Investment in the development and maintenance of successful HRM policies typically results in improved organisational performance (Buchan 2004:7). These policies, when organised and distributed in a user-friendly manner, such as an employee handbook can lead employees and

managers alike to better understand the rights and imperatives of employees within the organisation (Jackson, Chuang, Harden & Jiang 2006:27). Sound HRM policy is an absolute requirement if any organisation is to continue growing (Evans, Kunda & Barley 2004:3). This necessity is realised when managers realise that HRM issues are taking up a large amount of time, which could be devoted to other essential functions of the business, and then give attention to the issue (Pearson & Porath 2005:7). Wright, Dunford and Snell (2007:76) show that sometimes, HRM decisions are appropriate and positive but often are made incorrectly and unnecessarily due to the lack of sound policies. Still, during HRM litigation, most decisions are made in accordance with what is stipulated in the HRM policy of the organisation involved, since it sheds light on exactly what should have been done (Voorde, Paauwe & van Veldhoven 2010:44). Therefore, without HRM policies that are well articulated and clear, both the employee and the organisation stand to lose (Warner 2010:2053).

Organisations that have developed effective HRM policies often report that these policies are an important tool for success in several areas (Huselid & Becker 2005:281). There are benefits that can be realised in several areas for organisations that have the ability to apply their HRM policies consistently and wisely. For example, Courtney (2005:9830) states that good HRM policies can be used to prevent cases of litigation from unhappy past or present employees by developing and implementing sound and impartial workforce policies. A decent, documented HRM policy handbook is an important instrument in making known the expectations of employers with respect to the performance of employees and acceptable conduct in the organisation (Bunch 2007:142). Practical and all-inclusive HRM policies can result in cost and time savings that can be channelled to other important matters within the organisation, such as business development, dealing with competitors, marketing research and supplier management, amongst others. HRM policies include posting a breakdown of laws so employees understand how the laws apply to them, such as laws relating to critical issues such as minimum wage, overtime, record-keeping, and employee benefits which clarify what employees are entitled to and how they can do their part to ensure timely pay checks, such as submitting time cards to the payroll department on time (Xiong & Zeng 2008:35). HR policies also state the grounds for which an employee can be terminated by explaining the available grounds for termination, which helps protect the organisation from retribution if an employee is fired for violating policies clearly stated in the organisation's manual (Rangel 2004:374). HRM policies include provisions for training and professional development so employees know the resources that are

available to them. Such policies reassure new employees, as well as those who have been given added responsibilities, that assistance is available when needed (Jackson *et al.*, 2012:21).

In this subsection, it was shown that like any other organisational function, HRM is dependent on and guided by policies. These policies specify how the HRM function is expected to operate within the organisation and act as a reference point throughout the life span of the organisation. Without policies, the HRM function cannot operate in an orderly manner. Challenges facing HRM in tourism and hospitality organisations are subsequently discussed.

2.5. CHALLENGES FACING HUMAN RESOURCE MANAGEMENT IN TOURISM AND HOSPITALITY ORGANISATIONS

Tourism and hospitality combines different sectors that provide varied products and services to local residents as well as to visitors (Gajic, Đurica, Tomic 2011:139). Typically, this industry is linked to upstream and downstream sectors of the economy that include recreation, accommodation, entertainment travel services, transportation, and the food and beverage services (Yee, Yeung, Cheng 2008:651). As mentioned by Kara, Uysal and Magnini (2012:1047), the primary goal in the tourism and hospitality industry is to meet the needs and desires of customers/clients in these areas so as to facilitate repeat patronage as well as to generate a good reputation that attracts other customers/clients. One unique aspect of the tourism and hospitality industry is that employees, who form the core of the organisation's human resources, are the ones in consistent and primary contact with customers (Huselid *et al.*, 2005:282). This denotes that the views of employees in the tourism and hospitality industry regarding the daily operations within the organisation are critical and can determine both the success and the demise of the enterprise (Yee *et al.*, 2008:652). This makes it important to place an emphasis on determining the perceptions of employees in tourism and hospitality enterprises concerning challenges related to HRM practices and other relevant aspects that affect them.

The tourism industry is experiencing four major HRM challenges that have a bearing on the job satisfaction of employees. The first challenge pertains to the fact that tourism and hospitality is generally characterised and driven by seasonality. Getz and Nilsson (2004:17) argue that seasonality impacts on all aspects of today's tourism industry and has an influence that is spread over many areas. Kennedy (1999:25) states that seasonality in the tourism industry is perceived as the climaxing of the demand for tourism during different periods each

year. Seasonality dramatically influences industry employment, leading to common seasonal employment, underemployment, and unemployment (Polo & Valle 2008:3). For HRM practitioners, this creates an employment environment which is cyclical in nature, which requires unusual means to be directed towards hiring, training and retaining staff (Jolliffe & Farnsworth 2003:313). Furthermore, as suggested by Dominicus (2006:13), another area where the effects are felt is in seasonal jobs, which are those short-contract paid jobs that are destined to end at a specified period or in the near future once the peak season is over. The supply-side behaviour is affected as well areas that include marketing, finance and the supply of labour (Lee & Moreo 2007:148).

In order to reduce the effects of seasonality, tourism and hospitality businesses can extend the season by lowering the rates on off-season times or designing off-season packages (Goulding, Baum & Morrison 2004:209). In addition, local tourism destinations can also challenge seasonality by lowering the rates, offering additional services and activities as well as subsidising the employees (Chalkiti & Sigala 2009:23). However, it is best for organisations choosing either of these strategies to align their choice with HRM practices used in the company (Fernandez, Pena-Boquete & Pereira 2009:293).

The second HRM challenge faced by tourism and hospitality businesses relates to work-life balance. Gregory and Milner (2009:2) mentions that work-life balance has developed into a challenge due to essential changes occurring in terms of working and family-based tasks which employees need to undertake simultaneously. Many women find it difficult to get leave to focus on family responsibilities during working periods (Posig & Kickul 2004:373). This results in discontentment and stress within both work and family structures, which forces women to look for jobs in organisations that enable them to devote more time to family as well, besides working. A study by Kim, Murrmann and Lee (2009:613) found that female employees in hotels experienced role stress on low job satisfaction due to work-life imbalance. Lee, Magnini and Kim (2011:22) indicate that support from both work and family as well as flexible working schedules increased the job satisfaction, loyalty and organisational commitment of highly educated female employees in the tourism and hospitality sector. Therefore, to be able to utilise the potential of their highly performing employees, it is necessary for tourism and hospitality businesses to maintain a healthy work-life balance for their employees (Carlson, Grzywacz & Kacmar 2010:330).

The third HRM challenge facing tourism and hospitality pertains to training and development. Alleyne *et al.* (2006:96) highlight that training and development of tourism and hospitality staff has emerged as a major challenge as it is related to service quality. This is because training and development is important for strengthening specific required attitudes and actions that lead to better service quality. In support, Davidson, Guilding and Timo (2006:193) suggest that the tourism and hospitality industry faces the task of continuously training and developing their staff as this will effectively result in significant improvements in areas such as productivity and service quality, and reduce the turnover of employees. Therefore HRM practitioners in the tourism and hospitality sector have the task of ensuring that training and development interventions are implemented to the benefit of their enterprises.

The fourth HRM challenge encountered by the tourism and hospitality industry is labour turnover. As highlighted by Holtom, Mitchell, Lee and Eberly (2008:231), labour turnover in the tourism and hospitality sector of industry is high when compared with other industry sectors, and this area presents a consistent challenge. High labour turnover increases the costs associated with recruitment, selection and training, and may lead to decreased productivity (Hinkin & Tracey 2008:12). Another effect of high turnover is that regular guests will not be recognised by new staff, while some guests are forced to follow their favourite staff instead of their new employers (Sigala 2005:391). Parsons and Broadbride (2006:121) point out that tourism and hospitality workers are paid salaries/wages less than employees in other economic sectors. Changes in the macro environment, such as the low birth rate and ageing workers further contribute to employee shortages and worsens the imbalance between labour demand and supply (Debrah & Budhwar 2004:269). This makes employee resourcing a serious problem and highlights the need to effectively manage the demand and supply of all levels of employees in the tourism industry (Brien 2004:87). In order to lessen the turnover of labour in the tourism and hospitality industry, there is a need to give to the employees' good incentives to remain on the job when employed (Blomme, Van Rheede & Tromp 2010:270). An improvement of their take-home pay and their access to other fringe benefits would make the job more attractive to prospective applicants and help to change the public perception of people who work in the industry (Vaugeois & Rollins 2007:630).

The literature discussed in this section has shown that in order to sustain its role as an important contributor to the economy, the tourism and hospitality sector must overcome four specific challenges, namely seasonality, work-life balance, the need for training and development and high labour turnover. The next section discusses the linkage between HRM and job satisfaction.

2.6. HUMAN RESOURCES MANAGEMENT AND JOB SATISFACTION IN THE TOURISM INDUSTRY

Job satisfaction pertains to the perceptions of employees towards various facets of their jobs (Baptiste 2008:284). Job satisfaction is also regarded as the behaviour developed due to diverse occurrences in the work environment and is a determinant of the performance of employees in any organisation (Yeganeh 2008:203). Levels of both satisfaction and dissatisfaction are facets of employee satisfaction because people are a key success factor in organisations (Dessler 2010:6). Job is significant for both the HRM system involving the employee and the employer (Petrescu & Simmons 2008:651). Employees that are satisfied with their jobs feel secure and fulfilled, which enables them to be committed and loyal to their organisations (Kafetsios & Zampetakis 2008:712). Job satisfaction is important to employers because it ensures that staff are committed and stay in the organisation for long periods of time, which reduces costs associated with recruitment and training (Jiang, Sun & Law 2011:675). Since job satisfaction is about the satisfaction of people with their jobs, it follows that it is part of the nucleus of the HRM function. This implies that without proper HRM, employees cannot be satisfied, and without satisfied employees the HRM system is considered ineffective (van den Berg & Wilderom 2004:570).

It has been proposed by Dunaway and Running (2009:557) that high-performance HRM activities benefit employers and employees alike, the latter being those who will be satisfied with their jobs. Handel and Gittleman (2004:71) suggest that high-performance HRM practices include the rotation of jobs, affording employees the opportunity of participating in decision making, promoting people meritoriously and paying them based on their performance. HRM practices can shape organisational performance as they help employees to become committed and trustworthy people who put first the interests of the organisation (Gong *et al.*, 2009:263). Job satisfaction is an attitude that developed progressively over time as employees become acquainted with the organisation and its culture (Kumpikaite & Rupsiene 2008:374). Therefore, HRM practices are able to shape employee attitudes and this is manifested through their job satisfaction levels.

One of the central components of job satisfaction is training and development, which reduces work underperformance and improves the skills of employees and higher motivation among the workforce (Petrescu & Simmons 2008:651). Through training, employees gain requisite

knowledge and skills which increase their proficiency in their allocated tasks. Kaya (2006:2075) highlights that properly trained employees need less supervision, are motivated and stay in their organisations longer. Training also eliminates the effect of various factors that stimulate job dissatisfaction (Lu *et al.*, 2005:211). Besides training, the job performance of employees can be increased through the provision of various incentives (Chand 2010:551). By providing rewards job satisfaction improves, thereby enabling employees to contribute to the growth of an organisation (Galanou, Georgakopoulos, Sotiropoulou and Dimitris 2010:102). When information on employees' individual performance is shared, an atmosphere of transparency is created, which stimulates employee trust, and which further leads to improved morale of employees and cooperation. Since all of these mechanisms fall under the function of HRM, it implies that a link exists between HRM and job satisfaction. HRM practices should therefore lead to job satisfaction since the latter is not something that can be taught; it is linked to behaviour and attitudes which can be managed.

This section has confirmed that a positive association exists between HRM and job satisfaction. The literature discussed showed that job satisfaction is part of the HRM function, since job satisfaction is about the feelings of employees with respect to their jobs. Therefore success in ensuring that employees are satisfied with their jobs is an indicator of the effectiveness of the HRM function.

2.7 JOB PERFORMANCE

This section discusses literature related to the concept *job performance*. The section focuses on three aspects which are the definition of job performance, factors affecting job performance and benefits of job performance.

2.7.1 Definition of Job Performance

Job performance is defined in different ways. Murphy and Kroker (1988:183) define job performance as tasks that comprise specific standard job descriptions. Afshan, Sobia, Kamran and Nasir (2012:647) define job performance as being the ability of an employee to achieve specific tasks as measured against pre-set standards of accuracy, speed, completeness, and cost. Hunter and Thatcher (2007:953) described job performance as the outcomes of the capabilities and capacities of individuals associated with the organisation. Job performance is shown through improved productivity, the ability to use new technology and high employee motivation. Ng and Feldman (2013:305) see job performance to comprise four main types. The first is core task performance, which is the implementation of the basic required duties of any

job and is the most common type of job performance (Rotundo & Sackett 2002:66). The second type of job performance is called citizenship behaviour and refers to extra-role responsibilities undertaken by employees in addition to their core task requirements (Hunt 1996:51). The third type of job performance is called counterproductive work behaviours and refers to actions by employees that intentionally and adversely affect the success of the organisation (Bennett & Robinson 2000:352). Examples of counterproductive behaviours include sabotage, theft and absenteeism. The final type of job performance is creativity and innovative behaviour, which is the generation of new, fresh or novel ideas and the application of these ideas in the place of work (Janssen 2001:1039).

2.7.2 Factors Affecting Job Performance

Job performance is influenced by a variety of factors. Befort and Hatrup (2003:23) suggest that the core of job performance is determined by what is demanded by the job, the mission and objectives of the organisation and the values of the organisation. Niazi (2011:42) states that job performance can be improved through training as well as encouraging a sense of collaboration among the employees. This is supported by another study by Hameed and Waheed (2011:224) which reports that there is a positive association between training and job performance. Silberman (2006:27) adds that job performance can be improved by cultivating an effective employee-employer relationship. Job performance is further influenced by factors such as absenteeism, substance abuse, meaningful interpersonal relationships and other behaviours that intensify occupational hazards in the workplace (Ahmad, Ahmad & Shah 2010:257). Management practices that are in line with those job duties indicated in the employees' job descriptions can encourage employees to perform better in their work (Yiwen, Lepine, Buckman & Feng 2014:677). When employees are motivated through both financial and non-financial incentives as well as opportunities to participate in decision making, their work performance is likely to increase (Daft & Marcic 2013:92). Furthermore, when the organisation shows commitment to employees, the latter will also increase their efforts in their jobs (Gargiulo, Ertug & Galunic 2009:301). Finally, it is important for organisations in the hospitality sector to appraise the performance of employees and give them feedback so that employees can then use that feedback to make attempts to improve in their work (Niazi 2011:42).

2.7.3 Benefits of Job Performance

There are many benefits of having employees who perform well on their jobs. A study by Ng and Feldman (2008:397) showed that employees with high productivity are able to satisfy the expectations of customers, which results in customer satisfaction and loyalty. Kim, Cable, Kim and Wang (2009:983) state that employees who exert high job performance typically work passionately and feel connected to their company, which helps to move the organisation forward. Another study by Chen and Silverthorne (2008:572) reported low absenteeism and labour turnover in companies that employ well-performing employees. This shows that employees who perform well on their jobs tend to be satisfied with their work lives. Employees who work hard tend to spend less time following organisational politics and unhealthy labour relations (den Hartog *et al.*, 2004:561). This shows that greater job performance helps employees to be more focused on their work. It has also been found that companies with a good reputation also have employees who perform above standard (Yiwen *et al.*, 2014:677). Since employees are involved in the production of products and services, the quality of these products and services is dependent upon the level of input from these employees; such that hard-working employees produce better quality goods and services (Rotenberry & Moberg 2007:203). Kandula (2009:84) linked job performance to innovation, which means that better job performance leads to greater innovation, which ensures that the company will be successful. Mollick (2012:1001) suggests that businesses with employees who demonstrate greater job performance also have better profits and higher share values. Therefore high job performance by employees is an important objective for organisations in the hospitality sector that intend to succeed in their business efforts.

This section discussed literature related to the concept *job performance*. The literature showed that job performance pertains to how effective employees are at carrying out their tasks. It is therefore clear that job performance is influenced by many factors and is also very important for the well-being of employees and organisations in the hospitality sector alike.

2.8. CONCLUSION

The purpose of this chapter was to analyse literature focusing on the HRM function. This was realised by firstly analysing the meaning of HRM. It can be concluded that HRM is a core business function that deals with management and employees, who are the people in the organisation. Secondly, the importance of the HRM's function to the organisation was analysed. The analyses revealed that HRM determines the success or failure of an organisation

since it is the human input that primarily regulates outputs. Thirdly, various sub-functions of HRM were analysed, which are recruitment and selection, training and development, compensation and benefits, performance appraisal, employee welfare and motivation, labour relations and safety. Through this analysis, it can be concluded that HRM is a complex business system that can be subdivided into various individual sub-elements that perform distinct people-focused functions. Fourth, the challenges faced by HRM in the tourism industry were analysed. Regarding this aspect, it can be concluded that in order to function effectively, the HRM function in the tourism and hospitality sector has to overcome challenges in a number of areas that include seasonality of the business, work-life balance, the need for consistent training and development, and high labour turnover. The next analysis done in the chapter pertains to the relationship between HRM and job satisfaction. Regarding this issue, it can be concluded that ensuring that employees are satisfied with their jobs is a basic function HRM needs to perform. The final analyses focused on job performance, which is an important part of HRM together with job satisfaction. Overall, it is concluded that although HRM is complex, it remains a function which is important to any organisation and should receive priority attention when managing the organisation. The next chapter discusses literature related to the concept *job satisfaction*.

CHAPTER 3

UNDERSTANDING JOB SATISFACTION AND ITS RELEVANCE TO THE TOURISM INDUSTRY

3.1. INTRODUCTION

This chapter discusses literature on job satisfaction in the tourism and hospitality industry. Since the research at hand is essentially about job satisfaction, it is natural that an understanding of job satisfaction from the perspective of previous literature needs to be cultivated as part of the foundation of the overall study. The chapter uses a wide range of sources from local and international literature as it reflects on the various issues on job satisfaction in the tourism and hospitality sector. The chapter commences by analysing literature that focuses on understanding the nature of job satisfaction. Thereafter, the discussion directs its attention to factors contributing to job satisfaction before turning to factors driving the absence of job satisfaction (job dissatisfaction). The succeeding section concentrates on job satisfaction in the tourism and hospitality sector in other worldwide destinations. Finally, the chapter then emphasises previous literature on job satisfaction in South Africa. The chapter is thus designed to impart an understanding of the developments concerning job satisfaction in the tourism and hospitality industry in South Africa and elsewhere around the world. Therefore the purpose of this chapter is to conduct an in-depth literature review on job satisfaction and its relevance to the tourism industry.

3.2 UNDERSTANDING JOB SATISFACTION

No standard definition exists for job satisfaction the world over, and this has led to a plethora of definitions for the concept. Locke (1969:316) defines job satisfaction as the satisfying state of emotion emerging from the review of how an individual has achieved the values expected on that job. Another definition by the same author (Locke 1976:1307) identifies job satisfaction as a state or emotion that results from the perception that an individual's job fulfils his/her important job values, to the degree that those values are consistent with the needs of that individual. Spector (1997:2) defines job satisfaction simply as the feelings of employees about their jobs. Furthermore, Price (2001:275) identifies job satisfaction as being the affective orientation an employee has towards his or her work, while Oshagbemi (2003:1210) defines the concept as the extent to which employees enjoy their jobs. Yet another definition by Silva

(2006:317) views job satisfaction as a pleasurable feeling arising from an individual's workplace. Lam *at al.* (2001:158) state that when people speak of the attitude of an employee, it is likely that they are referring to the job satisfaction of that employee. As such, a shared feature binding the previous definitions together is that job satisfaction revolves around employee attitudes towards their jobs. Hence job satisfaction focuses on employees and the condition of mind according to the nature of their jobs.

As mentioned before, job satisfaction may be conceptualised in terms of a collection of attitudes related to various facets of the job (Ngo 2009:21). According to Lawler (1981:70) one dominant conceptualisation of job satisfaction is that it is generally considered to be a function of the attitudinal connection existent between employee job expectations and their real experiences, inclusive of the significance or worth employees assign to these jobs. This perception justifies the view by Smith, Kendall and Hulin (1969:37) that job satisfaction may be regarded as a match/ degree of fit between the expectations of a job incumbent and the actual job experiences. Consistently, in their research study, Bucheli, Melgar, Rossi and Smith (2010:2) stated that job satisfaction represents the gap between expectations and reality of people at work. These views further validate the psychological nature of job satisfaction, and that it measures employees' views of previous proceedings and remuneration versus their present feelings about their jobs (Wetprasit 2006:205). Satisfaction with one's job is higher when an individual's current job impressions supersede his/her previous projections (Drafke 2009:406). Conversely, dissatisfaction arises when an individual perceives that what s/he is receiving from the job is inferior to his/her expectations (Judge, Heller & Klinger 2008:361). Therefore it is clear that what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations employees have of what their job should actually provide.

Job satisfaction is complex and multidimensional in character and this becomes apparent when attempting to determine pertinent dimensions (Wright & Kim 2004:19). In confirming its multidimensionality, Churchill, Ford and Walker (1979:25) argue that job satisfaction typically includes satisfaction through management, pay, peers, job security, promotional opportunities, and company policy. Wang and Lee (2009:271) highlight that job satisfaction could be attributed to a number of factors that include the kind of organisational policies, administration, supervision, salary and quality of life, amongst others. Ambad and Bahron (2012:73) similarly state that job satisfaction is multi-factorial and includes supervisor-employee relationships,

salary/wages, career advancement, relationships with co-workers and relationships with customers. It is also visualised as either a general ranking or as the summation of numerous isolated dimensions of job uniqueness (Judge *et al.*, 2008:363). In addition, Lu *et al.* (2005:211) identify the attitudes of employees towards several job factors, such as satisfaction with communication, colleagues, recognition as possible dimensions of job satisfaction. Mullins (2007:13) further asserts that in some cases, people are happy with several job factors and are unhappy with other aspects. Another model proposed by the Pennsylvania State University (2010:1) as displayed in Figure 3.1, identifies three job satisfaction dimensions; namely evaluative, cognitive and behavioural. Therefore, job satisfaction is conceptualised broadly, since it involves every characteristic of the job, the person him/herself as well as the working context, which people may discover to be either recompensing and gratifying or frustrating and dissatisfying (Ahmad & Oranye 2010:584).

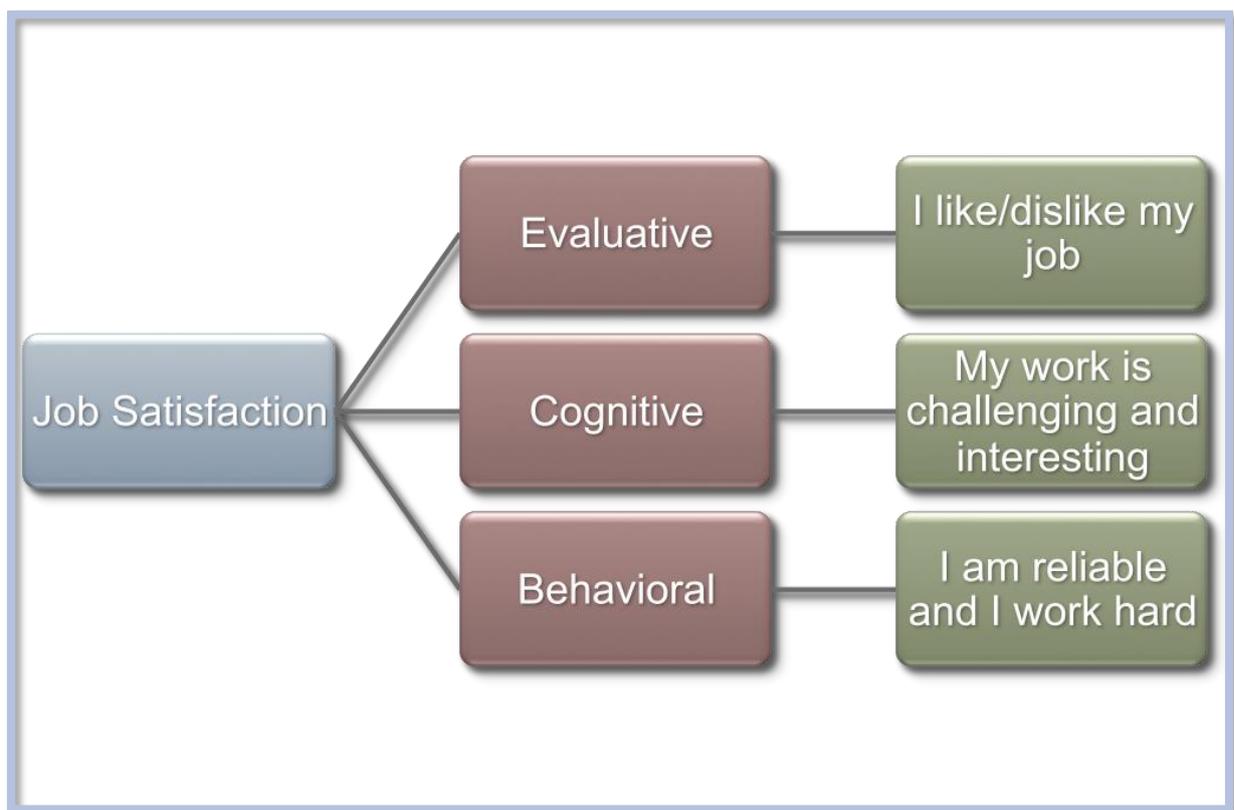


Figure 3.1: The Pennsylvania State University Job Satisfaction Model

Source: Pennsylvania State University (2010:1)

Figure 3.1 depicts the Job Satisfaction Model developed by The Pennsylvania State University. The model shows that job satisfaction has three elements. The first is the evaluative element,

which is concerned with whether or not the employee likes his/her job. The second is the cognitive element which involves the extent to which an employee perceives his/her work to be challenging and interesting. The third is the behavioural element which involves the degree to which the employee believes s/he is a reliable and hard worker.

As put forward by Robbins and Judge (2007:23), attaining any level of job satisfaction ultimately hinges on whether people feel happy about their jobs and by the depth of their positive emotions as regards their roles at work. Generally, the measures of job satisfaction are a reliable tool for predicting employee behaviour, leading to the empowerment of employees to monitor their evaluation regarding the need to make behavioural changes at work (Falkenburg & Schyns 2007:708). Employees today have different needs to the extent that, unlike decades ago, they have other motivational needs besides salary and occupational health and safety needs (Zohouri, Rezaei & Jorfi 2007:67). Instead, modern employees have many intrinsic needs that include participation in decision making, the need to be consulted, teamwork and recognition. Suzanne and Stephen (2003:315) state that to enhance job satisfaction, it is of the essence that these high-level needs be met because they stimulate the development of many latent employee talents. This being the case, managers in organisations have the task of ensuring that the diverse needs of individual employees are met in the interest of improving job satisfaction, leading to more productive behaviour.

In this section, the nature of job satisfaction was discussed. From the literature, it became clear that various definitions of job satisfaction exist. However, all these definitions attest that job satisfaction is about employees and how they in attitude, view their jobs. It is a complex concept that demonstrates the difference between what employees expect from the job and what they receive in reality. Apart from focusing on the attitudes of employees, job satisfaction is also multidimensional and encompasses various individual domains. The next section analyses a number of these domains in terms of factors that influence job satisfaction.

3.3. FACTORS INFLUENCING JOB SATISFACTION

This section analyses literature pertaining to factors influencing job satisfaction. As mentioned by Wang and Lee (2009:107), understanding the main factors that contribute to job satisfaction is of the essence, because it facilitates the developments of initiatives for improving job satisfaction levels of employees. Such factors vary among different employees. In this section,

these factors are discussed and include type of decision-making, reward systems, job factors, working conditions, employee empowerment, customer satisfaction, teamwork, safety and health, organisational reputation and image, work-family balance, leadership style, job security and organisational culture.

3.3.1. Factors Contributing to Job Satisfaction

A wide array of literature confirms that numerous factors exist that positively influence job satisfaction. Dargahi, Gharib and Godarzi (2005:13) divided the factors exerting an influence on job satisfaction into internal satisfaction factors and external satisfaction factors. Internal satisfaction factors are those related to the work itself, and they include the sense of achievement, self-esteem, sense of autonomy, feeling of victory, the sense that one is in control, feeling about feedback, and further comparable work-related feelings. Extrinsic satisfaction factors are those that are indirectly associated with the work situation and these include being praised by superiors, harmonious interpersonal relationships with work peers, an enabling work climate, good welfare, adequate salary and other fringe benefits. Another study conducted by Alarcon and Edwards (2011:294) concluded the employee per se, employee personal demographic variables, ability and personality traits, work such as job characteristics, internal rewards and organisational characteristics are other drivers of satisfactory job satisfaction. In addition, Franek and Vecera (2008:63) consider personality traits and the environment to be the major factors affecting job satisfaction. Therefore the employee him/herself and the work per se are two central constructs contributing to increased job satisfaction levels within organisations.

A research conducted by Jafariayan (2007:11) found participatory decision making among factors that have emerged as positive contributors to job satisfaction. This is because when employees are given an opportunity to participate in decisions about their work, they become more responsible at work and they start feeling that they own the very decisions they helped to make (Harrim & Alkshali 2008:107). According to Zohouri *et al.* (2007:61) one way of attracting the participation of employees in issues regarding their work is by applying quality circles. Quality circles are an approach in participation management in which volunteers composed of employees of a particular organisation receive training to discover, analyse and provide solutions to problems in the work environment (Abo Al-hol, Ismail, Sapuan & Hamdan 2006:970). They are also trained to be transparent in communicating their suggestions to their managers as this can motivate them, enrich their jobs and improve organisational performance.

Another study conducted by Nadiri and Tanova (2010:33) found higher levels of job satisfaction amongst employees that were granted opportunities to participate in decision making. Accordingly, job satisfaction is likely to be high once a culture of employee participation in decision making is established within the organisation.

The influence of reward systems on job satisfaction has been a subject in previous research. Chiang and Birtch (2008:491) are of opinion that reward is a wide-ranging factor that represents anything valued by employees that employers provide as compensation for their efforts. The major objectives of rewards include the attraction and retention of employees, employee motivation in order to reach higher performance levels, and stimulation of desired behaviours amongst employees (Fu, Richards, Hughes & Jones, 2010:11). Rehman, Khan, Ziauddin and Lashari (2010:1131) suggest that rewards may be classified into monetary and non-monetary forms, and both are crucial factors in predicting job satisfaction. Monetary rewards are financial benefits and payments made to employees in recognition of their performance and contribution and examples include, amongst others, basic pay, performance bonuses, pension schemes, medical aid schemes, profit sharing schemes and travelling allowances (Sturman 2006:3). These monetary rewards are also important because they are a tool for acknowledging the value, self-confidence, social status and sense of achievement of an employee (Lai 2009:19). In this manner, organisations can best use financial rewards to support the organisational human resource strategy (Zoltners, Sinha & Lorimer, 2012:173). In contrast, non-monetary rewards are given and determined by the organisation; and they do not essentially give financial advantages to employees, with recognition, praise for good work and job autonomy being typical examples (Chiang & Birtch 2008:491).

Millmore, Saunders and Lewis (2007:21) suggest that many organisations tend to place more emphasis on monetary rewards at the expense of non-monetary rewards. This is unfortunate, since every employee is unique and has a distinctive set of wants and stimuli. For example, while money motivates some employees, other employees regard being recognised, career progression and career development to be more important – the latter of which do not have any immediate material paybacks (Lai 2009:17). By implication, the one-size-fit-all employee motivation formula is incorrect, as shown in research where it has been proved that different employees prefer different sets of motivators, which may be monetary or non-monetary (Rehman *et al.*, 2010:1133). An ineffective reward management negatively affects their job

satisfaction, which leads to reduced employee productivity. Therefore it is important for the right mix of rewards, which match the personalised needs of individual employees, be selected.

Rewards are usually employed as a key management mechanism that can lead to enhanced organisational effectiveness by shaping the behaviour of individual employees and motivating them at work (Ali & Ahmed 2009:270). Galanou *et al.* (2010:102) also acknowledge the existence of a positive link between job satisfaction and both monetary and non-monetary rewards. Khalid, Salim and Loke (2011:35) further report that rewards are of strategic importance for the organisation to achieve success, leading to competitive advantages that facilitate the creation of distinctive and dynamic competencies within organisations. As highlighted by Ali and Ahmed (2009:270), insufficient rewards typically create a dysfunctional organisational climate which weakens the job-related efforts of employees and may force them to look elsewhere for more rewarding job opportunities. Hence rewards have become an important tool for motivating employees.

In addition to the above-mentioned factors, it has been observed by Lent and Brown (2006:236) that it is likely that employees will be more satisfied on their jobs when they feel capable of performing their major work tasks or reaching their work goals, are exposed to favourable work conditions, recognise that they are making some progress at personally relevant work goals, receive some level of support for their goals and self-efficacy, and possess personality traits that influence them to experience positive affect in most life situations. The latter results confirm the existence of a positive interaction between job satisfaction and life satisfaction – such that people experiencing high life satisfaction are likely to be satisfied with their jobs and vice versa (Ganguly 2010:209). Furthermore, job satisfaction is higher when an employee perceives that s/he has control over the way a given task is accomplished (Koonmee, Singhapakdi, Virakul & Lee 2010:20). This view thus confirms that the higher autonomy experienced by the employee, the higher the job satisfaction experienced by that person.

Employee empowerment is yet another effective approach to satisfying employees at work. In a study conducted by Chang *et al.* (2010:429) it was observed that an organisation that facilitates empowerment for employees will likely have highly satisfied employees. An organisation that allows empowerment is one that is characterised by easy access to information and resources, and by various support, learning and development opportunities for all employees (Yee *et al.*, 2010:111). For example, the availability of training opportunities leads

to higher job satisfaction since they realise that their knowledge and skills are being sharpened (Kerschen, Armstrong & Hillman 2006:306). Formalisation also affects job satisfaction in different ways, but the effect depends on the nature of the formalisation. In cases where formalisation results in the clarity of rules, tasks and responsibilities, it increases job satisfaction amongst employees (Yee *et al.*, 2010:112). In addition, employee-manager relationships are very important for fostering satisfactory levels of job satisfaction amongst employees. Gaither, Nadkarni and Mott (2007:165) suggest that employees who have few conflicts and personal differences with their managers are more satisfied with their employers, jobs, choice of career and their supervisors than those who have more conflicts. Hence the empowerment of employees coupled with effective relationships between managers and employees are positive drivers of job satisfaction in organisations.

Gil, Berenguer, Cervera and Moliner (2005:497) suggest that job satisfaction and consumer satisfaction influence each other, which means that customer satisfaction predicts job satisfaction and vice versa. In support of this view, Lindgreen, Palmer, Vanhamme and Wouters (2006:57) established that job satisfaction partially derives from the offering of good quality services to customers and partially from receiving positive after-sale feedback from customers. In other words, employee job satisfaction increases as employees perceive that their service to customers is satisfactory while similarly, job satisfaction leads to customer satisfaction (Steven & Son 2008:243). In this regard, a study conducted by Prayvukyong, Sophon, Hongpukdee and Charupas (2007:119) has shown that the perceptions of employees regarding the quality of services and how customers rate the service of the company both have a positive linkage with job satisfaction. This has a further positive effect on the organisation's financial performance, which in itself, is an outcome of customer satisfaction, which is a product of the performance of employees, which on its own is an indicator of job satisfaction (Wansoo 2009:153). Thus a reciprocal job satisfaction-customer satisfaction relationship exists.

Teamwork remains an important contributor to job satisfaction. Arasli (2012:573) points out that the importance of providing employees with opportunities for working together in a team and the importance of enhanced communication and co-dependent tasks within the organisation. Chang *et al.* (2010:1299) add that effective teamwork in the organisation leads to a common goal that has the potential to increase the morale of the employees as well as job satisfaction. Teamwork is considered a significant basis for employee autonomy,

meaningfulness, and closeness between members of a team, all of which leads to job satisfaction (Tang & Foote 2008:933). This makes it imperative for management in organisations to create the culture of teamwork as this leads to better job satisfaction amongst employees.

A healthy occupational safety and health climate can also contribute positively to the well-being and satisfaction of employees. The main focus of occupational health and safety is threefold; namely (1) promoting and maintaining the health and working capacity of employees; (2) improving the work atmosphere in terms of health and safety (3) developing work organisations as well as the culture of work that provides for health and safety to promote enhanced productivity. Although being employed provides a wide array of benefits, it increases one's susceptibility to numerous workplace hazards that present risks to health and safety (Edmonds 2013:210). Examples of such hazards include biological agents, chemicals, adverse ergonomic conditions, physical factors, allergens, broad ranges of psychosocial risk factors and other complex networks of safety risks (Paton 2008:6). Slatten and Mehmetoglu (2010:88) highlight that in an organisation with a positive safety climate, where safety is not regarded as subservient to productivity, employees are likely to perceive that they have authorisation to do things the proper way. In a study conducted by Das, Pagell, Behm and Veltri (2008:521) a positive link was observed between job satisfaction and the health and safety environment. Satisfied employees exhibited positive perceptions of their health and safety environment. Organisations are encouraged to implement wellness programs that can reduce the impact of stress, reduce absenteeism among employees, improve workplace safety, enhance energy and greatly improve overall job satisfaction (Gibson & Myers 2006:647). This therefore portrays that an improved occupational health and safety climate is important in stimulating job satisfaction.

Since the reputation and public image of the organisation are directly reflected to employees, employees tend to have a sense of job satisfaction when they notice the positive public image and high reputation of the organisation (Irving & Montes 2009:431). This makes it important for organisations to ensure that they cultivate a positive public image, as this also affects the attitudes of employees towards their jobs. In addition, leadership styles are central antecedents of job satisfaction in organisations (Jong & Hartog 2007:41). According to Yulk (2006:23), leadership is ranked amongst the highest predictors of job satisfaction in organisations. The

conduct of managers in organisations triggers employee emotions and motivation, which ultimately contributes to their job satisfaction (Kolagari & Khoddam, 2007:65). As asserted by Jayakody and Sanjeevani (2006:461), a leader's interactions with employees can determine their productivity levels.

The contribution of work-family balance to the job satisfaction of employees cannot be overlooked. Organisations should take responsibility for work-related causes of tension that could stress an employee when s/he gets home (Karatepe & Sokmen 2006:255). Lee and Moreo (2007:148) stress that it is by the same token necessary to relieve stressors emanating from the family as they too can lead to reduced productivity at work. Netemeyer, Maxham and Pullig (2005:130) mention that job satisfaction is influenced by the degree of importance attached to both work and family roles by employees. A job that gives employees the opportunity to devote adequate time to their families will enable these employees to enjoy higher levels of job satisfaction (Karatepe & Sokmen 2006:255). In line with these views, it is stated that job satisfaction is likely to be higher when employees feel that their work roles are not negatively impacting on their family roles.

Job security is another important factor influencing job satisfaction. Job security is either the assurance or lack of it that an employee has about the stability or continuity of gainful employment for his/her working life (Artz & Kaya 2014:104). People in permanent full time jobs or those in part-time jobs that have a low likelihood of job loss tend to enjoy high job satisfaction, since they perceive that their jobs are secure (Cheng, Huang, Li & Hsu 2011:391). In contrast, those in less secure positions may feel disgruntled and are prone to exhibit a higher intention to quit until they find more secure employment. To increase the satisfaction of their employees, organisations should then offer more secure employment to them.

The existing culture in an organisation is an important antecedent of job satisfaction, and this relationship is well acknowledged in literature. Organisational culture refers to the values, attitudes, assumptions, and beliefs shared amongst significant groups within an organisation (Choi & Scott 2008:34). Studies conducted by Tsai (2011:5) and MacIntosh and Doherty (2010:106) reported the existence of a direct positive organisational culture-job satisfaction connection. Another research by Sabri, Ilyas and Amjad (2011:121) identified two classes of organisational culture; namely organisational culture which is related to leaders/managers, and organisational culture which is related to employees. The study concluded that both classes of

culture predict job satisfaction. Carmeli and Tishler (2004:1257) add that acceptable levels of job satisfaction may be observed when employees accept and are willing to adjust to the culture of their organisation. Research findings by López (2003:125) further reveal that organisational culture affects various aspects of overall organisational performance through enhanced employee job satisfaction. These results make it logical to accept that organisations should cultivate healthy organisational cultures as this leads to higher job satisfaction levels amongst employees.

In this section, literature pertaining to factors that positively influence job satisfaction, were analysed. The factors include participatory decision-making, reward systems, working conditions, employee empowerment, teamwork, safety and health, organisational reputation and image, work-family balance, leadership style, job security and organisational culture. This makes it important for managers to understand concerns of employees as regards to these factors, since addressing these concerns plays an important role in satisfying these employees, which leads to better performance of the organisation. The next section analyses literature focusing on factors that lead to job dissatisfaction.

3.3.2. Factors Leading to Low Job Satisfaction

In as much as there are various factors that can lead to increases in job satisfaction in organisations, there are also various reasons for job dissatisfaction. It is essential to expound on such factors that negatively affect job satisfaction, in order to either avoid them or reduce their influence in organisations (MacIntosh & Doherty 2010:110). The first of such factors to be mentioned in this discussion are leadership malpractices. When one works with a manager who provides little or no support or one who exhibits hostile behaviours to subordinates is very stressful for employees. As noted by Madlock (2006:13), such dysfunctional leader-employee interactions lead to job dissatisfaction as employees will end up being stressed and become unwilling to report for work (Sabri *et al.*, 2011:124). This will lead to increased costs for the organisation in terms of stress, declining productivity, and employee absenteeism and turnover (Pagan & Edlund 2008:3). Managers should not only be supportive and dedicated towards difficulties and problems faced by employees, but have to learn to be attentive listeners who accept suggestions and views from their subordinates (Keiningham, Aksoy, Robert, Kathy & Aantoiné 2006:52). Furthermore, management malpractices can lead to the development of various dysfunctional behaviours that include complaining, aggression, infighting, regression, psychological withdrawal and high turnover rates within the organisation (Walumbwa, Orwa,

Wang & Lawler 2005:235). A study by Artz and Kaya (2014:103) noted, amongst others, that ill-treatment by management was one of the major factors leading to decreased employee performance, lateness, absenteeism, high intentions to quit, attrition and early retirements. In view of these facts, managers have the prerogative of ensuring that their relations with subordinates are healthy in order to avoid the possible negative results from hostile manager-employee relationships.

An unfriendly working environment characterised by odd working schedule hours and low pay and a lack of other rewards usually demotivates employees and compels them to leave their jobs (Yih & Htaik 2011:14). A study by Lu *et al.* (2005:211) reported that high workloads, intimidating management styles, poor morale, and disrespectfulness in the work environment are the main reasons behind dissatisfaction with the job amongst employees. In support, another study conducted by Abdullah and Bustamam (2011:24) found that an unattractive working climate in an organisation as characterised by remuneration that is below-market rates, rigid job traits, too many working hours, cyclical employment and poor status of a job were the dominant reasons accounting for low job satisfaction. Likewise, Alan, Radzi and Hemdi (2010:2) found that overbearing workloads, the lack of job security, and the absence of training and development programs lead to low job satisfaction and high intention to quit. Lu, Barriball, Zhang and While (2012:1017) also identify several drivers of job dissatisfaction, namely the physical environment, career advancement, workload, working relationships, management style, organisational support, rewards, job security, work itself, job autonomy, role conflict and role ambiguity. Another research conducted by Lu *et al.* (2005:211) attributed job dissatisfaction to factors such as overworking, management malpractices, poor morale and disrespectfulness. Figure 3.2 displays a job satisfaction model proposed by Field (2008:1).

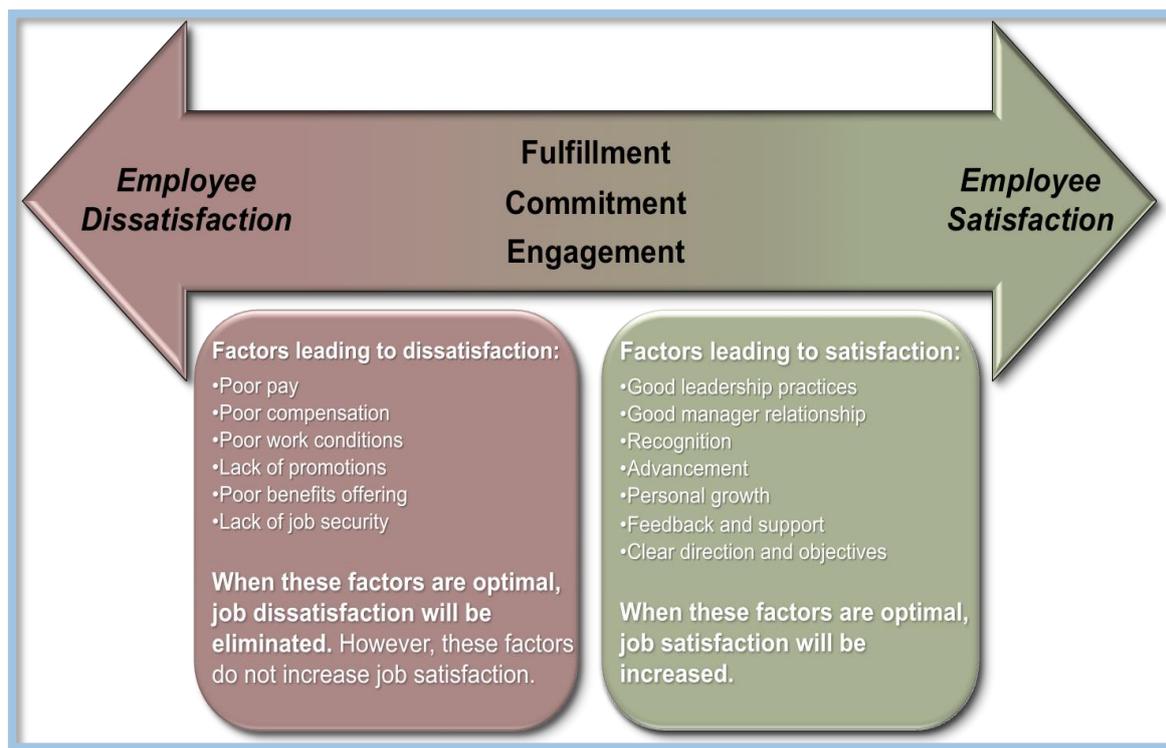


Figure 3.2: The Job Satisfaction Model

Source: Field (2008:1)

The model in Figure 3.2 identifies poor remuneration, poor working conditions lack of promotion and job insecurity as some of the drivers of low job satisfaction. Employees will not be satisfied with their work when these factors are not satisfactory. The model further identifies good leadership practices, good manager-employee relationships, recognition, advancement, personal growth, feedback and support, and clear direction and objectives as some of the factors leading to job satisfaction. This is illustrated in Figure 3.2. Therefore, managers in organisations have to seek effective ways of enhancing the satisfaction of all their employees, which leads to better performance.

Interpersonal work relations may be a major cause of high stress levels that lead to dissatisfaction when employees are subjected to team pressure and express opinions that are not embraced by the work group (Li & Lambert 2008:34). Furthermore, the opportunity for individuals to influence decisions made and to be involved in decision-making processes tend to contribute to dissatisfaction at work (Lee & Cummings 2008:768). In the same way, the role of control and autonomy at the workplace in relation to job dissatisfaction is well noted in research (Cekmeceliolu & Günsel 2011:889). When employees have no opportunity to

participate in management, to take responsibility, initiative and personal empowerment, their feeling of attachment to the organisation is lost, and may resort to finding new employment opportunities elsewhere (Franek & Vecera 2008:63). This makes it necessary to establish an occupational environment that will ensure the talented employees are empowered to take responsibility and initiatives to reward their success in order for them to have a favourable perception of the future (Namasivayam & Zhao 2007:1212).

Work-family conflict, which indicates that work-family balance is absent, is an important source of job dissatisfaction. As argued by Aryee, Srinivas and Tan (2005:132), work-family conflict is associated with several adverse employee attitudes and concerns that result in low overall job satisfaction. Likewise, Grandey, Cordeiro and Crouter (2005:305) report an inverse interrelationship between job satisfaction and work-family conflict. Consistently, Byron (2005:169) argues that an interference between work roles and family roles may result in decreased satisfaction with life, dissatisfaction with family, alcoholism and stress, all of which are negatively associated with job dissatisfaction. Factors such as work stress, work-role ambiguity, conflict and overload all are drivers of both work-family conflict and job dissatisfaction (Dehghannayeri, Salehi & Asadinoghabi 2008:27). Thus, in order to reduce dissatisfaction, it is best to promote work-family balance.

According to Karatepe and Kilic (2007:238), employees are likely to change their jobs when the expected convenience in new employment opportunities is higher than is offered by the current job. Similarly, employees may begin to search for other employment opportunities once they perceive that certain elements in their jobs are lacking and need improvement, which do not seem forthcoming (Karatepe & Baddar 2006:1017). Employees who experience high levels of personal impoliteness at work report a number of adverse outcomes that include higher job stress and job dissatisfaction, low creativity, cognitive distraction, psychological distress and uncooperative behaviour (Cortina 2008:55). With regard to impoliteness, Pearson and Porath (2009:64) found that over 50 percent of employees experiencing impoliteness tend to lose work time worrying about these incidents, then attempt to avoid the offender, and report reduced levels of commitment and performance to their organisation. Figure 3.3 is a model showing the effects of job dissatisfaction.

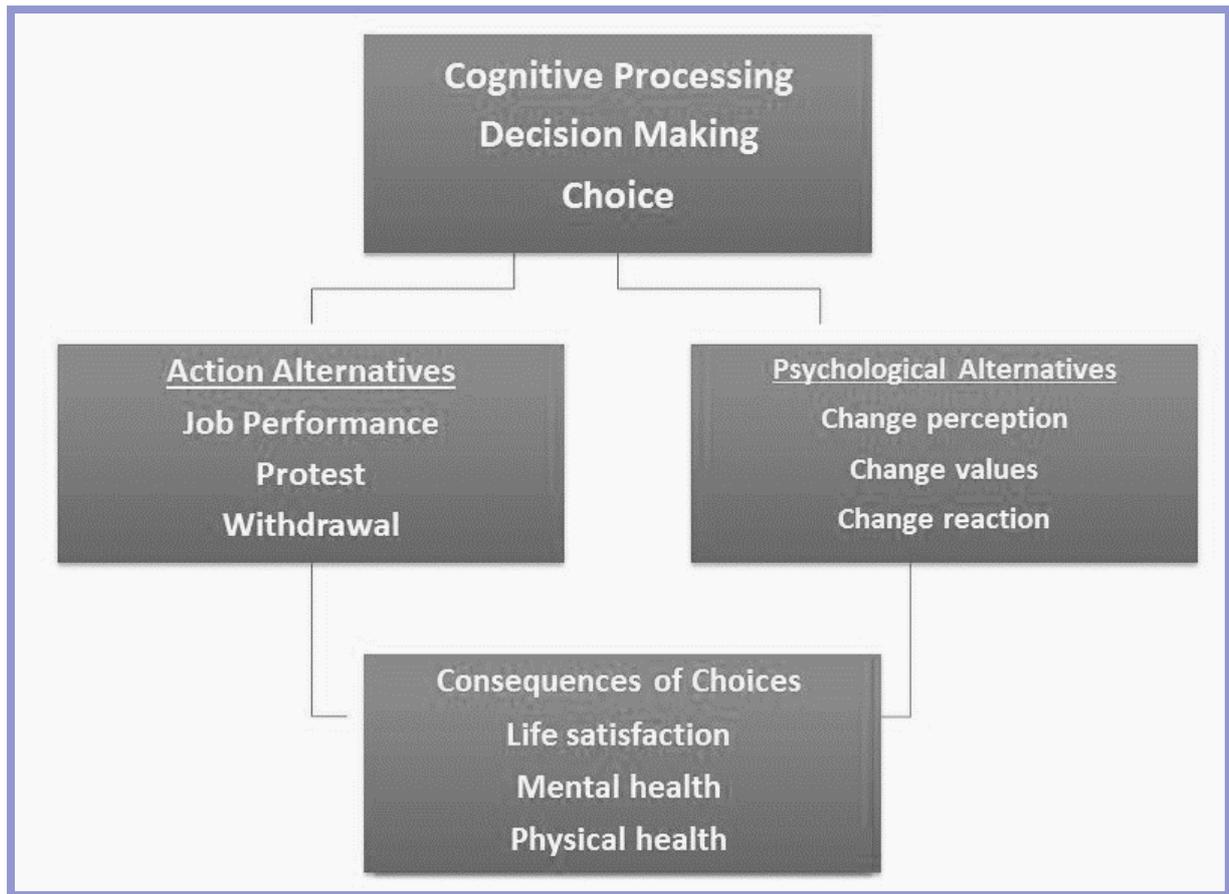


Figure 3.3: The Job Dissatisfaction Matrix

Source: Henne and Locke (1985:222)

The model shown in Figure 3.3 was developed by Henne and Locke (1985:222). The model shows that when job dissatisfaction attacks it is simply an emotional state that compels people to devise alternative plans that are dependent upon the individual, his/her appraisal of the situation as well as his/her own capabilities or expectations. These plans include actions such as decreasing job performance, protests and withdrawal. Alternatively, the unsatisfied person may react psychologically by changing his/her perceptions, change values and reactions about the job. The results of job dissatisfaction include decreases in life satisfaction as well as poor mental and physical health. This demonstrates the importance of keeping employees satisfied with their jobs such that they see no reason to be looking for other employment opportunities in the job market.

Job insecurity is a key factor leading to job dissatisfaction. Job insecurity is an employee's concerns regarding the possibility of losing one's present job or features that are associated with that job (Mauno, Kinnunen, Mäkikangas & Nätti 2005:209). It is based on the personalised view by employees as well as on their perceptions of how the job environment has changed (Artz & Kaya 2014:111). People employed in either fixed-term jobs or self-employment who carry the risk of job loss are likely to experience reduced job satisfaction (Loi, Lam & Chan 2012:361). In a study conducted by Chang, Shih and Lin (2010:427) it was observed that job insecurity is a major contributing factor to job dissatisfaction in all sectors of industry for both genders. In addition the duration of the contracts given to employees is a critical factor contributing to both insecurity and dissatisfaction (Boles, Madupalli, Rutherford & Wood 2007:311). According to Green (2011:265), contract duration hampers employees whose non-permanent contracts have not been renewed after their expiry date, and are therefore forced to leave the organisation (Cheng *et al.*, 2011:391). Hence overall, the high likelihood of losing a job is a cumulative stressor for the employee with increasing negative effects over time, including dissatisfaction with the job.

Other factors contributing to job dissatisfaction are the lack of autonomy, compensation, the availability of employment prospects elsewhere and perceptions regarding job tasks in the future (Lluis 2005:725). Cydulka and Korte (2008:715) maintain that when employees realise that employment prospects are better in other organisations/places and that they are likely to receive better pay there, they are likely to make efforts to leave their current jobs. Too much work pressure and the lack of adequate facilities at work also give employees the impetus to search for opportunities in other organisations (Martin & Sinclair 2007:301). Additionally, if workers seek for more favourable working hours, improved prospects for personal development, or feel insecure based on an impending reshuffle, their dissatisfaction increases and they are likely to scout for other positions elsewhere (Böheim & Taylor 2004:166). Dissatisfaction is also rife in organisations that have dysfunctional cultures characterised by ineffective communication systems such as the top-down system which does not allow employees to contribute to organisational discourse (Keiningham *et al.*, 2006:51). Therefore in most of the cases, dissatisfaction is exhibited through a high intention to quit and a high turnover.

In this section, literature regarding some of the factors contributing to low job satisfaction or simply job dissatisfaction was analysed. The discussion shows that regardless of its source, job

dissatisfaction amongst employees is undesirable and has a wide range of negative effects to both the employee and the organisation. It would be beneficial then to employees and their employers, if stronger emphasis is placed on continuous identification and improvement of those factors of working life that lead to high job satisfaction, and equally, identifying and minimising those factors that lead to lower satisfaction or dissatisfaction amongst employees. The next section discusses literature focusing on the outcomes or impact of job satisfaction.

3.4. BENEFITS OF JOB SATISFACTION

Job satisfaction has an overarching influence on various aspects of employees, the organisation and other stakeholders (Dawal *et al.*, 2009:3). For instance, high quality interfaces between satisfied employees and customers is an almost sure recipe for highly satisfied customers (Soonhee 2009:1071). Conversely, unpleasant encounters between dissatisfied employees and customers typically result in customer dissatisfaction (Fritz & Sonnentag 2006:936). In the perception of customers, employees are usually the chief representative of the organisation, and their attitudes, which are expressed both verbally and non-verbally throughout customer interactions, leave a lasting impression that affects customer satisfaction and loyalty, which in turn affects the firm's financial performance (Magi 2003:107). Chung, Yin and Dellmann-Jenkins (2009:323) contend that most research that focuses on the employee-customer relationship echoes the growing acknowledgement that in order to achieve superior service quality for the customer is partially dependent on the satisfaction of employees. Yi and Gong (2008:961) add that when employees are satisfied they create customer satisfaction through their excellence in performance, which leads to organisational success. Therefore a proven employee-customer satisfaction interconnection exists.

Job satisfaction has a significant influence on organisational behaviour. When employees are satisfied with their jobs, the organisation is bound to be more effective. It is widely accepted that the behavioural conduct of satisfied employees differs from that of those that are dissatisfied (Patah, Zain, Abdullah & Radzi 2009:43). For example, Brown and Lam (2008:243) observed positive job-related attitudes and higher commitment among highly satisfied employees. Carmeli, Ben-Hador, Waldman and Rupp (2009:1553) further highlight that satisfied employees normally exhibit better involvement at work, and offer services of higher quality. Cropanzano and Mitchell (2005:874) mentioned that highly satisfied employees are more willing to participate in extra-role behaviours through organisational citizenship

behaviours. In addition, contented and satisfied employees are more inclined to stay longer in their organisations, which reduces labour turnover and leads to better financial performance due to decreasing costs associated with the attraction and training of new employees (Gunlu, Aksarayli, & Percin 2010:693). Still a research conducted by Karatepe and Baddar (2006:1017) specifies career satisfaction and career success as very important organisational outcomes related to job satisfaction that have been identified by researchers. It is thus impossible to envisage an organisation that can succeed without satisfied employees.

Satisfied employees are more stable, industrious and skilful in their efforts towards the attainment of organisational objectives (Jessen 2011:13). Wu and Liang (2009:586) reported that a satisfied employee displays a favourable attitude towards his/her job, and the company tends to be friendlier to other colleagues and managers, and thus positively impacts on the level of teamwork existing in the organisation. Furthermore, Leonard (2009:1) argued that satisfied employees work more creatively and productively, which positively influences the quality and level of productivity in the organisation. Matzler and Renzl (2007:1093) also highlight that satisfied employees show stronger loyalty to their organisations and strive to project positive images of the organisation towards outsiders. Still, as stressed by Morales, Matias-Reche and Hurtado-Torres (2008:188), psychological stress and burnout levels among satisfied employees are usually very negligible, which enables these employees to excel in their work. Some of the benefits of job satisfaction are reported in Figure 3.4. These include reduced recruitment and training costs, increased staff retention, change catalyst, positive public image, service excellence, the ability to manage knowledge and retain intellectual capital, development of effective processes and being the employer of choice.

Amongst organisational leaders, research confirms that satisfied managers are likely to apply more enabling leadership styles such as participative, servant, distributed, transformational and charismatic leadership styles (Laohavichien, Fredendall & Cantrell 2009:7). These styles in turn are useful in cultivating the commitment of employees, the objectives of the organisation, besides motivating employees to realise organisational goals (Lee, Park, Park, Hahm & Cho 2008:249). Managers who are satisfied with their jobs are friendlier, more empathetic and strive to meet the needs of their subordinates (López 2003:127).

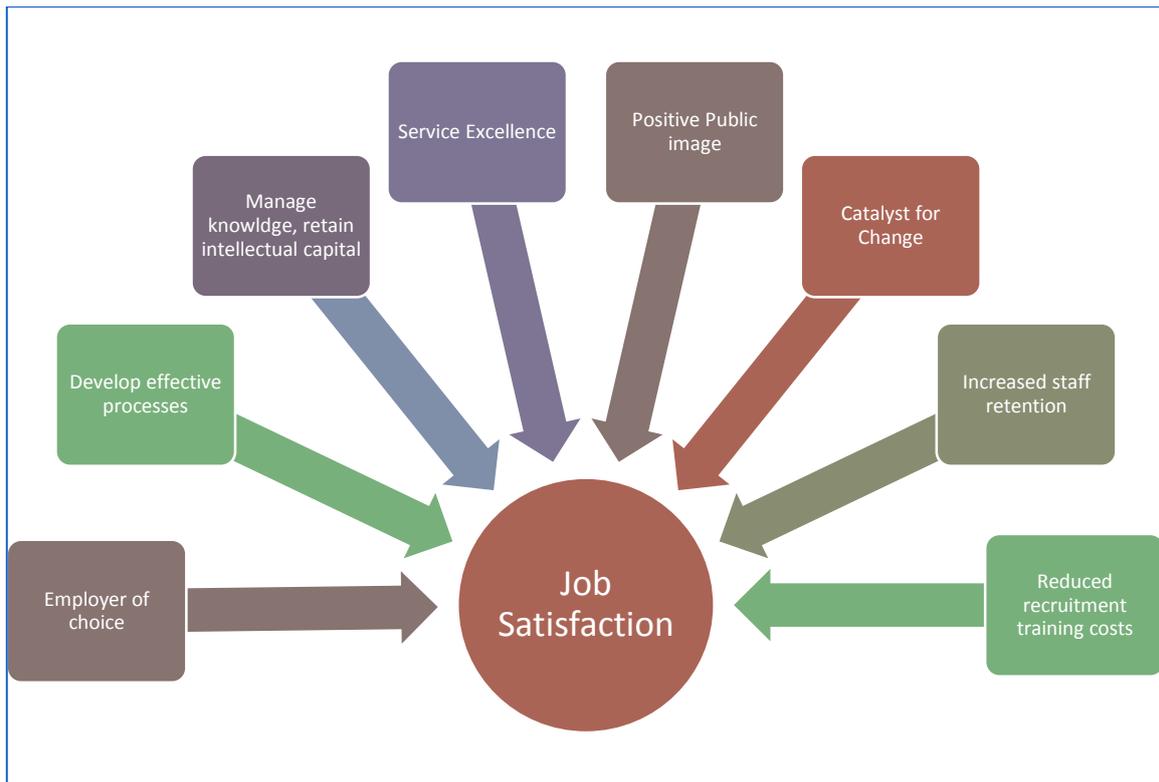


Figure 3.4: Benefits of Job Satisfaction

Source: Personal Best HR (2013:1)

Lohela, Björklund, Vingård, Hagberg and Jensen 2009:195 further propose that satisfied managers are likely to pass on their satisfaction to lower-level employees, which results in positive developments throughout the organisation. On the same matter, satisfied employees tend to pass on their satisfaction to all their contacts within and outside the organisation, and these include managers, workmates and customers (Ambad & Bahron 2012:77). This evidence then demonstrates the importance of ensuring that organisational members are satisfied with their work, as this satisfaction spills over to other stakeholders as well.

It has also been noted by Poster and Prasad (2005:122) that there is less conflict between work and family roles amongst employees with high job satisfaction levels. In addition, employees become more attached to the organisation when that which they experience in that organisation is in line with their anticipations. Other results in some studies (for example; Guney, Kalafat & Boysan 2010:1210; Zhao *et al.* 2011:47) show that job satisfaction is positively associated with life satisfaction, which illustrates that satisfied employees are also satisfied with their personal lives. In the area of safety, research conducted by Clarke (2006:215) found that job satisfaction significantly reduces the percentage of occupational accidents and injuries

occurring at work. This implies that job satisfaction positively impacts on occupational safety, which is an essential resource in most organisations. Alarcon and Edwards (2011:294) found a strongly negative job satisfaction-absenteeism relationship, which implies smaller numbers of employees who do not turn up for work amongst satisfied employees. Braham (2005:18) identified improved job satisfaction as an instrument to decrease the incidences such as strikes, arson and sabotage, which are perpetrated by employees who work against the interests of the organisation. Hence, job satisfaction is a central factor contributing to the success of both the employee and the organisation.

This section explored literature focusing on the benefits of job satisfaction. The literature made it clear that there are many benefits associated with job satisfaction. These benefits apply to various stakeholders such as the employees themselves, the organisation and customers, amongst others. It also appears that no organisation can prosper without satisfied employees, since employees contribute immensely to the success of the organisation. This makes it important for employers to ensure that employees are satisfied with their jobs. The next section discusses previous literature focusing on job satisfaction in the tourism and hospitality industry.

3.5. JOB SATISFACTION IN THE GLOBAL TOURISM AND HOSPITALITY INDUSTRY

The global tourism and hospitality industry of today is a service and people-oriented business that is characterised by severe competition, high expectations for service from customers; hence high work expectations from employees. The competitive business environment in tourism and hospitality requires strong management and stable, keen to serve, and extremely committed employees who work as a team to run the business (Pratten & O'Leary 2007:68). On the employee side of the equation, the tourism and hospitality industry is extremely demanding for managers and employees alike and has been troubled by high turnover and other employee morale problems (Karatepe & Kilic 2007:238). Employees in this industry engage in many one-on-one exchanges with customers, resulting in stress, increased work-family conflict and high uncertainty on the job (Karatepe & Sokmen 2006:255). In many cases, the deterioration of job satisfaction amongst employees in tourism may cause adverse impacts on productivity and commitment. Given that front desk employees are in consistent face-to-face interactions with customers, the probability is high that disgruntled employees may negatively

affect sales. As a result, the job satisfaction of employees is a fundamental issue within the tourism industry in particular and in the service industry in general.

Wang, Horng, Cheng and Killman (2011:997) argue that success in the unpredictable markets of today demands from management in the tourism and hospitality industry to bear knowledge and understand the feelings of employees and their needs at work. The volume of effort that employees expend towards the accomplishment of the firm's goals depend on whether the employees perceive that these efforts will culminate in the satisfaction of their own needs and desires (Karatepe & Sokmen 2006:255). As put forward through the service profit chain theory, company profit and customer satisfaction can only be realised through the quality of the service rendered by satisfied employees (Lovelock & Wirtz, 2010:13). Suitable quality of service includes, amongst others, employee attitudes and behaviours satisfy the expectations of customers, and employee job satisfaction is a key contributor to meeting such expectations (Kim, Leong & Lee 2005:171). In other words, no profit can be gained in any tourism and hospitality establishment without satisfied employees. Thus, job satisfaction is commonly accepted as ranking among the primary predictors of productivity in this sector of industry.

Kusluvan *et al.* (2010:171) conducted a comprehensive assessment of HRM in the worldwide tourism and hospitality industry. Their study concluded that job satisfaction is explained through issues such as HRM practices, job characteristics, job design, internal environment, and industry structure. Another study conducted by Aksu and Aktas (2005:479) investigated the job satisfaction among middle- and upper-level managers and other professionals employed in upmarket hotels and high-class holiday villages in Turkey. Interestingly, the study noted high job satisfaction levels amongst employees. Employees gave a positive response towards working conditions as well as internal and external organisational factors, regardless of the fact that they worked unreasonable working hours under poor environments, low pay and the lack of team support. In contrast with these results Gallardo, Sanchez-Canizares, Lopez-Guzman and Jesus (2010:321) found that pay, peer collaborations and the nature of work determined the job satisfaction amongst employees in the tourism sector. Hence these results confirm the view that people are satisfied by different factors.

In Taiwan, a study conducted by Yang (2010:609) investigated the relationship between five antecedents (role ambiguity and conflict, autonomy, burnout, and socialisation) and three outcomes (organisational commitment, absenteeism, and intention to quit) of job satisfaction

using respondents recruited from employees in international tourist hotels. In that study, job satisfaction is determined by means of role conflict, autonomy, burnout and socialisation, but not by role ambiguity. The study further found that job satisfaction contributed to employee commitment and lowered absenteeism and labour turnover. In the same country, a previous study conducted by Wang and Horng (2008:38) found that employees in the tourism and hospitality industry encountered problems such as long working hours, occupational stress, high intention to quit, and the lack of career growth, which have resulted in widespread low job satisfaction levels.

A study conducted by Lin, Horng, Chen and Tsai (2011:312) found that in Taiwan, the tourism and hospitality industry experiences challenges regarding the attraction and retention of skilled and quality employees. Still, authors Ko and Hsiao (2008:69) found that chefs in countries such as Taiwan faced challenges such as poor working conditions, low job satisfaction and overworking, which forced them to leave their jobs. Liao, Hu, and Chung (2009:1810), who conducted another study in Taiwanese hotels, stress that managers have to establish and maintain healthy relationships with their frontline employees in order to enhance the levels of employee efforts, which, results in increased job satisfaction. These results confirm the importance of work-related factors as contributors to job satisfaction within the tourism and hospitality industry. Therefore, it is imperative that such factors are monitored and improved continuously for the satisfaction of employees and the success of the industry.

Yao and Wang (2006:1058) who investigated the job satisfaction of managers in the Chinese hospitality sector, discovered that job satisfaction was shaped by the design of the job, the work environment and the rewards associated with the job, rather than by manager characteristics. That study also found that rewards, mainly those related to job security, were an influential factor contributing to job satisfaction and that the latter was inversely associated with poor levels of intentions to quit among managers. Lam *et al.* (2001:157) studied fast-food restaurants in China and found that satisfaction with financial rewards maximised organisational commitment and minimised absenteeism and turnover rates. Still in China, Kong and Baum (2006:509) examined the contribution of the skill profiles in terms of their work experience, education, attitudes and plans of front-line hotel employees to their satisfaction at work. The results of the study show that while most front-line employees had graduated from tourism and hospitality higher institutions, they lacked in oral communication and this impacted negatively on their job satisfaction. This makes it imperative for management in hospitality organisations

to implement adequate training and development programs for their employees to improve available skill levels as this will positively impact on job satisfaction.

In Australia, Richardson (2009:282) explored the views of undergraduate tourism and hospitality students regarding their choice to become professionals in the industry. The students did not perceive that a career in tourism offered much in terms of career fulfilment. They identified, among other things, high levels of disgruntlement and dissatisfaction within employees in the sector as possible factors actuating the negative attitudes among the students. Research conducted by Kilic and Okumus (2005:315) analysed productivity-inducing factors in the highly ranked hotels in northern Cyprus. The results of that study showed that productivity was determined by the satisfaction of employees, employee recruitment and training and development, quality of service and the ability to satisfy the expectations of guests. The study further reports that satisfied employees are more productive as they strive to provide more improved services than competitors and the creation of a favourable image. Still in Northern Cyprus, a study by Karatepe and Uludag (2007:645) found that role stress and burnout triggered job dissatisfaction, resulting in decreased job performance among hotel employees. These results therefore provide further confirmation of the importance of having a satisfied workforce for driving productivity in tourism and hospitality.

The association between job- and work-family issues has not escaped the attention of international literature. Work-family situations are important in the tourism and hospitality industry since the sector operates 24 hours every day of the year, which means that managers and employees in the sector have to be at work during odd hours, thereby straining their work-family responsibilities (Kandasamy & Ancheri 2009:328). A study conducted by Cleveland, O'Neill, Himelright, Harrison, Crouter and Drago (2007:275) examined the effects of work-family interface on the satisfaction of hotel employees in the USA. The study revealed that unpredictable hours in the industry create individual and family-related stress, resulting in low job satisfaction. Wong and Ko (2009:195) also found that higher job satisfaction levels were the result when hotel employees in Hong Kong had spare time with their families, employer support for work-family balance, and flexible working schedules to deal with their affairs in various domains of life. In addition, a study conducted by Chiang, Birtch and Kwan (2010:25) which focused on chefs and waiters in Chinese and Hong Kong hotels found that employees with excessive job demands, intense work-family conflict and low job control typically experience higher levels of stress, which results in low job and life satisfaction. Several other

studies in various geographic settings, such as a literature review by Ford, Heinen and Langkamer (2007:57), an Iranian study by Karimi (2008:283) and another study by Blomme, van Rheede and Tromp (2010:269) in the Netherlands demonstrated that family-work conflict occurring amongst tourism employees is negatively linked to job satisfaction. This makes it clear that in the tourism and hospitality sector, the issue of work-family balance should receive sufficient attention to prevent it from hindering the satisfaction of employees.

Previous research is evidenced focusing on job satisfaction amongst employees in the tourism and hospitality industry in various African countries. For instance, Karatepe (2008:238) examined the association between work engagement, support from work colleagues and supervisors, service recovery, job satisfaction and job performance of tourism employees in Cameroon. The study revealed that work engagement is important in the generation of both co-worker and supervisor support, which leads to higher service recovery support, job satisfaction and job performance. Ogbonnikan (2012:24) focused on job satisfaction and efficiency among hotel workers in Nigeria. The study found moderate job satisfaction levels, which positively impacted on the efficiency of hotel employees. Cheruiyot and Maru (2012:23) evaluated perceived job satisfaction, employee turnover or retention and organisational commitment among hospitality industry workers in Kenya. It was found that positive relationships prevail between the three factors. Still in Kenya, Mathenge (2013:17) directed his study to the relationship between ethical issues, personal conduct, job satisfaction and organisational commitment in tourism industry employees. The study concluded that employees who worked in ethical environments had higher job satisfaction and loyalty compared to those who worked in unethical environments.

Another study conducted by Mosoma (2014:24) presents the findings of the study conducted in Tanzania which directed its attention to the impact of internal customer care on job satisfaction. The results indicated that hotels which honoured internal customer care improved the morale and commitment of employees, leading to higher job satisfaction, which is a vital factor in encouraging quality service provision in the hotel industry. Last but not least, in Ghana, a study conducted by Frempong and Okyere-Kwakye (2013:148) found that ensuring service quality in tourism and hospitality is important as it leads to better career and job satisfaction of employees, which forms the basis of economic growth. In light of these views

it can be reported that the patterns regarding job satisfaction in Africa seem to be in line with other trends elsewhere in the world.

Job satisfaction of employees in tourism and hospitality has also been investigated in some European contexts. In Serbia, a recent survey done by Gajić, Kovačević and Penić (2014:540) researched the current state and extent of job satisfaction among travel agents and concluded that the levels of their satisfaction were reasonable. Still in Serbia, Nedeljkovic, Hadzic and Cerovic (2012:105) examined the associations between job satisfaction, cultural dimensions, employee customer orientation and customer climate among tourism and hospitality employees. It was observed that job satisfaction was one of the most significant factors influencing the readiness for all organisational changes, which makes it important for managers to realise the potential of the knowledge of job satisfaction during organisational changes in competitive environments. In Romania, Ciulu and Drăgan (2010:55) found that employees in the hospitality sector were underpaid, undertrained and insufficiently satisfied, to such a degree that they avoided employment in this sector, leading to limited qualified personnel in this field.

In Turkey, Civilidag (2014:6) undertook a study focusing on how mobbing, burnout, job satisfaction and perceived organisational support influenced the activities of hotel employees. The results of that study show that age, desensitisation and job satisfaction influenced the job performance of employees. In Poland, Bednarska (2014:9) analysed the determinants of well-being in the tourism industry. The study identified individual, national and international factors affecting job satisfaction and its antecedents on the tourism industry. Inesona, Benke and László (2013:31) found a linkage between job satisfaction and job loyalty in the tourism and hospitality sector in Hungary. In another study, it was discovered that the image of the tourism industry as well as the availability of personal development opportunities determined the effectiveness of recruitment as well as the satisfaction of employees in the tourism industry in the United Kingdom (Martin, Mactaggart & Bowden 2006:380). It is therefore apparent that in the tourism and hospitality industry, the job satisfaction of employees is a critical concept which is influenced by various factors, each of which has to be understood accurately.

Within other parts of the worlds, there is evidence of research that focused on job satisfaction within the tourism and hospitality industry. For instance, a study conducted by Silva (2006:317) explored the link job between satisfaction and personality traits in hospitality settings in the

USA. The results revealed that job satisfaction is significantly connected to employee personality traits. The implication of these results is that personality tests could be a useful tool for selecting employees in the hospitality setting since personalities are linked to job satisfaction. In the Caribbean, despite acknowledging the importance of the tourism sector to the economy Zappino (2005:15) mentioned that the sector remains underutilised because it remains insufficiently understood by various stockholders, as observed through various employee-related challenges such as poor job satisfaction and loyalty that continue to deter progress. Furthermore, a study conducted by Gupta (2013:996) considered the reasons behind the high turnover rate in the Indian tourism industry, especially amongst employees in travel agencies and tour operators. The last-mentioned study identified increasing job satisfaction as a tactic to retain employees in the tourism industry. Thus it is central to note that job satisfaction remains an enduring factor in ensuring the stability of the entire tourism and hospitality industry.

In the Iranian hotel industry, Arzi and Farahbod (2014:171) explored the effects of transformational leadership and transactional leadership on job satisfaction. The results of that study confirm that job satisfaction increases when managers use transformational leadership while transactional leadership is detrimental to job satisfaction. A previous study conducted by Laowirojanaku (1999:28) studied the key job satisfaction factors among tour guides in Bangkok, Thailand. It emerged that most tour guides were very satisfied with their jobs and that factors such as personal needs, self-esteem, locus of control and mental health exerted an influence on job satisfaction. In the United Arab Emirates, Singh (2007:234) identified various factors associated with Job Satisfaction among the expatriates, who also included those in the hospitality industry. The study concluded that the top five satisfiers were future prospects, work environment, team work, manager behaviour and training and development. In a Malaysian study, Yew (2007) discovered that employees involved in the tourism industry were motivated by factors such as job security, challenging work and opportunities for career development. In addition, the study also revealed that job satisfaction predicted employee commitment. These results depict that the influence of job satisfaction spans across various professions within tourism and hospitality and that the influence on each profession is unique. Therefore it is important for each profession and environment to receive individual attention in order to understand its unique characteristics regarding the satisfaction of employees.

This section was dedicated to reviewing literature focusing on job satisfaction in the tourism and hospitality industry from a global perspective. The literature reviewed pertained to studies undertaken in different countries worldwide, and showed the results of studies focusing on the job satisfaction individuals and groups in the tourism and hospitality sector in these countries experienced. The results were very diverse, which confirms the complex nature of the concept *job satisfaction*. Overall, it may be stated that as the global tourism and hospitality industry continues to expand and as times change, it is necessary for its managers to direct their focus towards their subordinates and their roles as service providers. This will effectively ensure that the industry is able to achieve its intended goals in its operations. The next section is a more narrow discussion of literature focusing on the specific context of South Africa.

3.6. JOB SATISFACTION IN THE TOURISM AND HOSPITALITY INDUSTRY IN SOUTH AFRICA

Evidence exists of previous research focusing on job satisfaction in some regions of the South African Tourism sector in the past. This makes it necessary to discuss some of this literature and discover the results, as they may have a bearing on the outcomes of this research. As mentioned in the previous chapter, the tourism and hospitality industry remains an important contributor to the South African economy. The World Travel and Tourism Council (2011:5) reports that the economic impact of the South African tourism and hospitality industry is likely to rise by an estimated 4.8 percent each year from R328.2 billion (which is 11.4% of GDP) by 2011 to approximately R522.4 billion (which is 11.5% of GDP) by the year 2021. In terms of its contribution to employment, the industry employed an estimated 1.3 million jobs in 2011, which is expected to rise by 2.5 percent per annum to about 1.7 million jobs by 2021 (Taal, 2012:3). This implies that the tourism and hospitality industry continues to grow, and that more career opportunities are bound to arise in this sector of industry in the years to come.

As mentioned by Saayman (2007:57), the potential that South African tourism and hospitality will succeed is narrowly associated with the growth of its human capital capacities. This becomes a problem in the sense that despite its growth, there are various human resource-related issues the industry continues to face. For example, the tourism and hospitality industry in South Africa is very labour-intensive, the industry and working conditions are pressurised with long and irregular working hours, poor wages and an absence of job security (Akoojee 2009:117). Harrison, Newman and Roth (2006:305) report that tourism and hospitality is progressively characterised by in-formalisation, in which those who are permanently employed

work side by side, oftentimes in the same jobs, with those who have less secure conditions of employment. This situation is undesirable because these employees are always the first point of contact for all visitors and guests, and if South Africa is to become known as a global destination for activities related to tourism and hospitality, it cannot do so under conditions that are unfavourable to employees in the sector. This possibly explains why some researchers have been interested in the human side of this industry in South Africa in the past.

A study by Coughlan *et al.* (2011:97) investigated the external job satisfaction factors in preselected five-star hotels in the Western Cape. The study was motivated by the fact that although there is a link between job satisfaction and decent work, the hospitality industry in South Africa seems to be lacking in this respect and is widely regarded as a provider of indecent work. The study looked into three factors, namely supervision, work environment and work itself, which were found to positively influence job satisfaction. The study therefore confirms the importance of these factors as drivers of job satisfaction amongst employees in the tourism and hospitality industry.

Maumbe and van Wyk (2011:363) examined the competency levels of employees in the tourism and hospitality industry, addressing the gap between employer expectations and employee job satisfaction and performance after the implementation of the Host training program in 2007 and 2008. The study revealed that satisfaction and performance as well as competency levels of employees had improved after the training had been implemented. These results validate the importance of the continuous training of the employees in the hospitality industry in order to enhance their competency, job satisfaction and job performance.

Coughlan, Haarhoff and Moolman (2014:1) measured the job satisfaction of tourism and corporate employees at a respectable South African golf estate. The study was motivated by the view that golf tourism has become an important part of the whole tourism industry in South Africa, which generates substantial economic growth and job creation. The study disclosed that although the majority of the employees reported high levels of job satisfaction, employees from the corporate sector had higher satisfaction levels than their tourism counterparts. The study further identified four job satisfaction factors, namely goal determination, feedback, recognition and creativity. The results of that study are encouraging since it shows that employees at some tourism and hospitality destinations are satisfied in a nation where people regard working in tourism as mediocre employment. Furthermore, the study is important in that it reveals that by focusing on goal determination, feedback, recognition and creativity of

employees at tourist attractions, companies may realise the benefits such as superior service performance and better profits, which are associated with job satisfaction. Accordingly, managers in the tourism and hospitality industry should give priority to the four factors identified in the study conducted by Coughlan, Haarhoff and Moolman (2015:1).

Apollis (2010:1) investigated the connection between intentions to quit, job satisfaction and psychological capital in the Western Cape, which is a tourism hub in South Africa. The study reveals employees were most satisfied with the content of their work and dissatisfied with management practices. The study further validated the existence of a negative association between job satisfaction and intentions to quit amid tourism industry employees. Therefore, intentions to quit may be reduced by increasing the job satisfaction of employees. A study conducted by Nicolaides (2014:64) assessed the current state of multiskilling and explored some ways in which practical initiatives could be taken further to promote multiskilling and make it more effective within the hospitality industry in five Southern African countries, inclusive of South Africa. The study proposes that the multiskilling of employees could be an effective approach towards motivating, incentivising and encouraging them to stay in the hospitality industry as a lifelong commitment. Possible benefits emanating from employing highly skilled and multi skilled-employees could be increased levels of employee productivity, improved provision of service quality and enhanced employee retention (Sommerville 2007:37). From the employees' perspective they are endowed with fresh skills and commonly benefit from greater job satisfaction, increased remuneration, and better opportunity for promotion when they are multi-skilled (Walker 2007:65).

A study by Zwane, du Plessis and Slabbert (2014:1) indirectly addressed the issue of job satisfaction in the South African tourism and hospitality industry. The study was aimed at comparing the expectations of various employers regarding the skills of tourism industry employees and those skills attained by participants of the Culture, Art, Tourism, Hospitality and Sport Skills Education Training Authorities' (CATHSSETA) program. This program focused on the development of self-reliance, specialist skills, people skills and employability. It was found that most employers in the tourism and hospitality sector imposed higher expectations of competence than learners in the CATHSSETA programme are able to provide after completion of their training. This study has indirect implications for job satisfaction in that employers who are dissatisfied with the skill levels of their employees are bound to react adversely, such as by imposing poor rewards and adverse working climates on the employees.

In addition, employees who realise that their skills or competence levels are insufficient to meet the needs of their employers are bound to feel dissatisfied with their jobs, leading to various adverse outcomes such as poor service delivery and high employee turnover, amongst others. Hence, managers in the tourism and hospitality industry in South Africa face the need to assess their workplace environment in order to ensure that training programmes provided by their organisations meet industry requirements, which also involves satisfying the needs of employees.

The aim of an analysis performed by Bamporiki (2010:1) was to determine whether internal communication has a role to play in the satisfaction of guests in hospitality establishments in Cape Town. Among other things, the research acknowledged that the internal communication system functions as both the nerve centre and backbone of the organisation, and influences a wide range of activities that include, employee satisfaction, thereby influencing guest satisfaction. Consistently, studies by Kyle (2006:177) and Moscardo and Laws (2006:23) found that a robust internal communication climate leads to: better production; enhanced employee satisfaction; less absence from work, complaints and intentions to quit; and higher job loyalty. To build strong internal communication systems, managers are encouraged to set the example through openness, active listening, speaking honestly, and initiative communication training throughout the organisation (Hubeli 2006:4). Therefore it is vital for enterprises in the hospitality sector to initiate effective in-house strategies that improve managerial performance and employee well-being as this is essential for fostering success in a wide range of activities that lead to the satisfaction of guests.

Netshidzati (2012:1) sought to identify factors contributing to employee absenteeism in hotels in South Africa and to assess managers' perceptions of the causes. The study was invoked by the fact that the hospitality industry is characterised by high rates of absenteeism to the tune of 5.1 days per year, which is significantly higher than the average of 3.1 days. The study found that conflict between work and family was the major cause of absenteeism, followed by strikes, exhaustion, transport problems and a lack of support from management. The managers identified family responsibilities, strikes, malingering, childcare problems, genuine illness and dissatisfaction with earnings as the causes of absenteeism. Since all the identified factors correlate with job satisfaction, it can be mentioned that job dissatisfaction is the major reason behind absenteeism at work. Thus, in order to reduce absenteeism, factors leading to job dissatisfaction should be minimised.

Apart from the above-mentioned studies, traces of literature can be found that also address the issue of job satisfaction in the tourism and hospitality industry in South Africa in a partial manner. For example, Kraak (2010:81) mentions that tourism and hospitality management graduates are rejecting employment opportunities in the tourism and hospitality industry in South Africa, due to perceived adverse working conditions and a negative image of the industry, leading to challenges associated with recruitment and retention of tourism and hospitality graduates. Business Unity South Africa (2010:3) noted that the South African Department of Labour has classified the tourism and hospitality industry as a high-risk and problematic industry sector where labour regulations are flouted regularly. This leads to various costs that impact on job satisfaction, leading to unsatisfactory experiences by guests and visitors (Karatepe & Kilic 2007:249). If the situation is not rectified, it could lead to the loss of various job satisfaction paybacks such as super profits (Barrows, Powers & Reynolds 2009:328), happy clients (Berger & Brownell 2009:6), employee productivity (Lambert, Hogan & Griffin 2007:644), higher organisational commitment and better employee health (Fischer & Sousa-Poza 2008:389; Lee, Lee, Liao & Chiang 2009:150), improved occupational health and safety (Gyekye & Salminen 2009:177) and lower employee turnover rates (Hausknecht, Rodda & Howard 2009:282). Accordingly, the South African tourism and hospitality industry has to focus on enhancing the satisfaction of their employees at work in order for these benefits to be realised.

The importance of having satisfied employees in South Africa's tourism and hospitality sector becomes more evident through developments in the hotel industry. Residence rates of upmarket hotels in South Africa declined from nearly 66% in 2007 to nearly 51% in 2011 as a follow-up to the FIFA 2010 Soccer World Cup as well as the global recession. However, a report by PricewaterhouseCoopers (2012:3) indicates that these occupancy levels were steadily increasing, and the anticipated occupancy rate for 2016 is roughly 71%. Generally, upmarket South African hotels meet international standards, providing a world-class visitor experience (Tourism Grading Council of South Africa 2011:18). As mentioned by Stanford (2008:8), guests of most five-star or upmarket hotels expect high-quality services characterised by cooperative and cheerful employees who are willing to help guests consistently. For any upmarket hotel employees to be able to provide this envisaged world-class guest service, they should be happy with their jobs and have positive perceptions regarding their jobs (Ottenbacher, Harrington & Parsa 2009:266). Hence the anticipated growth of occupancy levels as well as

the high expectations of guests places pressure on five-star hotels in South Africa to have satisfied employees.

This section analysed literature related to job satisfaction in the tourism and hospitality industry in South Africa. It was affirmed that although this industry contributes immensely to the South African economy and is poised for growth in the future, it faces various challenges, among them low job satisfaction levels amongst employees. This makes it apparent that there is a need to continuously work on the challenge of job dissatisfaction in order to avert its various consequences, with a view to stimulate further development of the tourism and hospitality sector of the South African economy. The subsequent section provides a conclusion to this chapter.

3.7. COMPENSATION AND JOB PERFORMANCE IN THE TOURISM AND HOSPITALITY INDUSTRY

Pay has an effect on motivation, which also refers to the intrinsic and extrinsic elements that influence an individual to act in certain ways or take certain actions (Pinder, 2014:15). Madera, Dawson and Neal (2013:28) postulates that the success of a tourism and hospitality business relies on how well they manage and motivate their employees but there are many factors that make it difficult to motivate employees in hotels. A study by du Plessis, Douangphichit and Dodd (2016:19) found out that the most influential factor that motivates the performance of employees in the hospitality industry to work harder is to increase their salary. Pay in hotel organisations is the minimum wage rate or the hotel organisations only pay what is required by the labour law to employees, which may not meet or satisfy the basic needs of many front-line employees (Nel, Werner, Poisat, Du Plessis & Sono 2011). Bai, Brewer, Sammons and Swerdlow (2001:37) reported a consistent relationship between job performance and increasing wage for food service employees. *Lam et. al.* (2001:157) investigated employees' job satisfaction in Hong Kong Hotels and their research results specifically showed that salaries and wages are the most important category contributing to job performance.

A study by Yen and Huang (2012:192) investigated the effects of pay on task performance in the tourism and hospitality sector in Taiwan. The study found that basic wages in the hospitality industry are often lower than other industries and that pay structure is positively related to pay satisfaction and task performance. An earlier research by Sturman (2006:6) examined the effects on performance of base-pay levels, merit increases, and lump-sum bonuses. The study showed that both "how much" is paid (the amount of the reward) and "how" the money is paid

(the relationship that exists between performance and pay) influence employees' future performance levels. Another study by Phonsanam (2010:37) encourages hospitality businesses to motivate their staff to provide consistently high levels of performance, especially during conferences and conventions, by paying a bonus tied to the hotel's bookings. The more rooms that are booked each week, the higher the bonus for hotel staff. Still, a study by Barbosa-McCoy (2016:48) that investigated hotel managers' motivational strategies for enhancing employee performance concluded that adequate compensation remains an important pillar in positively improving the job performance of employees in the hospitality industry. Therefore, there is a direct relationship between compensation and the performance of employees in the hospitality sector.

3.8 CONCLUSION

The purpose of this chapter was to conduct an in-depth literature review on job satisfaction and the relevance to the tourism industry. The first section of the chapter analysed literature on the nature of the concept job satisfaction. The literature emphasised the complexity of the concept job satisfaction and the existence of numerous definitions of the concept. However, the major theme emerging from this literature is that job satisfaction is about the attitudes of employees towards their jobs. The second section of the chapter scrutinised literature focusing on factors influencing job satisfaction. It emerged that job satisfaction is multifactorial in nature and is positively influenced by many factors that include participatory decision-making, reward systems, working conditions, employee empowerment, teamwork, safety and health, organisational reputation and image, work-family balance, leadership style, job security and organisational culture. The next section which analysed factors leading to low job dissatisfaction confirmed that low job satisfaction amongst employees is adverse and has a wide range of negative effects to both the employee and the organisation. The subsequent section discussed the benefits of job satisfaction. The literature explored in this section identified a wide spectrum of paybacks associated with job satisfaction that are enjoyed by all stakeholders to the organisation. Next, the chapter interrogated literature focusing on job satisfaction in the tourism and hospitality industry in other countries apart from South Africa. The literature acknowledged the diversity of the global tourism industry and the need for managers in the tourism and hospitality industry to direct their efforts towards satisfying the needs of their employees. This section was succeeded by yet another one that reviewed literature narrowed down to the job satisfaction of employees in the tourism and hospitality sector in South Africa. It was observed that despite its projected growth, employees in the

tourism and hospitality industry in South Africa were generally dissatisfied with their jobs owing to poor service conditions. Overall, it can be said that there is no organisation in any sector of the economy that can survive or prosper without the input of satisfied employees. In the next chapter, the research methodology employed in this study is discussed.

CHAPTER 4

RESEARCH METHODOLOGY

4.1. INTRODUCTION

The purpose of this chapter is to discuss the research methodology applied in this study. The chapter commences with a discussion on the research paradigm followed in the study. This is followed by a discussion of the research design, which is the plan by means of which the strategy is to be conducted. It was deemed important to discuss the research design since it is the one that directs the collection, analysis and interpretation of data in the study. Thereafter, the discussion concentrates on the research method which is the process used to collect information and data. The literature was also briefly discussed to indicate how secondary data related to the area of the study were collected. The chapter then outlines the sampling design adopted to select the respondents from whom data were collected. This is followed by an examination of the type of measurement instrument used in the survey and how it was designed. The focus of the chapter then shifts to data collection methods and procedures which relate to exactly how questionnaires were distributed and collected. The final sections of the chapter are dedicated to data analysis procedures, research ethics and an overall conclusion.

4.2. RESEARCH PARADIGMS

Alise and Teddlie (2010:107) maintain that paradigms refer to norms, value judgments, standards, perspectives, positions, myths, philosophies and accepted processes directing the reasoning and activities of people. This indicates that paradigms may relate to the way people think or to their thinking patterns with regard to specific situations. Within the field of research, Cameron (2009:5) identified two major or most popular research paradigms which are Positivism and Phenomenological paradigms. The Positivism paradigm refers to the use of research methods to examine issues, social problems, or various phenomenon (Howe 2009:431). Positivism mostly refers to scientific inquiry for purposes of determining causality (Giddings 2006:195). Comparatively, phenomenology is intended to describe how people experience a particular phenomenon in life (Morgan 2007:48). It generally narrows down to

making observations and considering the lives and behaviours of people in different scenarios (Onwuegbuzie, Bustamante & Nelson 2010:56).

Since this study was intended to gather information about employee job satisfaction within hospitality establishments in the Vaal Region, it was decided that the study followed the Positivism paradigm. This is because positivism places emphasis on testing for associations between various factors or how one factor causes the other (Pegues 2007:316). This study satisfies this principle since its results may reveal which factors determine the job satisfaction of tourism employees and how they are affected. Therefore the positivist paradigm is most suited for this research.

4.3. RESEARCH DESIGN AND METHODS

Research designs emerge from research paradigms (Creswell 2013:4), as discussed in Section 4.2. Research design is defined as the strategy of a study and the plan by means of which the strategy is to be carried into effect (Onuwa 2008:89). The research design provides direction for the research processes of collecting, analysing and interpreting data observations (Welman, Kruger & Mitchell 2012:93). This means that the research designs are blueprints of studies which enable the researchers to come up with solutions to research problems (Molina-Azorin 2009:47).

There are three most common research methods researchers may select, which are Qualitative, Quantitative and Mixed Method methods (Malhotra 2010:11). Qualitative research is linked to the phenomenological paradigm and is considered by Punch (2014:33) an approach that is more inclined to words rather than quantification in gathering and analysing data and provides an in-depth understanding of a situation. Typical examples of qualitative research designs include Grounded theory, Ethnography, Narrative and Case study (Plano Clark 2010:428). In contrast, Quantitative research is derived from the Positivism paradigm to explain social phenomena and is associated with the collection of numerical (mathematical) data to realise an objective conception of social reality (Creswell 2013:103). Mixed Method methods combine both qualitative and quantitative research, and examples include triangulation, facilitation and complementarity (Harrison & Reilly 2011:8).

In this study, a quantitative research method was followed and this was based on two reasons. First, quantitative designs are useful for analysing numerical data and facilitating the satisfactory investigation of associations or relationships between various factors (Harrison &

Reilly 2011:15). This was applicable to this research since numerical information was obtained from respondents and the study sought to investigate the determinants of the job satisfaction of tourism employees. Second, quantitative designs have several advantages such as high reliability and objectiveness, results can be generalised, it assumes that the sample represents the population, can simplify complex problems to a limited number of factors and places minimum subjectivity on the researcher (Moutinho & Hutcheson 2011:103). Since these benefits were considered important in this research, quantitative research was selected as the most suitable method.

4.4. RESEARCH METHODOLOGY

A research method may be defined as the process used in information and data gathering in order to make business decisions (Molina-Azorin 2009:48). Research methods may include approaches that include research for publication, surveys and interviews, and may entail both current and past material (Creswell & Plano Clark 2011:13). As indicated in section 4.3, quantitative research was selected for use in this study. According to Hurmerinta-Peltomaki and Nummela (2006:439), there are various research methods that fall under quantitative designs, and examples include experimental designs, survey designs, longitudinal designs, case studies, post-ex facto designs, correlational designs and comparative designs. Among these quantitative methods, the survey method was selected apply in this study. A survey method refers to the collection of data for a precise inquiry or research from a specified sample of a given population (Morse & Niehaus 2009:17). The survey method is basically characterised by the collection of data by means of a questionnaire (Myers 2010:5). The advantages of using surveys are that they have a high representativeness of the sample, they make data collection convenient and less costly, and they minimise user subjectivity, which results in reliable findings (Mustafa 2010:132).

4.4.1. Literature Review

A literature review refers to an appraisal of information obtained in the previous writings associated with a chosen study area (Zikmund, Babin, Carr & Griffin 2013:23). The review describes, summarises, evaluates and clarifies these past writings (Maree 2010:7). It is intended to provide a theoretical underpinning for the research and to assist in determining the direction of the study as well as to give a solid background to support the investigation (Ang 2014:78). The literature review also provides the overall comprehension which provides sense to the data interpretation, inferences and what will be recommended in the study (Zikmund *et*

al., 2013:34). It is also considered central to conduct a literature study because it limits the drawbacks of research methods and restricts the collection of data to what is actually substantially worthwhile for the current study (Neuman 2011:67). This has the effect of linking the current research to prior efforts and extends it to build on improved understanding.

In this study, chapter two and chapter three were devoted to the review of related literature. Chapter two examined literature on HRM practices in organisations. Issues discussed included the understanding of HRM, the importance of HRM in the organisation, HRM functions in organisations, challenges facing HRM in the tourism and hospitality organisations and how HRM relates to job satisfaction. Chapter three analysed literature focusing on job satisfaction in the tourism and hospitality industry. The issues that received attention included understanding job satisfaction, factors influencing job satisfaction, benefits of job satisfaction, job satisfaction in the global tourism and hospitality industry and job satisfaction in the tourism and hospitality industry in South Africa. Data used in the literature review was derived from internet sources, textbooks and journal articles available in databases such as Emerald and Science Direct.

4.4.2. Empirical Research

In this study, empirical research included the sampling design, the development of the measuring instrument, the collection of data and analyses of data.

4.4.2.1. Sampling design

Sampling design refers to providing a plan for quantitative or numeric description of trends, attitudes and opinions of a population by studying a representative sample of that population (Feldmann 2014:23). Kabane (2011:297) suggests that sampling design is the complete plan or steps to be taken when identifying the actual population and its elements. Sampling design comprises the recognition of the population, choosing the suitable sampling technique and defining the best sample size (Kolb 2008:73). In this study, issues that received attention included the target population, sampling frame, sample size, and sampling method.

4.4.2.1.1. Target population

A population refers to a general group, which may be either individuals or objects, from which a sample is nominated (Bryman & Bell 2007:182). It may also be the entire group about whom or which some specific data are required (Andrew, McEvoy & Pederson 2011:71). The target

population related to this study comprised all employees in every tourism establishment in the Vaal Region. The exact number of these employees is unknown since there is no single recognised list that contains the statistics of employees in the tourism industry in the Vaal Region. Thus a list of establishments was compiled with information from tourism websites relevant to this region. This resulted in a list of 7 hotels, 23 guesthouses, 12 lodges and 20 restaurants. Information on the number of employees per establishment was not available.

4.4.2.1.2. Sampling frame

A sampling frame refers to a list identifying the selected sample in the study (Kumar 2011:91). It may also be defined as a list of elements from which a sample is drawn (Ang 2014:79). These definitions are important in that they provide a signal of the aim of a sampling frame, which is for the selection of certain population members that are to be requested to take part in the research (Kumar 2011:37). The sampling frame for this study is not known because there is no single list of all hospitality establishments in the Vaal Region or list of employees employed there. Based on the compiled list it was thus decided to include all the establishments listed.

4.4.2.1.3. Sampling size

Kumar (2011:194) defines sampling size as being the number of respondents to be included in the study. A larger sampling size provides greater accuracy in the results of the research (Andrew *et al.* 2011:71). It is generally acknowledged that for a population (N) of 1 000 000, the recommended sample (n) size should be 384 (Krejcie & Morgan 1970:608). Using this recommendation, the sample size for this study was predetermined at 500 respondents to have a sufficient number.

4.4.2.1.4. Sampling approach

Two major sampling approaches used in research are non-probability and probability approaches (Kabane 2011:297). Quinlan (2011:208) states that the non-probability sampling approach involves the unspecified choosing of members of the targeted population in a study based on the researcher's judgment or the accessibility of targeted respondents. This is in contrast with probability sampling whereby the sample selected from any given population is said to be representative of the population (Creswell & Plano Clark 2011:79). The non-probability sampling approach with the convenience (availability) technique was employed to choose sample elements from the intended population (employees in the hospitality establishments in the Vaal Region). The convenience or availability sampling technique

involves the inclusion of those sampling elements that are easy to reach (Wild & Diggineg 2009:11). Convenience sampling was chosen because there was no sampling frame to be used in this study.

4.4.2.2. Development of measuring instrument

A research questionnaire is a tool for collecting and recording information on a specific issue of interest and is composed of a list of questions as well as clear instructions and space for answers and other administrative details (Kimberlin & Winterstein 2008:2277). In this study, a questionnaire comprising open-ended and closed ended questions (refer to Appendix 1) was employed in the collection of data from respondents. The questionnaire was adapted from the Minnesota Satisfaction questionnaire (Weiss, Dawis, England & Lofquist 1967) as well as from work by Lam *et al.* (2001:157) and was divided into four sections requiring information on the demographic characteristics of employees in hospitality establishments in the Vaal Region, job satisfaction in general, job performance of individuals and the opinions of employees.

Section A gathered demographic information on individual employees. The section contained 11 questions that requested respondents to indicate their gender, place of birth, highest level of education, number of years they have been working in the organisation, net monthly income, type of employment, number of working hours per week, current position in the organisation, current working department, years spent in the present position and years spent in the organisation thus far.

Section B consisted of thirty-five questions focusing on job satisfaction in general. The questions were presented using five-point Likert-type scales ranging from 1=very dissatisfied to 5=very satisfied to define the level of satisfaction. Section C consisted of twenty-one questions focusing on information on job performance. The questions were also presented on a five-point Likert-type scale that was also ranging from 1=strongly disagree to 5=strongly agree. Section D consisted of two parts that required the opinion of the respondents. The first part was about what respondents enjoy most in their current job and the second part requested respondents to indicate what they wanted to improve in their current work environment.

4.4.2.3. Collection of data

As reported in Section 4.4.2.1.4, convenience sampling was utilised to collect data from respondents. Various methods are used for collecting data in quantitative surveys and these include telephone, emails, drop and collect, postal, group-administered and online

questionnaires (Scholtes, Terwee & Poolman 2011:236). Since a structured self-administered questionnaire was used for data collection, a drop-and-collect method was applied which is the researcher's ability to physically distribute the questionnaires by allocating the questionnaires to respondents and collecting them once completed, was used. This method is appropriate because it increases the overall response rate (Olsen & Peck 2008:822.).

The distribution and collection of questionnaires was conducted in May and June 2016. Respondents were given three weeks to complete the questionnaires. Resources used in the preparation, distribution and collection of questionnaires were provided by the Higher Degrees Research Department at the Vaal University of Technology. Initially, 500 questionnaires were issued to respondents. Out of these distributed questionnaires, 283 were collected. However, upon screening the collected questionnaires, 271 were found to be suitable for use in the data analysis whilst the remainder 12 were discarded because they were spoilt (incomplete or not accurately completed). After completion of the screening process, the response rate was estimated at approximately 54 percent.

4.4.2.4. Analyses of data

Three data analyses methods, namely descriptive statistics, factor analysis and inferential statistics, were used in this study. Firstly, descriptive statistics were used to analyse the demographic details of respondents and the levels of job satisfaction and performance. Malhotra (2011:73) defines descriptive statistics as those procedures used to state the basic characteristics or features of sampled data. Statistical frequencies were the most commonly used descriptive statistics in this study. A statistical frequency refers to the number of times any data value occurs in any set of figures in a study (Howitt & Cramer 2008:14). In this study, frequency distributions in the form of tables were used to provide a summary of the arrangement of values in the sample data used in this study. Frequency distributions were used to show the distribution of the demographic factors in the sample and to give an indication of the levels of job satisfaction and job performance amongst employees in hospitality establishments in the Vaal Region (refer to Section 5.2).

Secondly, to identify the factors influencing job satisfaction and job performance, factor analyses were used. According to Norris and Lecavalier (2009:17), factor analysis is a technique used to identify existing patterns as well as aspects that characterise associations between any variables/constructs. Bandalos and Boehm-Kaufman (2008:66) state that factor analysis is appropriate when the study has no prior hypothesis about the aspects or patterns of

the variables being measured. Likewise, no hypotheses were proposed in this study, which made the factor analysis procedure appropriate. The type of factor analysis technique used in this study is called principal axis factor analysis, which ensures the factors extracted are arranged in terms of their contribution to the variance, starting with the highest contributing factor to the lowest (Fabrigar, Wegener, MacCallum & Strahan 1999:272). In this study, the factor analysis approach was used to extract the factors that determine both job satisfaction and job performance (refer to Section 5.3).

Thirdly, inferential statistics were conducted in an attempt to deduce (infer) from the sample data (respondents) the views of the population of employees in hospitality establishments in the Vaal Region. Inferential statistical analyses were done by means of *t*-tests, One-way-Analysis-of-Variance (ANOVA) and Spearman rank order correlations. A *t*-test is a statistical examination of the means of two populations (Mankiewicz 2004:154). It is useful for determining whether any two sets of data have any significant differences between them (Rice 2006:21). In this study, only one demographic factor; gender had two categories which are male and female. The *t*-test was applied to test whether the levels of job satisfaction and performance of both male and female respondents were similar.

Whilst *t*-tests were useful in the case of gender, which has only two categories, they are not useful for analysing statistical differences for aspects that have more than two categories, leading to the adoption of the ANOVA technique (Tabachnick & Fidell 2007:109). ANOVA is used to test for differences in the means in populations that have several groups (Gelman 2008:33). In this study, ANOVA was used to test whether the levels of job satisfaction and performance were different for respondents who varied in terms of type of employment contract and department. To examine whether there were any associations between variables, Spearman's correlations were conducted. A Spearman correlation is a measure of the strength and direction of association between variables (Corder & Foreman 2014:65). This is important because besides analysing the levels of job satisfaction and performance and the statistical differences, it was also necessary to determine whether any variables were correlated. In this study, Spearman's correlations were used to assess the strength of associations and direction (positive or negative) between age, education, income and working conditions and job satisfaction and performance (refer to Section 5.3)

4.5. ETHICAL CONSIDERATIONS

Several ethical considerations were observed while the research was being conducted. First, permission to conduct research was requested from management at each establishment before data were collected. Hospitality establishments at which permission to collect data was not granted were left out of the study. Second, the respondents' right to non-participation was adhered to because respondents were not forced to participate in this study. A draft cover letter explaining the intentions of this research was the first page in the questionnaire to enable respondents to insert their signatures as a means to indicate that they participated in this study voluntarily (informed consent). Third, respondent confidentiality was also adhered to as the identities of both the participating establishments and the respondents were held in strict confidence to maintain their anonymity. Respondents were requested to avoid stating their names as they participated in the study in order to protect them from any possible victimisation. Finally, the respondent's right to obtain the information they had provided was observed. This meant that when the study was completed, the results of the study were to be made available to any respondents who were interested in the research outcomes.

4.6. CONCLUSION

The purpose of this chapter was to provide a detailed outline of the research methodology implemented in this study and to present acceptable motivation for the use of each of the approaches followed. All issues related to the research methodology; that is the research design, research method, sampling frame, sampling approach and the entire measurement procedures were discussed. It emerged that the study fits into the positivist research paradigm and adopted a quantitative design using the survey method. The chapter also revealed that the study incorporated a literature review concentrating on human resource practices and job satisfaction in the tourism industry. It emerged that no sampling frame existed from which a list of employees working in hospitality establishments could be obtained. As a result, a non-probability convenience sampling technique was selected for purposes of selecting respondents. Data were collected using a four section survey questionnaire and various ethical considerations were adhered to during the data collection process. The chapter also centred on the approaches followed to analyse the collected data as ethical considerations followed while the data were being collected. The study now proceeds to the fifth chapter, which focuses on the analyses of data and the presentation of results.

CHAPTER 5

EMPIRICAL ANALYSES

5.1 INTRODUCTION

In the interest of the development of the Vaal Region, tourism is an important activity since the area has many hospitality establishments which provide a variety of services to surrounding markets. The aim of this research study was to determine factors influencing the job satisfaction of employees in selected hospitality establishments in the Vaal Region. This chapter discusses how the collected data was analysed to achieve the aim of the research. All the data was accessed from questionnaires that were completed by employees at selected establishments in the Vaal Region.

The questionnaires were left at these hospitality establishments and collected after two to three weeks. The questionnaires were thus self-administered by the respondents. The incomplete questionnaires were disregarded and only those that were completed in full were captured in the dataset. The questionnaires were coded and the data was then captured using Microsoft Excel. The data were analysed using the Statistical Package for Social Sciences (SPSS, Version 23) and are presented in this chapter. Issues discussed in this chapter include descriptive statistics for the demographic details of respondents, job satisfaction in general, job performance, work conditions as well as information concerning the current positions and work environment of the respondents. The purpose of this chapter is to determine the levels of job satisfaction of employees and the factors influencing job satisfaction and job performance in accordance with descriptive statistics (frequency tables), exploratory statistics (factor analyses for job satisfaction and job performance) and inferential statistics (*t*-tests, ANOVA's and Spearman Rank Order Correlations).

5.2 DESCRIPTIVE RESULTS

In this section the results of descriptive analyses are discussed. These include the demographic details of respondents (Section A of the questionnaire), job satisfaction (Section B of the questionnaire) job performance (Section C of the questionnaire) and opinions of the respondents (Section D) (See Appendix 1).

5.2.1 Demographic Details of Respondents

Section A on the questionnaire focused on the demographic details of the respondents. These demographic details were analysed using descriptive statistics. The section addressed information on three variables including gender, age and highest level of education. The results of the analysis of demographic details of respondents are reported in Table 5.1.

Table 5.1: Demographic Detail of Respondents

VARIABLE AND CATEGORY	PERCENTAGE
Gender	
Male	49%
Female	51%
Age	
<20-30 years of age	63%
31-40 years of age	27%
41-50 years of age	7%
51> years of age	3%
Highest level of education	
Matric / Grade 12	45%
Certificate	20%
Diploma	22%
Degree and higher	13%

Gender

The results in Table 5.1 indicate that of the 271 respondents that had answered the questionnaires, 49% were males and 51% females. This indicates an almost equal representation of gender in this study. Both male and female employees work in the hospitality establishments in the Vaal Region and the industry was thus well represented in terms of gender.

Age

Of the 271 respondents that participated in this study, 63% were aged <20-30 years, 27% between 31-40 years, 7% between 41-50 years and 3% were 51 years of age and older. These results indicate that the respondents that participated in the Vaal Region study are dominated by the number of employees younger than 30 years. The results indicate that a small percentage

of respondents were older than 40 years of age with the average age of respondents being 30 years.

Highest level of education

Table 5.1 also shows that of the 271 respondents who completed the questionnaires, 45% were holders of Matric /Grade 12, 22% diplomas, 20% post-matric certificates, and 13% were holders of degrees. Therefore these results indicate that there was a balance between those with a secondary qualification and those that had some form of tertiary qualification. Those respondents that hold a degree were a small percentage of the total (13%).

From the demographic analyses it is clear that respondents were thus either male or female, 30 years of age and hold a grade 12 certificate.

5.2.2 Work-Related Information

Work-related information is reported in Table 5.2

Table 5.2: Work-Related Information

VARIABLE AND CATEGORY	PERCENTAGE	VARIABLE AND CATEGORY	PERCENTAGE
Number of years working in the organisation		Type of employment	
Less than 1 year	17%	Permanent	67%
1 – 2 years	24%	Contract	19%
3 – 5 years	38%	Part time	13%
6 – 9 years	13%	Internship	1%
10 years and more	8%		
Net monthly income		Years in current position	
Less than R5 000	53%	Less than 1 year	10%
Between R5 000 and R10 000	32%	1-5 years	73%
Between R10 000 and R15 000	10%	6-10 years	14%
Between R15 000 and R20 000	3%	11-15 years	3%
Above R20 000	2%		
Number of working hours per week		Position in the organisation	
Less than 24 hours	17%	Manager	14%
Between 24 hours and 36 hours	9%	Finance and Accounting	4%
Between 37 hours and 48 hours	30%	Administration	17%
Between 49 hours and 60 hours	31%	Technical	4%
Between 61 hours and 72 hours	9%	Customer service	51%
More than 72 hours	4%	General duty	10%
Current department			
Reception	6%		
Marketing	5%		
Finance	8%		
Human resources	4%		
General management	4%		

Food and beverages	41%		
Housekeeping	4%		
Administration	4%		
Maintenance	3%		
Security	4%		
Customer relations	9%		
Other	8%		

Number of years working in the organisation

As shown in Table 5.2, of the total number of the respondents that completed the questionnaires, 38% had been employed for three to five years, 24% for one to two years, 17%, for less than one year, 13% for six to nine years and 8% for 10 years and longer. The results show that most of the employees are relatively new in their respective organisations because the majority of the respondents have been employed for periods less than five years. The results might indicate that employees move in the industry as the percentage of the employees being in the same organisations for more than 10 years is very small. Hospitality establishments should work hard to retain their good employees and not lose them to other organisations.

Net monthly income

In terms of net monthly income, 53% of the respondents were paid less than R5 000 per month, 32% between R5 000 and R10 000 per month, 10% between R10 000 and R15 000 per month, 3% between R15 000 and R20 000 per month and 2% were paid R20 000 per month. It is thus evident that most of the respondents receive a fairly low monthly income with only 5% of the respondents receiving more than R15 000 a month. Even casual workers receiving less than R5000 per month may feel that these amounts are inadequate, depending on their needs. Hence the net monthly income might also cause employees to move to other organisations to earn better salaries (Jolliffe & Farnsworth 2003:312).

Type of employment

Regarding the type of employment, 67% of the respondents were permanently employed in their respective organisations with 19% on contract employment, 13% on a part-time basis and 1% of the respondents were under internships. The results show that the majority of the respondents in the Vaal Region tourism industry are permanently employed. This is exemplary, since permanent employment has some motivational benefits towards the employees, which leads to better performance of the organisations (Guest, Isaksson & de Witte 2010:11)

Number of working hours per week

With regard to the number of working hours per week, 31% worked between 49 hours and 60 hours, 30% between 36 hours and 48 hours, 17% less than 24 hours per week, 9% between 24 hours and 36 hours, 9% between 60 hours and 72 hours and 4% worked more than 72 hours per week. The results indicate that there are many employees within hospitality establishments in the Vaal Region who work unfavourable hours which exceed the recommended forty hours per week. The Basic Conditions of Employment Act of 2002 prescribes working hours of maximum 45 per week for any employee (Republic of South Africa 2002:13). This means that an employee is expected to work a maximum of nine hours per day, if s/he works five days per week or less. In cases where the employee works for more than five days a week, the total number of hours that s/he is expected to work per day is eight (Department of Labour 2016).

Position in the organisation and department

When asked about respondents' positions in the organisations, 51% of the respondents were working under customer service, 17% were administrators, 14% were managers, 10% were general workers, 4% were under finance and accounting and 4% were working as technicians. The results show that the larger percentage of the respondents (51%) were working under customer service. This result is not surprising, since this is an important function in accommodation establishments, which formed part of the sample.

Department in the organisation

Among the respondents, 41% were working in the food and beverages department, 9% in customer relations, 8% in the finance department, 8% in other departments not specified in the questionnaire, 6% were working at reception and 5% in the marketing department. Thus the largest number of employees (41%) was working in the food and beverages departments.

Number of years in current position

With regard to the number of years in the current position, 73% of the respondents had been in their positions for periods ranging between one year and five years, 14% for periods between six years and 10 years, 10% for less than one year and 3% of them had been in their positions for periods ranging between 10 years and 15 years. The results show that those in their current positions for periods ranging between one year and five years were the majority. When considering the number of years working in the current organisation, movement has taken place in positions of the current organisations.

5.2.3 Descriptive Statistics for Job Satisfaction in General

Section B on the questionnaire focused on the job satisfaction of the respondents. Descriptive statistics were used to analyse the perceptions of respondents regarding their job satisfaction.

The results are reported in Table 5.3.

Table 5.3: Descriptive Statistics for Job Satisfaction

Item	On my present job, this is how I feel about....	Very Dissatisfied	Dissatisfied	Not Sure	Satisfied	Very satisfied	Mean	Standard deviation
1.	Being able to keep busy all the time	5%	13%	12%	53%	17%	3.62	1.078
2.	The chance to work alone on the job	7%	19%	20%	41%	13%	3.34	1.134
3.	The chance to do different things from time to time	5%	20%	12%	39%	24%	3.57	1.196
4.	The chance to be “somebody” in the community	6%	8%	21%	42%	23%	3.68	1.097
5.	The way my boss handles his/her workers	11%	24%	10%	38%	17%	3.25	1.304
6.	The competence of my supervisor in making decisions	9%	22%	20%	38%	11%	3.22	1.169
7.	Being able to do things that don’t go against my conscience	7%	19%	20%	40%	14%	3.34	1.143
8.	The way my job provides for steady employment	5%	18%	24%	42%	11%	3.35	1.068
9.	The chance to do things for other people	3%	7%	14%	56%	20%	3.83	0.937
10.	The chance to tell people what to do	5%	17%	27%	39%	12%	3.36	1.055
11.	The chance to do something that makes use of my abilities	4%	22%	14%	40%	20%	3.49	1.148
12.	The way organisation policies are put into practice	9%	25%	20%	34%	12%	3.14	1.195
13.	My salary	17%	36%	17%	22%	8%	2.68	1.213
14.	The chances for advancement on this job.	9%	29%	27%	25%	10%	2.98	1.135
15.	The freedom to use my own judgement	11%	26%	22%	31%	10%	3.04	1.183
16.	The chance to try my own methods of doing the job	9%	25%	17%	34%	15%	3.20	1.229
17.	The working conditions	8%	23%	12%	46%	11%	3.28	1.177
18.	The way my co-workers get along with each other	8%	14%	12%	44%	22%	3.60	1.183
19.	The praise I get for doing a good job	9%	28%	15%	36%	12%	3.15	1.213
20.	The feeling of accomplishment I get from the job.	7%	24%	17%	38%	14%	3.28	1.188
21.	The chance to do the kind of work that I do best	7%	20%	16%	40%	17%	3.41	1.188

Item	On my present job, this is how I feel about....	Very Dissatisfied	Dissatisfied	Not Sure	Satisfied	Very satisfied	Mean	Standard deviation
22	The amount of pay I receive for the work I do	16%	37%	18%	21%	8%	2.68	1.201
23	The working conditions (heating, lighting etc.)	6%	20%	14%	48%	12%	3.39	1.113
24	The chance to do work that is well-suited to my abilities	6%	29%	12%	41%	12%	3.25	1.168
25	The chance to make as much money as my friends	13%	37%	20%	20%	10%	2.79	1.203
26	The physical surroundings where I work	4%	19%	16%	50%	11%	3.46	1.049
27	The chance to make use of my best abilities	6%	23%	18%	36%	17%	3.35	1.183
28	How my pay compares with pay for similar jobs in other organisations	18%	33%	28%	16%	5%	2.58	1.109
29	The pleasantness of the working conditions	6%	22%	18%	45%	9%	3.27	1.104
30	The chance to do something that makes use of my abilities	4%	27%	21%	36%	12%	3.26	1.103
31	My pay and the amount of work I do	17%	38%	17%	21%	7%	2.64	1.193
32	The physical working conditions of the job	7%	21%	16%	45%	11%	3.32	1.131
33	The chance to make use of my abilities and skills	6%	26%	19%	37%	12%	3.23	1.147
34	How my pay compares with that of other workers	15%	31%	27%	21%	6%	2.73	1.127
35	The working conditions	7%	22%	12%	47%	12%	3.34	1.153

From Table 5.3 respondents were *satisfied* with the following:

- The chance to do things for other people (56%)
- Being able to keep busy all the time (53%)
- The physical surroundings where they work (50%)
- The working conditions (heating, lighting etc.) (48%)

As shown in Table 5.3 respondents were *dissatisfied* with the following

- Their pay and the amount of work they do (38%)
- The chance to make as much money as their friends (37%)
- The amount of pay they receive for the work they do (37%)
- Their salary (36%)

The highest mean values were obtained for the following statements:

- The chance to do things for other people ($\bar{x}=3.83$)
- The chance to be “somebody” in the community ($\bar{x}=3.68$)
- Being able to keep busy all the time ($\bar{x}=3.62$)
- The way their co-workers get along with each other ($\bar{x}=3.60$)

The lowest mean values were obtained for the following statements:

- How their pay compares with pay for similar jobs in other organisations ($\bar{x}=2.58$)
- Their pay and the amount of work they do ($\bar{x}=2.64$)
- The amount of pay they receive for the work they do ($\bar{x}=2.68$)
- Their salary ($\bar{x}=2.68$)

From the information above it is clear that the respondents were satisfied with their work life, the interaction with co-workers and the working environment, since the higher mean values indicated higher levels of satisfaction. The lower mean values represent dissatisfied employees. It is clear that the respondents were not satisfied with the amount of pay they were receiving compared to the amount of work they do. Overall, these results indicate that most employees in hospitality establishments in the Vaal Region were satisfied with their work life and working environment but they were dissatisfied with their salaries.

The above results support the findings of studies by Kusluvan *et al.* (2010:173), Pratten (2003:237) and Simons and Enz (1995:25) who found that employees were dissatisfied with their salaries in various tourism environments. In addition, Ting-Chau (1980:12) conducted a study in the tourism industry in Hong Kong and determined that employees were also dissatisfied with their salaries. This result was attributed to the fact that the standard of living in Hong Kong is very high, which makes employees in that country to demand high salaries. However, studies conducted by Karatepe and Douri (2012:134) and Karatepe (2011:13) in the Taiwanese hospitality industry found that employees were satisfied with their work life. Another study conducted by Aksu and Aktas (2005:485) in the Antalya region of Turkey reports that employees were satisfied with working conditions. Pratten (2003:237) found different results indicating that employees in the tourism industry in the United Kingdom were dissatisfied with the working conditions, particularly the chefs as they have to work in poor environments in the kitchen. This makes it clear that working conditions, quality of work life and salary are important factors regarding the job satisfaction of employees in the tourism

industry and more specifically in the Vaal Region, and that salaries are almost a global challenge.

5.2.4 Descriptive Statistics for Job Performance

Section C1 of the questionnaire focused on the feelings of respondents towards job performance in the tourism and hospitality industry. The results are reported in Table 5.4.

Table 5.4: Descriptive Statistics for Job Performance

Item	Description	Strongly agree	Disagree	Not Sure	Agree	Strongly agree	Mean	Standard deviation
1	I feel positive about my job and the organisation	6%	12%	18%	49%	15%	3.56	1.073
2	I believe this organisation delivers quality products/services	4%	6%	10%	58%	22%	3.89	0.965
3	I am generally motivated to work here	7%	19%	22%	36%	16%	3.37	1.156
4	I like motivating other employees	2%	5%	8%	59%	26%	4.01	0.865
5	I enjoy offering help to others in the organisation	2%	4%	8%	58%	28%	4.06	0.839
6	I sometimes take action to avoid problems in the organisation	1%	16%	9%	55%	19%	3.75	0.971
7	I enjoy work functions and social meetings	3%	7%	20%	39%	31%	3.89	1.014
8	I get along well with others in the organisation	3%	5%	13%	45%	34%	4.02	0.966
9	I understand how our compensation works	7%	11%	26%	41%	15%	3.48	1.710
10	I am happy with my salary and bonus compared to my performance	23%	31%	19%	17%	10%	2.59	1.276
11	I consider myself a hard worker	1%	3%	4%	33%	59%	4.47	0.787
12	I always meet deadlines	4%	4%	11%	46%	35%	4.04	0.997
13	There is good communication within the organisation	6%	10%	21%	43%	20%	3.62	1.082
14	Top management leads the organisation well	9%	12%	27%	37%	15%	3.38	1.145
15	Lower level management leads the organisation well	8%	9%	31%	40%	12%	3.39	1.065
16	The organisation provides enough training for employees	6%	20%	12%	44%	18%	3.48	1.167
17	I plan to work here for a long time	15%	16%	33%	25%	11%	3.03	1.208

From Table 5.4 it was clear that respondents *strongly agreed* with the following job performance statement:

- They consider themselves hard workers (59%)

Respondents *agreed* with the following job performance statements:

- They like motivating other employees (59%)
- They enjoy offering help to others in the organisation (58%)
- They believe the organisation delivers quality products/services (58%)
- They sometimes take action to avoid problems in the organisation (55%)

It is evident from Table 5.4 that respondents *disagreed* with the following job performance statement:

- They are happy with their salary and bonus compared to their performance (31%)

As shown in Table 5.4 the respondents *were not sure* about the following job performance statement:

- They plan to work at this organisation for a long time (33%)

In Table 5.4 the highest mean values were obtained for the following job performance statements:

- I consider myself a hard worker ($\bar{x}=4.46$)
- I enjoy offering help to others in the organisation ($\bar{x}=4.06$)
- I always meet deadlines ($\bar{x}=4.04$)
- I get along very well with others in the organisation ($\bar{x}=4.02$)
- I like motivating others ($\bar{x}=4.01$)

The lowest mean values were obtained for the following job performance statements:

- I am happy with my salary and bonus compared to my performance ($\bar{x}=2.59$)
- I plan to work here for a long time ($\bar{x}=3.03$)
- I am generally motivated to work here ($\bar{x}=3.37$)

From the job performance information above it is shown that the respondents agreed that they were satisfied with the interaction with their colleagues and with taking actions to avoid problems in the organisation. They also believed that their organisations offered quality products and services. However, they were dissatisfied with the salaries and bonuses they are receiving compared to their performance. Respondents were also not sure whether they were

going to stay in their organisations for a long time. This negatively impacts on the organisation. In terms of mean values, respondents considered themselves hard workers that are able to meet deadlines and motivate others and work along with them. Overall, employees in hospitality establishments in the Vaal Region are satisfied with teamwork, the quality of service rendered to clients and the effort they exert in their work.

Similar to the results above, Sharpley and Forster (2003:691) found that tourism employees in Cyprus felt that teamwork existed in their organisations and that they were part of the team and that this helped them to feel empowered to give a better service to customers. Abdullah, Samsudin, Armia, Derani, Nair and Ayob (2012:243) found positive associations between teamwork and job satisfaction within tourism and hospitality workers in Malaysia. Studies conducted by Karl and Peluchette (2006:5) and Bai (2006:37) established that employees in the tourism industry in USA perceived that their organisations were providing quality service to clients. With regard to intention to leave, studies conducted by Kuruüzüm, Cetin and Irmak (2009:4) in Turkey and Rotenberry and Moberg (2007:207) in the USA determined that employees in the tourism industry were dissatisfied and were unsure whether they were going to stay in their current organisations for long. Ghiselli, LaLopa and Bai (2001:29) concluded that food service managers in the USA were dissatisfied with their salaries and benefits and wanted to leave their current jobs. Choi (2006:321) also conducted a study in Korean hotels and found that employees were not sure of staying in the same organisations for a long time. In South Africa, a study by de Beer (2011:85) found that tour guides worked under adverse conditions which were characterised by low pay, unreasonable working hours and the lack of formal employment contracts. These conditions led to the dissatisfaction of tour guides with their jobs. It is clear that certain aspects in the working environment of the tourism industry call for attention and it seems to be challenges that affect this industry at a global level. Given the contribution of this industry to GDP, the working environment and wages call for attention. The tourism industry cannot afford to lose loyal and effective workers due to the negative effect it might have on service delivery and customer satisfaction.

5.2.4.1 Descriptive statistics for work conditions

Section C2 of the questionnaire comprised of four questions requesting respondents to indicate the statement that best describes their working environment. The results are presented in Table 5.5.

Table 5.5: Respondents' working conditions

Item	Description	Percentage
1	Management makes all the decisions and I have no say	40%
2	Management makes most decisions, but I am allowed to make some decisions, but within clearly defined boundaries	21%
3	I am consulted about work-related problems and decisions but management still makes the final decisions.	24%
4	Management shares decision making with all employees	15%

As shown in Table 5.5 with regard to decision making, 40% of the respondents indicated that all the decisions are made by management only and employees do not have any input. Since this is the largest percentage compared to other issues pertaining to management, it reveals that in most hospitality establishments in the Vaal Region, the ideas of employees are not being put to use and employees have no say in decision making. This might influence their attitudes towards these organisations. When managers grant employees an opportunity to take part in decision-making, employees develop a better feeling that they belong to the organisation, which leads to improved mental health (Noblet, Graffam & McWilliams 2008:137). It became clear in this research that respondents felt they did not have the opportunity to participate.

5.2.4.2 Descriptive statistics for what employees enjoy about their current job

Section D1 of the questionnaire requested respondents to indicate what they enjoy in their current job. This was an open-ended question and these were captured in accordance with similar themes. The results are reported in Table 5.6.

Table 5.6: Descriptive statistics for what employees enjoy about their current job

Item	Description	Percentage
1	Customer service	37%
2	Teamwork	32%
3	Self-improvement opportunities	17%
4	Challenging work	7%
5	Managing people	7%

As reported in Table 5.6, 37% of the respondents indicated that they enjoy providing a service to customers, 32% enjoyed teamwork, 17% enjoyed self-improvement opportunities, while 7% respectively enjoyed challenging work and managing people. Customer service is one of the main elements of a tourism business and in many cases it is focused on a team effort. Since

employees enjoy these particular aspects of their work the organisations might invest in certain efforts to improve these even more.

5.2.4.3 Descriptive statistics for improvement in work environment

Section D2 of the questionnaire requested respondents to indicate areas where improvements could be made on their current jobs. This was also an open-ended question and the results were captured in accordance with similar themes. The results are reported in Table 5.7.

Table 5.7: Descriptive statistics for improvement in work environment

Item	Description	Percentage
1	Remuneration	37%
2	Teamwork	20%
3	Working conditions	20%
4	Management Style	14%
5	Personal development	9%

As shown in Table 5.7, 37% of the respondents indicated that they would want an improvement on their remuneration, 20% indicated improvements in teamwork, 20% desire to see improvements in working conditions, 14% would want to see improvements in management style and 9% prefer improvements in personal development. This makes it clear that employees in hospitality establishments in the Vaal Region could become more motivated in their jobs if improvements are made in these above-mentioned areas. It is clear from all the results thus far that remuneration is of major concern.

5.3 IN-DEPTH ANALYSES OF JOB SATISFACTION AND JOB PERFORMANCE

This section discusses the exploratory and inferential statistics for job satisfaction and job performance. The first method used for assessing the exploratory results is factor analysis (Cronbach alpha values, mean values, inter-item correlations, eigenvalues and percentage of variance). Factor analysis is critical to this study because it was used to identify the factors determining job satisfaction and job performance. Cronbach alpha values and inter-item correlations are discussed to show whether measurement scales used in the study were reliable and mean scores show which factors were more important to respondents. The section also uses screeplots to display eigenvalues with a view to show which factors were retained and those

that were discarded. The percentage of variance shows the contribution of each factor to either the job satisfaction or job performance.

Secondly, *t*-tests, ANOVA's and Spearman Rank Correlations were used as inferential statistical methods to determine the existence of any variations in job satisfaction and job performance depending on demographic factors. *t*-tests were used to determine the gender differences between the males and the females. The ANOVA technique which is the analysis of variance was also important to this study because it was used to indicate whether any significances among different groups against the different factors occurred. Spearman rank correlations were also applied in the study to trace possible correlations between demographic factors and job satisfaction and performance. Spearman's correlations show the strength and direction of association between different factors (Mukaka 2012:69). Effect sizes were also used in the study to establish whether the influence of a demographic factor on job satisfaction and performance was small, medium or large.

5.3.1 Analysing Job Satisfaction

In this section job satisfaction is analysed by firstly determining the factors defining job satisfaction and secondly identifying the aspects influencing job satisfaction.

5.3.1.1 Understanding job satisfaction: exploratory factor analysis

The factor analysis procedure serves to reduce the data. It takes a large set of variables and summarises it by using smaller sets of factors (Pallant 2010). Since it is the idea to do further analyses with the data it was decided to reduce the variables to a more manageable number by applying factor analysis. Thus, to examine the factors underlying the job satisfaction of employees in hospitality establishments in the Vaal Region, a Principal Components (PCA) factor analysis was undertaken with oblique rotation (direct oblimin). To determine the factorability of the data, the Bartlett's test of sphericity was found to be significant ($p < 0.000$) and the Kaiser-Meyer-Okin measure of sampling adequacy (KMO) was 0.955, which are highly acceptable, as recommended by Kaiser (1970:405).

A scree plot was also used to determine factors influencing job satisfaction. According to Ledesma and Valero-Mora (2007:3) the scree plot method is a graphical illustration of the eigenvalues. The vertical axis shows the eigenvalues while the horizontal axis indicates the factors. The scree plot for job satisfaction is provided in Figure 5.1.

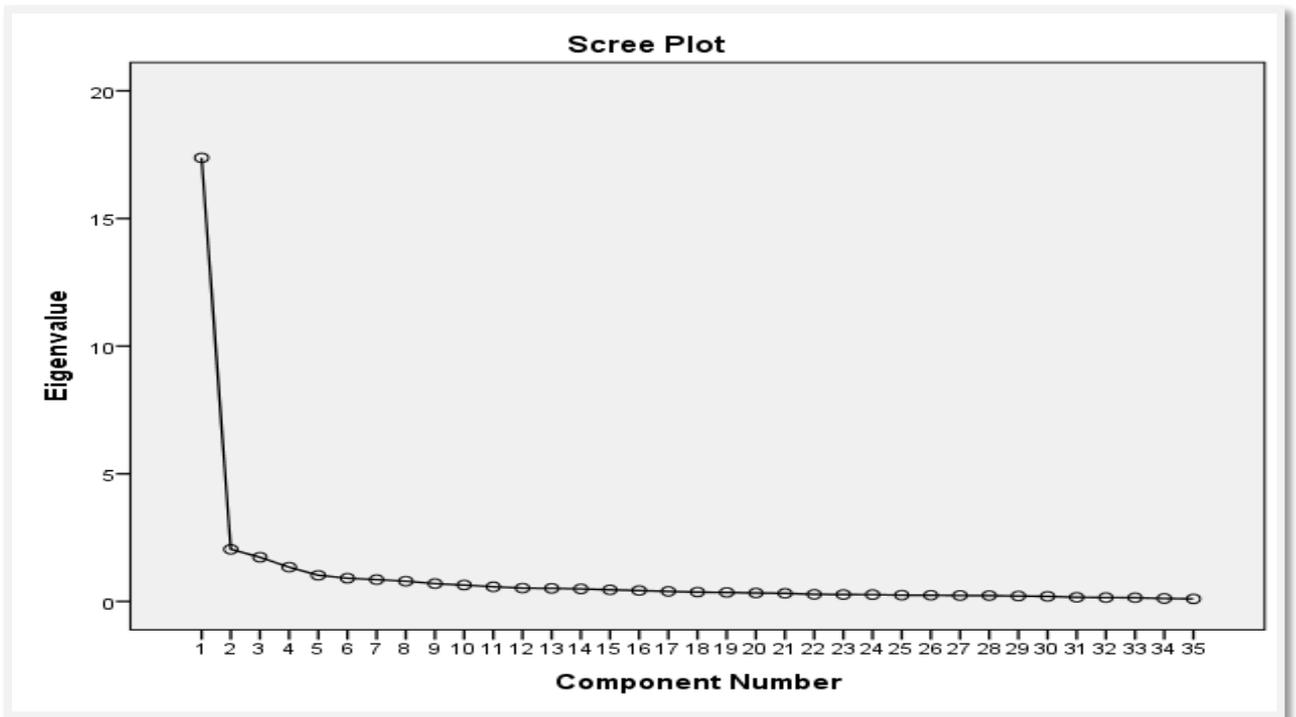


Figure 5.1: Scree Plot

Figure 5.1 above is a scree plot that displays the eigenvalues associated with job satisfaction. Huck (2012:490) explains that factors are used for interpretation only when their eigenvalues are larger than one. Large eigenvalues mean that the factors are useful, and small eigenvalues (<1) indicate that they are not important. In Figure 5.1 the scree plot shows the plotting of the eigenvalues of the factors and it is also clear from it that five factors were appropriate. Thus the 35 job satisfaction aspects yielded five factors that had eigenvalues which were greater than 1.0. Factor one had the highest eigenvalue of 17.376 and factor five had the lowest eigenvalue of 1.024. These factors were labelled Skills and abilities, Remuneration, Working conditions, Management skills and Team spirit. All the aspects had factor loadings of over 0.30. Only items that had a loading factor of 0.3 and above were considered. The results of the PCA are reported in Table 5.8.

TABLE 5.8: Principal Components Factor Analysis for Job Satisfaction Factors

Feeling about current job		Factor loadings				
		Skills and Abilities	Remuneration	Working conditions	Management Practices	Team Spirit
<i>Skills and Abilities</i>						
B2_7	The chance to make use of my best abilities	0.753				

B1_11	The chance to do something that makes use of my abilities	0.745				
B2_13	The chance to make use of my abilities and skills	0.700				
B2_10	The chance to do something that makes use of my abilities	0.694				
B2_1	The chance to do the kind of work that I do best	0.686				
B2_4	The chance to do work that is well suited to my abilities	0.677				
B1_3	The chance to do different things from time to time	0.621				
B1_2	The chance to work alone on the job	0.574				
B1_1	Being able to keep busy all the time	0.563				
B1_10	The chance to tell people what to do	0.431				
B1_20	The feeling of accomplishment I get from the job.	0.413				
B1_16	The chance to try my own methods of doing the job	0.405				
Remuneration						
B2_2	The amount of pay I receive for the work I do		-0.841			
B2_11	My pay and the amount of work I do		-0.831			
B2_8	How my pay compares with pay for similar jobs in other organisations		-0.806			
B1_13	My salary		-0.806			
B2_5	The chance to make as much money as my friends		-0.750			
B2_14	How my pay compares with that of other workers		-0.742			
B1_14	The chances for advancement on this job		-0.538			
Working conditions						
B2_12	The physical working conditions of the job			0.744		
B2_15	The working conditions			0.660		
B2_6	The physical surroundings where I work			0.648		
B2_9	The pleasantness of the working conditions			0.629		

B2_3	The working conditions (heating, lighting etc.)			0.616		
B1_17	The working conditions			0.548		
Management Practices						
B1_5	The way my boss handles his/her workers				0.536	
B1_6	The competence of my supervisor in making decisions				0.525	
B1_12	The way organisation policies are put into practice				0.421	
B1_15	The freedom to use my own judgement				0.391	
B_19	The praise I get for doing a good job				0.296	
Team Spirit						
B1_18	The way my co-workers get along with each other					0.737
B1_9	The chance to do things for other people					0.733
B1_4	The chance to be “somebody” in the community					0.538
B1_8	The way my job provides for steady employment					0.492
B1_7	Being able to do things that don't go against my conscience					0.407
Eigenvalues		17.376	2.042	1.730	1.342	1.024
Cronbach's a reliability coefficient		0.941	0.927	0.918	0.810	0.757
Inter-item correlations		0.568	0.643	0.652	0.597	0.389
Mean value (standard deviation)		3.36 ± (0.90)	2.70 ± (1.10)	3.30 ± (0.95)	3.16 ± (1.00)	3.60 ± (0.80)

The five factors explained 67% of the variance. Factor 1 was labelled *skills and abilities* and contributed to 49.65% of the variance, had a Cronbach alpha value of 0.941 and an inter-item correlation of 0.568. Skills and abilities had a mean score of 3.36 which indicates that employees were satisfied with the utilisation of skills and abilities in their organisations. The factor included issues such as the chance to make use of best abilities, chance to do the kind of work one does best, the chance to do different things from time to time and the chance to tell people what to do. According to Richardson (2009:382), the present operational environment in today's tourism and hospitality industry is very competitive and requires organisations to fully utilise their skilled employees to maximise their contributions. Pratten and O'Leary (2007:68) state that employee retention problems in the tourism and hospitality industry can be solved by utilising their skills and abilities. Chen, Takeuchi and Wakabayashi (2005:786) state

that an organisation can achieve sustainable competitive advantages when it makes the best use of the skills and abilities of its employees. Therefore, if employees perceive that their skills and abilities are being underutilised in their organisation, they will be unhappy and they will end up leaving the organisation.

Factor 2 was labelled *remuneration* and contributed to 5.83% of the variance, had a Cronbach alpha value of 0.927 and an inter-item correlation of 0.643. The mean value for remuneration was 2.70, which was the lowest and indicates that employees were most dissatisfied with the salaries they were receiving. The factor included issues such as the amount of pay received for the work done, the chance to make as much money as friends, the chance for advancement on this job and the way the job provides for steady employment. According to Rayton (2006:141), a salary is a very important source of income for an employee because it determines his/her standard of living. A salary also determines the level of productivity and the work performance of employees (Yang 2008:180). Beardsley, Matzke, Rospond, Williams, Knapp, Kradjan, Kehrer, Zavod, Davis and Brazeau (2008:3) argue that remuneration affects an individual's career choice, the salary levels between different positions as well as practice opportunities in an organisation. Most challenges and achievements in organisations stem from employee satisfaction with compensation and the proficiency of the workforce (Katou & Budhwar 2007b:1223). Herzberg (2008:74) states that employees have to be paid amounts matching their levels of competence. If employees perceive that their remuneration is inadequate, they get disgruntled, may be absent from work most of the times, become less productive and will end up leaving for better-paying jobs (Reiche, 2009:1362). On the contrary, if employees are satisfied with their remuneration, they become more loyal and productive to their organisations and they will stay for longer periods (Wood & Wall 2007:1335). This makes it clear that the amount and method of remuneration is essential for increasing the likelihood of success in the organisation and that current dissatisfaction levels should be addressed or else it will create negative effects on the working environment.

Factor 3 was labelled *working conditions* which contributed to 4.94% of the variance, had a Cronbach alpha value of 0.918 and an inter-item correlation of 0.652. The mean value for working conditions was 3.30 which shows that employees were satisfied with the conditions under which they are working. The factor included issues such as the physical conditions of the job, the physical surroundings at the work place and the working conditions. Fabiano, Curro, Reverberi and Pastorino (2008:535) suggest that unsatisfactory working conditions are

a major cause of employee distress and can lead to depression and emotional apprehension in employees. An unfriendly working environment characterised by odd working hours, health hazards such as pollution and high risks of accidents and a lack of rewards are likely to demotivate employees (Booth & Hamer 2007:289). However, positive working environments tend to promote employee health, which increases their productivity, creativity and commitment to their employers (Herzberg 2008:128). The latter should be the focus of any working environment.

Factor 4 was labelled *management practices* and contributed to 3.83% of the variance, had a Cronbach alpha value of 0.881 and an inter-item correlation of 0.597. Management practices scored a mean value of 3.16 which indicates that employees were satisfied with the approaches followed by management. The factor included issues such as the way bosses handled their workers, the competence of supervisors in making decisions, the way organisation policies are put into practice and the freedom to follow own judgement. Kolagari and Khoddam (2007:65) indicate that the behaviour of managers determines the spirit and level of motivation of staff members, as well as their job satisfaction. Suitable practices by management are important since they create positive employee emotions (Bono & Ilies 2006:317). Gaither *et al.* (2007:165) report that employees who experience less conflict and differences with supervisors experience more job satisfaction than those who experience more conflicts with their superiors. Thus employee empowerment concomitant with meaningful manager-employee relationships can result in improved job satisfaction in organisations.

Factor 5 was labelled *team spirit* and contributed to 2.93% of the variance, had a Cronbach alpha value of 0.757 and an inter-item correlation of 0.389. Team spirit scored the highest mean value of 3.60 which indicates that employees were most satisfied with the way they work together as a team than the other four factors. The factor included issues such as the way co-workers get along with each other, the chance to do things for other people, and being able to do things that do not go against conscience. According to Busck, Knudsen and Lind (2010:285), employees engaged in teamwork are likely to feel motivated, especially if their suggestions are respected, because the need for social intercourse is important to all people. The way employees are allowed to socialise with one another at any time during the day could enable them to improve the sense of teamwork in the organisation. Kanji (2008:403) states that employees tend to perform better when they work in a friendly and supportive environment that has a team spirit. It is well known in the service literature that tourism and hospitality staff

that work as a team tend to produce happier guests and in turn, pleased guests are more willing to return to the same tourism and hospitality provider, which results in loyal customers and increased business for the organisation (Brown & Lam 2008:245). Therefore teamwork is an important factor for the satisfaction of tourism employees.

5.3.1.2 Aspects influencing job satisfaction

It is not only important to understand job satisfaction but to also determine possible aspects that can influence job satisfaction. In the case of this research the influence of gender, department working for, type of employment, age, education level, income and working conditions were assessed as possible aspects to influence job satisfaction.

5.3.1.2.1 Comparison of job satisfaction by gender

The *t*-test was used to compare job satisfaction by gender. The results are presented in Table 5.9.

Table 5.9: *t*-test for job satisfaction by gender

Gender	Male Mean & Std dev	Female Mean & Std dev	p-value	F-value	Effect size
Skills and Ability	3.38 (±0.92)	3.35 (±0.88)	0.791	2.838	0.03
Remuneration	2.70 (±0.96)	2.74 (±1.00)	0.737	0.068	0.04
Working conditions	3.38 (±0.89)	3.31 (±1.00)	0.506	1.733	0.08
Management practices	3.16 (±0.95)	3.17 (±1.05)	0.936	0.492	0.01
Team spirit	3.66 (±0.68)	3.46 (±0.85)	0.380	2.867	0.23**

**Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)*

*Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) *****

Table 5.9 shows that a *t*-test on gender was conducted to compare the statistical differences ($p < 0.05$) on job satisfaction between males and females and no significance was found between the two groups since none of the *p*-values show statistically significant differences.

5.3.1.2.2 Comparison of job satisfaction by department

Table 5.10 shows the ANOVA for job satisfaction by department. It shows significant differences for working conditions ($p = 0.004$), management practices ($p = 0.014$) and team spirit ($p = 0.008$). In terms of the working conditions employees in administration rated working conditions ($\bar{x} = 3.89$, $SD = \pm 0.48$) higher than those in other departments.

Table 5.10: ANOVA for job satisfaction by department

Department	Reception	Marketing	Finance	Human resources	General management	Food and beverages	Housekeeping	Administration	Maintenance	Security	Customer relations	Other	F-value	p-value
	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev						
Skills and Ability	3.23 (±0.98)	3.39 (±0.95)	3.63 (±0.65)	3.83 (±0.75)	3.39 (±1.27)	3.32 (±0.89)	3.57 (±0.76)	3.18 (±0.98)	2.79 (±0.89)	3.53 (±0.75)	3.30 (±1.03)	3.31 (±0.85)	0.914	0.527
Remuneration	2.74 (±0.73)	2.92 (±0.96)	2.60 (±0.83)	2.91 (±0.99)	2.86 (±1.27)	2.76 (±1.08)	3.05 (±0.79)	2.58 (±0.74)	2.12 (±0.45)	3.05 (±0.87)	2.69 (±0.97)	2.32 (±0.86)	0.978	0.467
Working conditions	3.26 (±0.99)	3.56 (±0.80)	3.69 (±0.52)	3.79 (±0.80)	3.50 (±1.24)	3.26 (±1.00)	3.79 (±0.43)	3.89 (±0.48)	2.36 (±0.68)	3.56 (±0.87)	3.10 (±1.05)	3.01 (±0.90)	2.549	0.004*
Management practices	3.28 (±0.95)	3.30 (±1.02)	3.52 (±0.63)	3.93 (±0.55)	3.40 (±1.27)	3.05 (±1.02)	3.53 (±0.82)	3.17 (±0.89)	2.37 (±0.58)	3.31 (±1.03)	3.16 (±1.07)	2.66 (±1.06)	2.220	0.014*
Team spirit	3.66 (±0.57)	3.79 (±0.58)	3.82 (±0.50)	4.05 (±0.40)	4.09 (±0.74)	3.41 (±0.81)	3.78 (±0.61)	3.89 (±0.43)	3.17 (±0.55)	3.45 (±0.70)	3.43 (±1.08)	3.36 (±0.85)	2.391	0.008*

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Table 5.11: Effect sizes for job satisfaction by department

		Reception	Marketing	Finance	Human resources	General management	Food and beverages	Housekeeping	Administration	Maintenance	Security	Customer relations	Other
Skills and abilities	Reception												
	Marketing	0.16											
	Finance	0.41	0.25										
	Human resources	0.62***	0.47	0.28									
	General management	0.13	0.01	0.18	0.35								
	Food and beverages	0.10	0.07	0.34	0.58***	0.06							
	Housekeeping	0.35	0.19	0.07	0.35	0.14	0.2						
	Administration	0.05	0.21	0.46	0.67***	0.17	0.15	0.40					
	Maintenance	0.45	0.63***	0.95****	1.19****	0.48	0.61***	0.89****	0.40				
	Security	0.31	0.15	0.13	0.40	0.11	0.23	0.05	0.36	0.84****			
	Customer relations	0.07	0.08	0.31	0.51	0.07	0.02	0.26	0.12	0.50***	0.22		
Other	0.09	0.08	0.37	0.61***	0.07	0.01	0.30	0.13	0.59***	0.26	0.01		
Remuneration	Reception												
	Marketing	0.19											
	Finance	0.17	0.33										
	Human resources	0.17	0.01	0.32									
	General management	0.09	0.05	0.20	0.04								

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

	Food and beverages	0.02	0.14	0.15	0.13	0.07							
	Housekeeping	0.40	0.14	0.55***	0.14	0.15	0.26						
	Administration	0.21	0.35	0.02	0.33	0.22	0.17	0.59***					
	Maintenance	0.84****	0.83****	0.57***	0.80****	0.58***	0.59***	1.18****	0.62***				
	Security	0.36	0.14	0.52	0.14	0.15	0.26	0.00	0.54***	1.07			
	Customer relations	0.05***	0.24	0.10	0.22	0.13	0.07	0.37	0.11	0.59***	0.37		
	Other	0.49	0.62***	0.32	0.60***	0.42	0.41	0.85****	0.31	0.23	0.84****		
Working conditions	Reception												
	Marketing	0.30											
	Finance	0.43	0.16										
	Human resources	0.53***	0.28	0.12									
	General management	0.19	0.05	0.15	0.23								
	Food and beverages	0.01	0.30	0.43	0.53***	0.20							
	Housekeeping	0.53***	0.28	0.19	0.00	0.23	0.53***						
	Administration	0.63***	0.41	0.38	0.13	0.31	0.63***	0.21					
	Maintenance	0.92****	1.50****	1.95****	1.78****	0.92****	0.90****	2.09****	2.24****				
	Security	0.30	0.00	0.15	0.26	0.05	0.30	0.26	0.38	1.39****			
	Customer relations	0.16	0.44	0.56***	0.66***	0.33	0.15	0.66***	0.75***	0.70***	0.44		
	Other	0.26	0.61	0.76***	0.87****	0.40	0.25	0.87****	0.98****	0.72***	0.61***	0.08	
Management practices	Reception												
	Marketing	0.02											
	Finance	0.25	0.21										
	Human resources	0.68***	0.62***	0.65***									

	General management	0.09	0.08	0.09	0.41								
	Food and beverages	0.2	0.25	0.46	0.86****	0.28							
	Housekeeping	0.26	0.22	0.01	0.49	0.10	0.47						
	Administration	0.12	0.13	0.40	0.85****	0.18	0.12	0.41					
	Maintenance	0.95****	0.91****	1.82****	2.67****	0.81****	0.66***	1.41****	0.89****				
	Security	0.03	0.01	0.20	0.60***	0.07	0.25	0.21	0.14	0.91****			
	Customer relations	0.12	0.13	0.34	0.72***	0.19	0.10	0.34	0.01	0.73***	0.14		
	Other	0.59***	0.61***	0.81****	1.20****	0.58***	0.37	0.82****	0.48	0.27	0.61***	0.47	
Team spirit	Reception												
	Marketing	0.22											
	Finance	0.28	0.06										
	Human resources	0.69***	0.46	0.47									
	General management	0.58***	0.41	0.37	0.05								
	Food and beverages	0.31	0.47	0.51***	0.80****	0.85****							
	Housekeeping	0.20	0.01	0.06	0.45	0.41	0.46						
	Administration	0.39	0.17	0.13	0.40	0.28	0.59***	0.17					
	Maintenance	0.85****	1.06****	1.18****	1.61****	1.23****	0.29	1.00***	1.30****				
	Security	0.29	0.47	0.52***	0.85****	0.85****	0.06	0.46	0.61***	0.40			
	Customer relations	0.21	0.33	0.36	0.58***	0.61***	0.03	0.32	0.42	0.24	0.02		
	Other	0.35	0.50***	0.54***	0.82****	0.86****	0.05	0.50***	0.62***	0.23	0.11	0.07	

Post hoc tests showed that the significant differences occurred between employees in the (9) maintenance department and employees in other departments, which are (5) general management, (2) marketing, (10) security, (3) finance, (4) human resources, (7) housekeeping and (8) administration. In terms of management practices employees in human resources department rated management practices ($\bar{x}=3.93$, $SD=\pm.55$) higher than did employees in other departments. Post hoc tests showed that the significant differences occurred between employees in the (9) maintenance department and employees in the (4) human resource department. Significant differences occurred between employees in department 12 (other) and (4) human resource management. In terms of team spirit employees in the general management department rated team spirit ($\bar{x}=4.09$, $SD=\pm.74$) higher than did those in other departments. Therefore job satisfaction is lowest amongst employees in the maintenance department than in any of the other departments.

Table 5.11 shows the effect sizes for job satisfaction by department. Ellis and Steyn (2003:52) state that a natural way for commenting on practical significance is by using the absolute difference between the group (for example ages 20-30 years, 31-40 years, 41-50 years and 51 years and more) divided by square root of the mean square error. This measure is called an effect size, which not only makes the difference independent of the units and sample size, but also relates it to the spread of the data (Steyn, 1999 & Steyn 2000, as quoted by Ellis and Steyn (2003:52)

Cohen (in Ellis & Steyn 2003:3) provides the following guidelines useful for interpreting effect sizes;

- Small effect: $d=0.2^{**}$
- Medium effect: $d=0.5^{***}$
- Large effect: $d=0.8^{****}$

For **Skills and Abilities** there were quite a number of effects. It is shown that there was a medium effect (0.62^{***}) between the human resources department and reception. It is shown that there was a medium effect (0.58^{***}) between the food and beverages department and the human resource department. There was a medium effect (0.67^{***}) between the administration department and the human resource department. There also were medium to large effects between the maintenance department and marketing (0.63^{***}), finance (0.95^{****}), human resources (1.19^{****}), food and beverages (0.61^{***}) and house-keeping department

(0.89****). It is indicated that there was a large effect (0.84****) between the security and maintenance department. There was also a medium effect (0.50****) between the customer relations and maintenance department. Lastly under skills and abilities there was a medium effect (0.61****) between other departments and the human resource department, and another medium effect (0.59****) between other departments and maintenance.

For **remuneration** there were quite a number of effects. It was shown that there was a medium effect (0.59****) between the administration and house-keeping departments. There was a medium effect (0.55****) between the housekeeping and finance departments. It is indicated that there were medium to large effects between the maintenance department and reception (0.84****), marketing (0.83****), finance (0.57****), human resource (0.80****), general management (0.58****), food and beverages (0.59****), housekeeping (1.18****) and the administration department (0.62****). It is further indicated that there were medium effects between the security and finance (0.52****) and administration (0.54****) departments. There was another medium effect (0.59****) between the customer relations and maintenance departments. Lastly there were medium to large effects between other departments and marketing (0.62****), human resource (0.60****), housekeeping (0.85****) and the security department (0.84****)

For **working conditions** there were quite a number of effects as well. It was shown that there was a medium effect (0.53****) between the human resources and reception departments. A medium effect is indicated (0.53****) between the food and beverages and human resources departments. It is shown that there were medium effects between the housekeeping and reception (0.53****) and food and beverages department (0.53****). Medium effects were shown between the administration department and reception (0.63****) and the food and beverages department (0.63****). There were medium to large effects between the maintenance department and reception (0.92****), marketing (1.50****), finance (1.95****), human resources (1.78****), general management (0.92****), food and beverages (0.90****), housekeeping (2.09****) and administration (2.24****). A large effect is shown (1.39****) between the security and maintenance departments. Medium effects were observed between the customer relations department and finance (0.56****), human resources (0.66****), housekeeping (0.66****), administration (0.75****) and maintenance departments (0.70****). It is further shown that there were medium to large effects between the other departments and the marketing department (0.61****), finance (0.76****), human resources (0.87****),

housekeeping (0.87****), administration (0.98****), maintenance (0.72****) and the security departments (0.61****).

On **management practices** there were quite a number of effects. It was shown that there were medium effects between the human resources department and reception (0.68****), marketing (0.62****) and the finance department (0.65****). There was a large effect (0.86****) between the food and beverages and human resources departments. A large effect is also shown (0.85****) between the administration and human resources departments. Medium to large effects were shown between the maintenance department and reception (0.95****), marketing (0.91****), finance (1.82****), human resources (2.67****), general management (0.81****), food and beverages (0.66****), housekeeping (1.41****) and administration departments (0.89****). There was a medium effect (0.60****) between the security and human resources departments, and a large effect (0.91****) between the security and the maintenance department. There were medium effects between the customer relations and human resources (0.72****) and maintenance (0.73****). There was medium to large effects between other departments and reception (0.59****), marketing (0.61****), finance (0.81****), human resources (1.20****), general management (0.58****), housekeeping (0.82****) and security (0.61****).

With regard to team spirit there were quite a number of effects. It was shown that there was a medium effect (0.69****) between the human resources department and reception. There was another medium effect (0.58****) between general management and reception. Medium to large effects were shown between the food and beverages department and finance (0.51****), human resources (0.80****) and general management (0.85****). A medium effect was shown (0.59****) between the administration and food and beverages department. Medium to large effects were further shown between the maintenance department and reception (0.85****), marketing (1.06****), finance (1.18****), human resources (1.61****), general management (1.23****), housekeeping (1.00****) and administration (1.30****). Medium to large effects were also shown between security and finance (0.52****), human resources (0.85****), general management (0.85****) and administration (0.61****). Medium effects were shown between customer relations and human resources (0.58****) and general management (0.61****). Medium to large effects were shown between other departments and marketing (0.50****), finance (0.54****), human resources (0.82****), general management (0.86****), housekeeping (0.50****) and administration (0.62****).

The above results show job satisfaction is lower in the maintenance departments and in other departments that were not specified in the questionnaire because there are large effects sizes between these and other departments. It is also shown that job satisfaction is lower in the security department because large effect sizes were shown between security and the maintenance department.

5.3.1.2.3 Comparison of job satisfaction by type of employment

Table 5.12 shows the ANOVA for job satisfaction by type of employment. It shows significant differences for working conditions ($p=0.039$) management practices ($p=0,010$) and team spirit ($p=0.001$). Respondents that were permanently employed rated working conditions ($\bar{x}=3.42$, $SD=\pm.95$) higher than those that were employed on contract and part time. Post- hoc tests showed that significant differences occurred between employees that were employed on (3) part time basis and those employed on (2) contract. Post hoc tests further showed that significant differences occurred between employees on (3) part time basis and those that were (1) permanently employed. In terms of management practice, permanently employed respondents rated ($\bar{x}=3.24$, $SD=\pm.97$) it higher than did those that were employed on contract and part time. Post hoc tests showed that significant differences occurred between employees that were on (3) part time and those that were on (2) contract. It also shows that a difference occurred between employees that were on (3) part time and those that were (1) permanently employed. Lastly it is also shown that employees on permanent contracts rated team spirit ($\bar{x}=3.66$, $SD=\pm.72$) higher than did those that were employed on both contract and part time. Post hoc tests showed that significant differences occurred between employees that were on (3) part time and those that were employed (1) permanently. Therefore the job satisfaction of part-time employees is the lowest compared to that of permanent employees and that of those on contract.

Table 5.12: ANOVA for job satisfaction by type of employment

Type of Employment	(1) Permanent	(2) Contract	(3) Part time	F-value	P-value	Effect sizes		
	Mean & Std dev	Mean & Std dev	Mean & Std dev			1 with 2	1 with 3	3 & 2
Skills and Abilities	3.37 (± 0.92)	3.46 (±0.77)	3.18 (±0.97)	1.003	0.368	0.09	0.20	0.29
Remuneration	2.73 (± 0.99)	2.83 (± 0.92)	2.57 (± 1.00)	0.725	0.485	0.10	0.16	0.26
Working conditions	3.42 (± 0.95)	3.37 (± 0.83)	3.00 (±1.03)	3.287	0.039*	0.05	0.43	0.39
Management Practices	3.24 (± 0.97)	3.22 (± 0.99)	2.69 (±1.10)	4.685	0.010*	0.02	0.05	0.48
Team spirit	3.66 (± 0.72)	3.46 (± 0.80)	3.17 (± 0.91)	6.735	0.001*	0.25	0.54	0.32

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

5.3.1.2.4 Comparison of job satisfaction by age

Table 5.13: Spearman’s rho correlation for job satisfaction by age

Job satisfaction	Correlation Coefficient	Sig.(2. tailed)
Skills and Abilities	0.124**	0.042*
Remuneration	-0.019	0.754
Working conditions	0.087	0.151
Management practices	0.104	0.088
Team spirit	0.044	0.469

*small $r_s = .0-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

It is clear from Table 5.13 that one significant small correlation ($r_s=0.124$) was evident; that being between age and Skills and Abilities. Older respondents were thus more satisfied with skills and abilities as a job satisfaction factor. In all other cases age did not influence respondents' level of job satisfaction.

5.3.1.2.5 Comparison of job satisfaction by education level

Table 5.14: Spearman's rho correlation for job satisfaction by education level

Job satisfaction	Correlation Coefficient	Sig.(2. tailed)
Skills and abilities	-.065	0.284
Remuneration	-0.119	0.051
Working conditions	0.059	0.331
Management practices	0.003	0.966
Team spirit	0.185**	0.022*

*small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

One small significant correlation was evident for education level ($r_s = 0.185$). Higher educated respondents are more satisfied with team spirit as a job satisfaction factor.

5.3.1.2.6 Comparison of job satisfaction by income

Table 5.15: Spearman's rho correlation for job satisfaction by income

Job satisfaction	Correlation Coefficient	Sig.(2.tailed)
Skills and Abilities	0.140**	0.021*
Remuneration	0.024	0.691
Working conditions	0.215**	0.000*
Management practices	0.165**	0.006*
Team spirit	0.335***	0.000*

*small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

Four significant correlations are evident for income level. The higher the income level of respondents the more satisfied they were with Skills and Abilities ($r_s = 0.140$), Working conditions ($r_s = 0.215$) and Management practices ($r_s = 0.165$) as job satisfaction factors. A medium correlation was evident between income and Team spirit ($r_s = 0.335$). Thus the higher

the income level the more satisfied respondents were with team spirit as a job satisfaction factor.

5.3.1.2.7 Comparison of job satisfaction by selected working conditions

Table 5.16: Spearman’s rho correlation for job satisfaction by selected working conditions

	Number of years working	Number of hours working	Number of years in current position	Number of years in current organisation
	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)
Skills and Abilities	0.106 0.081	-0.095 0.117	0.700 0.251	0.139** 0.022*
Remuneration	-0.025 0.687	-0.170** 0.005*	0.010 0.872	0.023 0.702
Working conditions	0.097 0.110	-0.113 0.620	0.127** 0.037*	0.123** 0.042*
Management practices	0.108 0.770	-0.161** 0.008*	0.076 0.210	0.151** 0.013*
Team spirit	0.077 0.206	-0.012 0.849	0.043 0.478	0.094 0.124

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

No significant correlations were evident for job satisfaction factors and the number of years respondents have been working in the organisation. Two significant correlations were evident for number of hours working and job satisfaction factors. There were small negative correlations between Remuneration ($r_s = -0.170$) and Management practices ($r_s = -0.161$). Seeing that respondents worked longer hours they were less satisfied with management practices and remuneration as job satisfaction factors. One significantly small correlation was evident between number of years in the current position and working conditions ($r_s = 0.127$). The longer a respondent has been in a certain position the more satisfied they were with their working conditions. Three small positive correlations were evident between the job satisfaction factors and the number of years respondents have worked in the same organisation. The longer respondents have been with the same organisation the more satisfied they were with Skills and

Abilities ($r_s = 0.139$), their working conditions ($r_s = 0.123$) and the management practices of the organisation ($r_s = 0.151$).

Overall it is clear that the job satisfaction of employees in hospitality establishments in the Vaal Region is not influenced by gender. However, job satisfaction varies depending on the department in which one works. Job satisfaction is also influenced by age, with older employees tending to be more satisfied with most of the factors besides remuneration. Employees with higher education tend to be more satisfied with the level of team spirit, while those on permanent contracts are more satisfied with most of the factors except remuneration. Hence the issue of remuneration needs to be addressed.

The main aspects influencing job satisfaction are skills and abilities, remuneration, working conditions, team spirit and management practices. It is evident that the higher the levels of skills and abilities the easier it is for employees to perform their tasks and the more satisfied employees will be. Job satisfaction of employees is also influenced by salaries. When employees are not paid in accordance with their efforts, job satisfaction will be low. Working conditions also have an influence on job satisfaction; such that when employees are working under unfavourable conditions, the levels of job satisfaction will also be low. Management practices is another aspect that influences job satisfaction in that the better the relationships between employees and management the higher the levels of job satisfaction amongst employees. Last but not least is the aspect *team spirit*; when employees work as a team in an organisation, their relationships improve, resulting in higher levels of job satisfaction.

5.3.2 Analysing job performance

In this section job performance is analysed by firstly determining the factors defining job performance and secondly identifying the aspects influencing job performance.

5.3.2.1 Understanding job performance: factor analysis

To examine the factors underlying the job performance of employees in the Vaal Region, a Principal Components (PCA) factor analysis was undertaken. To examine the factors underlying the performance scales, a principal axis factor analysis with oblique rotation (direct oblimin) was undertaken. The 17 performance aspects yielded three factors with eigenvalues greater than 1.0. Bartlett's test of sphericity was significant ($p < 0.000$) and the Kaiser-Meyer-

Oklin measure of sampling adequacy (KMO) was 0.861 which are both highly acceptable (Kaiser 1970:405).

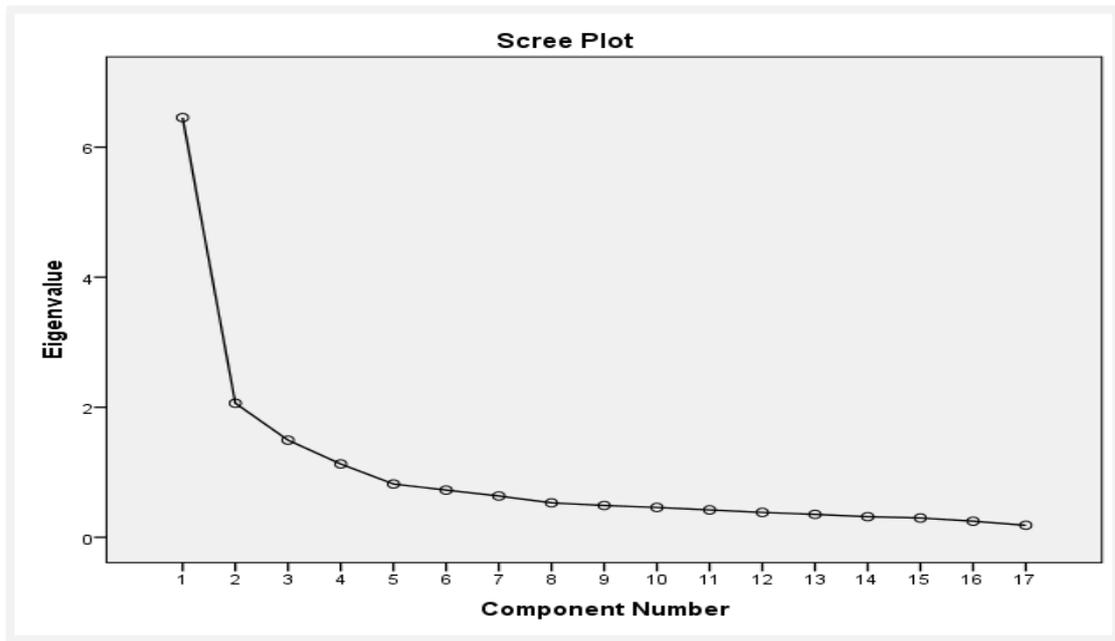


Figure 5.2: Scree plot

These factors explained 65% of the variance and were labelled *Management and motivation*, *Networking* and *Ability and training*. All the aspects had factor loadings of over 0.305. The results of the PCA are reported in Table 5.16.

Table 5.17: Principal components factor analysis for job performance factors

		Factor loadings		
Factor label		Management and motivation	Networking	Ability and training
<i>Management and motivation</i>				
C1_14	Top management leads the organisation well	0.808		
C1_15	Lower level management leads the organisation well	0.789		
C1_10	I am happy with my salary and bonus compared to my performance	0.778		
C1_17	I plan to work here for a long time	0.723		
C1_13	There is good communication within the organisation	0.709		
C1_9	I understand how our compensation structure works	0.613		
C1_3	I am generally motivated to work here	0.606		

C1_1	I feel positive about my job and the organisation	0.414		
C1_12	I always meet deadlines	0.305		
Networking				
C1_8	I get along well with other in the organisation		0.825	
C1_5	I enjoy offering help to others in the organisation		0.776	
C1_4	I like motivating other employees		0.717	
C1_7	I enjoy work functions and social meetings		0.710	
C1_11	I consider myself a hard worker		0.529	
C1_2	I believe this organisation delivers quality products/services		0.445	
Ability and training				
C1_6	I sometimes take action to avoid problems in the organisation			0.853
C1_16	The organisation provides enough training for employees			0.591
Eigenvalue		7.583	2.2062	1.494
Cronbach's reliability coefficient		0.879	0.805	0.603
Inter-item correlations		0.441	0.410	0.439
Mean value (standard deviation)		3.39 ± (0.80)	4.10 ± (0.66)	3.60 ± (1.01)

Factor 1 was labelled *Management and motivation* and contributed to 44.60% of the variance, had a Cronbach's alpha value of 0.879 and an inter-item correlation of 0.441. The factor had a mean score of 3.39 which indicates that employees agreed that they were being motivated by management in their organisations. The factor included issues such as top management leads the organisation well, there is good communication within the organisation, I understand how compensation structure works, lower level management leads the organisation well and feeling positive about the job and the organisation. Employee motivation involves fulfilling the needs and expectations of employees in the workplace (Ali & Ahmad 2009:270). This is achieved by focusing on both financial and non-financial needs of employees. Du and Choi (2010:273) state that financial incentives are a useful motivational tool, and have an effect on other desired results such as employee loyalty and retention. Examples of non-monetary benefits can include time off, flexible work schedules and job enrichment and can be effective for encouraging improved performance by employees (Danish & Usman 2010:159). In the tourism and hospitality industry, employees with a high morale improve their service quality, which leads to high organisational performance (Sturman & Ford, 2011:8). When employees realise that

their organisation is better than its competitors, this recognition improves self-esteem and has a positive influence on attitudes towards their organisation (Liu, Siu & Shi 2010:455).

Factor 2 was labelled *networking* and contributed to 12.13% of the variance, had a Cronbach's alpha value of 0.805 and an inter-item correlation of 0.410. The mean score for the networking factor was 4.10, which indicates that employees strongly agreed that there is a high level of networking in their organisations. Networking scored the highest mean amongst the factors, which indicates that respondents felt that it is the most important factor determining job performance. Networking included issues such as getting along well with others in the organisation, enjoy offering help to others in the organisation, like motivating other employees and enjoy work functions and social meetings. According to Dumbrava and Koronka (2009:249), networking brings a sense of closeness and belongingness between co-employees, which improves their happiness and productivity. Ferrante (2010:38) encourages managers to encourage team networking because it lowers employee turnover rates. Employees who feel connected to their office are more loyal to the organisation than those who feel no real bond with their co-workers (Subramanian 2006:5). Employees who work in an environment characterised by friendship and laughter are likely to be more creative and experience less stress, which results in increased innovation and higher productivity (McLean & Lewis 2010:30). Therefore promoting office networking between employees is a method of increasing their job performance.

Factor 3 was labelled *Ability and training* and contributed to 8.79% of the variance, had a Cronbach's alpha value of 0.603 and an inter-item correlation of 0.611. Ability and training scored a mean value of 3.60, which indicates that employees agreed that training is available to everyone in their organisations. The factor included issues such as 'I sometimes take action to avoid problems in the organisation' and the organisation provides enough training for employees. Training is meant to benefit everyone linked to the organisation (Sahinidis & Bouris 2008:63). The availability of training opportunities leads to increased job satisfaction, if employees recognise that their skills and knowledge are being improved (Kerschen *et al.*, 2006:309). A well-trained and happy workforce may help to reduce supervision costs because employees will be in possession of the skills needed to inspect their own work (Fajana 2002:191). Leonard (2009:1) states that a trained workforce can work more creatively and productively, thereby positively influencing the level and quality of productivity. Yi and Gong (2008:961) argue that well-trained employees are more productive because they are able to

meet deadlines and produce higher quality products and services, resulting in customer satisfaction as well as loyalty. In turn, more satisfied and loyal customers bring more business to the organisation.

5.3.2.2 Aspects influencing job performance

It is not only important to understand job performance but to also determine possible aspects that can influence job performance. In the case of this research the influence of gender, department working for, type of employment, age, education level, income and working conditions were assessed as possible aspects to influence job performance.

5.3.2.2.1 Comparison of job performance by gender

Table 5.18: *t*-test for job performance by gender

Gender	Male Mean & Std dev	Female Mean & Std dev	p-value	F-value	Effect size
Management and motivation	3.43 (±0.73)	3.34 (±0.86)	0.83	2.343	0.10
Networking	4.17 (±0.51)	3.94 (±0.74)	0.02*	6.790	0.32**
Ability and training	3.56 (±0.96)	3.68 (0.85)	0.97	6.046	0.12

**Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)*

*Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) *****

From Table 5.18 it is clear that a statistical significant difference exists between males and female with regard to Networking ($p=0.02$). Male respondents are more satisfied with networking ($\bar{x}=4.17$, $SD=\pm.51$) as job performance factor than females ($\bar{x}=3.94$; $SD=\pm.74$).

5.3.2.2.2 Comparison of job performance by department

Table 5.18 shows that there was a significance difference between respondents from different departments and management motivation ($p=0.022$). However, the differences were so small that the post hoc Tukey test did not reveal where the differences are.

Table 5.19: ANOVA for job performance by department

Department	Reception	Marketing	Finance	Human resources	General management	Food and beverages	Housekeeping	Administration	Maintenance	Security	Customer relations	Other	F-value	p-value
	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev	Mean & Std dev						
Management motivation	3.59 (± 0.50)	3.74 (± 0.68)	3.50 (± 0.62)	3.78 (± 0.65)	3.57 (± 0.94)	3.35 (± 0.82)	3.40 (± 0.79)	3.72 (± 0.56)	2.94 (± .362)	3.32 (± 0.78)	3.24 (± 1.00)	2.86 (± 0.83)	2.087	0.022*
Networking	4.14 (± 0.51)	4.21 (± 0.60)	4.14 (± 0.37)	4.32 (± 0.41)	4.47 (± 0.64)	3.96 (± 0.66)	4.24 (± 0.46)	4.40 (± 0.33)	4.26 (±0.33)	4.03 (± 0.36)	3.78 (± 1.07)	3.92 (± 0.62)	1.967	0.32
Ability and training	3.44 (± 1.07)	3.36 (± 1.10)	3.70 (± 0.67)	3.82 (± 0.68)	3.32 (± 0.15)	3.76 (± 0.81)	3.95 (± 0.69)	3.33 (± 1.15)	3.00 (± 1.32)	3.50 (± 0.81)	3.48 (± 1.17)	3.57 (± 0.76)	1.202	0.285

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Table 5.20: Effect sizes for job performance by department

		Reception	Marketing	Finance	Human resources	General management	Food and beverages	Housekeeping	Administration	Maintenance	Security	Customer relations	Other
Management and motivation	Reception												
	Marketing	0.22											
	Finance	0.14	0.35										
	Human resources	0.29	0.06	0.43									
	General management	0.02	0.18	0.07	0.22								
	Food and beverages	0.29	0.47	0.18	0.52***	0.22							
	Housekeeping	0.23	0.42	0.12	0.47	0.17	0.06						
	Administration	0.24	0.02	0.36	0.09	0.17	0.45	0.40					
	Maintenance	1.30****	1.18****	0.92****	1.30****	0.67***	0.51***	0.59***	1.40****				
	Security	0.34	0.53***	0.23	0.58***	0.26	0.04	0.10	0.51***	0.50***			
	Customer relations	0.34	0.49	0.25	0.53***	0.32	0.11	0.16	0.48	0.31	0.08		
	Other	0.88****	1.06****	0.78***	1.11****	0.75***	0.60***	0.66***	1.04****	0.10	0.56***	0.39	
Networking	Reception												
	Marketing	0.13											
	Finance	0.00	0.13										

	Human resources	0.35	0.17	0.44									
	General management	0.52***	0.40	0.52***	0.24								
	Food and beverages	0.28	0.39	0.27	0.55***	0.78***							
	Housekeeping	0.20	0.05	0.23	0.17	0.36	0.43						
	Administration	0.52***	0.31	0.73***	0.21	0.11	0.68***	0.35					
	Maintenance	0.24	0.08	0.34	0.14	0.33	0.46	0.04	0.43				
	Security	0.21	0.30	0.29	0.70***	0.69***	0.11	0.47	1.02****	0.64***			
	Customer relations	0.34	0.41	0.33	0.50***	0.64***	0.17	0.43	0.58***	0.45	0.24		
	Other	0.35	0.47	0.35	0.64***	0.86****	0.05	0.51***	0.77***	0.55***	0.18	0.13	
Ability and training	Reception												
	Marketing	0.08											
	Finance	0.25	0.32										
	Human resources	0.35	0.42	0.17									
	General management	0.11	0.03	0.34	0.44								
	Food and beverages	0.30	0.37	0.07	0.07	0.38							
	Housekeeping	0.48	0.54***	0.36	0.20	0.56***	0.24						
	Administration	0.09	0.02	0.32	0.42	0.01	0.37	0.54***					
	Maintenance	0.33	0.27	0.53***	0.62***	0.24	0.57***	0.72***	0.25				
	Security	0.05	0.13	0.25	0.39	0.16	0.32	0.56***	0.14	0.38			
	Customer relations	0.03	0.10	0.19	0.29	0.14	0.24	0.40	0.12	0.36	0.02		
	Other	0.12	0.19	0.17	0.32	0.22	0.23	0.50***	0.21	0.43	0.09	0.08	

For **management and motivation** there were quite a number of effects. It is shown that there was a medium effect (0.52***) between the food and beverages and human resources departments. Medium to large effects were shown between the maintenance department and reception (1.30****), marketing (1.18****), finance (0.92****), human resources (1.30****), general management (0.67***), food and beverages (0.51***), housekeeping (0.59***) and administration (1.40****). Medium effects were also shown between the security department and marketing (0.53***), human resource (0.58***), administration (0.51***) and the maintenance department (0.50***). There was another medium effect (0.53***) between the customer relations department and the human resources department. Medium to large effects were further shown between other departments and reception (0.88****), marketing (1.06****), finance (0.78***), human resources (1.11****), general management (0.75***), food and beverages (0.60***), housekeeping (0.66***), administration (1.04****) and security (0.56***).

On **networking** there were quite a number of effects. Medium effects were shown between the general management department and reception (0.52***) and finance (0.52***). Medium effects were also shown between the food and beverages department and human resources (0.55***) and the general management department (0.78***). Medium effects were again shown between the administration department and reception (0.52***), finance (0.73***) and the food and beverages department (0.68***). Medium to large effects were shown between the security department and human resources (0.70***), general management (0.69***), administration (1.02****) and maintenance (0.64***). Medium effects were further shown between the customer relations department and human resources (0.50***), general management (0.64***) and administration (0.58***). Lastly, medium to large effects were shown between other departments and the human resources department (0.64***), general management (0.86****), housekeeping (0.51***), administration (0.77***) and maintenance (0.55***).

On **ability and training** there were quite a number of effects. Medium effects were shown between housekeeping and marketing (0.54***) and general management (0.56***). A medium effect (0.54***) was shown between administration and housekeeping. Medium effects were also shown between the maintenance department and finance (0.53***), human resources (0.62***), food and beverages (0.57***) and housekeeping (0.56***). Another

medium effect was shown between the security department and housekeeping (0.56***). Lastly, a medium effect (0.50***) was shown between other departments and the housekeeping department (0.54***).

Therefore the effect sizes show that the employees working in the maintenance department and the other departments that were not specified in the questionnaire seem to have the greatest job performance challenges compared to those in the rest of the departments.

5.3.2.2.3 Comparison of job performance by type of employment

Table 5.21: ANOVA for job performance by type of employment

Employment	Permanent	Contract	Part-time	F-value	P-value	Effect sizes		
						1 with 2	1 with 3	3 & 2
Management and motivation	3.49 (± 0.72)	3.29 (± 0.93)	3.02 (± 0.54)	5.801	0.003*	0.22**	0.55***	0.29**
Networking	4.14 (± 0.57)	4.01 (± 0.66)	3.70 (± 0.86)	7.192	0.001*	0.20**	0.51***	0.36**
Ability and training	3.61 (± 0.94)	3.66 (± 0.85)	3.59 (± 0.84)	0.074	0.929	0.05	0.03	0.08

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Table 5.21 shows that there were significant differences for Management and motivation ($p=0.003$) and Networking ($p=0.001$). The post hoc Tukey test revealed that employees with permanent positions regarded Management and motivation ($M=3.49$, $SD=.72$) higher than did those that were employed in part-time positions ($M=3.02$; $SD=.54$). Respondents in permanent positions ($M=4.14$; $SD=.57$) also regarded Networking to be more important than did those in contract ($M=3.66$; $SD=.66$) and part-time ($M=3.70$; $SD=.86$) positions.

5.3.2.2.4 Comparison of job performance by age

Table 5.22: Spearman’s rho correlation for job performance by age

Job performance	Correlation Coefficient	Sig.(2- tailed)
Management and motivation	0.125**	0.041*
Networking	0.023	0.701
Ability and training	0.062	0.309

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

One significant correlation was found between job performance factors and age ($p=0.041$). The results indicate that as age increases respondents are more satisfied with Management and motivation ($r_s=0.125$).

5.3.2.2.5 Comparison of job performance by education

Table 5.23: Spearman’s rho correlation for job performance by education

Job performance	Correlation Coefficient	Sig.(2-tailed)
Management and motivation	0.091	0.135
Networking	0.241**	0.000*
Ability training	-0.191**	0.002*

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

Two significant correlations were found for education and job performance factors. Higher educated respondents were more satisfied with networking ($r_s = 0.241$) and less satisfied with Ability and training ($r_s = -0.191$).

5.3.2.2.6 Comparison of job performance by income

Table 5.24: Spearman’s rho correlation for job performance by income

Job performance	Correlation Coefficient	Sig.(2-tailed)
Management and motivation	0.187**	0.002
Networking	0.317**	0.000
Ability and training	-0.061	0.319

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

Two significant correlations are evident between income and job performance. Respondents with higher levels of income were more satisfied with Management and motivation ($r_s = 0.187$) and Networking ($r_s = 0.317$) – the latter being a medium correlation.

5.3.2.2.7 Comparison of job performance by selected working conditions

Table 5.25: Spearman’s rho job performance correlation by selected working conditions

Job performance	Number of years working	Number of hours working	Number of years in current position	Number of years in current organisation
	Correlation Coefficient Sig.(2- tailed)	Correlation Coefficient Sig.(2- tailed)	Correlation Coefficient Sig.(2-tailed)	Correlation Coefficient Sig.(2-tailed)
Management and motivation	0.145** 0.017*	-0.073 0.233	0.131** 0.031*	0.157** 0.010
Networking	0.111 0.068	0.163** 0.007*	0.054 0.373	0.090 0.138
Ability and training	0.065 0.289	-0.049 0.420	0.024 0.692	0.081 0.186

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

One positive correlation was evident between number of years working and job performance factors. The longer respondents had been working, the more satisfied they were with Management and motivation ($r_s = 0.145$). This was also the case for number of years in the current position and number of years in the current organisation. Another positive correlation was evident for number of hours working ($r_s = 0.163$) and networking. The greater the number of hours respondents were working the more important they rated networking as a contributing factor to job performance.

It is thus clear from job performance that as age increases employees become more satisfied with management and motivation. Employees with higher education were more satisfied with the level of networking while those that earned a higher income were more satisfied with management and motivation. Employees that are permanently employed tend to be more

satisfied with management motivation, networking and ability than do those that are employed on contract and part-time.

The main aspects influencing job performance are management and motivation, networking and ability and training. It is clear that when employees are happy with management and motivation they tend to perform better as less stress from work and also less absenteeism from work and less sick leave requested will be reported. As a result, the organisation performs better in its industry. Networking also influences job performance in that when employees are given the chance to socialise with each other at work they exchange ideas, which motivates them, resulting in better performance of the employees and the organisation. Ability and training also influences the job performance of employees seeing that when employees are well-trained they tend to perform better because they know how to work on different tasks. They will be able to meet deadlines and they require less supervision. This will result in the improved performance of the organisation in the industry.

5.4 CONCLUSIONS

The purpose of this chapter was to determine the levels of job satisfaction of employees and the factors influencing job satisfaction and job performance. The first section of the chapter which examined the demographic profile of the respondents showed that most groups were represented in the study. The second section was the factor analysis which yielded five job satisfaction factors, namely *skills and abilities*, *remuneration*, *working conditions*, *management practices* and *team spirit*. Three factors, namely *management motivation*, *networking* and *ability and training* were yielded under job performance. Further analyses made it clear that employees who feel that their skills and abilities are being underutilised in their organisation will be demotivated and may leave the organisation. Satisfaction with remuneration leads to more loyal and productive employees. Friendly working environments promote the mental well-being of employees, resulting in employees that are more productive and committed to their employers. Teamwork among tourism and hospitality staff results in more satisfied customers who are willing to come back to the same tourism and hospitality provider. In the tourism and hospitality industry, motivated employees can certainly influence organisational performance by increasing service quality. Employees who work in an environment that is characterised by friendship and togetherness are likely to be more creative and experience less stress, which results in higher productivity. Trained employees can work

more creatively and productively, thereby positively influencing the level and quality of productivity. The next chapter discusses the conclusions and recommendations.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This is the closing chapter of this dissertation, succeeding the examination of data and discussion of the findings completed in Chapter 5. The first aim of this chapter is to offer a summarised review of each chapter in this dissertation. The second aim is to draw conclusions on all research objectives. The third aim is to make recommendations for improving the job satisfaction and performance of employees in hospitality establishments in the Vaal Region. The fourth purpose is to provide some limitations to the study.

Questionnaires were collected from selected hospitality establishments in the Vaal Region from respondents who were willing to participate. The questionnaires were self-administered and distributed to the hospitality establishments with the permission of management and voluntary participation of the respondents. A rigorous research process was followed to ensure that the main aim of study is achieved, namely to determine the job satisfaction of employees working in hospitality establishments in the Vaal Region as well as the personal and work-related factors influencing these levels of satisfaction. The study was intended to address the following objectives:

- To conduct an in-depth literature review on human resource management and the importance thereof in the tourism industry;
- To conduct an in-depth literature review on job satisfaction and its relevance to the tourism industry;
- To determine the levels of job satisfaction of tourism employees in the Vaal Region and the factors influencing job satisfaction and job performance.

The first objective was achieved in the second chapter of the dissertation and the second objective in the third chapter. The third objective was achieved in the fifth chapter and the last chapter focuses on the conclusions and recommendations of the study.

6.2 SUMMARY OF THE DISSERTATION CHAPTERS

The dissertation partitioned into six different chapters, each intended to fulfil a distinct purpose. The first chapter gave an introduction to the study, provided an opening account to the study by providing the study background, the problem statement, primary and secondary objectives, a summary of the research design, statistical analysis, ethical considerations and an outline of the dissertation chapters.

The second chapter provided a review of literature, focusing on the first secondary objective of the study. The chapter discussed issues relating to the importance of HRM in the tourism industry. Initially, the chapter analysed literature that offers a general understanding of HRM in general. The chapter then moved to the importance of the HRM function in organisations. Thereafter, specific HRM sub-functions, namely, recruitment and selection, training and development, compensation and benefits, performance appraisal, employee welfare and motivation, labour relations, and health and safety were discussed. The discussion then shifted to the challenges facing HRM in the tourism and hospitality industry. The final sections of the chapter provided a discussion on job performance as well as a specific focus on the tourism and hospitality industry since this study is conducted within the context of that industry. These issues were discussed since job satisfaction falls under the HRM function of the organisation.

In the third chapter, analyses of literature were conducted on the concept job satisfaction and its linkage to job performance in the tourism and hospitality industry. The chapter emphasised that job performance is among the most immediate outcomes of job satisfaction in the organisation, which makes it important to analyse these two concepts concurrently in this study. Initially, issues were discussed which include understanding job satisfaction and factors contributing to both high and low job satisfaction and performance. The chapter also highlighted issues such as the benefits of job satisfaction and job satisfaction in the global tourism and hospitality industry. In the final sections of the chapter, the analysis of literature on job satisfaction was narrowed down to the specific context of the tourism and hospitality industry in South Africa.

In the fourth chapter, the research methodology adopted in this study was discussed in detail. This chapter provided clear guidelines of actions taken from beginning from the outset to the conclusion of the study. The chapter first discussed the research paradigm adopted in the study.

The research design which was intended to give direction to the entire process of data collection, analysis and interpretation throughout the study was then discussed. The research method, which is the process of collecting data, was also specified in this chapter, including the questionnaire used in the survey. Other issues mentioned in the chapter include the sampling design, development of the measuring instrument, collection of data and the analysis of data. Ethical conditions were also considered, which pointed out that permission to conduct research was requested from management at each tourism establishment and that the confidentiality of each respondent was respected. In each discussion in the chapter, reference was made to previous literature and reasons were given to motivate the choices made in this study.

The fifth chapter of this dissertation directed attention to data analyses as well as the discussions of findings, which are the outcomes of the research. The chapter first focuses on analysing the demographic profile of respondents. This involved describing personal details such as gender, age, qualifications and work-related details such as employment period, type of employment contract, income, working hours and position occupied in the organisation. Analyses of these details provided information on the type of respondents included in the study and indicated the extent to which different groups of employees in the tourism industry in the Vaal Region were represented. Thus the chapter discusses the descriptive statistics for job satisfaction and job performance, working conditions and what employees think of their jobs. This provided an indication of the levels of satisfaction of employees with each of these factors. The chapter then discusses the application of the exploratory factor analysis approach, which was used to identify specific job satisfaction and job performance factors. Five job satisfaction factors, namely skills and abilities, remuneration, management practices, working conditions and team spirit were identified. The process also resulted in three job performance factors, which are management and motivation, networking and team spirit. Further analyses were conducted which included the application of *t*-tests and ANOVAs to determine aspects influencing job satisfaction and job performance.

In the sixth chapter the study is concluded, and the purpose of this chapter is to draw conclusions related to the results of the study and recommend strategies for improving job satisfaction levels of employees at hospitality establishments in the Vaal Region.

6.3 CONCLUSIONS

This section discusses conclusions based on the study objectives.

6.3.1 Conclusions Based on the Literature Review of Human Resource Management and the Importance thereof in the Tourism Industry

The first secondary objective discussed literature on the importance of HRM in the tourism industry. This objective was dealt with in the second chapter of this dissertation. From the literature it was clear that a variety of definitions of HRM are available and that there is no single standard definition but similar elements. However, after considering all the definitions, this study defined HRM as a planned and articulate method of managing the people in the organisation – both management and employees. The literature emphasised that HRM function bears several important responsibilities which are recruitment and selection, training and development, compensation and benefits, performance appraisal, employee motivation, labour relations, HRM safety and policy development.

Through the activity of recruitment, HRM is involved in ensuring that the most positions existing in the organisation are filled with the most suitable persons who can add value to the organisation. Through training and development, HRM ensures that the skills and knowledge of all employees are developed by means of increasing an individual's level of proficiency, which makes both the employee and the organisation more productive and efficient. With regard to compensation and benefits, HRM is responsible for fairly rewarding employees for services rendered by ensuring that internal and external equity exists. In conducting performance appraisals, HRM is responsible for identifying, assessing and compensating employees in accordance with their efforts. This is intended to determine the effectiveness of an employee's work efforts. HRM is further responsible for employee motivation, which is intended to ensure that employees are mentally inspired enough to contribute to the goals of the organisation. This is achieved through internal rewards such as recognition, challenging work and responsibility, and external rewards such as salary and job security.

Through the labour relations function, HRM manages the joint relationship between employers and employees and covers issues such as terms of employment, working conditions, discipline and code of conduct, industrial conflicts and grievances, unfair labour practices, workers' presence in management issues. Labour relations ensure that the voice of employees is heard

by the organisation and that the two parties can work together in the interest of mutual benefit. Through the safety function, HRM is responsible for creating a work environment in which the well-being of employees is promoted and accidents are minimised. Finally, HRM is responsible for formulating HRM policies, which are the formal rules and guidelines organisations set to recruit, appraise and develop employees and for rewarding them for their work efforts. These policies are the reference benchmarks used to determine how the organisation's HRM function is expected to operate. Thus it is concluded that HRM is important to every organisation since it deals with people, who are vital stakeholders in the organisation.

Apart from identifying the various facets of the HRM function, the literature also identified various HRM challenges connected to tourism and hospitality organisations. The first challenge pertains to the seasonality of the tourism and hospitality business, in which demand rises and drops at different times of the year. This affects industry employment, leading to common seasonal employment, underemployment, and unemployment. The second HRM challenge faced by tourism and hospitality organisations is the issue of work-life balance, since businesses in this industry operate 24 hours every day. This affects employees who have to be at work during periods when they are expected to be with their families. Training and development of personnel presents yet another challenge, since there is a need to continuously improve in all areas of the tourism and hospitality industry. The tourism and hospitality industry also faces a high rate of labour turnover, which results in high costs of recruitment, selection and training. Employees in the industry do not hesitate to move to other organisations that are prepared to meet their needs. Improvements are needed in these areas if the tourism and hospitality industry is to succeed.

It is evident from literature that a connection exists between job satisfaction and HRM. Job satisfaction enables employees to feel secure and fulfilled which in return, leads to higher commitment levels, decreased absence from work and declining intentions to quit. On the employer side, job satisfaction guarantees that employees are committed to their work and that they stay in the organisation for longer periods of time, which reduces costs associated with recruitment and training. Hence a relationship exists between job satisfaction and HRM.

6.3.2 Conclusions Based on the Literature Review on Job Satisfaction and the Relevance to the Tourism Industry

The second objective of the study focused on discussing literature on the concept *job satisfaction*. This objective was addressed in chapter three of the study. The literature proved that job satisfaction is defined differently by various authors. However, for purposes of this study, job satisfaction was defined as the satisfying emotional condition resulting from the evaluation of an individual's job in terms of its ability to enable the individual to achieve his/her job values. The literature also revealed that job satisfaction is higher when an individual's existing impressions of the job surpass his/her previous predictions.

Further analysis of the literature revealed several factors that contribute to job satisfaction. These include type of decision-making, reward systems, working conditions, employee empowerment, customer satisfaction, teamwork, safety and health, organisational reputation and image, work-family balance, leadership style, job security and organisational culture. Job satisfaction is likely to be higher where these factors are higher with improvements in each of these factors. However, factors such as leadership malpractices, an unfriendly working environment, tiresome working hours, low pay, lack of other rewards, the absence of job security and the lack of training and development prospects lead to low job satisfaction. Where low job satisfaction is experienced, employees are likely to seek opportunities elsewhere, leading to high staff turnover.

In the literature review, the benefits of job satisfaction were identified. It emerged that organisations with satisfied employees are more likely to perform better than those that have dissatisfied employees. Satisfied employees exhibit positive attitudes towards their jobs, are more committed to their work and tend to stay longer in the same organisation. This leads to low labour turnover and better financial performance due to decreasing costs associated with the attraction and training of new employees. It is therefore concluded that many benefits are attached to having satisfied employees.

The literature review analysed the issue of job satisfaction in the global tourism and hospitality industry. It emerged that because this industry is service driven, it requires employees that are highly satisfied with their jobs since this enables them to pass on their satisfaction to customers, leading to repeat sales. The literature further revealed that the tourism and hospitality industry

in South Africa is labour-intensive and that employees work unreasonable working hour with poor wages and an absence of job security in many cases. It further emerged that the tourism and hospitality industry in South Africa is not regarded by the Department of Labour as a provider of decent jobs, due to the alleged adverse working conditions and a negative image of the industry. Therefore it can be concluded that employees in the tourism and hospitality industry in South Africa were generally dissatisfied with their jobs due to poor service conditions.

6.3.3 Conclusions with Regard to Job Satisfaction of Employees in Hospitality Establishments in the Vaal Region and the Factors Influencing Job Satisfaction and Job Performance

6.3.3.1 Conclusions with regard to the demographic and work profile of respondents

- Forty-nine percent of the respondents were male and 51% female with 63% between 20 and 30 years of age. These were thus fairly young adults participating.
- In terms of highest level of education, 45 percent of the respondents were holders of Matric/Grade 12 and thus most respondents have a secondary school qualification.
- With regard to the number of years working in the organisation, 38 percent of the respondents had stayed in their current organisations for three to five years, earning less than R5 000.00 per month. Respondents are thus fairly new in their current positions and earn a low income. The low income might be one of the reasons for respondents moving between organisations.
- Since the majority of employees (67%) were on permanent contracts, it was concluded that this status led to their job satisfaction at work, which leads to better performance. However, working hours were unfavourable, which has a negative effect on job satisfaction. The majority of respondents (51%) worked under customer services within the food and beverages department.

6.3.3.2 Conclusions with regard to job satisfaction and job performance

The data on the job satisfaction of employees in the tourism industry in the Vaal Region were analysed using descriptive statistics, factor analysis, *t*-tests, ANOVAs and Spearman's correlations.

- In the analysis of descriptive statistics, it became clear that employees were satisfied with their work life and interaction with their work colleagues. It is concluded that employees in the tourism industry in the Vaal Region are satisfied with their work life and working environment but dissatisfied with their salaries.
- To determine the factors influencing job satisfaction, an exploratory factor analysis was performed. Job satisfaction of employees is influenced by Skills and abilities, Remuneration, Working conditions, Management practices and Team spirit. Skills and abilities emerged as the most important factor and team spirit was the least important factor influencing job satisfaction.
- Job satisfaction is influenced by the department in which employees work. Employees in administration were more satisfied with working conditions than were those in other departments. Employees in the human resources department were more satisfied with management practices than were employees from other departments. Employees from the general management department were more satisfied with the team spirit than were those in other departments. Overall job satisfaction was the lowest for employees in the maintenance department.
- Job satisfaction is influenced by type of employment. Permanent employees were more satisfied with working conditions, management practices and team spirit than were employees in other types of contracts. Job satisfaction is lowest among part-time employees.
- Job satisfaction is influenced by age, educational level, income and working conditions. Older employees were more satisfied with skills and abilities than employees in other age groups. Employees with higher educational levels were more satisfied with team spirit than were employees with lower levels of education. Employees earning higher income were more satisfied with skills and abilities, working conditions, management practices and team spirit. Employees who worked longer hours were less satisfied with management practices and remuneration than were those who worked for fewer hours. Employees who had been in a certain position for longer periods of time were more satisfied with their working conditions. Therefore selected working conditions also exert an influence on the level of job satisfaction of employees in the tourism industry in the Vaal Region.

The data on the job performance of employees in the tourism industry in the Vaal Region were analysed using descriptive statistics and factor analysis.

- Employees were satisfied with the interaction with their colleagues as well as with taking actions to avoid problems in the organisation. They also acknowledged that their organisations offered quality products and services. Employees were not satisfied with their salaries and bonuses they are receiving when compared with their performance, forcing them to look for better paying jobs elsewhere. In their work, employees feel good about the service they render to customers, the team work and the opportunity for self-improvement. The most dominant style of management in the tourism workplace is that managers make most of the decisions and employees have no say, which affects their happiness.
- Job performance is based on three factors, namely management and motivation, networking and ability and training. Management and motivation emerged as the most important factor influencing job performance.
- Job performance is influenced by gender with male employees being more satisfied with networking than their female counterparts. Therefore it is concluded that gender is among the factors influencing job performance.
- Job performance is influenced by the type of department and type of employment. Employees from different departments expressed different levels of satisfaction with management motivation, leading to the conclusion that job performance varies depending on one's department. With regard to type of employment, those in permanent positions were more satisfied with management and motivation than were employees in part-time positions. In addition, employees in permanent positions were more satisfied with networking being more important than were those on contract.
- Job performance is also influenced by age, educational level, income and selected working conditions. Older employees were more satisfied with management and motivation than were younger employees and employees with higher education levels were more satisfied with networking and less satisfied with ability and training than were those with lower educational levels. In terms of income, employees with higher levels of income were more satisfied with management and motivation and networking than were low-earning employees. With reference to selected working conditions, employees who had been employed in the organisation and in their current positions for longer periods of time were more satisfied with management and motivation than were those that had been employed for shorter periods. Employees who worked for longer periods of time in any position were more satisfied with networking than were those that worked for shorter periods of time.

6.4 RECOMMENDATIONS

Recommendations are provided for the study and for further research

6.4.1 Recommendations with Regard to the Study

- It is recommended that the results of this study be considered by hospitality establishments of the Vaal Region, since negative job satisfaction can influence the success of these establishments.
- Managers should have consultations with current employees on remuneration since this is the most important negative aspect on job satisfaction. Employees should be given time to voice their concerns to ensure that good employees are retained.
- Physical surroundings should be maintained regularly to ensure that employees remain satisfied with aspects such as lighting, heating and ventilation. Employees should also be permitted to suggest areas where improvements in physical surroundings are needed and these improvements should be implemented timeously so that employees remain satisfied with their working environment.
- Since employees enjoy the opportunity of doing things for other people, managers should provide more opportunities for employees to exercise this aspect. Employees should be consulted on the actual activities they enjoy most in helping other people. Those who excel in this aspect should be recognised and rewarded accordingly.
- Employees who enjoy keeping busy all the time should consistently be given challenging work to do. For example, a university graduate should be granted the opportunity of applying his/her education instead of being given the work of a cleaner. When they perceive that their work is challenging enough and that they are not idle, employees will be motivated to exert more effort in their work.
- Since employees view themselves to be hard workers, managers should come up with different ways to encourage the hard work performed by employees. This includes a chance for promotion, more training and development and being respected by managers.
- Employees should be encouraged to engage in a healthy lifestyle after work since this can also help to boost their job satisfaction and job performance. This includes encouragement of activities such as a balanced diet, exercise, enough rest, family time, enough sunshine and having encouraging or positive friendships. Hospitality establishments can also develop their own sports functions to encourage a healthy lifestyle among their members

of staff. Managers should ensure that their employees are not overworked, so that they can have time to participate in these activities.

- Managers in the tourism industry should be trained regularly on job satisfaction and job performance so that they acquire knowledge and skills on how they can ensure that employees are kept motivated.
- Frequent company surveys should be carried out on all areas of job satisfaction and job performance to obtain the views of employees. Once employees realise that they are consulted during decision-making, they will become more loyal to their companies.

The following actions are recommended to improve the use of the skills and abilities of employees in hospitality establishments in the Vaal Region since it was the most important factor for job satisfaction:

- The potential and talent of employees should be measured and plans developed on how best employees can be developed to their full potential. The measuring of the talent of employees can be done through indicators such as the level of output, amount of time spent, quantity of defects, and the amount of revenue generated through the activities of each employee. When the potential and talents of individual employees are identified, each one can then be afforded the opportunity of excelling at what they do best (Azzara 2007:8).
- The promotional policy of the organisation should be used to increase the use of employee skills and abilities. Employees that perform well in their work should be promoted by giving them more demanding responsibilities that demand greater use of their skills and abilities.
- Job rotation should be implemented, which is the practice of moving employees through different positions in the same organisation at different periods of time. This ensures that employees acquire new skills each time they change positions. This enables the employee to have several sets of skills, which increases their job satisfaction and security (Jaturanonda, Nanthavanij & Chongphaisal 2006:1835).
- Grant employees the opportunity of developing their skills and abilities according to a plan where progress can be followed and measures can be put into place to ensure development.

Remuneration was one of the major issues of employees and this aspect requires attention in the Vaal Region. The following actions are recommended:

- Ensure that both internal equity and external equity exist in rewarding employees. Internal equity ensures that employees at the same level or doing the same job within the same organisation are compensated equally. With external equity, the same principle exists but between employees in different organisations that are in the same industry. When employees feel that their remuneration is fair and within market standards, they are unlikely to seek to move to other organisations (Arrowsmith & Marginson 2010:289).
- Employees should be offered non-financial rewards to recognise their service. Examples of non-financial rewards include flexible working hours, free transport to and from work, praise, annual awards to recognise top performers, paid training, promotions and leave days, amongst others. It is accepted that occasionally these non-financial rewards are more important to employees than financial rewards (Sirota, Mischkind & Meltzer 2006:4).
- Employees with high work performance are rewarded with merit bonuses. This will ensure that remuneration is linked to the job performance of each employee and encourages employees to increase their performance in order to earn the bonuses (Schaffler 2004:40).
- This industry is to a certain extent unique and this should be taken into account when planning remuneration.

The following actions are recommended to improve the working conditions of employees in hospitality establishments in the Vaal Region:

- Keeping the working environment clean, with access to fresh air and natural light, availability of plants and ensuring that the work environment is well-decorated.
- Hiring the right staff who can add value to the work environment through their teamwork and professionalism and innovativeness, which creates a positive work environment.
- Ensuring that work allocation and working hours facilitate work-life balance. For example, one person should not do the job of two people.
- Ensure that open communication is encouraged between all people in the organization – especially with management.
- Ensure that the health and well-being of all employees becomes an essential priority in the organisation

The following actions are recommended to improve the team spirit amongst employees in hospitality establishments in the Vaal Region:

- All team members (employees) should feel valued, respected and important, as this motivates them to work with others and to exert an extra effort in their work;
- Each team member should be made aware of the importance of their role in the success of the team;
- Team-building programs or after-work social hours should be held regularly to encourage team members to be united;
- Provide time for brainstorming sessions where employees share ideas and discuss progress on their work;
- Team members should be allowed to actively participate in decision-making. This will help them to feel good, to feel important, bringing about that they will invest more in the team;
- Ensure that there is a balance of workload so that none of the team-members feel overloaded whilst others have less work (Lazear & Gibbs 2009:23); and
- Managers should appreciate the efforts of their team, both verbally and non-verbally, in order to encourage them to maintain their hard work.

The following actions are recommended to improve management motivation amongst employees in hospitality establishments in the Vaal Region;

- Employees who excel in their work should be thanked by management through either face-to-face contact or in writing, or both. This elevates the morale of employees.
- Managers should take time to meet with and listen patiently to employees.
- Management should strive to provide feedback to employees about their performance, their departments, and the entire organisation.
- Management should be willing to create a work environment that is transparent, trustworthy, and fun to work in.
- New ideas and initiatives should be encouraged in the workplace.
- Financial and non-financial assistance should be provided to employees in times of need, such as during funerals.

The following actions are recommended to improve networking amongst employees in hospitality establishments in the Vaal Region:

- Collaboration should be encouraged by encouraging employees to spend at least an hour a week working with their peers. This could be through sharing an article, meeting for coffee/drinks or a phone call.
- Employees should be encouraged to access and develop their own networks in line with their personal networking and career goals.
- Employees should be encouraged to break away from their work colleagues and mingle with different people. For example, corporate golf events can be held to encourage employees to meet with people from other organisations.
- Sponsorships can also be made available for employees to attend professional conferences where they meet other professionals.
- Diversity management can assist employees in appreciating the strengths of other groups of professionals they are not accustomed to.
- Employees can be trained to be cordial, warm, positive and cheerful so that they attract, rather than repel other people. Other people are usually interested in establishing relationships with friendly and polite individuals.

The following actions are recommended to improve ability and training amongst employees in hospitality establishments in the Vaal Region;

- Employees should regularly be offered educational or training programs. Employees should be provided with opportunities to learn new skills and to grow. Such continuous learning is one of the important tools for motivating employees.
- Since employees are always busy, organisations must provide mobile and on-demand solutions to ensure that learning is made more readily accessible to employees.
- Since employees of different age groups have different learning styles, organisations have to change the manner in which employees learn as well as the tools and activities they use in order to correctly match employees' different learning styles, expectations and preferences.
- Training and development must be formalised so that employees can realise the importance thereof.

The following recommendations are made with regard to factors influencing job satisfaction and job performance:

- Since both job satisfaction and job performance in the tourism industry are mainly dependent on the actions of managers, it is important for managers to adopt a style of leadership that is suitable for their environments. Examples of leadership styles that are available include transformational, charismatic, participative and servant leadership, all of which are appropriate for different situations. A suitable leadership style will ensure that employees are motivated enough to perform well on their jobs.
- Managers in the tourism industry should expect employees to perform in line with what they were hired for. Managers should not expect employees to perform duties that they were not hired for, since this can cause dissatisfaction and poor job performance.
- Fairness should exist in every establishment in terms of salary and benefits, promotion, training and other rewards that are due to employees. Employees either increase or decrease their performance depending on their perceptions of the level of fairness in their organisation.
- The performance of employees must be evaluated regularly through performance appraisal and employees should be given positive feedback on their performance. Measures should also be put in place to assist underperforming employees to improve their job performance.
- Actions should be taken to ensure that employees are not stressed or depressed at work. This can be achieved by encouraging healthy supervisor-to-employee relationships as well as employee-to-employee relationships, a pleasant physical working environment and acceptable working hours.
- Managers should ensure that communication in their organisations is not exclusively top-down, but that employees are also allowed to air their views to management and to other employees. The views of employees should be respected by top managers.

- Employees should be given permanent contracts to increase their job security.

6.4.2 Recommendations with regard to Further Research

The following recommendations with regard to further research are made:

- This type of research should be expanded to other regions and provinces and a distinction can also be drawn between the job satisfactions of employees in different sectors of the tourism industry.
- Furthermore, it could be useful to interview negative employees to analyse their opinions in more depth.

6.5 LIMITATIONS OF THE STUDY

The study was limited due to the fact that data were only collected from the Vaal Region and this can be expanded to other areas as well.

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APPENDIX 1

RESEARCH QUESTIONNAIRE

DETERMINING THE FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION AT SELECTED HOSPITALITY ESTABLISHMENTS IN THE VAAL REGION



Faculty of Humanities

Research conducted by

Mrs Mejuri Mafini

Cell: 061 371 2592

Home: 016 427 1201

Email: mmafini@gmail.com

Dear Respondent,

You are requested to participate in an academic research study conducted by Mejuri Mafini, a Masters student from the Department of Tourism Management and Hospitality at Vaal University of Technology. The purpose of the study is to gather information on employees' job satisfaction levels. You have been chosen to participate in the study based on your experience of working in the tourism industry. I therefore believe that you will provide relevant information.

Please note the following:

1. This study will provide an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
2. Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
3. Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 20 minutes of your time.

4. The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
5. Please contact my supervisors, Prof Elmarie Slabbert, elmarie.slabbert@nwu.ac.za or Dr Limpo Lekaota, limpol@vut.ac.za, if you have any questions or comments regarding the study.

Please sign this letter to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date

SECTION A: DEMOGRAPHIC INFORMATION

This section has questions that focus on your background information. Please indicate your answer by crossing (X) in the appropriate block or by filling in your answer.

A1. Please indicate your gender

Male	1
Female	2

A2. When were you born?

19_____

A3. What is your highest level of education?

Matric / Grade 12	1
Certificate	2
Diploma	3
Degree and higher	4

A4. Please indicate the number of years you have been working in this company

Less than 1 year	1
1 – 2 years	2
3 – 5 years	3
6 – 9 years	4
10 years and more	5

A5. Please indicate your net monthly income

Less than R5 000	1
Between R5 000 and R10 000	2
Between R10 000 and R15 000	3
Between R15 000 and R20 000	4
Above R20 000	5

A6. Please indicate your type of employment

Permanent	1
Contract	2
Part time	3
Internship	4

A7. Please indicate your number of working hours per week

Less than 24 hours	1
Between 24 hours and 36 hours	2
Between 36 hours and 48 hours	3
Between 48 hours and 60 hours	4
Between 60 hours and 72 hours	5
More than 72 hours	6

A8. What is your position in the organisation?

A9. Please indicate the department that you currently work in:

Reception	1
Marketing	2
Finance	3
Human resources	4
General management	5
Food and beverages	6
Housekeeping	7
Administration	8
Maintenance	9
Security	10
Customer relations	11
Other (please specify)	12

A10. How long have you been working in your current position?

_____ years

SECTION B: JOB SATISFACTION IN GENERAL

B1. Rate on a scale of 1 (Very dissatisfied) to 5 (Very satisfied) your feelings towards your current job. Be honest, your answers remain completely anonymous.

On my present job, this is how I feel about....	Very Dissatisfied	Dissatisfied	Not Sure	Satisfied	Very satisfied
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1. Being able to keep busy all the time	1	2	3	4	5
2. The chance to work alone on the job	1	2	3	4	5
3. The chance to do different things from time to time	1	2	3	4	5
4. The chance to be "somebody" in the community	1	2	3	4	5
5. The way my boss handles his/her workers	1	2	3	4	5
6. The competence of my supervisor in making decisions	1	2	3	4	5
7. Being able to do things that don't go against my conscience	1	2	3	4	5
8. The way my job provides for steady employment	1	2	3	4	5
9. The chance to do things for other people	1	2	3	4	5
10. The chance to tell people what to do	1	2	3	4	5
11. The chance to do something that makes use of my abilities	1	2	3	4	5
12. The way company policies are put into practice	1	2	3	4	5
13. My salary	1	2	3	4	5
14. The chances for advancement on this job.	1	2	3	4	5
15. The freedom to use my own judgement	1	2	3	4	5
16. The chance to try my own methods of doing the job	1	2	3	4	5
17. The working conditions	1	2	3	4	5
18. The way my co-workers get along with each other	1	2	3	4	5
19. The praise I get for doing a good job	1	2	3	4	5
20. The feeling of accomplishment I get from the job.	1	2	3	4	5
21. The chance to do the kind of work that I do best	1	2	3	4	5
22. The amount of pay I received for the work I do					
23. The working conditions (heating, lighting etc.)	1	2	3	4	5
24. The chance to do work that is well suited to my abilities	1	2	3	4	5
25. The chance to make as much money as my friends	1	2	3	4	5

26. The physical surroundings where I work	1	2	3	4	5
27. The chance to make use of my best abilities	1	2	3	4	5
28. How my pay compares with pay for similar jobs in other organisations	1	2	3	4	5
29. The pleasantness of the working conditions	1	2	3	4	5
30. The chance to do something that makes use of my abilities	1	2	3	4	5
31. My pay and the amount of work I do	1	2	3	4	5
32. The physical working conditions of the job	1	2	3	4	5
33. The chance to make use of my abilities and skills	1	2	3	4	5
34. How my pay compares with that of other workers	1	2	3	4	5
35. The working conditions	1	2	3	4	5

SECTION C: JOB PERFORMANCE

C1. Rate on a scale of 1 (Strongly disagree) to 5 (Strongly agree) your level of agreement about job performance in the tourism and hospitality industry:

Item Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly agree
1. I feel positive about my job and the organisation	1	2	3	4	5
2. I believe this organisation delivers quality products/services	1	2	3	4	5
3. I am generally motivated to work here	1	2	3	4	5
4. I like motivating other employees	1	2	3	4	5
5. I enjoy offering help to others in the company	1	2	3	4	5
6. I sometimes take action to avoid problems in the organisation	1	2	3	4	5
7. I enjoy work functions and social meetings	1	2	3	4	5
8. I get along well with other in the company	1	2	3	4	5
9. I understand how our compensation structure works	1	2	3	4	5
10. I am happy with my salary and bonus compared to my performance	1	2	3	4	5

Item Description	Strongly Disagree	Disagree	Not Sure	Agree	Strongly agree
11. I consider myself a hard worker	1	2	3	4	5
12. I always meet deadlines	1	2	3	4	5
13. There is good communication within the organisation	1	2	3	4	5
14. Top management leads the organisation well	1	2	3	4	5
15. Lower level management leads the company well	1	2	3	4	5
16. The company provides enough training for employees	1	2	3	4	5
17. I plan to work here for a long time	1	2	3	4	5

C2. Please select **one** of the following that best describe your working environment:

1. Management makes all the decisions and I have no say	
2. Management makes most decisions, but I am allowed to make some decisions, but within clearly defined boundaries	
3. I am consulted about work-related problems and decisions but management still makes the final decisions.	
4. Management shares decision making with all employees	

SECTION D: YOUR OPINION

D1. What do you enjoy the most about your current job?

D2. What would you want to improve in your current work environment?

APPENDIX 2

PROOF OF LANGUAGE EDITING



3 January 2016

I, Ms Cecilia van der Walt, hereby confirm that I took care of the editing of the dissertation of Ms Mejuri Mafini titled **DETERMINING THE FACTORS INFLUENCING EMPLOYEE JOB SATISFACTION AT SELECTED TOURISM ESTABLISHMENTS IN THE VAAL REGION.**

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APPENDIX 3

PROOF OF STATISTICAL SERVICES



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3 April 2017

Re: Dissertation, Ms M Mafini - Determining the factors influencing employee job satisfaction at selected hospitality establishments in the Vaal Region.

We hereby confirm that the Statistical Consultation Services of the North-West University analysed the data involved in the study of the above-mentioned student and assisted with the interpretation of the results. However, any opinion, findings or recommendations contained in this document are those of the author, and the Statistical Consultation Services of the NWU (Potchefstroom Campus) do not accept responsibility for the statistical correctness of the data reported.

Kind regards

A handwritten signature in black ink, appearing to read 'SM Ellis'.

Prof SM Ellis (Pr. Sci. Nat)

Associate Professor: Statistical Consultation Services