

# **An exploration of hotel employees' work conditions and their effect on service delivery: Durban, KwaZulu-Natal**

Submitted in fulfilment of the requirements of the  
degree of Master of Management Sciences in Hospitality in  
the Faculty of Management Sciences at the Durban  
University of Technology

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May 2021

Supervisor: **Dr Erasmus Mnguni**

Co-supervisor: **Dr Emem Anwana**

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**NOSIPHO PAMELA NTSHELE**

I, Nosipho Pamela Ntshela, hereby declare that the work present in this dissertation is based on my own research, and that I have not submitted this dissertation to any other institution of higher education to obtain an academic qualification.

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## **ABSTRACT**

The hotel industry is a service-oriented business; hence it is every hotel's mission to receive guests consistently in order to be profitable. One of the factors that sets one hotel apart from another in this endeavour is the ability to recruit employees who are not only capable, but who give their all to enhance the customer experience. One of the objectives of the 2011 National Tourism Sector Strategy (NTSS) is to provide decent work and to develop employees working within the Tourism sector (Tourism 2011: 10). Despite this objective, there are perceptions that the hospitality industry does not provide a decent work environment and work conditions. This factor directly affects the job satisfaction of employees (Abuhashesh, Al-Dmour and Masa'deh 2019: 2). For this reason, this study aimed to establish through an empirical study the correlation between an employee's level of job satisfaction and their working conditions in the hotel and leisure industry in Durban, KwaZulu-Natal. The study also sought to examine and identify, through a literature review and empirical study, the factors that affect job satisfaction (motivators and de-motivators) and the effect thereof on service delivery in the hotel and leisure industry. The literature review included literature and theories from within South Africa, as well as internationally, that are significant to working conditions and service delivery by hotel employees.

A mixed method approach (a quantitative Minnesota Satisfaction Questionnaire (MSQ) and a qualitative semi-structured interview) was used in this study to ascertain the levels of job satisfaction of hotel employees and the factors contributing to this statement. This study only focused on the departments where employees have direct contact with guests (Rooms Division, Food and Beverage, as well as the Housekeeping department). The quantitative data was analysed using SPSS version 26.0, a statistical software package and the qualitative data was analysed using the thematic analysis.

The findings revealed a strong correlation between the employee's level of job satisfaction and their working conditions. Findings further affirmed factors that affect job satisfaction as being hotel working conditions; relationship with colleagues; access to resources; job security; recognition; and salary/compensation. However, the results ascertained the levels of job satisfaction as not being a contributing factor towards

work performance in the hotel. The study also includes a conceptual framework which could assist supervisors, managers and decision-makers, hotel officials and other stakeholders within the tourism and hospitality industry on strategies that may be explored to mitigate and prevent conditions that could lead to employee dissatisfaction in the hotel work environment.

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## **ABBREVIATIONS USED IN THE STUDY**

MSQ	: Minnesota Satisfaction Questionnaire
SPSS	: Statistical Package for the Social Sciences
UNESCO	: United Nations Educational, Scientific and Cultural Organisation
NTSS	: National Tourism Sector Strategy
ILO	: International Labour Organisation
TGCSA	: Tourism Grading Council of South Africa
MESE	: Meetings, Exhibitions and Special Events
BCEA	: Basic Conditions of Employment Act

# **CHAPTER ONE: INTRODUCTION AND OVERVIEW OF THE STUDY**

## **1.1 INTRODUCTION**

According to Kattara, Weheba and Ahmed (2015: 1), improved guest relations come through excellent customer service, which can be given only by committed employees who have a high degree of job satisfaction. Decent working conditions are one of many factors that lead to job dissatisfaction. In South Africa, there are perceptions that the hospitality industry does not provide decent working environment and work conditions which can affect the satisfaction level of employees (Coughlan, Moolman and Haarhoff 2014: 97). Hotel employees are seen as valuable assets to their organizations. They are the tools necessary for a hotel to achieve its goal in providing excellent customer services to their Guests (Parttimaa and Backstorm 2018: 6). Therefore, they should be properly trained, well informed, efficient, enthusiastic and motivated. Choudhary (2016: 1020), stated that employers who deepen their employees' knowledge through various programmes, promoting advancement, recognition and responsibility, results in satisfied employees and a productive workforce that satisfies customer needs. Satisfying customers through high-level service strengthens customer loyalty, which translates to continued business for the hotel. This research aims to ascertain the correlation between the working conditions of hotel employees and the job satisfaction level of the employees as well as the effect this has on service delivery in hotels in Durban, KwaZulu-Natal.

This research is conducted in KwaZulu-Natal, a province known for its wildlife and beach tourism. KwaZulu-Natal is a tourism destination, one of the coastal provinces that is situated in the Eastern seaboard of South Africa (Khuzwayo 2016: 226). The province is popular for its heritage and cultural experiences and is the only province still offering tourists the authentic Zulu cultural experience (Ezeuduji and Nkosi 2017: 2). The province is well known for having some of the most popular tourist attractions in the country such as: the world heritage-listed Drakensberg mountains; the oldest game park in Africa - Hluhluwe-iMfolozi park, one of the UNESCO's (United Nations Educational, Scientific and Cultural Organisation) world heritage site; Isimangaliso Wetland Park, Durban's Golden mile; and also the third largest city in South Africa (Hastings and Wilbanks 2019).

Moreover, in KwaZulu-Natal, Durban is the most popular destination of choice (Makhaola, Cecile and Proches 2017: 1). It has been described as a colourful city; the ultimate tourist destination because of its sandy beaches and temperate weather conditions that is often warmer than the rest of the country throughout the year and draws tourist from all over the world (Mbonambi 2018: 22).

This study aims to establish through an empirical study the correlation between an employee's level of job satisfaction and their working conditions in the hotel and leisure industry in Durban, KwaZulu-Natal. It also seeks to examine and identify through a literature review and empirical study the factors that affect job satisfaction (motivators and de-motivators) and the effect that this may have on service delivery in the hotel and leisure industry.

A mixed method approach will be used to ascertain the job satisfaction level of hotel employees and the factors contributing to their satisfaction/ dissatisfaction. A narrative analysis will be used to analyse the personal experiences of individuals affected by work conditions resulting in job satisfaction or dissatisfaction.

## **1.2 BACKGROUND TO THE STUDY**

The hotel industry is a service industry, hence it is every hotel's mission to receive guests constantly in order to be profitable. One of the factors that sets one hotel apart from another in this endeavour is the ability to recruit and retain employees who are not only capable, but who give their all to enhance the customer experience (Basak and Khanna 2017: 29). Employees are an important element in achieving success in the hotel.

One of the objectives of the 2011 NTSS is "Providing excellent people development and decent work" within the tourism sector. Inconsonance with this objective, there are perceptions that the hospitality industry does not provide decent work. According to the International Labour Organisation (ILO), decent work involves employees feeling secure in the workplace, employees receiving a fair income, freedom for employees to express their concerns and better prospects for the personal development of employees (International Labour Organization 2013: 12). Decent work also means

that all employees are given equal opportunity and that employers respect the fundamental human rights of persons, including the rights of workers in relation to remuneration, work safety and social protection for families (Mager, Smith and Guijt 2018: 6).

In South Africa, access to decent work has been an ongoing struggle (McLaren 2018: 9). The need for job creation is imperative to overcoming the decent work deficit. The employment rate of the population of the country is an important indicator of decent work. Unemployment is a major problem in South Africa, particularly in KwaZulu-Natal. According to Singh (2019: 1), statistics have shown an increase in the unemployment rate in the KwaZulu-Natal province. The state of poverty in KwaZulu-Natal remains a concern. During the first quarter of the year 2020, the KZN unemployment rate was 31% (Statistics South Africa 2020). NTSS objective regarding providing decent work for employees directly affect the job satisfaction of employees (Abuhashesh, Al-Dmour and Masa'deh 2019: 2). It is for this reason that the current study aims to establish the work conditions of hotel employees and the effects thereof on employee work performance and service delivery in branded hotels in Durban's eThekweni Municipal area.

It is imperative that hotel managers are aware of the attitudes of their employees towards their jobs, as well as the expectations they have because hotel employees also make a reasonable contribution towards the success of the hotels to provide exceptional service to guests with the aim of ensuring their return to the hotel. Employers need to comprehend what motivates their employees to be determined and passionate about their work, in order to continue providing efficient service to clients and customers.

Studies conducted by Joen and Choi (2012: 338), Coughlan (2013: 28-30) and Moloantoa (2015: 43) reveal that the level of employee satisfaction is proportional to work conditions and results in a greater level of effective commitment and service delivery. The three authors agree that job satisfaction affects productivity and performance of employees, not only in the hospitality sector but in all other sectors of the economy. This study entails an investigation into hotel employees' work conditions

and job satisfaction levels at a five-star graded international brand hotel in Durban KwaZulu-Natal and offers useful insights into how work performance, job satisfaction and service delivery may be improved. It also seeks to advocate, through the development of a conceptual framework, guidelines for other graded hotels to provide decent working conditions for their employees, which would inherently improve their employees job satisfaction and as a consequence also improve the quality of the services they provide to their clients and customers.

## **1.3 RESEARCH PROBLEM AND OBJECTIVES**

### **1.3.1 Problem statement**

There are several important attributes that customers and guests seek in hotel selection. The attributes are: the star grading of the hotel, the hotel brand, cleanliness, security, quality service as well as the location of the hotel (Kim and Han 2019: 1000). (Sungha, Liu, Kang and Yang (2018: 3) suggest that it is essential for hotel managers to comprehend what contributes to customer satisfaction. Quality service is another attribute that customers rated as the most important. According to Tefera and Govender (2017: 1), quality service is the customer's judgement of the excellent service offered by the hotel. Their perceptions of this quality service provided by the hotel will not be the same and is based on their experiences.

Studies by Tefera and Govender (2015: 2) also notes that the level of customer service delivered to guests and customers from the star graded hotels varies from country to country and also depends on the brand of the hotel. They further explain that the level of customer service delivered to guests and customers depends on the brand of the hotel. This they argue is also applicable to most hotels, leisure businesses and international brand hotels. The excellent customer service can be given only by employees who have a high degree of job satisfaction (Kattara, Weheba and Ahmed 2015: 1). Several authors, such as Stamolampros, Korfiatis, Chalvatzis and Buhalis (2019: 130); Azic (2017: 106) and Moloantoa (2015: 43), indicated that the higher the level of employee satisfaction through the provision of decent work conditions, the greater the level of effective commitment and service delivery. The problem is that the



hospitality industry is still experiencing challenges with regards to practices within the decent work framework and has a reputation of poor working conditions (Ali 2018: 22).

Furthermore, the hospitality industry is characterized by offering fixed contracts and part time work, having a high rate of staff turnover, low job security, offering low income to their employees, low skills and lack of advancement opportunities for their staff (Haldoraia et al. 2019: 47). Montes, Perline, Han and Law (2019: 138) concurs that the hospitality industry needs extensive inspection on the working conditions of employees because such working conditions lead to employee dissatisfaction.

Similar related concerns such as job insecurity, poor promotional opportunities, low wages, poor relationships with colleagues and no recognition resonate amongst employees of the hospitality industry (Ali 2018: 22). This study has noticed that in five-star graded hotels where service is expected to be at its peak, there is a problem with the working conditions of the employees which affects their job satisfaction level, their work performance and the service delivery they provide to guest and customers (Lemma 2020: 6). The aim of this study is to establish the correlation between work conditions, job satisfaction, work performance and service delivery at a five-star international brand hotel situated in Durban, KwaZulu-Natal.

### **1.3.2 Aim of the study**

The aim of the study is to ascertain the correlation between the working conditions of hotel employees and the job satisfaction level of these employees, as well as to offer useful insights on how work performance, job satisfaction and service delivery may be improved at five-star hotels in Durban, KwaZulu-Natal. This study aims to develop a framework to be used by hotel managers, planners and decision-makers to enable them to monitor, evaluate and measure the correlation between the quality of their service delivery and their employees' job satisfaction. This conceptual framework may also assist hotels to improve the quality of their service delivery to their clients and customers.

### **1.3.3 Research objectives**

The objectives of the study are as follows:

- To establish, through an empirical study, the correlation between an employee's level of job satisfaction and their working conditions in the hotel and leisure industry;
- To examine and identify, through a literature review and empirical study, the factors that affect job satisfaction (motivators and de-motivators) and the effect that this may have on service delivery in the hotel and leisure industry;
- To develop a conceptual framework to assist hotel managers in monitoring and evaluating the effect of working conditions on service delivery; and
- To make recommendation to hotel managers and supervisors on measures that could be adopted to improve guest satisfaction in their hotels.

### **1.3.4 Research questions**

- Is there a correlation between an employee's level of job satisfaction and their working conditions?
- What factors affect job satisfaction in the hotel and leisure industry?
- Do these factors have an effect on service delivery in the hotel and leisure industry?

## **1.4 LITERATURE REVIEW**

The literature review is undertaken with a view to identifying the factors affecting the job satisfaction of hotel employees. Various factors that impact the job satisfaction of hotel employees have been identified by existing research. Literature on the variables is collected to ascertain what has been said by other authors regarding the working conditions of employees in hotels, the job satisfaction level of hotel employees, as well as the expected service delivery to be provided to hotel guests. This study further looks at the sources/ motivators of job satisfaction.

Theories of motivation are used to analyse what motivates employees to perform. Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs framework for job satisfaction is used as the basis of this study. Fredrick Herzberg's argument was that

factors attributed to employees' satisfaction with their job were not the same with those that caused dissatisfaction, namely motivators and hygiene factors (Alrawahi S. *et al.* 2020: 2). On the other hand, Abraham Maslow's hierarchy of needs, suggests that human needs are arranged in a hierarchy, from the bottom (lowest need-physiological) to the top (highest need-self-actualization), and that some of these needs are more powerful than the others. Both aspects presented by the theorists are believed to have the potential to create job satisfaction (Moloantoa 2015: 6). They show that the feelings and expectations of employees are key to job satisfaction.

#### **1.4.1 Working conditions in the hospitality industry**

Tesone (2010: 360) indicated that hospitality employees are too consumed by work, while employees in other industries are engaged by work. Haldoraia et al. (2019: 47) further stated that the hospitality industry is characterized by offering part-time and casual work, having a high rate of staff turnover, low job security, offering low income to their employees, low skills and lack of advancement opportunities for their staff. Haldoraia et al. (2019: 47) concurs with Tesone (2010: 360) regarding hotel working conditions. The employees work long and irregular work schedules that cut into their quality time with their family. Nevertheless, to be successful in the industry, it requires the employee to be able to have good analytical skills and be able to resolve unexpected situations. These working conditions, amongst many, all affect exposure to stressors, which in turn influence job satisfaction (Ezeuduji and Mbane 2017: 8).

#### **1.4.2 Job satisfaction and working conditions in the hospitality industry**

Many studies have been conducted about the job satisfaction of employees in different organisations around the world as a result of its critical influence on the success of any organization. Job satisfaction can be defined as the way an employee feels about their job (Mabaso 2017: 5). On the other hand, Triwahyuni and Ekowati (2017: 2) defined job satisfaction as "the gap between the expectations and the reality" of persons at work. The authors show that feelings and expectations from employees are key to job satisfaction, as demonstrated by Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs framework for job satisfaction, which is used as the basis of this study (Alrawahi S. *et al.* 2020: 2). Herzberg's Two-Factor motivation theory addresses two aspects, namely motivators and hygiene intrinsic and extrinsic motivators. Motivators are factors that result in employee satisfaction, with hygiene

factors being factors that cause employee dissatisfaction in the workplace (Moloantoa 2015: 8).

Maslow on the other hand, categorizes needs into levels. His assumption is that humans' needs are arranged in a hierarchy, with the lowest-level need being physiological and self-actualization the highest (D'Souza and Gurin 2017: 183). The implication of Maslow's theory for an organization is that employees' personal needs influence the way they are motivated. Relating Maslow's hierarchy to the work situation, there are several ways (such as relooking at employee working hours, adjusting salary scales, introducing employee appreciation programs) in which organizations can attempt to satisfy the different needs in the hierarchy that contribute to job satisfaction (Moloantoa 2015: 23).

#### **1.4.3 Service delivery and job satisfaction in the hospitality industry**

According to Adesina and Chinonso (2015: 2), a service defines a commodity that is intangible, which includes the performance and efforts of certain people towards certain work. Barrows, Powers and Reynolds (2012: 667) believe that it is also the ability to provide assistance as one implicitly promised. The theme from these authors is that a service is performed for the guest by people. Zhou (2012: 4) stated that the key to competitive advantage in the hotel industry lies in delivering excellent service that will sustain customers.

Moreover, Barrows et al. (2012: 688-689) stated that a successful hospitality business does not only rely on the products and services they offer, but also how they are delivered. These services are to be delivered by the employees. These employees must not only focus on the tangible products offered by the hotel but need to have a skill on services delivery in making a hospitality experience satisfactory (Sinclair and Imhanrenialena 2018: 126).

Having collected this literature, it was discovered that no research has been conducted on the working conditions of employees and service delivery in hotels situated in Durban. It is evident that there is a gap in the body of research on work conditions of employees and their effect on service delivery in five-star graded hotels in Durban.

## **1.5 RATIONALE FOR THE STUDY**

This study examines whether there is a relationship between job satisfaction, working conditions, work performance and service delivery. The study also ascertains the important role that employees play in providing efficient and satisfactory service delivery to hotel guests. The study identifies the factors impacting hotel employee motivation/ demotivation and job satisfaction.

## **1.6 DATA ANALYSIS**

### **1.6.1 Research design**

A mixed method approach is used in this study incorporating both quantitative methods, implemented by using questionnaires and qualitative methods that were applied by conducting semi-structured interviews.

### **1.6.2 Target population**

The population for this study is hotel employees, the department supervisors and hotel guests. The hotel that this study focuses on is located in a small serene and an up-market area called Ballito. Ballito is the heart of the Dolphin coast and is found on South Africa's warm sub-tropical east coast (Afristay 2020). This hotel has a total number of 150 employees. The researcher only focused on the departments where employees have direct contact with guests, namely: Rooms Division, Food and Beverage, as well as the Housekeeping department which all have 20 employees each.

### **1.6.3 Sampling method**

A probability sampling technique was used by the researcher. A sample from the category (employees) was taken using stratified random sampling. Three departments were selected in the hotel. This sampling technique was used due to the estimates of each stratum, in addition to the population sample, obtained.

### **1.6.4 Sample size**

The sampling frame was constructed from the list of hotel employees, which was obtained from the selected departments. The sample size was 60 hotel employees

from the selected departments and 20 guests. Hence 60 questionnaires were distributed to the hotel employees, 20 per department and 20 to the guests. Forty-five questionnaires were returned from hotel employees and 15 from the hotel guests, resulting in a response rate of 75%. According to Ntoyakhe (2018: 40), a sample size larger than 30 and less than 500 is appropriate for research. Moreover, Hussein (2017: 31) stated that a response rate above 70% is appropriate when carrying out a study.

#### **1.6.5 Research Instrument**

Data will be collected from three categories of participants, namely the hotel employees (questionnaires), supervisors (interviews) and hotel guests (questionnaires).

##### **Participant group 1: Hotel employees**

An open-ended questionnaire (Appendix C) was formulated for the employees. It consisted of two sections. Section A covered the demographic details and Section B covered employee satisfaction level and work conditions. This research made use of a questionnaire because it allowed the researcher to collect data from a large number of people in a short period of time (Nardi 2018: 22). The researcher could have made use of other data collection instruments, but this method was more effective in collecting data from the employees for this study. The amount of time spent with the employees had to be considered as it would affect the business of the hotel. The questionnaire method allowed the researcher to collect data in a short period of time. An open-ended questionnaire also permitted well considered, rich, honest and more thoughtful answers from the participants. Additionally, it ensured that answers were more comparable. It further assisted the researcher to receive uncommon but intelligent opinions that the researcher may have not been aware of (Phothosunghan 2017: 20).

##### **Participant Group 2: Hotel guests**

The researcher designed a closed-ended questionnaire (Appendix D) to collect data from the guests. The questions were straight-forward and easy to relate to. The questionnaire gathered biographical data from each subject and provided information that assisted in analysing the dependent variable, which is service delivery for this study. Service delivery is a dependent variable because this study also aims to draw

conclusions about the effect that job satisfaction and working conditions may have on service delivery. The questionnaire aimed to assess the level of satisfaction of the hotel guests with regards to service delivery. Full access to hotel guests was restricted. The guest questionnaires were distributed to the hotel guests on departure. Therefore, the closed-ended questionnaire was relevant as it did not require a lot of time when completing it. Authors like Maloantoa (2015: 67), Mohajerani and Miremadi (2013: 253) and Ye and Liang (2010: 7) who conducted research on similar topics were successful in collecting data using the questionnaire approach and they stated that it is an effective method.

### **Participant Group 3: Supervisors**

A simple random sampling method is used to select the supervisors as they had an equal probability of being selected. A sample frame (list of supervisors) was obtained and random numbers were used to select the supervisors. The instrument used for the supervisors was a semi-structured interview (Appendix E). Face-to-face interviews with the supervisors enabled clarification and observance of the body language and facial expressions made when answering these questions. The interview comprised points to be raised to evaluate the level of satisfaction of employees from the supervisors' points of view. The researcher used interviews due to its flexibility. One was able to probe for more specific answers and explain the questions when the interviewee misunderstood (Nardi 2018: 16). It suited this study as access to supervisors was not restricted, hence the researcher was allowed contact with them.

#### **1.6.5 Scope of the study**

The study is confined to hotel employees working at an international brand hotel located in an up-market area of Durban in KwaZulu-Natal. The hotel offers an exclusive and personalized service to its customers and guests. It employs approximately 150 permanent staff members and approximately 40 outsourced staff. From this hotel, the outsourced staff are mostly employed in the house-keeping department, which consists of the laundry, public areas and suite attendance.

#### **1.6.6 Delimitations**

There are six five-star international brand hotels in Durban (Tripadvisor 2020). This study focuses on one of the hotels, which is located in an up-market area North of

Durban called Ballito. Therefore, the findings of this research cannot be generalized to all hotels within KwaZulu Natal as well as South Africa. Secondly, KwaZulu-Natal is well-known for wildlife and beach tourism. Hence, findings from this study cannot be generalized to hotels that do not cater within those specific hospitality areas. Within the context of this study, the inability to ensure that participants provide accurate information is another limitation to this study.

#### **1.6.7 Limitations**

The limitations of the study were that there was limited access to the hotel guests. Some of the guest's responses were received via email through the Human resource manager. Within the context of this study, the inability to ensure that participants provide accurate information was another limitation to this study.

#### **1.6.8 Validity and reliability**

Validity is how sound one's research is. It is the degree to which results and information is accurate (Turyamureeba 2017: 141). That is why validity is important. If they do not measure what the researchers want to measure, those results are meaningless to the study. (Ntoyakhe 2018: 49).

In order to ensure that a questionnaire measures what it is supposed to measure, a validity test was done. This ensured that the research questions are answered. To measure the construct validity, the researcher used the independent variables (work conditions, job satisfaction and work performance) with the dependent variable (service delivery) and a high degree of correlation between them will be regarded as a test of validity.

Reliability has to do with how accurate the measurement is (Corbishley 2017: 157). It tests if a technique is applied repeatedly to the same object, i.e. if it would yield the same results each time. The more reliable the measurement is, the less random error will be discovered in it (Zuma 2018: 56). This study will use questionnaires and interviews. All aspects of the research problem are covered on the interview questions and the questionnaire. Questionnaires are in English and isiZulu to eliminate communication barriers. The researcher ensured that questions asked are not



ambiguous, are free from terms that have different meanings in different cultures and that it was complicated.

The Human Resources managers was given the questionnaire for them to approve it prior to the collection of data. With regards to the qualitative research, the participants were informed that they will have access of the transcribed notes from the audio recordings to enable them to review the interview responses and confirm the interpretive accuracy. The information of this study will be gathered from qualitative and quantitative data. Using mix methods will ensure that this study has high reliability and validity (Pham, Tackova and Jabbour 2019: 390).

#### **1.6.9 Anonymity and confidentiality**

Anonymity is an ethical safeguard against privacy invasion, which means that the researcher will not be able to identify respondents by their responses (Maloantoa 2015: 70). Anonymity is important as the researcher is expected to avoid disclosing matters that allegedly ought to remain confidential (Ndinisa 2017: 72). The researcher will ensure anonymity by informing the participants that they need not include their names on the questionnaires. This study did not collect identifying information (names, surnames, email addresses, addresses etc.) of participants.

Confidentiality relates to the protection of the data collected. It is important because participants participation is not compulsory. Should the participant feel that the confidentiality of information provided was not maintained, he / she is able to request for withdrawal. Should that happen, it will result in no data to produce and analyze.

The researcher ensured confidentiality by ensuring that only the researcher or the individuals on the research team are able to identify the responses of the participants. The researcher prevented third parties from connecting individual subjects with their responses.

#### **1.6.10 Ethical considerations**

The questionnaire was presented to the representatives of the five-star hotel in order to participate and provide input prior to the main study. They approved it and voluntarily agreed to participate in this study. The questionnaires were completed voluntarily. This was also specified in the questionnaire. The confidentiality and anonymity of the participating hotel as well as of the individual participants are guaranteed.

## 1.7 DEFINITIONS AND TERMS

Key concepts made use of in this study are defined below:

**Job satisfaction:** Job satisfaction is defined as the way an employee feels about their job (Mabaso 2017: 5). On the other hand, Triwahyuni and Ekowati (2017: 2) defined job satisfaction as "the gap between expectations and the reality" of persons at work.

**Working conditions:** The circumstances under which a job is performed are called work conditions (Bakotic 2013: 207). It is also said to be the work environment and all existing factors affecting labour in the workplace. This may include things such as workload, physical aspects or working hours (Ali, Ali and Adin 2013: 68).

**Service delivery:** According to Adesina and Chinonso (2015: 2), a service defines a commodity that is intangible, which includes the performance and efforts of certain people to certain work that being said, that it is also the ability to provide assistance as one implicitly promised (Barrows, et al. 2012: 667)

**Motivation:** Motivation is described as the inner driving force that pushes one towards performing a certain action (Szalma 2014: 1453). On the other hand, Coughlan (2013: 30) described motivation as an internal force that influences a person's behaviour. These forces may be environmental (a person's financial situation and family obligations) or personal (what one aspires to for personal development).

**Intrinsic motivation:** Intrinsic motivators are defined as when a person does an activity for their own satisfaction, rather than some separable consequence (Oluseye, Amos and Abiola 2014: 198).

**Extrinsic motivation:** Extrinsic motivators are defined as rewards acquired from resources other than the job (Moloantoa 2015: 8).

**Employee performance:** Work performance is described as the activities, duties and responsibilities related to the job and the proper execution of those activities, duties and responsibilities outlined in the job description (Triwahyuni and Ekowati 2017: 3).

**Decent work:** According to the International Labour Organisation (ILO), decent work involves employees feeling secure in the workplace, it also involves employees receiving a fair income, freedom for employees to express their concerns and better prospects for the personal development of employees (International Labour Organization 2013: 12) . Decent work also means that all employees are given an equal opportunity and that employment respects the fundamental rights of human persons, including the rights of workers in relation to remuneration, work safety and social protection for families (Mager, Smith and Guijt 2018: 6).

## **1.8 GENERAL OUTLINE OF THE STUDY**

In conjunction with the introductory chapter, this dissertation comprises five chapters that will guide the reader through the research project. Brief details of the content of each chapter are given to act as a route map of the path that the researcher will travel. Chapter 2 provides the literature review, Chapter 3 the research methodology, Chapter 4 the finding and discussions of the results obtained, Chapter 5 the recommendations and concludes the research report.

### **Chapter 2: Literature Review**

Chapter Two addresses the literature under the following sub-headings: Durban, KwaZulu-Natal as a tourist destination; the nature of the hospitality industry; job satisfaction; working conditions in the hospitality industry; theories of motivation; employee work performance; and service delivery.

### **Chapter 3: Research Methodology**

The design implemented is the starting point of this chapter. It defines the population, and the design of measuring the instrument selected. The methods used to collect and analyse data on the job satisfaction of hotel employees are presented in this chapter.

### **Chapter 4: Findings and discussions**

This chapter commences with observing the responses obtained. The reliability of the instruments used (employee questionnaires, semi-structured interviews and guest questionnaires) is tested and reported on as well.

## Chapter 5: Conclusions and recommendations

This chapter discusses the findings from the data collected on job satisfaction, work conditions, work performance and service delivery. The research report will also revisit the research objectives. The limitations of the study are discussed along with recommendations for future projects. This chapter concludes by discussing the conceptual framework derived from this study.

### **1.9 CONCLUSION**

The purpose of this study is to assess the main effect of working conditions on job satisfaction, as well as their interactive effects on the perception of the image of the hotel in the context of hospitality as a service industry. This chapter set out the objectives of the study, a brief outline of the research design and the methodology of the dissertation. Literature detailing what other researchers discovered about the correlation between work conditions, job satisfaction, work performance and service delivery are examined and discussed in Chapter Two.

## **CHAPTER TWO: LITERATURE REVIEW- AN OVERVIEW OF EMPLOYEE JOB SATISFACTION IN THE HOTEL INDUSTRY IN KWAZULU-NATAL**

### **2.1 INTRODUCTION**

The hotel industry is a service-oriented industry that provides services to guests and customers to satisfy their needs. These guests and customers always perceive hotels to be a place of luxury and comfort and expect exceptional service (Ismail *et al.* 2019: 63). The key for the hotel to sustain their competitive advantage is through the provision of exceptional service to guests and customers through the hotel employees (Razali *et al.* 2018: 16). Therefore, it should be a priority to improve the nature and quality of experiences in the hospitality industry for the employees, clients and others affected (Lu, Berchoux, Marek and Chen 2015: 189).

This chapter will examine the nature of the hospitality industry's working conditions. The norms of the hospitality industry, as well as the key role-players for service delivery will be discussed prior to looking into the working conditions and level of job satisfaction of hotel employees. Theories of motivation by Herzberg and Maslow will also be utilised to unpack what motivates employees to perform, after which the researcher will look at literature on the correlation between job satisfaction, working conditions, work performance and service delivery.

### **2.2 DURBAN, KWAZULU-NATAL AS A TOURIST DESTINATION**

KwaZulu-Natal is the home of the Zulu people of South Africa. The province is well-known for its heritage and the cultural experiences it offers to the tourist who visit its shores. According to Ezeuduji and Nkosi (2017: 2), Durban is the most popular destination of choice in KwaZulu-Natal and the most visited destination in the country. It is famous for its rich history, a mixture of Zulu and Indian people, and therefore affords the experience of both cultures (Ezeuduji and Nkosi 2017: 2). Durban offers tourists adventure and wildlife, museums and theme parks, sports and wellness and cultural experiences with the Zulu and Indian cuisines (Durban Tourism 2020).

When it comes to hotel accommodation in Durban, there are a variety of places from which to select, ranging from star-graded hotels, Lodges, Resorts, Guest houses and bed and Breakfast accommodation. These accommodations range from R400 – R3000 per night. Durban thus caters for everyone's price range, which enhances its attraction to both local and foreign tourists (Tripadvisor 2020).

Furthermore, Durban's sandy oceans and beaches are a great source of income and a major tourist attraction for tourists throughout the world (Brett 2019: 1). Moreover, Makhaola, Cecile and Proches (2017: 1) emphasised that tourism and hospitality are the cornerstone of economic development in cities such as Durban in KwaZulu-Natal.

Tourism is important to the economy of KwaZulu-Natal and South Africa as a whole. The travel and tourism sector is amongst the industries that create direct and indirect employment opportunities for the local communities around the tourism destination, as well as creating opportunities for businesses and other tourist related industries. The eThekweni Municipality considers tourism as a priority sector of the municipality due to the revenues it generates and the amount of employment it provides for its citizens. The Tourism and Hospitality industry is therefore very important to the KwaZulu-Natal province because unemployment is a major problem in the province. According to Singh (2019: 1), statistics have shown an increase in the unemployment rate in the province of KwaZulu-Natal. The statistics divulge an increase of 4.3% from 21.8% in 2018 to 26.1% in 2019 (Singh 2019: 2). This reveals a need for job improvement in sectors such as Tourism and Hospitality, which will create job opportunities for the people in Durban, KwaZulu-Natal.

Currently, the chances of these improvements occurring in year 2020 are minimal. South Africa as well as other countries of the world are facing challenges with sustaining the tourism sector of their economies due to the outbreak of the Coronavirus pandemic (Covid-19). On the 5<sup>th</sup> of March 2020, the National Institute for Communicable Diseases (NIC) confirmed the first suspected case of Covid-19 in South Africa (Department of Health 2020). The rapid spread of positive cases in the country led to the President Mr Cyril Ramaphosa imposing a national lockdown on the country. South Africa's national lock down began on 26 March 2020 (Post. 2020). This

declaration by the President had devastating consequences on the tourism and hospitality sector of the economy. The lockdown declaration meant that all hotels and leisure sites, restaurants, theme parks and the travel ecosystem had to go into shut down. According to Statistics SA (2020) the Covid-19 pandemic and subsequent lockdown regulations led to a 98% decrease in revenues generated from hotel accommodations in May 2020 when compared with the May 2019 figures. The overall negative impact the pandemic has had on the hospitality and tourism industry and the country's economy are yet to be measured (Deloitte 2020). However, the immediate impact were that:

- Hotels with guests who were unable to be repatriated to their countries were permitted to function with minimal staff;
- Hundreds of thousands of employees in the sector lost their jobs, especially those who were paid on an hourly basis (Businessstech. 2020);
- Employees were working fewer than regular hours per day and per week (short-time); and
- Permanent employees were paid only 50% of their salaries and had to apply to the Unemployment Insurance Fund to mitigate the shortfall in their salaries (Charles 2020).

The importance of the hospitality and tourism sector in the economy of the country cannot be over emphasised. Stats SA (2018) published data showing that one in every 22 working South African are employed in the tourism sector. Out of this the food and beverage serving aspect of the sector contributes almost 70% to the total tourism employment (Stats SA 2018). Makhaola *et al.* (2017: 1) contends that the Tourism and Hospitality sector contributes tremendously to the overall economic development of the country. According to Le Roux (2019: 38), hotels (accommodation establishments) account for the largest proportion of overall industry revenue. According to Hanekom (2018: 1), the creation of job opportunities through tourism fits perfectly with South Africa's goal to tackle the unemployment rate. It is therefore essential to ensure that the South African tourism industry continues to remain attractive to visitors. It is important for the Hospitality industry to ensure that when people visit the tourist destination, their needs and expectations are met if not exceeded in order for them to return to the establishment. Such cannot be achieved with employees who are

dissatisfied with their working conditions. This study examines the causes of employee job dissatisfaction in branded hotels. The literature review section explores some of the factors that causes guests and tourists to return to a destination. The literature begins with a description and understanding of the nature of the hospitality industry in KwaZulu-Natal.

## **2.3 THE NATURE OF THE HOSPITALITY INDUSTRY IN KWAZULU-NATAL**

The Hospitality industry has several characteristics, features and shares common features with other service business industries. It faces similar challenges of organisation and management (Mullins and Dossor 2013: 1). The industry consists of a combination of many industries such as; hotels and related services, restaurants and related services, catering for public and private sector clients and events management (including conference and exhibition coordinators), retail as well as transportation which include, road, rail and air transportation services. Others include scheduled flights, sightseeing, safaris and many other activities which make up the tourism industry in South Africa (Stats SA 2018). For this study, the researcher focused on a five-star graded hotel in an up-market area North of Durban called Ballito.

In South Africa, the Tourism Grading Council of South Africa (TGCSA) grades hotels operating in the country. The vision of the TGCSA, is to “establish a recognisable and credible, globally bench-marked system of quality assurance for accommodation and meetings, exhibitions and special events experiences which can be relied upon by visitors when making their choice of establishment” (TGCSA 2011: 2). It is also the responsibility of the TGCSA to ensure the standards and quality of accommodation establishments in the country. The star grading awarded to hotels provides assurance to customers with regards to the quality of their chosen accommodation. It also acts as recognition of the quality of the hospitality establishment.

Star grading has a rating system of one star to five-star. The rating allocated to each hotel represents the overall level of quality and comfort offered by the hotel with regards to services and the physical environment. These ratings embrace both the



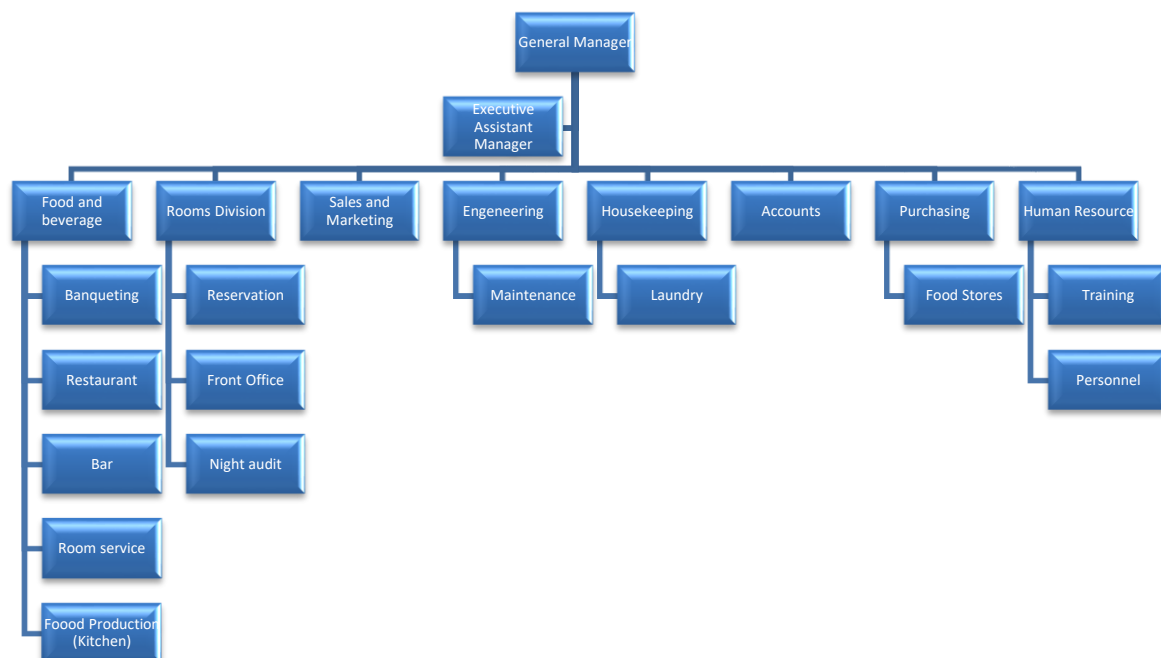
tangible and intangible aspects of the hotel property (Sepula *et al.* 2018: 150). They are differentiated as follows:

- One-star grading. Hotels in this classification are usually small and offer basic accommodation. Some of these establishments offer a basic meal for their guests and customers (Adedipe 2018: 23).
- Two-star graded hotels are similar to one-star graded hotels. They also just offer accommodation and are cheaper than the three to five-star hotels.
- Three-star grading hotels provide good quality service and have some amenities to offer to hotel guests and customers (Li 2020: 8). They have several rooms to choose from which are different in sizes.
- Four-star grading hotels are known for offering guests and customers upscale quality service and comfort with a degree of luxury and quality furnishings and décor (Adedipe 2018: 24).
- Five-star grading denotes highest standards. They are usually spacious, elegant, and offer guests and customers the highest level of luxury. They offer formal and supervised services with the intention to exceed customer expectation. They have restaurants within the hotel to offer food and beverages for the guests occupying the hotel. The staff working in five star graded hotels are usually knowledgeable, efficient, and courteous (Banoobhai-Anwar 2016: 34-35).

According to the TGCSA, a hotel is an establishment that provides formal accommodation which may offer certain service to the guests (TGCSA 2011: 1). It further states that for an establishment to be classified as a hotel, it must have the following; a minimum of four rooms, must operate 24 hours a day, 7 days a week, where applicable, meals and beverages to be provided from outlets within the property, rooms to be serviced 7 days a week, a formal reception area must be provided, bathroom facilities to be en-suite and on sight parking with security for guests (TGCSA 2011: 1).

As shown in Figure 2.1, a typical hotel structure consists of eight departments. There is a general manager who is responsible for all aspects of the hotel. They are supported by the Executive assistant manager. Under the executive assistant

manager, there are eight departments that report to the executive assistant manager and the General manager. These departments are: the Food and Beverage, Rooms Division, Sales and Marketing, Engineering, Housekeeping, Accounts, Purchasing and the Human Resource department. Each department has operational staff that work in the different hotel departments such as; Banqueting, restaurant, bar, rooms service and the food production team who all fall under the Food and beverage department. Reservations, front office and night audit all fall under Rooms division department. Maintenance under engineering department, laundry under housekeeping department, food stores under purchasing department, training and personnel under the Human Resource department. All these departments need to work together to achieve the common goal of the hotel.



**Figure 2.1: Typical Hotel organisational chart / organogram**

**Source:** Mullins and Dossor (2013: 173)

For this study, the researcher will focus on the three departments that have an important role in the success of the hotel, where the employees have direct contact with the customer, namely the Rooms division (Front Office), Food and beverage (Restaurants and Bars) and the Housekeeping department (Najafi 2019: 5).

### **2.3.1 Rooms division**

According to Sanjaya, Wijaya and Rafael (2020: 55), the rooms division department is a very important department with regards to the continuity of the hotel because employees from this department deal directly with the guests and customers.

Similarly, the authors Fakhri and Marini (2019: 45) concur that the rooms division department is the centre of all operations in the hotel and contributes tremendously to run the hotel operations in guests' service delivery and in guest satisfaction. They deal directly and indirectly with the guest from the time they make a booking, when they arrive to when the guests depart (Fakhri and Marini 2019: 46). They are responsible for the sale of hotel rooms, capturing of the guest information on the hotel system, registering the guest into the hotel, providing the guests with information during their stay and billing them upon departure (Badrianta *et al.* 2019: 39).

### **2.3.2 Food and beverage**

The food and beverage department has a function of providing food and beverages to guests and customers. This involves planning of the menus that will attract the guests and customers, the purchasing and processing of food and beverages as well as the service of food and beverages (Darmaja, Meirejeki and Sudiarta 2018: 284). Najafi (2019: 9) further stated that this department is the second department that generates the highest revenue for the hotel. It is responsible for providing quality food and beverage, provide hygienic and professional service and to create a welcoming atmosphere to the customers and guests.

### **2.3.3 Housekeeping department**

The housekeeping department is one of the major departments in a hotel. It is an important department of any accommodation sector as it plays an indispensable role of maintaining the hotel standards of cleanliness (Bhatnagar and Nim 2019: 47). It is also essential as major profits of the hotel are generated from this department. The responsibility of the employees from this department does not only involve ensuring cleanliness of the hotel, but it also includes being hospitable to clients and guests and ensuring that they have a comfortable stay at the hotel (Tra 2020: 7).

Additional requirements for five-star hotels are listed below:

- It must provide a valet service;
- Have a 24hour room service;
- The services such as porter and concierge must be available;
- Offer a central business centre;
- Provide full housekeeping services including laundry; and
- Provide other services, such as a spa, childcare, shoe polishing and newspaper delivery.

These additional requirements for five-star graded hotels increases the pressure of the daily workload to be completed by employees. Work performance and expectations are therefore higher for employees working in 5-star graded hotels. This infers that since more is required in terms of work performance from hotel employees, it is incumbent on hotel managers to provide a decent work environment and prioritise the job satisfaction of their employees. The aim of this study is to ascertain the correlation between the working conditions of hotel employees and the job satisfaction level of these employees in five-star graded hotels in Durban. The study will investigate how working conditions relate to job satisfaction, work performance and then ultimately service delivery in five-star graded hotels where services delivery is expected to be at the highest levels possible.

Since, the hotel industry is a service-oriented business, it is every hotel's mission to receive guests constantly in order to be profitable. According to Mullins and Dossor (2013: 8), hospitality businesses seek to deliver to each of their customers' emotional warmth that differentiates them from their competitors and create a 'loyalty beyond reason' to their products and customer experiences.

The 'loyalty beyond reason' concept was first publicised by Kevin Roberts (2005: 60), *Lovemarks: The Future Beyond Brands*, where the author contends that for one to build a "loyalty that goes beyond reason", it must be based on love and respect (Roberts 2005: 60). The author maintains that mere products or commodities cannot command neither love nor respect. Hence, if five-star branded hotels are to build this type of relationship with their customers they require hotel employees who will provide this love and respect to customers. Hotel managers will need to see their employees as a key part of the product they are selling. According to Basak and Khanna (2017: 27), the ability to recruit employees who are not only capable of performing their work

but who can also enhance the customer experience is a necessity for employers in the hospitality industry.

The second objective of the 2011 National Tourism Sector Strategy is “Providing excellent people development and decent work” within the tourism sector. Despite this objective, there are perceptions that the hospitality industry does not provide jobs that meet one’s expectations, in terms of attractive incomes and other factors that enhances employees job satisfaction (National Tourism Sector Strategy 2011: 10). The next section of the study examines job satisfaction as a concept and the factors that influence employee’s job satisfaction in the hospitality industry with specific reference to five-star graded hotels in Durban.

## **2.4 EMPLOYEE JOB SATISFACTION IN HOSPITALITY INDUSTRY**

Before the COVID 19 pandemic, the Hospitality and Tourism industry was one of the largest and fast growing industries worldwide (Banoobhai-Anwar 2016: 1). As the industry grows, so does the expectations and demands for quality services from consumers, as well as competition amongst the players within the industry (Basak and Khanna 2017: 27). However, the three months period between April 2020 to June 2020, witnessed a rapid decline of 99% of international tourist arrivals in South Africa due to the pandemic and the resultant closure of all international borders in the country (de Witt. M. 2020: 4). This drastically affected the growth of the Hospitality and Tourism industry and resulted in 30.1% job losses for many employees within the sector in the first quarter of the year 2020 (de Witt. M. 2020: 3). In this business environment of heightened customer expectations, hotels are looking for ways to excel in competition, service delivery and customer satisfaction and employee performance. This study will investigate factors influencing employee’s performance within the hospitality industry, as well as how such performance affects customer satisfaction.

The literature on employee performance and service delivery divulges that job satisfaction is the key to employee performance, then ultimately customer satisfaction and efficient service delivery (Korir and Ndegwa 2020: 93). Parttimaa and Backstorm (2018: 6) stated that the success of the organisation lies purely on the behaviour of the members of staff. Similarly, Malantoa (2015: 16) and Ismail *et al* (2019: 63)

emphasize that job satisfaction is an important factor that organizations attempt to nurture amongst their employees.

#### **2.4.1 Definition of Job satisfaction**

Understanding the term “job satisfaction” is vital to this research. There are many different definitions of job satisfaction used by theorists. The following are some definitions proposed among various authors:

- Bakoti and Babic (2013: 206) define job satisfaction as signs or indicators suggesting how much an employee likes his or her work. They further stated that it is a sense of comfort and positive experiences that an employee has in relation to their job.
- On the other hand, Triwahyuni and Ekowati (2017: 2) defined job satisfaction as "the gap between expectations and reality" of persons at work.
- Saiti and Papadupoulos (2013: 74) and Pawirosumarto, Sarjana and Gunwan (2017: 1341) allude that, job satisfaction is a positive emotional state of a person arising when assessing their work situation and is usually related to the job characteristics and job requirements.
- In addition, Sahito and Vaisanen (2017: 209) and Mabaso (2017: 5) define job satisfaction as the feelings that an employee has towards their job. Sahito and Vaisanen further states that these feelings manifest themselves as an attitude, resulting in an emotional response, based on the individual's perceptions of what they expected and what they experience in their job.

However, the definition most applicable to this study is that of Sahito and Vaisanen (2017: 209) and Mabaso (2017: 5), who viewed job satisfaction as the attitude and feelings that a hotel employee has with regards to their job. Along with the many different definitions mentioned, there have also been diverse approaches to job satisfaction and the operationalisation of the concept of job satisfaction. A common approach is to view job satisfaction in terms of various components which could have positive or negative effects. This approach assumes that the job satisfaction of hotel employees is based on several factors, namely working conditions, workload, job

security, compensation, employee status, company evaluation policies, management practices, subordinate relations and opportunity for growth (Kusluvan 2003: 359).

According to Basak and Khanna (2017: 32), a company is recognized by the people it employs. Front Office employees (reception) play an integral role within the Tourism and Hospitality industry, as regards productivity, loyalty, service quality, customer satisfaction, efficiency and other measures of employee performance. Therefore, employee attitudes and behaviour must be considered by organisations as they are the key to success in the Tourism and Hospitality industry. The next section of this research examines the factors that contribute to job satisfaction or job dissatisfaction in the tourism and hospitality sector.

## **2.5 WORKING CONDITIONS**

### **2.5.1 Definition of working conditions**

Bakotic (2013: 207) defines working conditions as the circumstances under which a job is performed. Ali *et al.* (2013: 68) further defines working conditions as the work environment and all existing factors affecting labour in the workplace. This may include aspects such as workload, physical aspects or working hours, etc.

### **2.5.2 Working Conditions in the Hospitality Industry**

Mokaya, Musau, Wagoki and Karanja (2013: 70) argues that, most hotel employees see work conditions as essential ingredients to their satisfaction. According to Geneva (2010: 14), the hotel employees frequently work varying shifts due to the nature of the industry's 24 hours operation. There are several fundamental issues of a hotel career that employees within this industry must consider. These are inclusive of: job stress, working long and irregular work schedules including working during peak seasons (Ezeuduji and Mbane 2017: 8). Employees who do not adapt to these employment conditions often do not find job satisfaction with their work. Work conditions within the Hospitality industry contravenes that stipulated in the Basic Conditions of Employment Act of 1997 (BCEA), section 9 and 9A. This Act states that, no employer shall require or allow an employee to work 45 hours a week or nine hours in any day. It further states that if the employee works for 5 days or less in a week, 8 hours a day, they

must not work more than five days a week (Labour. 2020: 6). Such adherence is often not complied to within the Hospitality industry (International Labour Organization 2010: 10).

Tesone (2010: 360) further states that hospitality employees are too consumed by work, while employees in other industries are engaged with their work. The author contends that this means that employees in the hospitality industry centre their lives on their work, while other employees view their jobs as a toil that stands in the way of what they want (money).

As already mentioned, the hospitality industry is characterized by offering part-time and casual work, having a high rate of staff turnover, low job security, offering low income to their employees, low skills levels and lack of advancement opportunities for their staff (Haldoraia *et al.* 2019: 47). The employees spend a lot of time in the workplace and work long and irregular work schedules that cut into their family time (Abuhashesh, Al-Dmour and Masa'deh 2019: 1). Nevertheless, to be successful in the industry, it requires the employee to be able to have good analytical skills and be able to resolve unexpected situations (Ezeuduji and Mbane 2017: 8). These working conditions, amongst many, all affect exposure to stressors, which in turn influence job satisfaction (Fogaratnam and Buchanan 2004: 239).

Furthermore, Coughlan (2013: 21) addressed the issue of relocating when working in the hospitality industry. The author states that employees working in this industry are seldom promoted from one job level to another. This is due to the fact that job advancement or promotions oftentimes, mean that the employee would need to relocate. Relocation for employees who do not receive sufficient pay may result in an employee forgoing job advancement in favour of stability.

Long working hours is another factor affecting job satisfaction in the hospitality industry. According to Ezeuduji and Mbane (2017: 8), working hours are a contributory factor to job dissatisfaction. The authors also allude that, besides the long hours, issues such as of work schedules, particularly working on weekends, nights and holidays has equally contributed to job dissatisfaction amongst the employees in the



hospitality industry. They further mention that, as a means to increasing employee commitment towards the hotel, management should be able to offer a reasonable pay which matches employees' expectation.

Moreover, Putra, Cho and Liu (2017: 2); Geneva (2010: 14), and Coughlan (2013: 22) stated the following regarding to working in the hotel industry:

- That it is demanding, hectic and is a stress breeder;
- Employees who work late shifts should generally receive compensation for transportation. The hotel leadership work regularly and also for longer hours than scheduled, especially during peak times such as festive seasons. Staff may also be called to work on short notice in events of emergency or to cover a position for an absent employee;
- Hotel employees feel insecure about their job because of the fixed contracts of employment and part-time employment;
- Salaries are relatively low (below the national average);
- There are unsteady jobs;
- There is limited career development; and
- There is a relatively high level of sub-contracting and outsourcing employees, as well as a high turnover rate.

Hotel employees provide a variety of services to guests and customers and must do so courteously, efficiently and accurately. Even when dealing with impatient guests, hotel employees must always maintain a pleasant demeanour (Kim, Leong and Lee 2004: 172).

Kim et al. (2004: 174) further state that food service employees must withstand the strain of working during busy periods and being on their feet for long hours due to the expected level of performance required of them. Kitchen employees (chefs) work with dangerous equipment such as gas and convection stoves, food slicers, grills, meat cleavers, heavy pots and pans and deep fryers. Therefore, job hazards such as slips, falls, cuts and burns are what these employees go through daily. Restaurant employees experience the same as they often also carry heavy trays with food, dishes and glassware. These employees work weekends, holidays and evenings. Therefore, the work environment can also lead to the dissatisfaction of hotel employees (Ezeuduji and Mbane 2017: 14). Research by Sahito and Vaisanen (2017: 210) has shown a

strong correlation between job satisfaction and motivation. This means that the factors that motivate employees contribute to the prediction of job satisfaction. Coughlan (2013: 30) stated that for one to fully understand job satisfaction, they must first understand the concept of motivation as motivation is a process that can lead to job satisfaction.

## **2.6 THEORETICAL FRAMEWORK OF JOB SATISFACTION**

### **2.6.1 Motivation**

#### **2.6.1.1 Definition of Motivation**

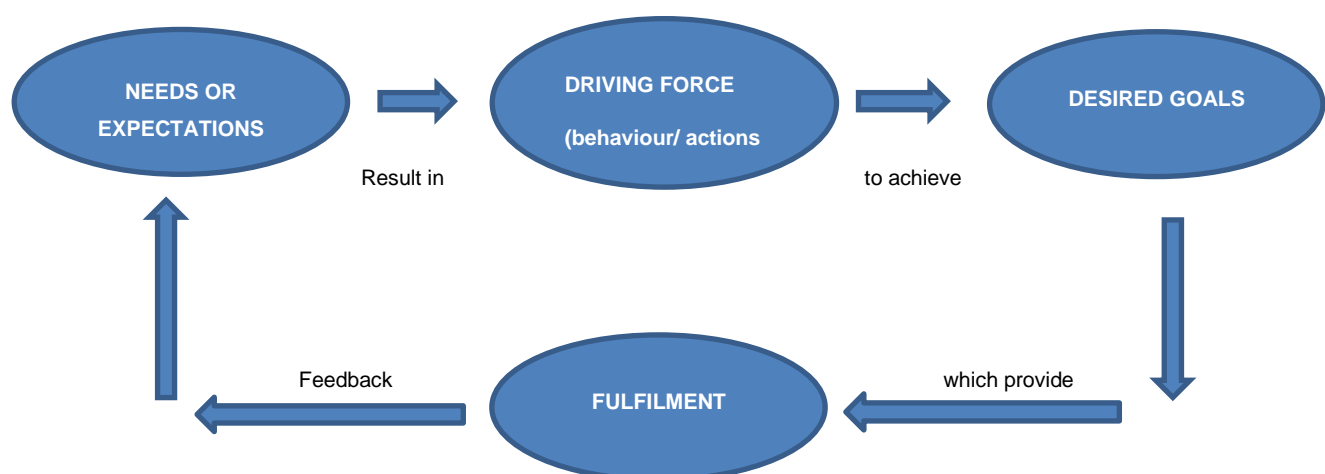
Motivation is described as the inner driving force that pushes one towards performing a certain action (Szalma 2014: 1453). Similarly, Dung and Nawang (2015: 6) describe motivation as a creation of stimuli that inspire and sustain an employee's drive to perform. On the other hand, Coughlan (2013: 30) described motivation as an internal force that influences a person's behaviour. These forces may be environmental (a person's financial situation and family obligations) or personal (what one aspires to for personal development). Nevertheless, Ford, Sturman and Heaton (2012: 231) define motivation as instilling a desire into an employee that will encourage the employee to act in a particular way. Mokaya *et al.* (2013: 79) state that "employees are considered as the most valuable resource and asset to an organization. Qualified and motivated employees create and deliver value out of other organizational resources."

#### **2.6.2 Motivation and Job satisfaction**

As highlighted by Parttimaa and Backstorm (2018: 6), employees are valuable assets in the hospitality industry. Mullins and Dossor (2013: 313) postulate that, employers are required to provide conducive work environment in order for employees to provide a compelling job. In practicality, it may be challenging for hotel managers to create excitement in the daily chores of hotel employees. For example, how can the hotel manager ensure bed-making, cleaning bathrooms, serving customers and many more duties appear to be exciting and interesting to do? What are the key motivators for employees carrying out mundane routine work?

To make the best use of employees as a valuable resource, Mokaya *et al* (2013: 79) mentions that, attention must be paid to the attitudes and feelings that employees have regarding their jobs. This may be achieved by adopting appropriate systems of motivation and reward which may impact job satisfaction. How jobs are designed and the work organisation can have a significant effect on employee behaviour and performance. Hoteliers should invest in the motivation of their employees because jobs in the hotel industry require effort and personal character. When analysing the study of motivation, you are able to discover why individuals behave in a certain way and what determines their actions. The ability of employees and the strength of motivation determine the level of employee work performance (Dung and Nawang 2015: 6). Motivation is the driving force within individuals by which they attempt to achieve desired goals to satisfy a need or expectation (Parttimaa and Backstorm 2018: 10). Motivation within this context is illustrated in Figure 2.2.

**Figure 2.2: The Basic Motivational model**



Source: Dung and Nawang (2015: 6)

### 2.6.3 Theories of motivation

Theories of work motivation are diverse and include a wide range of constructs such as motive, goal, intention and the need for reward. There are many theories of motivation which influence the outcome of job satisfaction. Theories of motivation can be divided into two broad approaches: content theories and process theories (Rhee 2019: 267). These theories include: Abraham Maslow's Hierarchy of needs, Frederick Herzberg Two Factor theory, Alderfer's Existence, Relatedness and Growth theory, and McClelland's needs theory. Content theories place emphasis on what motivates

a behaviour, regardless of whether the variables are within the individual or the organisation itself (Sahito and Vaisanen 2017: 210). Content theories try to answer general questions, such as “why do people work?”. Content theories used in this study include Abraham Maslow’s hierarchy of needs, as well as Frederick Herzberg’s Two Factor theory. These two theories were used for this study based on the assumptions that they influence the way in which employees are motivated (Moloantoa 2015: 20). Similar studies conducted by Alrawahi, Sellgren, Altouby, Alwahaibi and Brommels (2020: 2), Korir and Ndengwa (2020: 87), Hussein (2017: 9) and Dung and Nawang (2015: 6), also used these two theories to determine factors affecting job satisfaction of employees.

On the other hand, the actual process of motivation and attempt to identify the relationship among the variables which make up motivation is explained by Process theories. Theories that fall into this category include: Porter-Law’s model and expectancy theory by Vroom. These theories address questions such as “what factors affect peoples’ willingness at work?”. *Content theories* may be seen as theories that describe human drives, while *process theories* describe the translation of those drives, which results in an action (Badubi. 2017: 44). These theories of motivation are further explained in the proceeding section.

#### **2.6.4 Maslow’s Hierarchy of needs**

Abraham Maslow’s hierarchy of needs is one of the well-known theories of motivation. His theory was published in 1943. Maslow’s concept advocates that, people are “wanting” beings and that they always desire more. That ideally depends on what they already have. He suggests that human needs are arranged in a hierarchy, from the bottom (lowest need- physiological) to the top (highest need-self-actualization), and that some of these needs are more powerful than the others. His theory indicates a relationship between motivation and satisfaction by indicating that unfulfilled needs at the lower level would prevent the person from being motivated to reach the highest level of need (Moloantoa 2015: 22).

## Maslow's hierarchy of needs

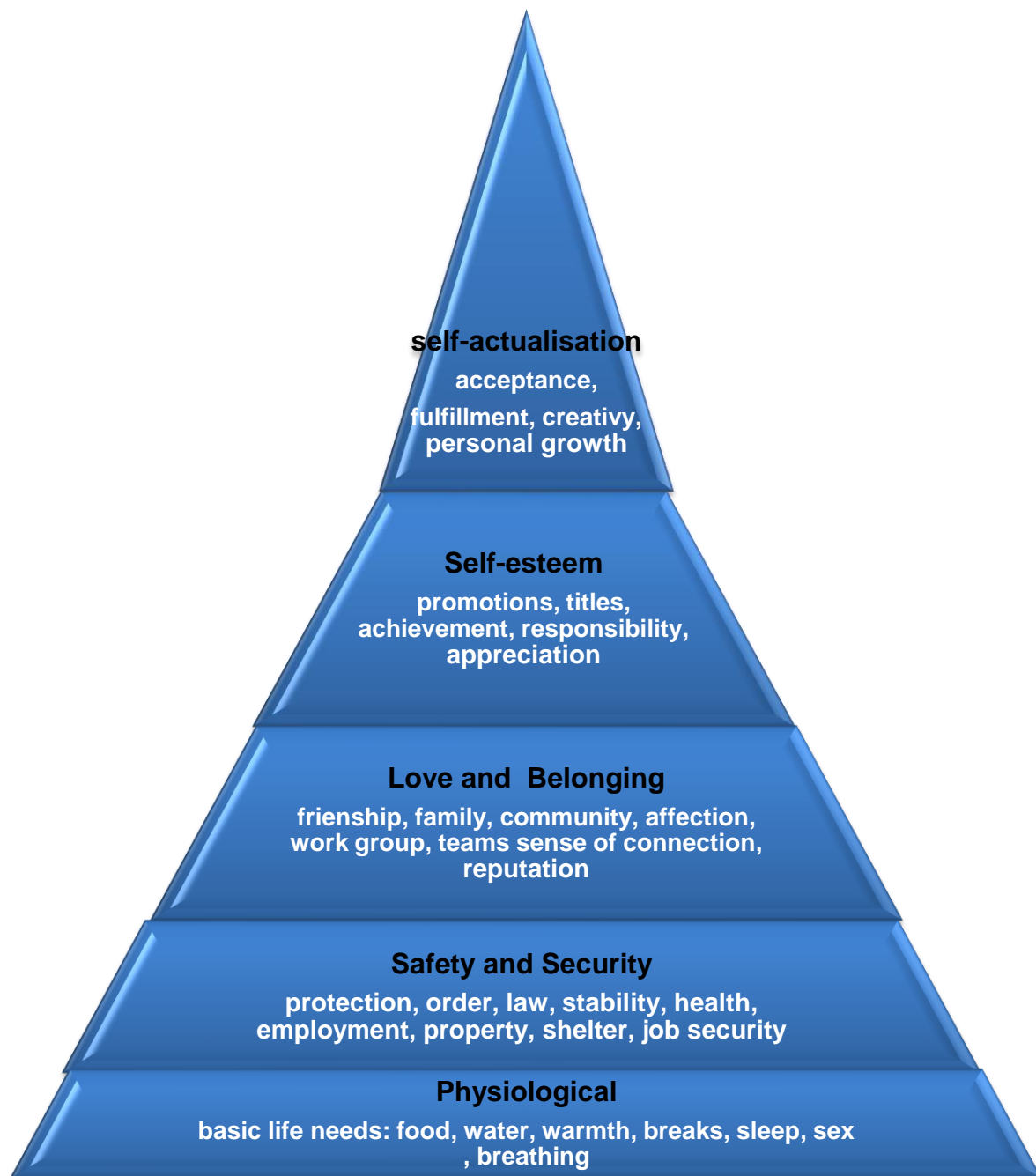


Figure 2.3: Maslow's Hierarchy of needs

Source: Coughlan (2013: 31)

The needs illustrated in the pyramid are divided into two categories: **deficiency needs** (physiological to self-esteem) and **growth needs** (self-actualisation). If the deficiency needs are not met, a person may feel the deficit, which in turn will hinder his or her development (Ball 2017: 8). When the deficiency needs are met, they motivate individuals.

At the bottom of the hierarchy, depicted in Figure 2.3, are physiological needs. *Physiological needs* are the basic needs of life. These include food, water, warmth etc. In organisational context, physiological needs would be things such as availability of a cafeteria where employees can dine at, as well as pleasant working conditions. Employees will not worry much about their achievement, social or recognition needs if they are concerned about physiological needs, such as how to feed and provide for their family, finding a safe place to stay and purchasing warm clothes for cold winter days. If these needs are not fulfilled, individuals will not move to the next level of needs without satisfying physiological needs (Ford *et al.* 2012: 232). Once the physiological needs are met, employees will focus on the next level of need which is *safety and security*. The employees will want to feel secure in the workplace.

The second level of the hierarchy is *safety and security needs*. This refers to how secure an environment is, whether the employees are protected and secure, in the workplace or on one's own property (Lonn and Dantzler 2017: 67).

As soon as people feel safe and secure, they start to develop a desire of *acceptance and friendship* (relationship needs). Individuals at the love and sense of belonging level of the hierarchy will be concerned with establishing and maintaining friendships with co-workers.

*Self-esteem* (ego) needs refers to an individual's ego, self-esteem, self-respect, titles, achievement and prestige in the eyes of others. Individuals seeking to satisfy this need would for example start studying or working harder to be eligible for a promotion (D'Souza and Gurin 2017: 183).

Once the growth needs have been reasonably satisfied, one may be able to strive to reach the highest level called *self-actualisation*. At this level, an individual would have achieved most of what they want as it is likely to strive to do what they do best, they will also start looking at opportunities to assist others (Lonn and Dantzler 2017: 69).

In an organisational context, Maslow's Hierarchy of Needs implies that personal needs affect the way in which employees are motivated. Therefore, it is the organisation's

responsibility to ensure that employees' deficiency needs are met first. This means, in broad terms, that employers need to provide a safe working environment and ensure employees earn a decent wage. This also implies that employers need to create a conducive work environment for which employees can develop to their full potential. Failure to do so, would create employee frustrations which can result in job dissatisfaction, poor employee performance and ultimately increased withdrawal from the organisation. For example, in this theory, job insecurity will prevent an individual from achieving the higher growth needs (D'Souza and Gurin 2017: 183). They might work harder to get security, even if their other needs are not met. If the need for security in the workplace is not fulfilled, they will fulfil their needs elsewhere or burn out. Therefore, according to Maslow, in order to meet the employees' needs, the employer must understand the level of needs to which the employee belongs (Nwokorie and Aneke 2019: 166).

How can organisations then apply Maslow's Hierarchy of Needs to satisfy their employees? Table 2.1 below suggests ways in which employers can apply Maslow's hierarchy of needs in the workplace.

**TABLE 2.1: Applying Maslow's Hierarchy of Needs**

<b>Needs level</b>	<b>General rewards</b>	<b>Organisational factors</b>
Physiological need	Food, water, sex, sleep, warmth	1. Basic wages/ salary 2. Pleasant working conditions 3. Cafeteria (adequate rest breaks and meal breaks)
Safety and security	Safety, security, stability, protection, shelter	1. <b>Economic</b> Wages and salaries Fringe benefits Retirement benefits Medical benefits 2. <b>Psychological</b> Provide job descriptions Avoid abrupt changes

		Solve employees' problems <b>3.Physical</b> Working conditions (health and safety) Heating and ventilation Rest periods
Love and belonging Relationship	Love, affection, belonging	1.Encourage social interaction (sports, parties, outings) 2.Create a team spirit 3.Facilitate outside social activities 4.Use periodic praise 5.Allow participation
Self-esteem / Ego	Self-esteem, self-respect, prestige, status, achievement, appreciation, responsibility	1.Design challenging jobs 2.Use praise and awards and give feedback for good work done 3.Delegate responsibilities 4.Give training 5.Encourage participation 6. Impressive job titles
Self-actualisation	Personal growth, advancement, creativity, acceptance	1.Give training 2.Provide challenges 3.Encourage creativity 4.Create advancement opportunities in the organisation

**Source: Ball (2017: 9) and Mullins and Dossor (2013: 292)**

The table shows potential ways in which Maslow's theory can be applied in the workplace. Each need builds on the last need allowing a person to feel fulfilled which can encourage motivation and creative thinking. Maslow's hierarchy of needs concept



is useful for this study as it can assist in ascertaining factors that affect job satisfaction of hotel employees and determine how best to motivate employees and make sure that their needs are met.

Should these be implemented, employees will be motivated and may respond positively, leading to employee satisfaction (Mullins and Dosor 2013: 292).

Another paradigm applicable to this study is the Two-factor theory by Fredrick Herzberg.

### **2.6.5 Fredrick Herzberg's Two-factor theory**

Herzberg collected data for his study from accountants and engineers in the 1950's. He created a two-dimensional paradigm of factors influencing people's attitudes towards work. His argument was that factors that attributed to employees satisfaction with their job were not the same with those that caused dissatisfaction, namely motivators and hygiene factors (Alshmemr, Shahwan-Akl and Maude 2017: 12). These highlighted aspects influence job satisfaction. This is illustrated in Figure 2.4.

When **Motivator** needs are met,  
employees will be satisfied.

When these needs are not met,  
employees will not be satisfied.

When **Hygiene** needs are met,  
employees will not be dissatisfied.

When these needs are not met,  
employees will be dissatisfied.

## Two-factor theory of job satisfaction

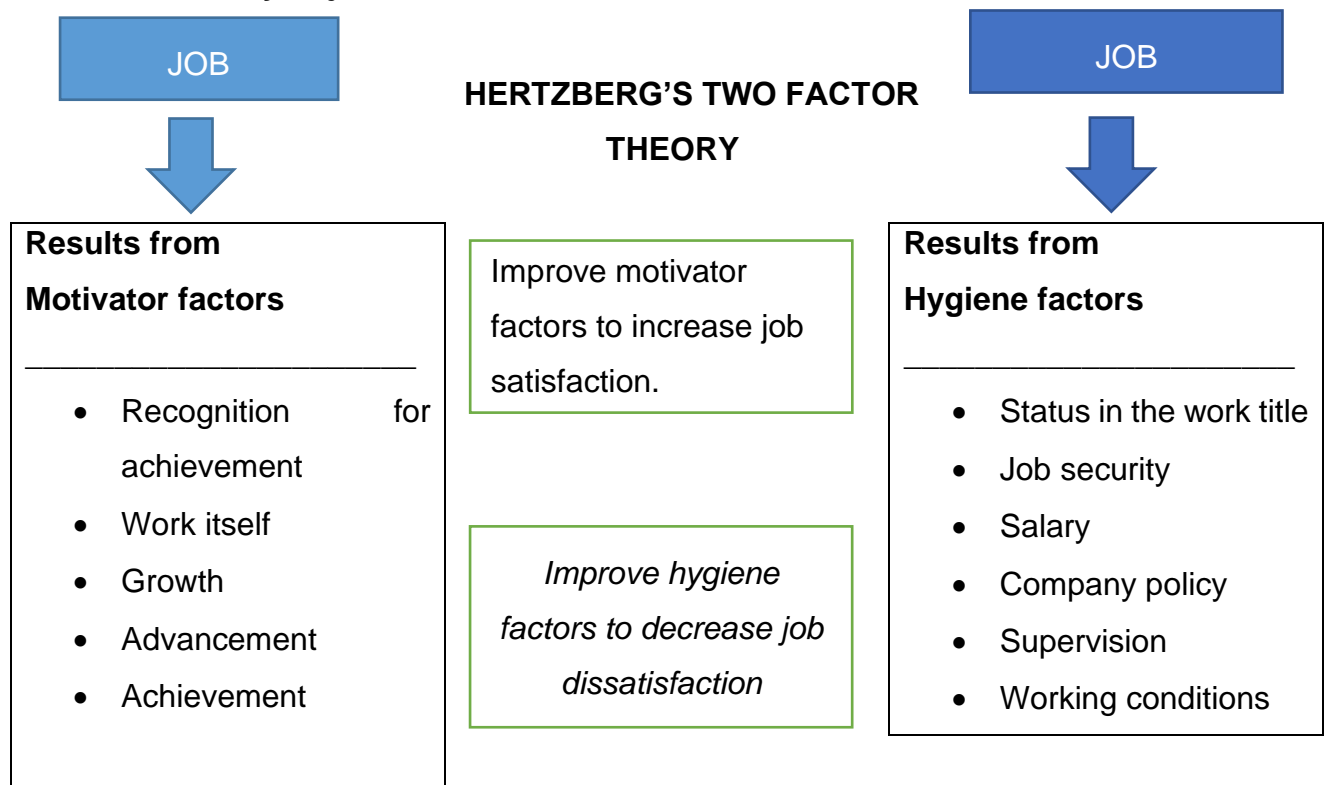


Figure: 2.4 Two Factor Theory of Job Satisfaction

Source: Parttimaa and Backstorm (2018: 11)

As illustrated by Figure 2.4, motivators inspire a positive point of reference to one's job. **Motivators** are also known as growth needs and according to Maslow, must be given attention in order to motivate workers to give off their best and sustain a higher level of performance. Herzberg stated that positive satisfaction required the presence of motivators – recognition, the work itself, sense of achievement and advancement, which are Maslow's higher order level needs for self-esteem and self-actualisation (Sahito and Vaisanen 2017: 211). Motivator factors address what employees can do at work. They are the variables that motivate employees (refer to Figure 2.4).

On the other hand, **hygiene factors** were said to be those factors that cause dissatisfaction in the workplace. Hygiene factors, being used in the medical context of "preventative and environmental", serve to prevent dissatisfaction in the workplace (Saad and Hasanein 2018: 3).

These factors are related to working conditions, salary, job security, company policy and supervision. Hygiene factors address how people are treated at work. If there is an absence of hygiene factors, they cause dissatisfaction (Njue and Mbatu 2019: 503). According to this theory, if employers pay attention to hygiene factors, this could

result in employees being motivated. If the hygiene factors are good, Herzberg's theory claims that employees' will not be dissatisfied with their jobs, but will not be positively satisfied either. This means that employers should focus on providing staff with challenging and interesting jobs and to also focus on enriching jobs rather than simplifying them (Mullins and Dossor 2013: 294). Herzberg emphasizes that both sets of factors are important, but for different reasons (Alrawahi S. *et al.* 2020: 2).

A study by Al-Ababneh, Al-Sabi, Al-Shakhsheer and Masadeh (2017: 135) stated that hygiene levels in the hotel industry are the most significant factors to a hotel employee's job satisfaction. Hence, hotel managers need to improve on the hygiene factors to decrease job dissatisfaction amongst hotel employees. Moreover, workers who live in and receive meals at work are more likely to be concerned with the hygiene factors in the workplace as well as the quality of working conditions (Tavitiyaman, Tsui and Hui 2018: 20). These employees will be concerned about how they are treated, the quality of food and services provided to them, as well as the living conditions that the hotel provides them with.

Apart from the hygiene factors, another significant factor is that of the salaries and wages of hotel employees. According to Herzberg, pay is an important factor in the job satisfaction of hotel employees. Many hospitality establishments pay poorly (Haldoraia *et al.* 2019: 47). Working conditions are difficult, largely because of the long hours due to the fact that hotels operate on a 24-hour basis. Employees are often faced with difficult customers, persistent shortages of staff, work overload and shift work: all contributing to a stressful work environment for hotel employees (Putra, Cho and Liu 2017: 2). The low pay and unpleasant working conditions experienced by employees in hotels suggest that such employees may be less likely to find their work satisfying, which may cause them to perform below expectation (Wang 2017: 12). Herzberg's theory draws attention to the importance of the job design and the restructuring of hospitality jobs as a means to increasing the maximum ability of workers to achieve goals that are meaningfully related to the execution of their jobs (Coughlan 2013: 36).

Herzberg further categorizes two factors that may motivate employees – ‘intrinsic and extrinsic motivators’. He described motivation factors as intrinsic to the job and hygiene factors to be extrinsic to the job (Alshmemr, Shahwan-Akl and Maude 2017: 12).

### **Intrinsic motivators**

- I. Motivator factors aim to improve job satisfaction, whereas hygiene factors reduce job dissatisfaction (Alshmemri; Shahwan-Akl and Maude 2017:12);
- II. Intrinsic factors relate to psychological rewards as well as internal feelings such as how much one is satisfied with their job, how interesting and demanding the job is, being appreciated and recognized and being treated in a caring and considerate manner; and
- III. The implication of this theory for the job satisfaction of hotel employees can be linked to the idea of Herzberg’s theory, which focuses more attention on the importance of job content factors that motivate employees and states that the fringe benefits, remuneration and the physical working conditions have limited influence on the motivation of employees (Al-Ababneh *et al.* 2017: 135). The researcher believes that these factors prevent dissatisfaction.

### **Extrinsic motivators**

- I. Extrinsic motivators are the tangible rewards acquired from resources other than the job (Moloantoa 2015: 8);
- II. They relate to the context of the work; and
- III. They are features such as pay and fringe benefits, job security, promotion, contract of service, the work environment and conditions of work.

Therefore, the duty of management is to increase the satisfaction of employees and decrease their dissatisfaction in order to increase motivation. To achieve this, the organization must know what their employees want from the job and what motivates them to perform. Hotel employees are valuable assets and the key to the success of any hotel (Hussein 2017: IV). Therefore, the work performed by these employees can be enhanced by motivation (Partimaa and Backstorm 2018: 6). This indicates a correlation between motivation and job satisfaction (Moloantoa 2015: 19). In consonance with this study, management may possibly increase the level of

motivation of hotel employees, which may in turn increase work performance, job commitment and service delivery. The next segment discusses the effects of job satisfaction and working conditions of hotel employees on work performance.

## **2.7 EMPLOYEE WORK PERFORMANCE**

Performance in any organization is aimed at producing results and is seen to have a strong link with the strategic goals of an organization. Thus, for every organization, performance is the important element that the success or failure of the organization depends on (the performance of their employees) (Pawirosumarto, Sarjana and Gunawan 2017: 1337). Employees are employed to produce results. Hence, this emphasizes the need to gain clarity on the term 'work performance'.

### **2.7.1 Definition of work performance**

Work performance is described as the activities, duties and responsibilities related to the job and the proper execution of those activities, duties and responsibilities outlined in the job description (Triwahyuni and Ekowati 2017: 3).

It is crucial for employers to learn how to sustain the motivation that employees naturally bring to their jobs. Employees have basic human needs, as illustrated by Maslow's Hierarchy of Needs pyramid. Creating a pleasant work environment that meets their employees needs will not only satisfy employees but will motivate them too (Sahito and Vaisanen 2017: 209).

Studies by Nwokorie and Anele (2019: 164) as well as Murugesan and Prasad (2020: 167) have shown the relationship between employee morale and employee performance. Employee morale positively affects employee performance. According to Kandavel and Sakthivel (2018: 1059), companies with employees who have a high morale performed considerably better than their colleagues within the same industry.

It is pertinent for employers to understand the factors affecting employee performance in the hotel industry, particularly the star-graded hotels. Hotels offer a variety of services as highlighted at the beginning of Chapter Two. Therefore, it is important that organisations enhance employee performance in order to provide a high quality of

services and to retain existing customers. It is expedient that employers understand what employees want from their respective jobs, and what motivates them (Parttimaa and Backstorm 2018: 8). What are the factors that contribute to employee performance?

### **2.7.2 The relationship between Job satisfaction and Employee performance**

In assessing job satisfaction, the sources of job satisfaction must be taken into consideration. As touched on previously, many factors affect job satisfaction, work performance and ultimately service delivery. The major factors which are divided into two categories, are those relating to the demographic characteristics of the individuals and those relating to work factors in hotels. According to Aloysius (2017: 9), demographic factors of individuals equally affect the job satisfaction of employees.

#### **Demographic factors:**

- **Age**

Age is seen as one of those variables that influence the job satisfaction of employees. The age of employees is a determinant of the job satisfaction level of employees. Empirical studies have shown that older employees are more satisfied with their jobs as compared to younger employees (Aloysius 2017: 10). Nas (2016: 220) concurs that younger employees have a low job satisfaction level. Studies by Kagiso (2018: 53) allege that younger employees in the workplace experience more stress due to unfavourable working conditions, work overload, role ambiguity as compared to late middle-aged workers. Therefore, it is important to motivate, while instilling a reasonable level of enthusiasm amongst the younger the employees, and also creating an enticing work conditions to retain them (Kagiso 2018: 54). According to these writers, satisfaction increases when the age increases.

- **Gender**

Aloysius (2017: 10) provides insight of a correlation between the gender of employees and job satisfaction. The author stated that males are generally more satisfied with their jobs than females. Similarly, Amarasena *et al.* (2015: 92) concur that female employees in the hospitality industry are less satisfied than males.

- **Level of education**

In the work environment, employees have different skills, abilities and levels of education. According to Kapur (2018: 7), the educational qualifications, skills and abilities that employees have determine their attitude towards the job. The level of education that an employee holds determines the way they perceive their work. If employees are unable to use their educational qualifications when performing their work, they often are not satisfied with the task assigned to them.

- **Length of service**

Empirical studies have shown that employees who have worked longer within an organization are often more satisfied than their counterparts with fewer years of service in the same organization (Rivera-Rentas 2019: 6). However, Uddin (2019: 2) disagrees that the length of service of employees affects job satisfaction. The authors Sarker, Crossman and Chinmeteepituck (2003: 747) who conducted a study on job satisfaction of hotel employees, concur with the author Rivera-Rentas that length of service affects the satisfaction of employees. However, they state that employees who have worked for longer years for the organization will be less satisfied due to boredom and low job mobility (Sarker, Crossman and Chinmeteepituck 2003: 747)

- **Marital status**

Marital status is another personal characteristic that affects employees' satisfaction level. According to Uddin (2019: 2), there is an association between marital status and the level of job satisfaction of employees. The author further incited that married employees are generally more satisfied with their jobs than unmarried employees. However, in contrast, according to Nas (2016: 221), unmarried employees are generally more satisfied with the job environment than married employees.

Other factors affecting job satisfaction are:

- **Job security**

As stated by Maslow's Hierarchy of Needs theory, it is important for employees to feel safe and secure in the work environment (Lonn and Dantzler 2017: 67). Job security is defined as the likelihood that an employee will keep their job till retirement. It is also the feeling of an employee that they will never be made redundant (Yin, Fen, Meng, Yin and Jack 2012: 18). People react strongly to job security, as mentioned by Maslow. In order for employees to perform, they need job security. A study conducted on hotel employees stated that in the hospitality industry, the employment packages are generally not attractive, which does not motivate people to perform (Ezeuduji and Mbane 2017: 5). Hence it is said that people have no loyalty to the company if they do not have stable jobs. This means that it is better to be employed permanently than on the fixed contract employment offered in the hotel industry. This then lessens the effort of employees to perform (Tesone 2010: 360).

- **Compensation / pay**

Despite the critical concern of job security amongst hotel employees, compensation is also independently important for employee morale and performance (Mabaso 2017: 10). Compensation is defined by Kapur (2018: 5) as monetary value that is given to employees by the company after performing duties or rendering a service of the company. Employees see money as:

- A tool to providing for their basic needs;
- A sense of equity (meaning receiving a fair return for their labour);
- A measure of their personal achievement; and
- A symbol of being valued by the organisation for contributing to the company's success.

Although executives generally assume that employees will never be satisfied with their pay, they are fully aware of the extreme dissatisfaction it causes and that it hampers the achievement of the employees to perform, which results in job retention, no motivation, and no industrial peace. A study about motivating hotel employees stated that to avoid these, some companies have implemented



pay systems that are held up as fair and meet the organization's goal to obtain services at the lowest overall cost (Parttimaa and Backstorm 2018: 13). It can be concluded that compensation affects employee performance.

- **Respect**

The equity need is defined as the desire to be treated fairly in relation to the basic conditions of employment (Eketu 2018: 15). Job security and compensation are major financial components of equity. The major non-financial component of equity is respect. Respect is another factor that prevents employees from performing. This refers to employees at the bottom of the hierarchy and to the people higher in the hierarchy. The treatment of each employee regardless of their contribution to the organization affects employee performance (Clarke and Mahadi 2017: 166).

- **Interpersonal relationships with colleagues**

High quality co-worker relationships are important and can lead to productivity (Hussein 2017: 46). This refers personal and working relationships. These include job-related interactions and social discussions in the work environment and during break times. According to Ezeuduji and Mbane (2017: 8) who conducted a study about hotel employees, the ability to get along with superiors and subordinates in the workplace contributes to the job satisfaction of employees and enhances work performance.

- **Supervision**

Supervision is usually associated with the level of competence and fairness of the supervisor or supervision. This involves the supervisor's willingness to share responsibility or to mentor employees, it also includes fairness and the job knowledge. Good supervision is vital and improves the employee's job satisfaction. Poor leadership or management may decrease job satisfaction in the workplace, which affects employee performance (Said *et al.* 2017: 5).

- **Working environmental conditions**

Negligence of employees' work environment is perceived as a sign of disrespect for them. Unfavourable working conditions dissatisfy employees and influences employee performance negatively. A study about the job satisfaction of employees revealed that a conducive work environment encourages continuity of employment and affects employee work performance, security and quality (Pawirosumarto, Sarjana and Gunawan 2017: 1339). Therefore, it is very important to ensure that there are favourable working conditions. They do not only ensure work is done easier, but also boosts employee morale and employee performance because they convey respect to the employees (Bakotic and Babic 2013: 207).

- **Feedback, recognition and rewards**

A sense of achievement and accomplishment conveyed by individuals an employee respects positively influence their career. Likewise, earnings also contribute to employees' performance. Employees react positively to recognition and appreciation (Moloantoa 2015: 31). Appreciation is recognition that gives a psychological boost and can be achieved through simple means, such as issuing certificates, notes and letters. Moreover, feedback from others improves how employees do their work, hence they obtain an even greater sense of achievement (Pawirosumarto et al. 2017: 1341). Feedback is essential to employees. They should be given recognition not only for poor performance, but mostly for good performance. This increases employee morale relatively highly, resulting in employees' productivity rate increasing. Employees naturally want to know how they can do their job better because improvement results in a greater sense of achievement and pride for them. Receiving recognition for an achievement is among the most fundamental of human needs (Sirota et al. 2005: 207).

- **Opportunity for growth / promotion**

These refer to opportunities for an individual to be promoted and experience personal growth in the workplace. The opportunity for employees to grow is also part of the process to evaluate performance where an employee is given a

chance to grow and develop their skills and abilities. This allows for increased opportunities to learn new skills, gain professional knowledge and undergo training in new techniques. The possibility of growth increases the confidence of employees. Such growth also results in service quality and leads to job satisfaction of employees (Ezeuduji and Mbane 2017: 7)

The above discussed factors are among the underlying reasons which may result to poor performance amongst employees. Invariably, it can be inferred that, job satisfaction and employee performance has an impact on service delivery (Kusluvan 2013: 364).

## **2.8 SERVICE DELIVERY**

One of the most challenging issues faced by the service industry is providing excellent service delivery and achieving customer satisfaction. Excellent service delivery is becoming the core competitive advantage in the hotel industry (Adesina and Chinonso 2015: 1). There has been a vast number of studies on service delivery. However, very few of these have examined the service dimensions that affect customer satisfaction in the hotel industry. Before looking into these dimensions, one must understand what a service is and what service delivery is.

### **2.8.1 Definition of service delivery**

According to Adesina and Chinonso (2015: 2) and Ford *et al.* (2012: 7), a service defines a commodity that is intangible, which includes performance and the efforts of certain people towards certain work. It is also the ability to provide assistance as implicitly promised (Barrows *et al.* 2012: 667). On the other hand, Hudson and Hudson (2013: 4) define service delivery as the practice of using efforts of employees to deliver products and services to internal and external customers. These employees are expected to be knowledgeable, capable, and enthusiastic to deliver these services, which will ultimately result in positive word-of-mouth and return business.

Koti (2018: 407) further distinguishes between service products and goods products by using four unique characteristics of services that Adesina and Chinonso (2015: 2) and Ford *et al.* (2012: 7) highlighted when defining a service and service delivery in

their study about service delivery in the hotel industry. These are intangibility, inseparability, heterogeneity, and perishability.

**TABLE 2.2: The four unique characteristics of services**

No.	Characteristics	Description
1	<b>Intangibility</b>	These products cannot be seen, touched, tasted, smelled nor heard. Customers look for tangible evident about the product and information to reduce uncertainty.
2	<b>Inseparability</b>	This highlights that multiple services cannot be delivered or created without customer presence. For example, the food in the restaurant may be exceptional, but if the waiter does not pay attention to detail or has a poor attitude, customers will not enjoy the overall experience. In the same way, these customers can affect the other customers dining experience.
3	<b>Heterogeneity</b>	Quality service delivery depends on who provides the services. Individuals can deliver a service at different levels, displaying distinctive differences in tolerance and friendliness as the day wears out. This inconsistency is another major factor that contributes to customer dissatisfaction.
4	<b>Perishability</b>	Services are unable to be stored. For example, a hotel room (that is not occupied) or a restaurant cover - such services cannot be sold the following day. If these services are to maximize revenue, hotels (services) must manage demand and capacity since they cannot carry forward unsold inventory.

**Source: Hudson and Hudson (2012: 8)**

Table 2.2 unpacks the unique characteristics of services. *Intangibility* as touched on in Table 2.2 presents several marketing challenges (Hole, Pawar and Bhaskar 2018:

183). Firstly, services cannot be inventoried, therefore demands are difficult to manage particularly in the rooms division. Since services cannot be patented, they can easily be copied by competitors. *Inseparability* of services means that the interaction of employees and customers is crucial and determines the quality of service delivery and customer satisfaction. The *heterogeneity* of services means that customers may perceive the same service quality provided, differently (Gaikwad 2018: 95). This means that quality service delivery is dependent on who provides the service. Ensuring that all employees are consistent with the quality of service delivered to customers can be challenging. Lastly, the *perishability* of services means that for the industry, services such as hotel rooms (that are not occupied) and restaurant covers (that are not sold) cannot be sold the following day. Therefore, creative planning for capacity utilization is extremely important (Hudson and Hudson 2012: 7).

In this competitive industry, service in hotels goes beyond smiling and being courteous to customers. It requires hotels to create dynamic and unforgettable experiences for guests (Le Roux 2019: 44). Le Roux (2019: 44); Rahman, Ackter and Khan (2017: 2) and Adesina and Chinonso (2015: 1) concur that customer satisfaction is the most important factor in service organizations. If the employees of those organisations are not satisfied with their jobs, they cannot satisfy customers. If the employees are satisfied with their jobs, it can lead to higher service quality (Ezeuduji and Mbane 2017). There are gaps in literature on how the level of satisfaction of hotel employees affects service delivery in hotels in Durban. The later part of this study reveals whether there is a correlation between job satisfaction, work performance and service delivery. It also confirms whether these variables affect service delivery positively or negatively.

## **2.9 Conclusion**

This chapter identified the correlation between an employee's level of job satisfaction and their working conditions. The nature of the hospitality industry was discussed in order to understand the industry norms. The variables working conditions, job satisfaction, work performance and service delivery were unpacked. Factors that can affect the job satisfaction and work performance of hotel employees were analysed. The need for job satisfaction amongst hotel employees remains a crucial factor in the

Hospitality industry as job satisfaction among hotel employees' does not only enhance work performance and service delivery, but also enhances customer satisfaction. The next chapter discusses various methodologies that were used in broadening the understanding on job satisfaction and working conditions within the hospitality industry.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

Chapter Two presented literature on the four variables that were identified in Chapter One. This chapter provides a detailed narrative of the research methodology adopted. It commences by identifying the research design. This is followed by introducing and clarifying the appropriateness of using a mixed research approach. A description of the phases followed during the data collection are described. The chapter further discusses the sampling procedure, research instruments, data analysis, pre-testing delimitations and limitations. This chapter concludes by highlighting validity and reliability, anonymity and confidentiality, as well as ethical considerations of the study.

Various methodologies such as quantitative, qualitative and mixed method have been used to explore the job satisfaction and working conditions present in the literature review. The objectives of this study were to establish the correlation between an employee's level of job satisfaction and their working conditions; to examine the factors that affect job satisfaction (motivators and demotivators); and the effect that this may have on service delivery in the hotel and leisure industry.

To achieve the set objectives, mixed methods (quantitative and qualitative) were utilized. The research design is analysed in three sections. The first section addresses the research methodology design; the second section concerns the different types of data analysis conducted; and the last section deals with validity issues and the reliability of the data. This includes potential errors in the chosen methods. The control of these errors in research is of critical concern and every effort has been made to reduce them.

### **3.2 THE RESEARCH DESIGN**

A methodology is a guideline system that is used for solving a problem. It outlines the way in which the research will be undertaken and the methods that will be used (Abuhashesh, Al-Dmour and Masa'deh 2019: 6). It includes practical procedures used by the researcher and covers constraints and ethical choices within the research

(Brown and Rhoades 2019: 202). According to Ntoyakhe (2018: 34), it can also be looked at as an overall approach to a research theoretical framework.

Pillay (2019: 48) also notes that, the research design is a master plan that specifies the guidelines in addressing the research problem. It is the process used for collecting, interpreting, analyzing and reporting data in research (Abutabenjeh and Jaradat 2018: 241). It further provides justification on which method was used to collect and analyze the information needed (Abuhashesh, Al-Dmour and Masa'deh 2019: 6). It is a strategic framework for action that bridges the gaps between the research question and the actual execution of the research strategy. The research design is important in a study as it enables a researcher or investigator to foresee appropriate research decisions to ensure valid results (Maloantoa 2015: 62). There are three approaches to conducting research that researchers may choose to use in their study, namely, quantitative, qualitative or mixed method (Grover 2015: 5). A mixed method approach is used in this study.

### **3.2.1 MIXED METHODS RESEARCH DESIGN**

A mixed method involves collecting and analyzing data using of both quantitative and qualitative method (Corbishley 2017: 25). This data is collected concurrently and integrated at one or more stages in the research process (Boru 2018: 9).

On the other hand, quantitative research measures the proportion of the population who think or behave in a certain way (Nardi 2018: 16). This is achieved in this study through numerical measurements of employee attitudes and behaviours. The quantitative study addresses how many people share a certain opinion. This method quantifies the problem by generating it into numerical data that is transformed into usable statistics (Pillay 2019: 49). The quantitative method is most suitable to be used in generalizing results from a larger sample population wherein researcher uses measurable data to uncover patterns in research while formulating facts (Ngwenya 2018: 49). The advantage of using the quantitative research method is that it allows the researcher to measure and analyze the data. Furthermore, it permits a researcher to study the relationship of an independent and dependent variable in detail, which is advantageous because it allows the researcher to be objective about the findings. The data analysis is less time consuming because a statistical software such as SPSS



version 26.0 is used to analyze the data (Rahman 2017: 106). The use of this statistical software reduces the effort and time that the researcher would have spent in clarifying the findings (Daniel 2016: 94). Given the strengths above, there are limitations as well in using the quantitative research method. This method does not allow items to be studied in their natural setting nor discusses meaning of items to different people like qualitative does. This is because the researcher is detached from the participants. This detachment to the participants does not allow the researcher to get the in-depth study of the phenomena within its natural setting (Rahman 2017: 106).

In contrary, qualitative research is a research approach aimed at understanding theories and developing them (Ntoyakhe 2018: 35). The qualitative research is used to gain an understanding of the underlying reasons, opinions and motivators of the problem (Rahman 2017: 104). It is used to uncover the trends in thoughts and opinions and dig deeper into a problem. The qualitative researcher explores questions such as why, what and how rather than how many or how much (Muhammed and Kabir 2016: 202). It is concerned with the meaning rather than measurement. Using qualitative methods ensures understanding why individuals think and behave as they do (Nardi 2018: 16). The weakness of qualitative method is that since the researcher is heavily involved in the process of collecting data, it gives the researcher a subjective view of the study and participants. It can also be very expensive and time consuming (Mbonambi 2018: 57).

However, the qualitative method supports the quantitative approach to seek more explanation and interpretation of the data. Nevertheless, using the mixed method approach also has challenges such as deciding which research methods to combine and that it may take a lot of time to collect and analyze the data (Muhammed and Kabir 2016: 204) . Additionally, mixed methods has different purposes and functions in research. According to Corbishley (2017: 140), using mixed methods allows the researcher to obtain a more complete picture of human experience and human behaviour, thus, hastening the understanding and achieving the research objectives more quickly. Using both methods also enables each method to complement each other. Thus, enhancing the credibility and validity of a study (Lucero et al. 2018: 60). Another reason for using these two methods was the possibility of triangulation.

Triangulation is a powerful technique that enables one to validate the data through cross verification from multiple sources. It allowed the researcher to identify aspects of the phenomenon more accurately by approaching the study using different methods and techniques, which ensured rich data (Wilson 2014: 74).

Having mentioned some of the pros and cons of both methods, the integration of these methods will provide a better understanding of the research problem, rather than using one method. Moreover, a mixed method approach has also been recommended by authors such as Maloantoa (2015: 63), Adesina and Chinonso (2015: 4) and Ye and Liang (2010: 5), who made use of it and were able to achieve their research objectives through the integration of these methods. Quantitative methods were implemented by using questionnaires. The questionnaire was used to solicit information on satisfaction among hotel employees. Though this, employees within a hotel were able to share their respective work experiences. Qualitative methods were applied by conducting semi-structured interviews. The qualitative instrument (semi- structured interview) was used to gain insights into job satisfaction and working conditions amongst the participants of the study (Johnson and Christensen 2014: 30).

### **3.3 TARGET POPULATION**

According to Creswell (2015: 20), the word ‘population’ means the entire set of the people or groups who could be included in the study. The population for this study is the hotel employees, the department supervisors and hotel guests. The population of interest is referred to as the target population (Ngwenya 2018: 45). Data was gathered from subjects of interest in the population, which are the employees from a hotel.

The target population comprised of employees at the hotel who had direct contact with the guests. Thus, study participants included employees within the Rooms Division, Food and Beverage as well as the Housekeeping department.

The study population consists of three categories: hotel employees, the supervisors of the hotel as well as the hotel guests. The population of the study comprised of all the five-star international branded hotels within Durban, KwaZulu-Natal. Amongst these, one was chosen. International hotels are considered to match international standards and denote exceptional quality (NTSS 2011: 10). In view of its exclusivity,

the guests expect to receive good service and value for money. The study ascertained whether the guests' expectations are met when it comes to service delivery.

### **3.4 SAMPLING PROCEDURE AND DESCRIPTION OF THE SAMPLE**

According to Ngwenya (2018: 46), a sample is a sub-set of the population. It includes some members of the selected population. There are two types of sampling methods: probability and non-probability sampling (Hussein 2017: 24). In probability sampling, the selection is based on a true random procedure, whereas in the non-probability sampling it is not based on a random procedure and the subjects do not stand a chance of being selected (Ndinisa 2017: 18). Probability sampling allows every item an equal chance to be selected in the sample (Etikan and Bala 2017: 2). The sample size for this study was administrated using probability sampling. Everyone within the study population had a known positive probability of being selected (Mabaso 2017: 145). The researcher selected this method because a sample frame was constructed from the list of hotel employees. This gave an equal chance of selection to all hotel employees who served under the Rooms division, Food and Beverage and Housekeeping departments. In probability samples, each member of the population has an equal possibility of being selected. The advantage of probability sampling is that the researcher can calculate the sampling error. Sampling error is the degree to which a sample might differ from the population (Floyd and Fowler 2014: 32).

A list of the whole category was drawn. Through this list, the researcher used the stratification method to draw the sample, which was most effective. The researcher focused on three departments in the hotel. A sample from the category (employees) was taken using stratified random sampling. Stratification is the process of relatively sub-grouping members of the population before sampling (Taherdoost 2016: 21). Dawson (2013: 69) further states that it is a process of dividing the study population into a smaller group known strata. The stratum is mutually exclusive as every element in the population was assigned to only one stratum. From that stratum, no population element was excluded. Stratification was also used to improve population representative in this study (Bryman 2016: 178).

Moreover, the simple random sampling method were used to select the guests. It gave each individual of the population an equal chance of being selected. A Simple random sample is a sub-set of a sample chosen from a population. Each individual is chosen randomly and entirely by chance, so that each individual has the same likelihood of being chosen at any stage during the sampling process (Rubin and Babbie 2013: 133). The researcher chose this method to eliminate bias while selecting study participants. More so, this mode of selection provides a good representation of the population. Simple random sampling allows the researcher to draw externally valid conclusions about the entire population based on the sample (Sharma 2017: 750).

### **3.4.1 Sampling size**

According to Ndinisa (2017: 61), the selection of the sample size is an important and difficult process. The target population consists of 150 hotel employees. Among these 150 employees, the researcher focused on 3 departments which comprised of 60 employees and 20 guests. With the confidence level of 95%, the margin of error for the sample size was 7.37%. Structured questionnaires were distributed to a sample of 60 participants (employees) and 20 (guests). Forty-five questionnaires were returned from hotel employees and 15 from the hotel guests, resulting in a response rate of 75%. According to Ntoyakhe (2018: 40), a sample size larger than 30 and less than 500 is appropriate for research. Hussein (2017: 31) also stated that a response rate above 70% is appropriate when carrying out a study.

Interviews were conducted with a total of 9 supervisors. This indicates that 3 supervisors were selected amongst the three chosen departments.

## **3.5 DATA COLLECTION**

Data collection is the process of gathering information on variables of interest, through a thoroughly established system, to evaluate outcomes by answering relevant questions (Muhammed and Kabir 2016: 202). There are two types of data collection techniques can be used in empirical studies: primary data and secondary data methods. Primary data is the collection of information directly from the audience through interviews and observations, while secondary data is the collection of

information from already existing sources such as journal articles, newspapers, textbooks, dissertations or conference proceedings (Ntoyakhe 2018: 41). Two data collection approaches were used for this research study to allow for triangulation between findings, as mentioned in the research design. These forms of data collection were both included in a questionnaire and distributed to the sampled respondents. The questionnaire consisted of closed-ended questions, Likert scale questions, as well as open-ended questions that allowed participants to elaborate on their views, experiences and opinions (Ntoyakhe 2018: 42). Corbishley (2017: 150) concurs that the Likert scale is one of the most used response formats in research as it enables the researcher to quantify the level of agreement or disagreement amongst the participants. Thus, this was helpful, as the researcher was able to evaluate levels of agreement or disagreement amongst hotel employees and guests in relation to the subject matter.

Open-ended questions were included to ascertain how employees and guests feel about certain issues and to find out about the issues that may influence employee behaviour (Ndinisa 2017: 62). These responses offered significant value to this study. The MSQ was used to measure the job satisfaction levels of hotel employees using specific aspects of work and the work environment. This was essential as this questionnaire is widely used in literature, it is designed to measure an employee's satisfaction and it makes it feasible to obtain a more individualized picture of employee satisfaction (Jordaan 2018: 3). This individualized measurement is important as employees may express the same level of satisfaction with their jobs, but for different reasons (Walkowiak and Staszewski 2019: 35).

The data collection method employed in this study included both questionnaires and semi-structured interviews, which allowed the researcher to identify the hotel employees' work conditions and their effect on work performance and service delivery.

Quantitative data was obtained through self-administered questionnaires amongst the selected hotel employees and guests. Additionally, semi-structured interviews were conducted with the supervisors to enhance qualitative data on the research area. The questionnaire was distributed to the employees of the hotel over a period of two weeks

(19 February–5 March 2018). Sixty questionnaires were distributed to hotel employees and twenty to hotel guests. A response rate of 75 percent was achieved.

## **3.6 INSTRUMENTS OF THE RESEARCH**

### **3.6.1 Questionnaire method**

Questionnaires are a popular data collection method that is used by most researchers from different methodological standpoints. A questionnaire is a data collection method that consists of a series of questions (Abawi 2013: 3). They are used to collect data about values, beliefs, behaviour, attitudes and experiences. Questions in questionnaires can be Likert scale questions, open-ended or closed-ended. For qualitative research, a constructionist standpoint can use an open-ended questionnaire; whereas for the quantitative research, an objectivist standpoint can use closed-ended questionnaires (Dawson 2013: 14). There are three participant groups for this study, namely, hotel employees, hotel guests and the hotel supervisors.

#### **Participant group 1: Hotel employees**

The questionnaire formulated for the employees had both open-ended and closed-ended questions as well as the Likert scale questions. The questionnaire was divided into two sections. Section A covered the demographic details and section B covered employee satisfaction levels and work conditions. Gomm (2009: 275) states that a questionnaire comprises of questions online or on a paper which are submitted to the participants, requesting them to answer the questions asked. Practical questionnaires were used by the researcher to convert the information directly given by people into data.

This research made use of a questionnaire because it allowed the researcher to collect data from a large number of people in a short period of time (Nardi 2018: 22). Wider coverage makes for greater validity in the results by promoting the selection of a larger and more representative sample. An open-ended questionnaire permits well considered and more thoughtful answers and it ensures that answers are more comparable.

### **Participant group 2: Hotel guests**

The researcher also used a questionnaire for this group of participants. This questionnaire also consisted of open-ended and closed-ended questions as well as the Likert scale questions. This was designed and issued to the guests. The questions were straight forward and easy to relate to. It gathered the biographical data of each subject and provided information that assisted in analysing the dependent variable - service delivery. This questionnaire aimed to assess the level of satisfaction of the hotel guest through service delivery. The researcher chose a questionnaire because the guests could complete it at their own pace and during a time that was convenient to them.

### **Participant group 3: Supervisors**

A simple random sampling method was used to select the supervisors. Each individual was chosen randomly, such that each individual had the same chance of being selected.

The instrument used for the supervisors was a semi-structured interview. While interviewing the supervisors, face-to-face method was used to enable clarification, observe body language as well as taking cognisance of facial expressions of interviewees. The interview questions were comprised of points to be raised to evaluate the level of satisfaction of employees from the supervisors' points of view.

#### **3.6.2 Interview approach**

An interview is an interaction between the interviewer (researcher) and the interviewee (participant) and involves meeting the interviewee face-to-face, it can be telephonic or be a virtual interview (Turyamureeba 2017: 124). Data or information can be obtained during an interview by listening to an interviewee; by recording through a tape recorder or other Mediums; or filming their responses (Makhaola et al. 2017: 4). The researcher used the interview because of its flexibility. One could probe for more specific answers and explain the question if the interviewee misunderstood the question. There are four types of interviews:

- (i) Structured interviews;
- (ii) Semi- structured interviews;

- (iii) Focused group discussions; and
- (iv) In-depth interviews.

For this study, semi-structured interviews were conducted. A semi-structured interview has a set of planned questions like the structured interview. However, unlike the structured interview, semi-structured interviews give the interviewer flexibility to adjust the wording of the questions asked, as well as the sequence of asking the questions (Abawi 2013: 13). It also allows a flow of information between the interviewer and the participant. The semi-structured interview was suitable for this study as the interviewer had a small audience. Interviewees comprised supervisors from the Food and Beverage, Rooms Division and Housekeeping departments. The interviews took 30 minutes to an hour per department, depending on the pace of the participants and the level of knowledge and exposure. During the interview, it was observed that interviewees who worked within the Rooms Division were very cautious while responding to each of the questions.

### **3.7 THE MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)**

The Minnesota Satisfaction Questionnaire (MSQ) developed by Weis and Associates in 1967 was used for this study (Jordaan 2018: 10). It is a popular tool used to measure job satisfaction. The MSQ questionnaire comes in two forms: the long form and the short form. The difference between the two forms is that the long form requests participants to respond to 100 items that measure general job satisfaction. This is achieved through using a five-point rating scale response format, whereas the short form uses the same response format but contains only 20 items and only measures intrinsic and extrinsic satisfaction (Moloantoa 2015: 67).

Ability, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision- human relations, supervision- technical, variety and working conditions are all the dimensions measured using the long form. Combinations of these dimensions also render information on intrinsic and extrinsic satisfaction (Coughlan 2013: 58).

From the 20 dimensions of the short form, only five have been chosen as the basis of the questionnaire in this study, namely, working conditions, relationship with



colleagues, recognition, access to resources, as well as job security. The five selected will enable the research to identify factors that contribute to the satisfaction of hotel employees.

The MSQ questionnaire combines intrinsic and extrinsic satisfaction sub-scales from the 20 dimensions related to job satisfaction. For example, intrinsic satisfaction concerns aspects related to the work they do and the nature of the job itself. On the other hand, extrinsic satisfaction relates to concerns such as pay, which has little to do with the work itself (Ramadhani and Marwa 2016: 163).

Therefore, the MSQ was preferred for this study since it enabled the researcher to identify aspects contributing to the satisfaction of hotel employees related to both intrinsic and extrinsic factors of job satisfaction (Moloantoa 2015: 7).

### **3.8 DESCRIPTION AND DEVELOPMENT OF THE QUESTIONNAIRE**

The questionnaire was organized in line with specific objectives. The questionnaire Comprised of 23 questions, which were divided into the following sections:

SECTION A: Demographic data on the following:

- Department
- Gender
- Racial group
- Age
- Marital status
- Qualification
- Total years of service
- Position held

The demographic information was essential as they assisted in analysing the factors that contribute to satisfaction among the employees. Demographic information also describes who the participants of the study are (Miller 2016: 72). The themes in section B were carefully aligned to the aims and objectives of the study.

SECTION B: Measured aspects related to employee satisfaction as follows:

- Hotel working conditions
- Relationship with colleagues
- Access to resources
- Job security
- Recognition

### **3.9 DATA ANALYSIS**

According to Koswana (2019: 37), data analysis is a process that involves creation of explanations and use development of theories. The author Mbonambi (2018: 59) also stated that it is a process of creating structure and significance to the data received. Once the data was collected, inferential statistics were used to analyse the quantitative data gathered. These were presented in tabular and graphical forms. This method described and analysed data and made decisions about phenomena represented by the data (Pillay 2019: 55). Inferential statistics assisted in interpreting patterns. The data was analysed using a Statistical Package for the Social Sciences, a statistical software package, with the data captured, it was double checked for capturing errors. Several analyses were undertaken once this had been done. This included descriptive analysis (in the form of frequencies) and bi-variate analysis, (which involved using chi-square tests).

The analyses are descriptions, relationships, comparisons, as well as predictions. On the contrary, the information obtained during the interviews (amongst hotel supervisors) analysed through thematic analysis. Wherever the questions were similar in the questionnaires or interviews, the responses were compared in a tabular format. These responses were combined and categorised to show similarities and to draw general conclusions from the data.

### **3.10 PRE-TESTING**

Pre-testing was conducted at the beginning of the study. This was used to determine the audiences' understandability of the questions posed, as well as the

appropriateness of the research method (Ntoyakhe 2018: 44). Preliminary analysis was done using a pilot test to maximize the reliability of respondents. Five participants were randomly selected from a list of line employees from the hotel who were not part of the sample population to test the questionnaire, so that necessary amendments could be made to the questionnaire for the research sample. The researcher was available while the questionnaires were filled in, to give clarity should there be questions that were not understood by the participants.

### **3.11 DELIMITATIONS**

There are six five-star international brand hotels in Durban (Tripadvisor 2020). This study focuses on one of the hotels, which is located in an up-market area North of Durban called Ballito. Therefore, the findings of this research cannot be generalized to all hotels within KwaZulu Natal as well as South Africa. Secondly, KwaZulu-Natal is well-known for wildlife and beach tourism. Hence, findings from this study cannot be generalized to hotels that do not cater within those specific hospitality areas.

### **3.12 LIMITATIONS**

The limitations of the study were that there was restricted access to the hotel guests. Some of the guests' responses were received via email through the Human resource manager. Within the context of this study, the inability to ensure that participants provide accurate information was another limitation to this study.

### **3.13 VALIDITY AND RELIABILITY**

Validity is how sound the research is and how truthful the results are (Turyamureeba 2017: 141). It is the degree to which results and information is accurate. On the other hand, reliability relates to how accurate and consistent the measurement is (Corbishley 2017: 157). Reliability is also used in testing if a technique will yield same results if applied repeatedly to the same object.

According to Ndinisa (2017: 70), validity is important because if the results of the study are not valid, they are meaningless to the study. The main aim of a study is to answer research questions. If the results do not measure what the researcher wants to measure, those results cannot be used to answer the research question (Ntoyakhe 2018: 49). Similarly, reliability is equally important because the more reliable the measurement is, the less random error will be discovered in it (Zuma 2018: 56).

In ensuring the questionnaire measures what it was supposed to measure, a validity test was done. Conducting a validity test ensured that the research questions are answered. To measure the construct validity, the researcher used independent variables (work conditions, job satisfaction and work performance) with the dependent variable (service delivery) and a high degree of correlation between them was regarded as a test of validity.

Furthermore, the questionnaire was carefully designed to include the aim and objectives. The researcher avoided all forms of ambiguity while drafting the questions in the questionnaire. The choices of words were simple for participants to easily comprehend and understand questions asked. A set of questionnaires were translated into isiZulu and were administered to participants who preferred to answer the questions in their native language (IsiZulu), while the rest of the participants completed questionnaires that were drafted in English language. The researcher ensured that the questions asked were not ambiguous; were void of terminologies that have different meanings or connotations and in different cultures.

The human resource manager was given the questionnaire in order to approve it prior to collection of the data

### **3.14 ANONYMITY AND CONFIDENTIALITY**

Anonymity and confidentiality agreements are extremely important practices in research. Anonymity is an ethical safeguard against privacy invasion, which means that the researcher will not be able to identify participants by their responses (Maloantoa 2015: 70). Anonymity is important because one must avoid disclosing

matters which allegedly ought to remain private (Ndinisa 2017: 72). The letter of information and consent (appendix B) also assured the participants of their anonymity. The letter of information and consent gave a brief explanation of the purpose of the study and the procedures to be used. In this regard, the researcher ensured anonymity by informing participants that they need not include their names on the questionnaires. The researcher did not collect identifying information (names, surnames, email addresses, addresses, etc.) of participants.

Confidentiality relates to the protection of information obtained amongst participants. According to Surmiak (2018: 1), confidentiality also indicates the participants susceptibility to harm. It is important to assure confidentiality to the participants because the respondent participation is not compulsory. Should the participant feel that the confidentiality of the information provided was not maintained, he / she is able to request for withdrawal.

In complying with confidentiality, the researcher assured the participants confidentiality of their responses throughout the study. The participants were informed that it is only members of the research team and the researcher who were able to identify participants with their responses. The researcher prevented anyone else from connecting individual subjects with their responses.

### **3.15 ETHICAL CONSIDERATIONS**

Ethical considerations, according to Zuma (2018: 57) are issues and concerns that may arise over the appropriate procedure used to conduct research. The questionnaire was presented to the representatives of the five-star hotel in order to participate and provide input prior to the main study. They approved it and voluntarily agreed to participate in this study. The questionnaires were completed voluntarily. This was also specified in the questionnaire. The confidentiality and anonymity of the participating hotel as well as of the individual participants was guaranteed.

### **3.16 CONCLUSION**

The research methodology covered critical aspects, such as research design, data collection methods and instruments used to collect data. This study used both

qualitative and quantitative research paradigms. The chapter provided a detailed explanation of processes and procedures involved while collecting data amongst study participants. The research design was clearly defined, as was the target population and the sample size used for this study. In addition, an explanation of the sampling method used was given, along with the reasons for choosing a specific method. Validity and reliability of the study were also explained in order to examine how reliable the results would be from the participants. The following chapter provides data analysis and interpretation of the results.

## **CHAPTER 4: RESEARCH INSTRUMENT**

### **4.1 INTRODUCTION**

This chapter provides a detailed analysis of the data arising from the current study as well as the interpretation of the findings. The findings originate from the literature review detailed in Chapter Two alongside data obtained through the questionnaire and interview. The mixed method approach sought to answer the following questions, objectives and aim of the study:

- Is there a correlation between an employee's level of job satisfaction and their working conditions?
- What are the factors affecting job satisfaction?
- Do these factors of job satisfaction have an effect on service delivery in the hotel and leisure industry?
- Is there a relationship between job satisfaction, working conditions, work performance and service delivery?

The main aim is to ascertain the correlation between the working conditions of hotel employees and the job satisfaction level of these employees, as well as to offer useful insights on how work performance, job satisfaction and service delivery may be improved at five-star hotels in Durban, KwaZulu-Natal. This study also aims to develop a framework to be used by hotel managers, planners and decision-makers to enable them to monitor, evaluate and measure the correlation between the quality of their service delivery and their employees' job satisfaction. This conceptual framework may also assist hotels to improve the quality of their service delivery to their clients and customers.

This chapter introduces the statistical evaluation undertaken in the current study. The results are presented according to themes. First and foremost, the outcomes of the employees' working conditions and their effect on service delivery will be narrated, as well as the Cronbach alpha coefficients for each of the instruments used in the study. This chapter also presents the results of Pearson product-moment correlation coefficients in terms of the relationships discovered amongst the variables considered in this study. The current study employed a series of analyses, which have been categorised according to the three research questions.

Based on the analysis undertaken, conclusions are outlined in this section.

## 4.2 ANALYSIS AND PRESENTATION OF RESULTS

The research participants in the present study consisted of hotel employees from a five-star graded hotel, in Durban, KwaZulu-Natal. Demographic information consists of socio-demographic characteristics. These characteristics are used to classify the responses of the participants and to understand the results that are obtained from this study. The graphical representation of the sample is presented below.

### 4.2.1 Demographic information of the participants

**Table 4.1: Demographic information**

Item	Category	Frequency	Percentage
<b>Gender</b>	Female	21	47.7
	Male	23	52.3
<b>Race</b>	Black	29	65.9
	Coloured	5	11.4
	Indian	10	22.7
<b>Age group</b>	<20	1	2.3
	21-29	28	63.6
	30-40	14	31.8
	41+	1	2.3
<b>Marital status</b>	Single	36	81.8
	Married	6	13.6



	Divorced	2	4.5
<b>Qualification</b>	Master's	2	4.5
	Undergraduate	1	2.3
	Diploma	7	15.9
	Certificate	23	52.3
	Others	11	25.0
<b>Total years of service</b>	1-3 years	25	56.8
	4-6 years	12	27.3
	7-9 years	6	13.6
	Longer than 15 years	1	2.3

Table 4.1 shows the results pertaining to the gender of the participants from the hotel. Male employees dominate in the sample (52.3%) as compared to the number of females (47.7%). These findings differ from Basak and Khanna (2017: 33) which indicated that females are more hireable and more likely to work in the hospitality and tourism industry as compared to males. Findings highlight that most of the participants are from the black racial group (65.9%), with the least participants being coloured (11.4%). A higher percentage (63.4%) of the participants in this study are relatively young (age group between 21-29 years), while the least age group was in the category of 20 years and below, representing 2.3%. In addition, findings affirmed that most of the hotel attendants are not married, representing 81.8%, while those that are divorced account for 4.5% of the entire population.

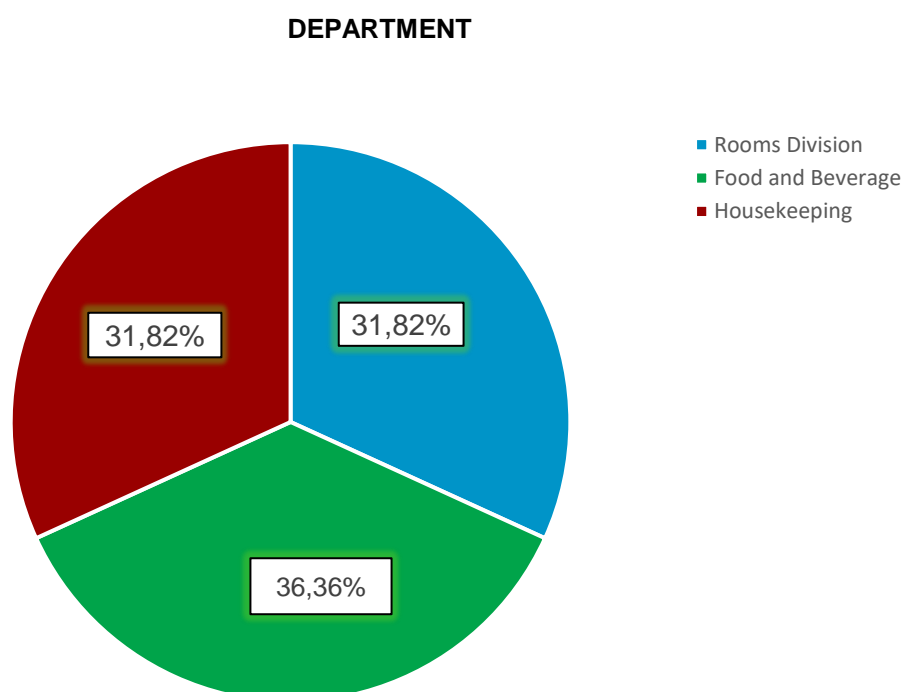
Findings further highlight that a majority of the participants meet the minimum qualification to work in a hotel as 52.3% of the participants have a certificate pertaining to hospitality and 4.5% of the participants have a post-graduate degree in the hospitality field. Findings also revealed that a majority (56.8%) of the participants have

been working for the hotel between (1-3) years, while the least were participant who have worked for longer than 15 years at the hotel (2.3%). This is indicative that staff turnover at the hotel is high. As stated in Chapter 2, this finding echoes the assertion made by Haldoraia *et al.* (2019: 47) who alludes that, the hospitality industry is characterized by offering part-time and casual work, having a high rate of staff turnover, low job security, offering low income to their employees, low skills levels and lack of advancement opportunities for their staff.

#### 4.2.2 The participants' department at the Hotel

**Table 4.2: Participants' department at the hotel**

Department		Frequency	Percentage
Valid	Rooms Division	14	31.8
	Food and Beverage	16	36.4
	Housekeeping	14	31.8
	<b>Total</b>	<b>44</b>	<b>100.0</b>



**Figure 4.1 The participants' department at the hotel**

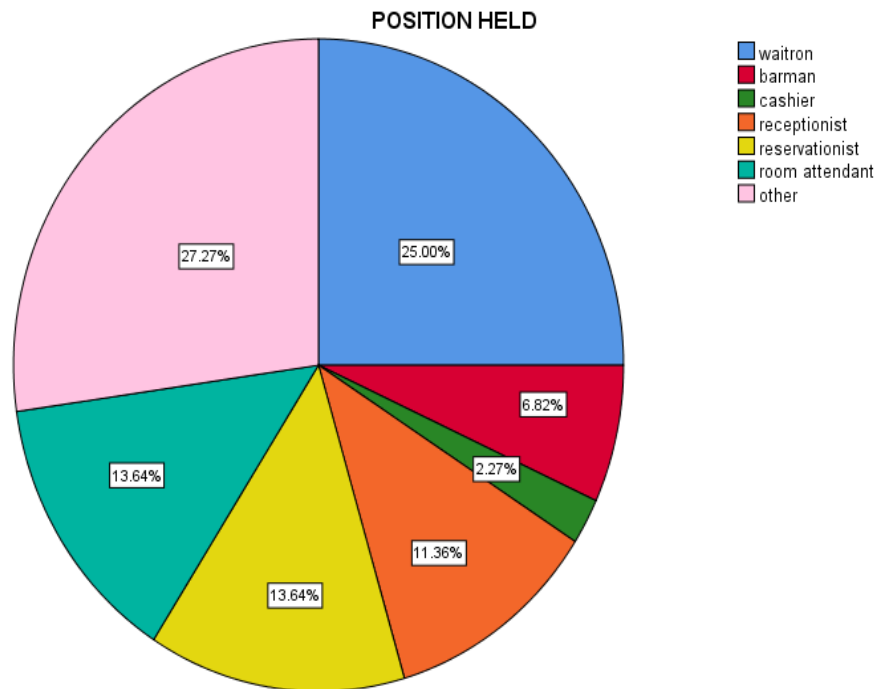
As stated in Chapter 1, the participants of the study only included three departments who frequently have direct engagement with customers. Table 4.2 and Figure 4.1 indicate the number of participants from each department. The results revealed that 36.4% of the participants were from the Food and Beverage department, with 31.8% from both the Rooms Division and the Housekeeping department. These results indicate that most of the participants are from the Food and Beverage department. Demographic information of the participants was also collected.

Other socio-demographic characteristics used to classify the responses of the participants included employment levels.

#### 4.2.3 Employment levels of participants at the Hotel

**Table 4.3: Employment levels of participants at the hotel**

	<b>Frequency</b>	<b>Percentage</b>
Waitron	11	25.0
Barman	3	6.8
Cashier	1	2.3
Receptionist	5	11.4
Reservationist	6	13.6
Room attendant	6	13.6
Other	12	27.3
<b>Total</b>	<b>44</b>	<b>100.0</b>



**Figure 4.2 Employment levels of participants at the hotel**

Findings highlight that a majority (27.3%) of the participants hold positions other than the ones listed; 25% of the participants are waitrons and the least are cashiers (2.3%). Since the participants of this study have been described through the biographic information, this research thus investigates whether there is a relationship amongst the variables using the Pearson product-momentum correlation coefficient.

## **SECTION B**

This section presents the results of Pearson product-momentum correlation coefficients in terms of the relationships discovered amongst the variables: job satisfaction, working conditions, employee performance and service delivery. The table below gives a detailed analysis of the findings.

### 4.3 PEARSON CORRELATION BETWEEN ALL ITEMS OF JOB SATISFACTION

**Table 4.4: Pearson correlation between all items of job satisfaction**

		Hotel working conditions	Relationship with colleague	Access to resources	Job security	Recognition
Hotel working conditions	Pearson Correlation	1	.488**	.707**	.687**	.752**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	44	44	44	44	44
Relationship with colleagues	Pearson Correlation	.488**	1	.246	.363*	.421**
	Sig. (2-tailed)	.001		.108	.016	.004
	N	44	44	44	44	44
Access to resource	Pearson Correlation	.707**	.246	1	.668**	.686**
	Sig. (2-tailed)	.000	.108		.000	.000
	N	44	44	44	44	44
Job security	Pearson Correlation	.687**	.363*	.668**	1	.779**
	Sig. (2-tailed)	.000	.016	.000		.000
	N	44	44	44	44	44
Recognition	Pearson Correlation	.752**	.421**	.686**	.779**	1
	Sig. (2-tailed)	.000	.004	.000	.000	
	N	44	44	44	44	44

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

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

The Pearson product momentum correlation coefficient is a measure of the strength of the linear relationship between the two variables. This is referred to as Pearson's correlation. The strength of the relationship between the variables can only be adequately represented if the relationship between the variables is linear. The symbol that is used when measuring the population is "p" and "r" when it is measured in a

sample. For this study, “r” was used to represent the Pearson’s correlation. Pearson’s “r” ranges from -1 to 1. An “r” of -1 indicates a perfect negative linear relationship between variables; an r of 0 indicates no linear relationship between variables; and an “r” of 1 indicates a perfect positive linear relationship between variables (Schober, Boer and Schwarte 2018: 1763).

The relationship between various categories of job satisfaction variables presented in this study were assessed using the Pearson product-moment correlation coefficients. The correlations between hotel working conditions, relationship with colleagues, access to resources, job security and recognition are indicated in Table 4.4.

The Pearson correlation analysis above highlighted a strong positive correlation between hotel working conditions with all the variables. The correlation between hotel working conditions and recognition is  $r=0.752$ ,  $p<0.01$ . The result also indicated a strong correlation between hotel working conditions and access to resources ( $r=0.707$ ,  $p<0.01$ ). It also highlighted a strong correlation between hotel working conditions with job security ( $r=0.687$ ,  $p<0.01$ ) and lastly indicated a correlation between hotel working condition and relationship with colleagues ( $r=0.488$ ,  $p<0.01$ ).

Furthermore, table 4.4 shows a positive correlation coefficient between relationship with colleagues and recognition ( $r=0.421$ ,  $p<0.01$ ). A positive statistical significance was found between relationship with colleagues and job security ( $r=0.363$ ,  $p<0.05$ ). The relationship between colleagues and access to resources were not supported by the data. In addition, other results showed a moderate correlation to relationships with colleagues.

Table 4.4 further shows a strong correlation between access to resources with hotel working conditions, recognition ( $r=0.686$ ,  $p<0.01$ ) and job security ( $r=0.668$ ,  $p<0.01$ ). The table also reveals a positive correlation coefficient between job security and recognition ( $r=0.779$ ,  $p<0.01$ ).

Previous studies by various authors have also revealed a correlation with the above-mentioned variables. According to Korrir and Ndengwa (2020: 25) there is a strong correlation between job satisfaction and employee performance. This means that when employees are not satisfied with their working conditions, they will not perform. Similarly, a study by Hussein (2017: 44) states that interpersonal relationships amongst employees contributes to the employee's satisfaction level and productivity. Feedback, recognition of employees and rewarding employees also positively influence and contributes to employee performance. Moreover, Korrir and Ndegwa (2020: 93) also stated that rewards and salaries are also one of the most important elements of job satisfaction. They further indicated that employees value their career progression in the company. Organizations that provide training and development, decent working conditions, promotions and favourable salary packages receive efficient performance from their employees (Korrir and Ndegwa 2020: 93). Moreover, previous studies also revealed that the employees job satisfaction level was influenced by motivation. Parttimaa and Backstorm (2018: 40) stated that increasing the level of motivation of employees increases employee work performance, job commitment and service delivery.

For the results to be deemed accurate, valid and reliable, a validity and reliability test was done.

#### 4.4 VALIDITY AND RELIABILITY

**Table 4.5: Reliability statistics**

<b>Cronbach's Alpha</b>	<b>No. of items</b>
0.876	5

Reliability and validity analyses were conducted using the Cronbach Alpha. Cronbach's Alpha is a measure used in examining the reliability or internal consistency of data or to test items (hotel working conditions, relationship with colleagues, access to resources, job security and recognition). In other words, the reliability of the measurement refers to the extent to which the results of a study can be trusted. Cronbach's Alpha is one way of determining the strength of that consistency (Pillay 2019: 56). A total of 44 participants completed the questionnaire. The reliability analysis showed that the data were reliable as the Cronbach's Alpha value was 0.876.

This research also included a guest questionnaire as the researcher felt that the guests' perspective regarding service delivery can assist in evaluating the relationship between hotel employees' working conditions and their effect on service delivery. The guest questionnaire comprised of demographic information as well as questions that assisted in determining how satisfied the guests are with the quality of service received from the hotel employees.

## 4.5 GUEST QUESTIONNAIRE

### 4.5.1 Demographic information of the participants

**Table 4.6: Demographic information of the participants**

Item	Category	Frequency	Percentage
<b>Gender</b>	Female	4	40
	Male	6	60
<b>First language</b>	English	1	10
	Afrikaans	2	20
	Zulu	6	60
	Xhosa	1	10
<b>Age group</b>	25-30	4	40
	30+	6	60
<b>Marital status</b>	Single	3	30
	Married	7	70

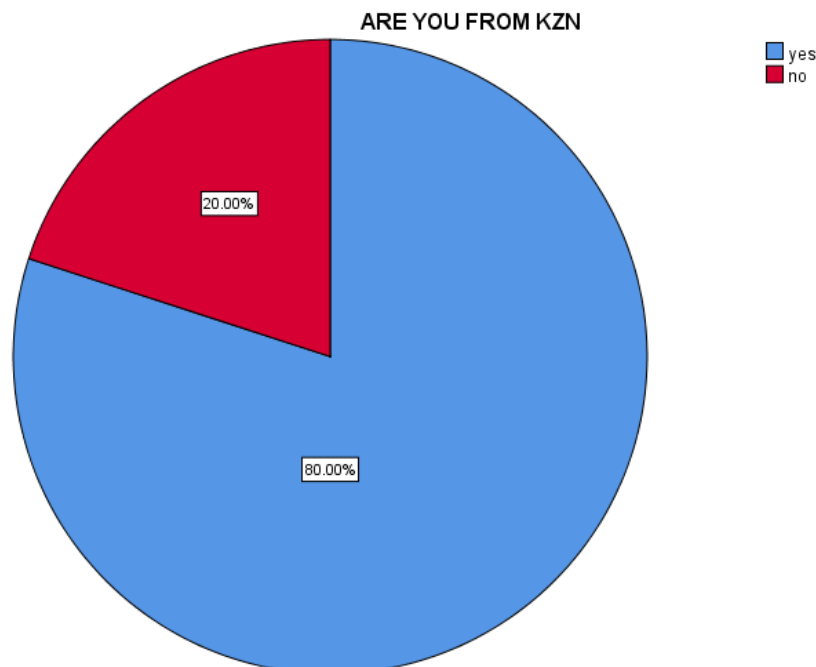
Table 4.6 shows the results pertaining to the gender of the participants from the hotel. Sixty percent of the guests who responded were females and 40% were males. This shows that, at the time of this research, the demographics of the hotel guests in terms of gender are mostly males. Findings further indicated that a majority of the participants (60%) are Zulu-speaking, whilst 20% speak Afrikaans and 10% of the guests speak Xhosa and English. A higher percentage (60%) of the participants are



older than the age 31 and 40% of the participants indicate 25-30 years. In addition, findings affirmed that most of the respondents are married (70%), while the remaining 30% were single.

The researcher saw it beneficial to enquire if participants were residents or non-residents of the KwaZulu-Natal Province since the hotel caters for business travellers, international guests as well as leisure guests.

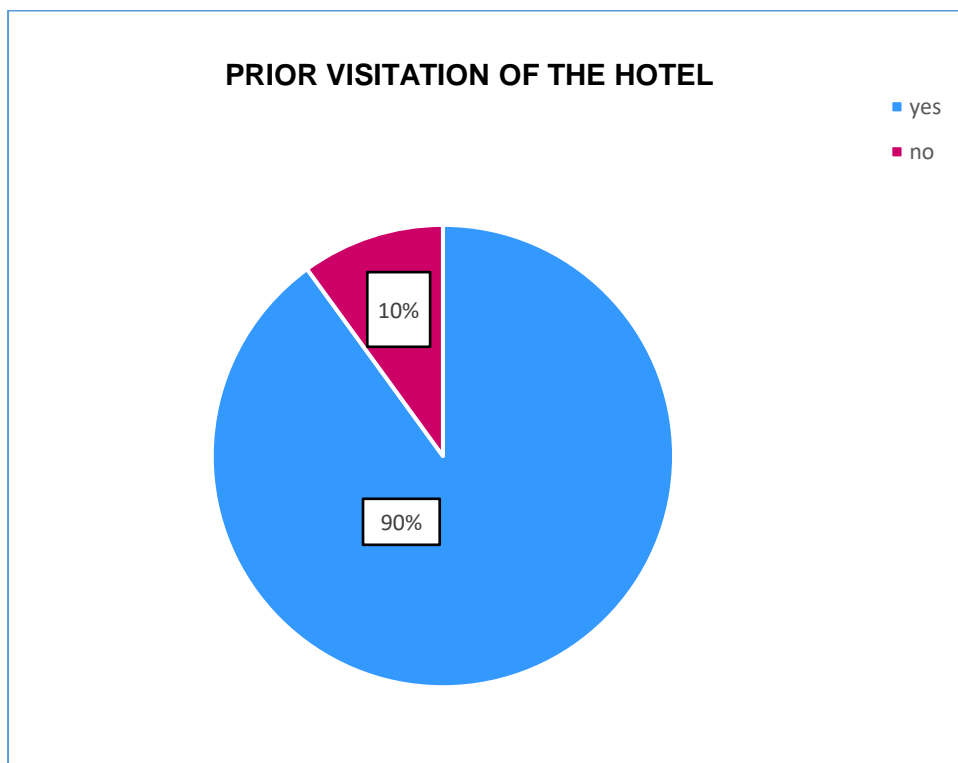
#### 4.5.2 Residents of participants



**Figure 4.3 Residents of participants**

Figure 4.3 shows that 80% of the participants were from KZN, whilst 20% were from areas outside KZN. This indicated that most of the participants were local guests, which also led to investigating whether these participants were regular guests of the hotel or whether it was their first time visiting the hotel.

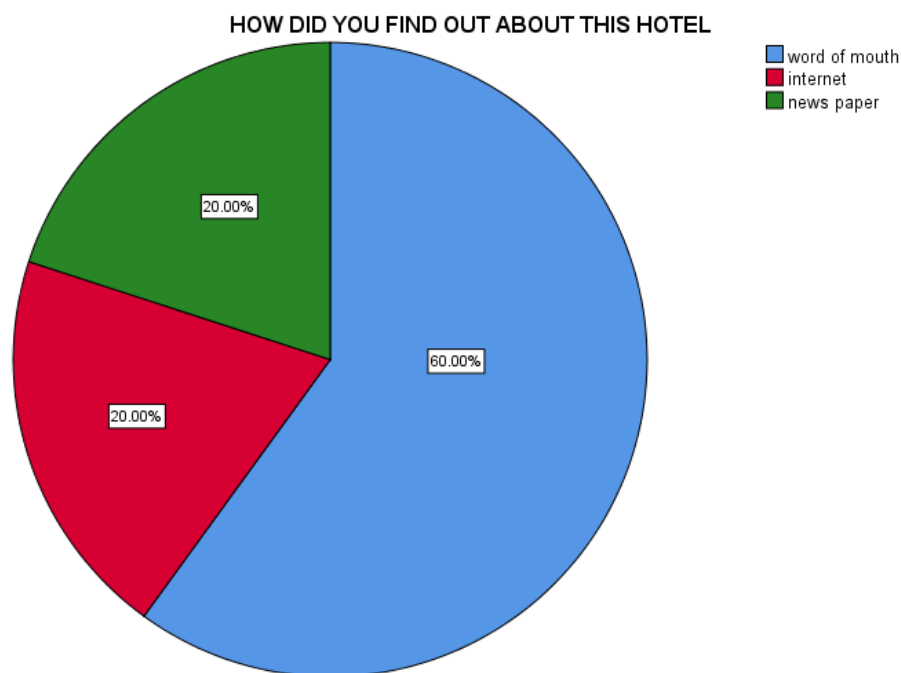
#### 4.5.3 Prior visitation of the hotel



**Figure 4.4: Prior visitation of the hotel**

When the participants were asked whether they had visited the hotel previously, 90% did claim they had a prior experience, while it was a first visitation for 10% of the participants. This insinuates that the participants were satisfied with the hotel, which is consistent with the views of Zhou (2012: 4) who stated that the key to competitive advantage in the hotel industry lies in delivering excellent service that will sustain customers. Participants were further asked how they found out about the hotel.

#### 4.5.4 Discovering about the hotel

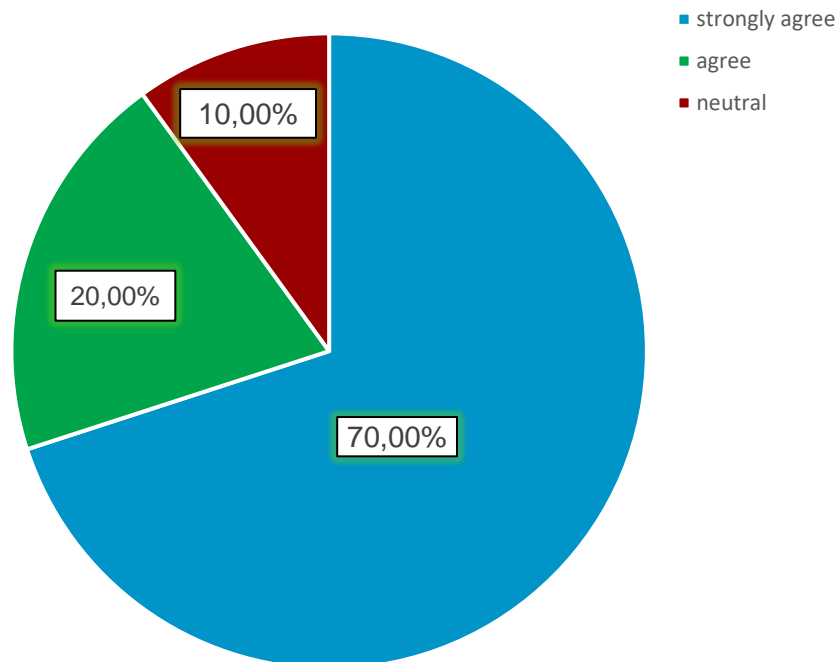


**Figure 4.5 Discovering about the hotel**

Figure 4.5 shows that “word-of-mouth” is a powerful tool to marketing an hotel, as 60% of the participants claimed to have discovered the hotel through this means, whilst a further 20% found out about the hotel through Internet; and the remaining 20% knew about the hotel through the newspaper. The findings are consistent with Ford et al. (2012: 3) who allude that “the secret to success is to treat all customers as if your world revolves around them”. Therefore, when clients are serviced satisfactorily, their experiences are shared with prospective clients whom are likely persuaded to patronize the same hotel in the near future. Findings in Figure 4.5 revealed that providing excellent customer service does indeed market the hotel. Participants were further asked how complaints were handled by the hotel employees. The results are indicated below.

#### 4.5.5 Handling of complaints

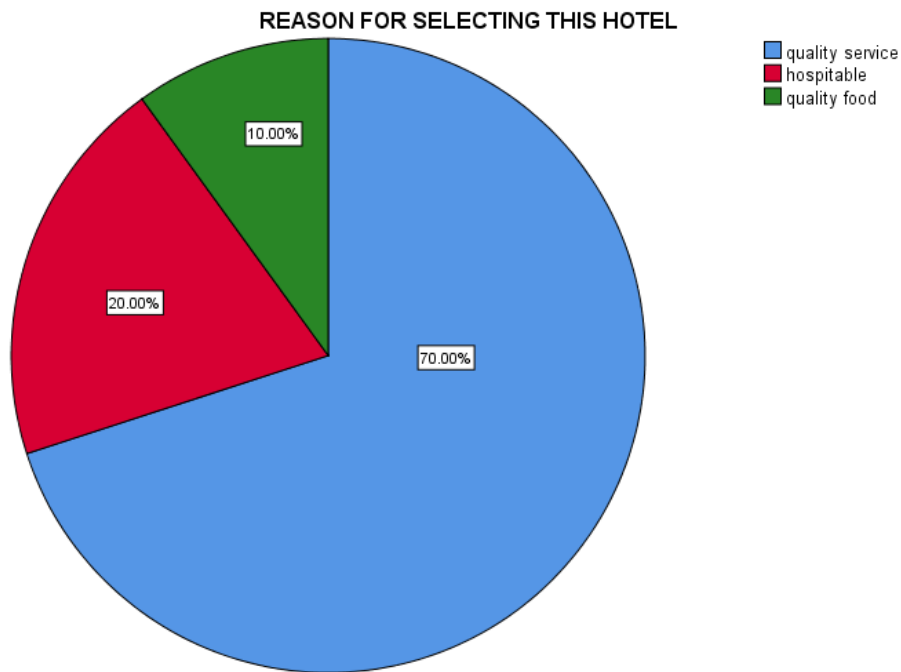
WAS YOUR COMPLAINT HANDLED SATISFACTORILY



**Figure 4.6 Handling of complaints**

Figure 4.6 affirmed that 70% of the participants strongly agreed that complaints raised were constructively handled; a further 20% agreed, while only 10% showed indifference as regards the question solicited. The study further revealed factors which influenced guests in choosing the hotel.

#### 4.5.6 Reasons for selecting this hotel

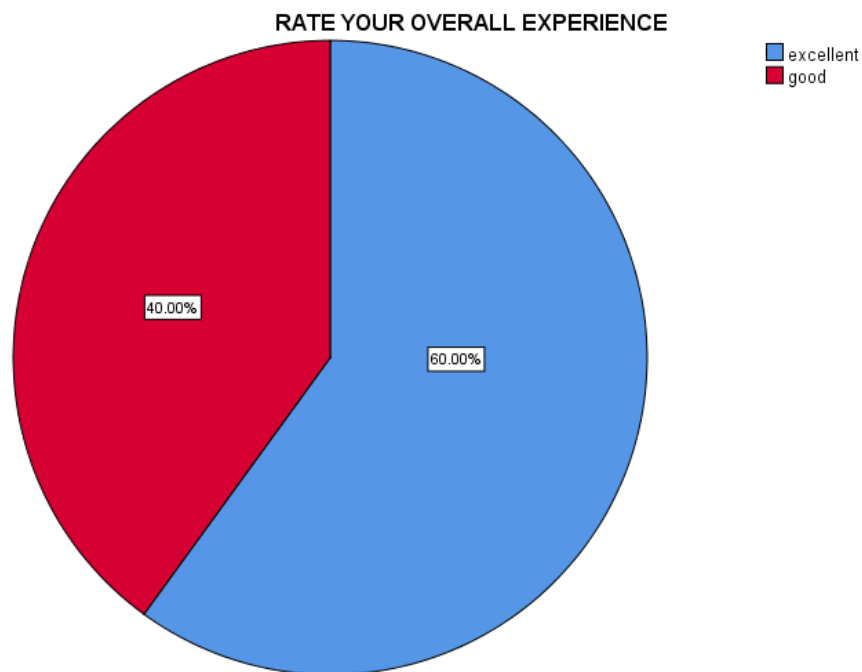


**Figure 4.7: Reasons for selecting the hotel**

Figure 4.7 shows that a majority of the guests (70%) stated that their reason for selecting the hotel was because of the quality of service received; 20% stated that they selected this hotel based on the hospitality provided; and 10% mentioned the quality of the food. Zhou (2012: 4) stated that the key to competitive advantage in the hotel industry lies in delivering excellent service that will sustain customers. Figure 4.4 and Figure 4.7 both affirm that delivering excellent customer service does indeed retain the customers.

The participants were further asked to rate their overall experience at the hotel.

#### 4.5.7 Rate your overall experience



**Figure 4.8 Rate your overall experience**

When participants were asked to rate their overall experience at the hotel, a majority of them (60%) stated that their experience was excellent, whilst 40% stated that it was good. These findings suggest that customers were satisfied with services offered at this hotel. Having collected information from the hotel employees and guests through questionnaires, the hotel supervisors' perspective was sought with regard to an evaluation of hotel employees' working conditions and their effect on service delivery. This was achieved through using the qualitative approach.

#### 4.6 QUALITATIVE ANALYSIS

The purpose of this section was to narrate the experiences of some hotel supervisors who were chosen from specific departments within the hotel. This was achieved by conducting face-to-face interviews with respective Supervisors. The aims of these interview sessions were to give the participants an opportunity to express the matters that may have not been covered in the questionnaire-based survey and to gain detailed and in-depth understanding about the perceptions of the hotel supervisors (representing the leadership of the hotel) concerning hotel working conditions and their effect on service delivery (Creswell 2013: 48).

This section covers questions 1 to 9, which will be reported in themes. The analysis of this section was done by looking at the most common responses by the participants to a question.

#### **4.6.1 Training and development of employees**

##### **Question: What is the criteria for the selection of employees?**

The supervisors from the three departments had various responses when asked about the criteria used to select suitable employees. Their responses were related to the duties performed in each of their departments. All the supervisor emphasised that how the suitable candidate presents themselves, their attitude towards the industry and the experience they have on the job that they are applying for as the core attributes they consider in prospective employees. Moreover, attributes such as trustworthiness, promptness and respect were desirable qualities.

##### **Question: What sort of training does the hotel provide for employees?**

Supervisors from the Food and Beverage department specified that service training is essential within their department. The supervisors from the Rooms Division mentioned that they provide employees with training. They further stated that when new operating systems are introduced, they do get trained on how to operate them. Furthermore, they also require training to be provided for employees.

The Housekeeping supervisors specified that training is required for their employees. This training is comprised of four aspects which are: technical skills, employee attitude, personal development and knowledge of the establishment. They stated that technical skills training involves the basic skills that a housekeeping employee must be trained for, to ensure that they implement tasks efficiently, appropriately and safely. These include training on servicing of the guest bedroom and public areas as well as handling of the equipment safely. The employee attitude training is training that gives an employee guidance on the awareness of workplace relationships which can be with either the employer, their colleagues and the guests. The personal development training involves training employees on personal grooming. Lastly, the Housekeeping supervisors stated that employees are trained on areas of knowledge in which they

need to be aware of: these include the structure and layout and facilities of the hotel and be able to give guests directions to facilities of the hotel. The employees are also trained in understanding the grievance procedure.

#### **4.6.2 Working conditions of employees**

##### **Question: How are the work schedule and working hours structured?**

The supervisors mentioned that, the shifts were categorised into three: morning, day and night shifts. Employees are scheduled based on the occupancy of the hotel. They also emphasised that due to the nature of the industry, it is unfortunate that the time the employee is expected to finish work is not always certain. Employees are expected to work longer hours than the stipulated ones should there be a need, for example, during peak times.

#### **4.6.3 Job satisfaction level of employees**

##### **Question: What is the supervisors' perspective regarding the level of satisfaction of the employees?**

The supervisors specified that their employees seem to be satisfied with the jobs they hold. They further explained that they are aware of areas that may result in employees' level of satisfaction being low. They mentioned recognition, encouragement and the salaries as being factors affecting the level of satisfaction of employees at the hotel. Other supervisors disagreed. They stated that their employee's satisfaction level is very low. Their perspective was based on problems that their employees continually communicate to them. This included workload, working hours, salaries, job packages and job security. Emphasis was made on job security by the supervisors. They stated that their employees were not happy about not being employed permanently by the hotel as the housekeeping staff was outsourced from an agent.

#### **4.6.4 Challenges faced by employees**

##### **Question: What issues are the supervisors currently facing in their department regarding employees?**

Issues raised by the supervisors were issues experienced in their individual departments. Supervisors from the Food and Beverage department did pinpoint disengagement amongst some employees. The supervisors also raised concern of hiring fewer permanent employees in comparison to more casual employees due to



labour costs. Such decision (hiring fewer permanent employees) has been attributed to frequent absenteeism amongst casual employees and low accountability. This also has adversely impacted on service delivery at the hotel.

Moreover, the supervisors from the housekeeping department did mention that, their subordinates complain of job stress, low salaries, irregular working hours, fewer days off, excessive workload, theft and issue of worn out uniforms.

Furthermore, the supervisors from the front office department claim that, employees' have raised issues of lack of resources, excessive workload low salaries on a number of occasions.

**Question: What are the causes of these issues?**

The supervisors from the Food and Beverage department stated that employees do not engage because of fear. As earlier mentioned, labour cost was said to be the core reason for hiring fewer permanent employees, which invariably has compromised quality services. The supervisors from the Housekeeping department stated that the issues they are facing are caused by outsourcing housekeeping employees. The hotel employees' benefits and contract of employment is not the same as of those employees whose services are outsourced (labour brokers). Therefore, they believe that these problems emanate here.

The front office participants did not respond to this question.

**Question: What are the solutions to these problems?**

Regarding employees complaining about not getting enough days off, a suggestion was made to rotate employees amongst the departments (job rotation). This eventually may result to having a multi-skilled workforce. The supervisors stated that having a multi-skilled workforce can assist with employees alternating shifts in order to take time off work during off-peak times. Supervisors further advised that training was essential, as a means to realigning employee's with company's vision and mission. The housekeeping department respondents advised that salary scales should be reviewed, while more resources should be provided. These resources include mechanical cleaning equipment and manual cleaning accessories.

#### **4.6.5 Feedback, recognition and rewards**

**Question: Is there a criterion in place to acknowledge good performance?**

Participants did mention that, the hotel has a loyalty programme for recognizing and acknowledging outstanding performance, called “service plus”. Employees’ names that appear more often in the guest review questionnaire are also recognized. This recognition includes giving these employees incentives and considering them for promotions.

**Question: How does the hotel retain high-quality employees?**

The researcher noticed that there seems to be uncertainty from the respondents when they were asked this question. Only half of the participants stated that high-quality employees are retained through the hotel offering promotions. The other participants did not respond.

#### **4.7 CONCLUSION**

This chapter provided an analysis and interpretation of the data. From the given analysis, it can be deduced that there exists a strong correlation between work conditions and job satisfaction and that there are more factors that contribute to job dissatisfaction/ satisfaction of hotel employees. This should be of great concern to management as these employee’s level of satisfaction or dissatisfaction impacts on service delivery. Also, the analysis does suggest that a number of employees were dissatisfied with the prevailing work conditions at the hotel.

The succeeding chapter summarises the entire study, and provides recommendations based on existing literature as well as responses from hotel employees and guests.

## **CHAPTER 5: RECOMMENDATIONS AND CONCLUSIONS**

### **5.1 INTRODUCTION**

The main objective of this chapter is to draw conclusions on the findings and to submit viable recommendations to hotel managers. The conclusions and recommendations of this study flow from the findings of both the primary and secondary studies. Limitations have been identified and areas for future research are suggested.

### **5.2 AIM AND OBJECTIVES**

The aim and objectives of a study are imperative as they reveal why the study is being conducted.

#### **5.2.1 Aim**

The aim of this study was to ascertain the correlation that exists between the working conditions of hotel employees, and their job satisfaction levels, as well as to offer useful insight on how work performance, job satisfaction and service delivery can be improved at five-star hotels in Durban KwaZulu-Natal. This study also aimed at providing a framework on how quality service delivery may be improved at other hotels.

#### **5.2.2 Objectives**

This study had the following objectives:

- To establish through an empirical study, the correlation that exists between an employee's level of job satisfaction and their working conditions in the hotel and leisure industry;
- To examine and identify, through a literature review and empirical study, the factors that affect job satisfaction (motivators and demotivators) and the effect thereof on service delivery in the hotel and leisure industry; and
- To develop a framework to assist hotel managers in monitoring and evaluating the effect of working conditions on service delivery.

### **5.2.3 Research questions**

- Is there a correlation between an employee's level of job satisfaction and their working conditions?
- What factors affect job satisfaction?
- Do these factors of job satisfaction have an effect on service delivery in the hotel and leisure industry?

## **5.3 SUMMARY OF KEY FINDINGS**

This subsection provides five key findings emanating from the responses of hotel employees and guests. The first set of findings under section 5.3.1 is inconsonance to the research objective, while the remaining findings are in line with the aim and objectives introduced at the inception of this study.

### **5.3.1 Research Questions:**

#### **Question 1:**

**Is there an existing correlation between an employee's level of job satisfaction and their working conditions?**

- Findings reveal a strong existing correlation between employees' level of job satisfaction and their working conditions. This means that when employees' working conditions are not decent, their job satisfaction levels are negatively affected. As discussed in chapter 2, there are several fundamental issues that the hotel industry employees must consider. These are inclusive of job stress, long working hours and irregular work schedules including working during peak seasons (Ezeuduji and Mbane 2017: 8). Employees who do not adapt to these employment conditions often lack job satisfaction. Other hotel working conditions include poor promotional opportunities and development of employees, comparatively low salaries, job instability and a high level of sub-contracting and outsourcing employees. These working conditions constitute to the satisfaction of employees. Research conducted by Ezeuduji and Mbane (2017: 14) concurs that the work environment is another cause of dissatisfaction on hotel employees.

## **Question 2:**

### **What factors affect job satisfaction?**

Findings from the study reveal the following factors regarding job satisfaction:

- Hotel working conditions affect job satisfaction level of hotel employees.
- The work relationships among hotel employees has a significant impact on their level of job satisfaction;
- Having access to the hotel resources was another factor that affects the job satisfaction of hotel employees;
- Job security of hotel employees is also indicated as affecting job satisfaction;
- Another factor that influenced job satisfaction was job recognition; and
- Lastly, salaries and encouraging words from supervisors also impacts significantly on job satisfaction.

## **Question 3:**

### **Do these factors of job satisfaction have an effect on service delivery in the hotel and leisure industry?**

- Findings reveal that 70% of the hotel guests selected the hotel because of the quality of services provided by the hotel. Zhou (2012: 4) alludes that, the key to competitive advantage in the hotel industry is to sustain customers by providing excellent service delivery.
- Furthermore, 80% of the guests stated that their overall experience of the hotel was excellent.
- Findings from this suggest that the factors of job satisfaction do not have an effect on service delivery.

Furthermore, the proceeding discussion reflects the findings received from hotel employees which strongly suggest that, socio-economic factors of employees can affect job satisfaction.

### **5.3.2 Socio-economic factors of employees**

Findings indicate that socio-economic factors of employees can supersede all factors of job satisfaction. This research discovered that employees can perform their duties as expected by the company, even if they are not satisfied with their job because of the following socio-economic factors:

- *Socio-economic factors attributed to unemployment:* Unemployment is a major problem in South Africa. According to Singh (2019: 1), statistics have shown an increase in the unemployment rate in the province of KwaZulu-Natal. Statistics reveal an increase of 4.3% from 21.8% in 2018 to 26.1% in 2019 (Singh 2019: 2). Therefore, employees will perform because they are afraid of losing their jobs due to the difficulty of finding a new one.
- *Socio-economic conditions attributed to low salary:* The current cost of living is high hence employees are likely to make concerted efforts to satisfy customers in order to receive a gratuity, which will assist in boosting their income.
- *Socio-economic factors attributed to food security:* Employees will do anything to ensure that they feed their families. The reality is that the state of poverty in KwaZulu-Natal remains a concern. According to Statistics South Africa (2019: 3), the food poverty line for the year 2019 is R561 per person per month. This refers to the amount of money that an individual will need in order to purchase food required for the daily energy intake. The lower-bound poverty line for the year 2019 is R810 per person per month and the upper bound poverty line is R1227 per person per month. The upper and lower bound poverty lines both include non-food items (shelter, transportation, clothing, etc). The difference is that in the lower measure, a person would need to sacrifice food in order to obtain these. At the upper poverty line, people are able to purchase both adequate food and non-food items (Statistics South Africa 2019: 3). Moreover, 13.4% of the population is unstable with regards to food poverty and 15.8% of the population of South Africa still lacks essential commodities for survival (Koswana 2019: 1). Studies by Koswana (2019: 41) further affirm that KwaZulu-Natal Province is affected by a high poverty rate. This high poverty rate results in employees performing at work, even when they are not necessarily satisfied with their jobs.

### **5.3.3 Employee findings:**

All variables have a strong correlation with the following items of job satisfaction: working conditions, access to resources, job security and recognition. A stronger significance was observed from the following:

- Hotel working conditions has a correlation of ( $r=0.752$ ,  $p<0.01$ ) with recognition.

- Relationship with colleagues has a correlation of ( $r=0.488$ ,  $p<0.01$ ) with hotel working conditions.
- Access to resources has a correlation of ( $r=0.707$ ,  $p<0.01$ ) with hotel working conditions.
- Job security has a correlation of ( $r=0.779$ ,  $p<0.01$ ) with recognition.
- Recognition has a correlation of ( $r=0.779$ ,  $p<0.01$ ) with job security.

From the participants' responses, it was indicative that the above factors contributed to either job satisfaction / dissatisfaction.

#### **5.3.4 Supervisors' perspective:**

The supervisors revealed that one of the important traits that they look for during the recruitment process is previous work experience of the potential candidate. The supervisors also emphasized that grooming and attitude were other important traits employees need to demonstrate while on duty. To advance employees' skills and competence, relevant training was provided for each employee in line with their job description.

When asked about their perspective regarding the working conditions of employees, they acknowledged that the working conditions at the hotel are unfavourable. They mentioned factors such as lengthy working hours, hectic work schedule of employees and unfavourable employment contracts as the most prominent factors contributing to employee dissatisfaction. These identified concerns relate to why 33% of the supervisors indicated satisfaction amongst the employees was low.

Challenges stated by the supervisors were:

- The supervisors expressed that their employees are not engaged;
- They further stated that they are unable to employ many employees on a permanent contract. They are obliged to employ majority of the staff on fixed contract agreement;
- This results in a high absenteeism rate and low accountability from employees on a fixed contract agreement;
- There is lack of resources in the Housekeeping department;

- Lastly, employees complain about their high workload.

When asked what the causes of the above-mentioned problems were, supervisors revealed that:

- (i) Employees were not engaged because of fear of losing their jobs.
- (ii) Due to labour cost, they employed few permanent employees.
- (iii) Low accountability and absenteeism was caused by out-sourced services.
- (iv) Scarcity of resources was due to a demanding workload. Tasks meant to be carried out by a group of staff members ended up being carried out by fewer employees due to a shortage of staff.

Suggestions made by the supervisors were:

- a) Training and developing employees;
- b) Review employee salary scale; and
- c) Providing more resources.

### **5.3.5 Summary of the guest findings:**

This research also gathered information from the guests. Below is a summary of their responses:

- Majority (80%) of the guests were from KwaZulu-Natal Province and the remaining 20% were from outside the province, 90% of these guests disclosed that they had previously visited the hotel;
- 70% attributed the quality of services offered at the hotel for their continuous patronage; and
- 60% of the guests indicated their overall experience was excellent at the hotel.

These findings reveal that the guests from this hotel are satisfied with the service delivery provided by the hotel employees.

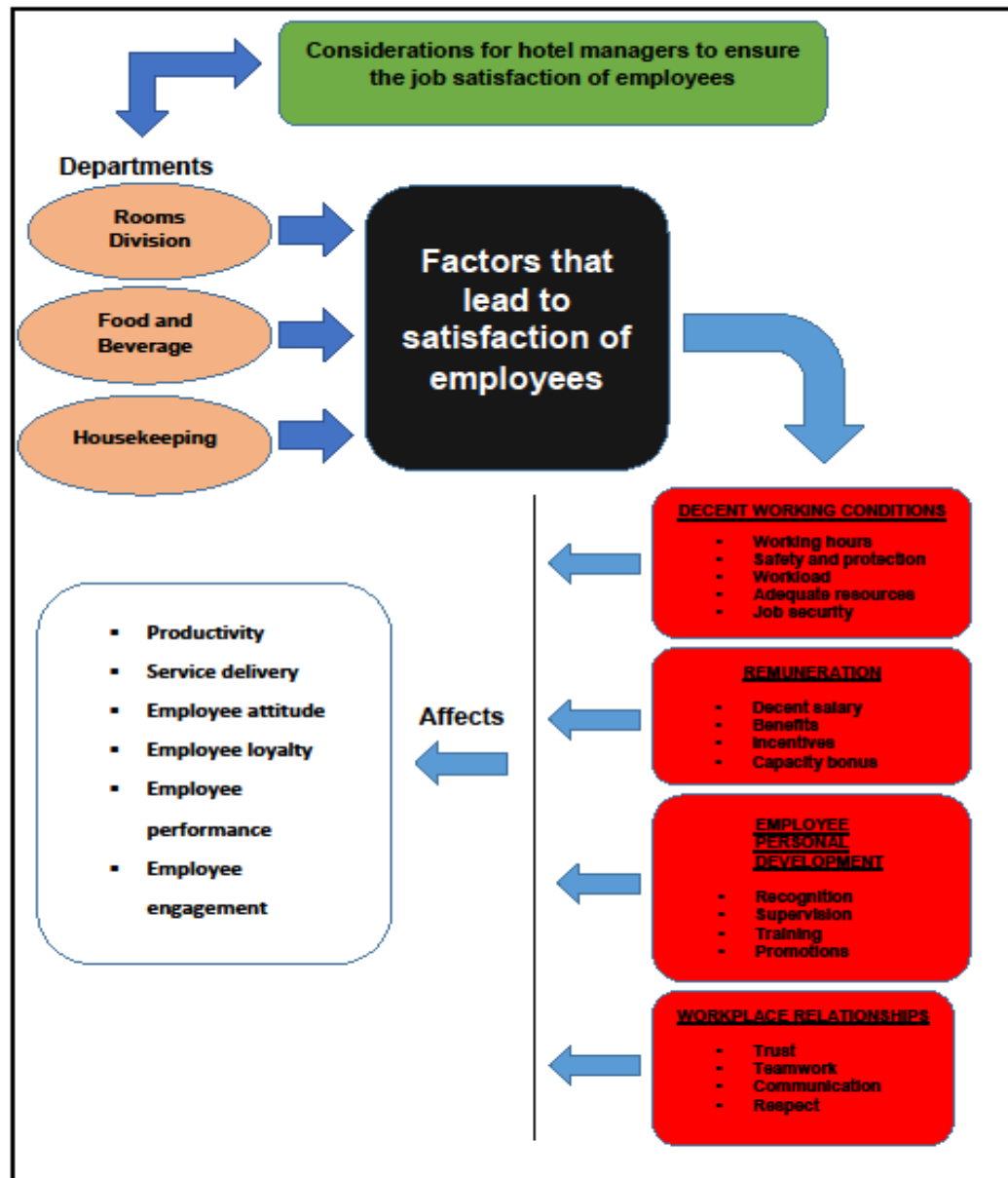
The next section of the study provides a conceptual framework derived from the findings of this study. The framework is aimed at assisting hotel managers with tools to ensure that their employees can attain a high or relatively high job satisfaction level in their employment. Hotel employees are perceived as valuable assets to their organizations, they are also a necessary tool in assisting a hotel to achieve its goal



in providing excellent customer services to their guest (Parttimaa and Backstorm 2018: 6).

## 5.4 CONCEPTUAL FRAMEWORK

Figure 5.1: Conceptual framework



### **5.4.1 Discussions on the conceptual framework**

The conceptual framework derived from the findings of the study is aimed at assisting hotel managers with tools to ensure that their employees can attain a high or relatively high job satisfaction level in their employment. The framework highlights that the following factors lead to the job satisfaction of hotel employees: decent working conditions, remuneration, employee development and workplace relationships.

#### **5.4.1.1 Decent working conditions**

- The conceptual framework indicates that it is important to provide decent working conditions for employees in order to increase job satisfaction. Decent working conditions includes the hours that employees are expected to work. They should be aligned with the hours stipulated by the Basic Conditions of Employment Act, section 9 and 9A. This Act states that, no employer shall require or allow an employee to work 45 hours a week or nine hours in any day. It further states that if the employee works for 5 days or less in a week; 8 hours a day, they must not work more than five days a week (Labour. 2020: 6). Due to the nature of the industry with regard to the shifts that employees are scheduled to work, transportation for the employees working the evening shifts must be provided.
- Decent working conditions also incorporates the work environment. This means that employers need to ensure that the work environment is conducive, pleasant and safe for employees to work.
- Decent work also involves ensuring that the employees' workload is manageable and fair.
- Employers must also ensure that there are adequate tools in place for employees to assist in boosting employee performance and assure job security.
- Job security is another factor that affects the job satisfaction of employees. Employees who feel that their jobs are secure will be more relaxed, happier and will perform their best at work. Several authors, such as Stamolampros, Korfiatis, Chalvatzis and Buhalis (2019: 130); Azic (2017: 106) and Moloantoa (2015: 43), indicated that the higher the level of employee satisfaction through the provision of decent work conditions, the greater the level of effective commitment and service delivery.

#### **5.4.1.2 Remuneration**

- Employee remuneration or compensation given to employees affects job satisfaction. Employee salary scales must be adjusted as the need arises. Some companies have implemented pay systems that are held up as fair. This is implemented to meet the organization's desire to obtain services at a very low overall cost (Parttimaa and Backstorm 2018: 13).
- Other ways of rewarding employees are through offering benefits, financial incentives, hotel discounts to employees or even through capacity bonuses. This can increase the job satisfaction of hotel employees.

#### **5.4.1.3 Employee personal development**

- Employee personal development is another factor that contributes to job satisfaction. When employees perform, employers need to recognize and reward them for hard work performed. This can be achieved through introducing employee appreciation programmes for work performance. Employers must foster a recognition culture in the workplace, one that involves informal and formal appreciations alongside initiatives such as compensating 'employee of the month' with financial benefits.
- Another way of recognizing employees is through close supervision. This can enable management to develop the employees.
- This also includes employees being given sufficient on-the-job training, which will give employees an opportunity to develop their skills and competences, which can increase job satisfaction and make employees eligible to apply for promotions. Choudhary (2016: 1020) stated that employers who deepen their employees' knowledge through various programmes promoting advancement, recognition and responsibility result in satisfied employees and a productive workforce that satisfies customer needs.

#### **5.4.1.4 Workplace relationships**

- Relationships with colleagues can also increase the job satisfaction of employees. Employers must establish trust amongst employees.
- This would involve encouraging the employees to work as a team. Departments within the hotel need to be wary of seeing themselves as individual units separate from the rest of the organisation. Departments that interact frequently

usually have better work relationships, whereas the ones that seldomly interact have strained relationships. Therefore, management must encourage employees to communicate well amongst other employees and promote respect for each other. “A chain is only as strong as its weakest link” (S.T.A.L.K. Education 2007: 50). The hotel is only as effective as its least productive department in the hotel. For the hotel to flourish, each department needs to be productive and contribute towards stimulating productivity.

- Employers can enhance relationships with colleague through conducting team building activities and introducing exercises that employees can participate in to increase work relationships amongst themselves.
- Employers must also communicate to employees that they are valued and reassure them that their services are required and appreciated by the hotel.
- Respect is another factor that prevents employees from performing. This refers to employees at the bottom of the hierarchy and to the people higher in the hierarchy. The treatment of each employee regardless of their contribution to the organization affects employee performance (Clarke and Mahadi 2017: 166).

These factors can increase the job satisfaction of employees. They also affect productivity, service delivery, employee attitude, employee loyalty, employee performance and employee engagement. The conceptual framework derived from the study is established to assist hotel managers with tools to ensure that their employees can attain a high or relatively high job satisfaction level in their employment.

## **5.5 CONCLUSIONS**

The conclusions derived from the findings are:

- Findings from the study confirm that there are factors that lead to the job dissatisfaction of hotel employees, namely: working conditions that are not decent; poor relationships with colleagues; inadequate access to resources; low salaries/ compensation; job insecurity; lack of communication channels and recognition.
- Despite the dissatisfaction expressed by employees, employees still remain loyal to hotel/ guests and rendered quality services.

- Though the variables identified in the study had no direct correlation with service delivery, this issue (service delivery) still needs to be squarely addressed by the managers.

The next sub-section provides suggestions for further studies.

## **5.6 RECOMMENDATIONS FOR FURTHER STUDIES**

The recommendations below are drawn from the findings of the study.

- Future studies may focus on other hotels and locations, as this study focused only on one five-star graded hotel located in an upmarket area in Durban, KwaZulu-Natal.
- Further research can be conducted to ascertain the level of satisfaction of “local” hotel employees with regards to working conditions, versus international brand hotel employees.
- An investigation of other factors affecting service delivery in the hospitality industry may be beneficial.

## **5.7 SUMMARY OF THE CHAPTER**

Overall, this study explored hotel employees’ work conditions and their effect on service delivery in Durban, KwaZulu-Natal. It has examined the current literature and empirically explored the opinions of hotel employees, hotel supervisors and hotel guests. The objectives of the study were discussed and in so doing, the aim of the study was achieved.

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## APPENDIX A: COVERING LETTER



Dear participant I am currently enrolled for a master's Degree in Hospitality Management Sciences at the Durban University of Technology, Department of Tourism and Hospitality. My research topic is "An exploration of hotel employees' work conditions and their effect on service delivery: Durban KwaZulu-Natal". The aim of the study is therefore to investigate factors that affect job satisfaction of hotel employees' (Rooms Division, Food and Beverage and Housekeeping department), their working conditions and the effects it has on service delivery at the selected site.

Your participation to this study will be highly appreciated, as it will enable the researcher to make recommendations to the hotels managers, supervisors, decision makers and other hotel officials on ways to ensure conducive work conditions and give an insight on what employees expect from employers to be satisfied with their jobs. Please make sure that you fully complete the questionnaire as incomplete questionnaires will be disregarded for analysis purposes. Please note that your identity and individual answers will be kept totally confidential. Should you wish to discuss this further, please feel free to contact me or my supervisor Mr E.M. Mnguni at [erasmus@dut.ac.za](mailto:erasmus@dut.ac.za)

Your participation will be appreciated.

Thank you.

Miss Nosipho Pamela Ntshele

Cell No.: 0835115637

Email: [nntshele@yahoo.com](mailto:nntshele@yahoo.com)

## APPENDIX B: LETTER OF INFORMATION AND CONSENT



Dear Participant

**Title of the Research Study:** An exploration of hotel employees' work conditions and their effect on service delivery: Durban KwaZulu-Natal.

**Principal Investigator/s/researcher:** Nosipho Pamela Ntshele

**Co-Investigator/s/supervisor/s:** Dr E.M Mnguni (PhD) (supervisor); Dr E.O. Anwana (PhD) (co-supervisor)

### **Brief Introduction and Purpose of the Study:**

**Outline of the Procedures:** You are kindly requested to complete the questionnaire as honestly and fully as you are able. Incomplete forms cannot be included in the survey. Your answers will be anonymous and the findings aggregated. Permission to conduct this study will be requested from Research Committee of University.

**Risks or Discomforts to the Participant:** There are no risks to you as a participant of this research.

**Benefits:** Current and future students at the university, hotel employees, hotel managers, supervisors, decision makers and other hotel officials should benefit from the findings and recommendations of the study.

**Reason/s why the Participant May Be Withdrawn from the Study:** At any time, you may decide to withdraw from the study without any negative results to yourself.

**Remuneration:** No remuneration/incentives to be offered to you for your participation.

**Costs of the Study:** You will not be liable for any of the costs of this study.

**Confidentiality:** All information provided by you will remain confidential. The

statistician, the researcher, supervisor and co-supervisor will be the only people to be given access to the information.

**Research-related Injury:** This study will not cause any harm to you. Persons to Contact in the Event of Any Problems or Queries: Researcher: Nosipho Pamela Ntshele (0835115637 or nntshele@yahoo.com) **Supervisor:** Dr E.M. Mnguni (031-373 5507 or erasmus@dut.ac.za) Co-**supervisor:** Dr E.O. Anwana (031-373 5469 or emema@dut.ac.za)

## **APPENDIX C: EMPLOYEE QUESTIONNAIRE**

### **RESEARCH QUESTIONNAIRE (EMPLOYEES)**

**Title: An exploration of hotel employees' work conditions and their effect on service delivery, Durban KwaZulu-Natal**

Please read each statement carefully and then indicate your level of agreement with the opinion expressed in the statement, by marking ☒ the appropriate number on the scale.

#### **SECTION A:**

#### **BIOGRAPHICAL INFORMATION**

**1. Department:**

Rooms division	1
Food and Beverage	2
Housekeeping	3

**2. Gender:**

Female	1
Male	2

**3. Racial group**

Black	1
Coloured	2
Indian	3
White	4
Other	5

**4. Age**

<20	1
21-29	2
30-40	3
41 and above	4

**5. Marital status**

Single	1
Married	2
Divorced	3

**6. Qualification**

PHD	1
Masters	2
Undergraduate degree	3
Post graduate diploma	4
Diploma	5
Certificate	6
Other	7

**7. Total years of service at the hotel**

1 - 3 years	1
4 - 6 years	2
7 - 9 years	3
10 - 15 years	4
Longer than 15 years	5



**8. Position held?**

Waitron	1
Barman	2
Cashier	3
Receptionist	4
Reservationist	5
Room attendant	6
Other (Specify below)	7

---

## SECTION B:

### **JOB SATISFACTION AND HOTEL WORK CONDITIONS**

This section measures aspects related to: employee job satisfaction and work conditions. Please mark with an **X** in the appropriate box.

#### **9. Hotel working conditions**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. The hotel has strong values, which support employee excellence					
2. The hotel staff receives satisfactory salaries.					
3. The hotel staff receives satisfactory benefits.					
4. The hotel management provide good mentorship.					
5. Conditions in my department allow me to perform at a high standard.					
6. I feel confident about the skills and competencies of other employees.					

#### **10. What are the benefits that you receive as an employee?**

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**11 State your income per month?**

0-R2 000	1
R2 001-R5 000	2
R5001-R10 000	3
R10 001-R15 000	4
Above R15 0000	5

**12. What are the working hours that you have worked at the Hotel?**

**(More than one answer is acceptable)**

6am - 3pm	1
2pm - 11pm	2
9pm - 6am	3
Split shift	4
Other, please specify	5

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**13. Comment on the hotel working hours**

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**14. Relationship with colleagues**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My colleagues always communicate with each other on department issues.					
2. We all work as a team.					
3. We plan and coordinate our efforts as a hotel.					
4. I have good relationship with other staff from other departments.					
5. The morale in my department is high.					
6. I receive support from my colleagues to address department issues.					

**15. Access to resources**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have adequate tools to do my job.					
2. I have sufficient opportunity to develop my skills and competencies.					
3. My work load is manageable.					
4. The hotel supports the use of technology to improve my job and skills.					
5. I feel that I receive sufficient training.					

**16. Job security**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I feel free to express my opinions without worrying about negative actions/ responses.					
2. I have job security in the position I hold.					
3. I have clearly defined reasons for my existence as an employee.					
4. My job is important for the overall goal of the hotel.					
5. There is a sense of stability and continuity in my department.					

### **17. Recognition**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Hard work is usually rewarded at the hotel. .					
2. I receive enough recognition for the work I do.					
3. If I do a better job, I have a better chance of getting ahead.					
4. Recognition of my work motivates me to enhance my achievements.					
5. I find it rewarding to be an employee of the hotel.					

**18. How do you view your job?**

Challenging	1
Responsible	2
Motivating	3
Secured	4
Other, please specify	5

---

**19. How satisfied are you with your job at the Hotel?**

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

**20. Rank the following attributes according to job satisfaction**

(Use each of the numerals 1, 2, 3, 4, 5. 1 indicates most important and 5 least important)

- ☐ Work environment
- ☐ Job security
- ☐ Remuneration
- ☐ Superior- subordinate relationship



☐ Other (please specify)

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**21. What motivates you to work for the Hotel?**

- ☐ Work conditions
- ☐ Work environment
- ☐ Compensation plan
- ☐ Remuneration
- ☐ Employee recognition by management
- ☐ Other please specify

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**22. What changes would you like to see at the hotel?**

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**23. If there are any other comments that you would like to share or issues that you would like to raise, please do so bellow.**

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Thank you for your cooperation in completing this questionnaire

## APPENDIX D: GUEST QUESTIONNAIRE

### RESEARCH QUESTIONNAIRE (HOTEL GUESTS)

**Title: An exploration of hotel employees' work conditions and their effect on service delivery, Durban KwaZulu-Natal**

Please read each statement carefully and then indicate your level of agreement with the opinion expressed in the statement, by marking ☒ the appropriate number on the scale.

#### **1. Gender**

Female	1
Male	2

#### **2. First language**

English	1
Afrikaans	2
Zulu	3
Xhosa	4
Other	5

**3. Age**

<18	1
19-24	2
25-30	3
Over 31	4

**4. Marital status**

Single	1
Married	2
Divorced	3

**5. Are you from Kwa-Zulu Natal?**

☐ Yes

☐ No

If no, please state the name of the province

---

**6. Have you visited this hotel before?**

☐ Yes

☐ No

7. How did you find out about this hotel?

- ☐ Word of mouth
  - ☐ Internet
  - ☐ News paper
  - ☐ Television
  - ☐ Other please specify
- 

8. What was the reason for selecting this hotel?

- ☐ Quality service
  - ☐ Hospitable employees
  - ☐ Quality food
  - ☐ Value for money
  - ☐ Other please specify
- 
- 

9. Are the facilities offered accessible to you?

- ☐ Yes
- ☐ No

10. Do the employees service you promptly?

- ☐ Yes
- ☐ No

11. If you had a complaint, was it constructively handled?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

12. Are the hotel employees hospitable?

- ☐ Yes
- ☐ No

13. Rate your overall experience at this hotel?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Poor
- ☐ Very poor

14. Please take a moment to rate the Hotel services

	Excellent	Good	Average	Poor
14.1 Menu variety				
14.2 Promptness of services				
14.3 Quality of services offered				
14.4 Receiving value for money				

15. Please take a moment to rate the following about the Hotel

	Excellent	Good	Average	Poor
15.1 Speed and quality of check in				
15.2 Front desk staff professionalism				
15.3 Standard of restaurant services				
15.4 Housekeeping services				

16. What changes would you like to see at the hotel?

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17. other comments

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Thank you for your cooperation in completing this questionnaire

## **APPENDIX E: SUPERVISOR SEMI-STRUCTURED INTERVIEW**

### **SEMI-STRUCTURED INTERVIEW QUESTIONS (HOTEL SUPERVISORS)**

**Title: An exploration of hotel employees' work conditions and their effect on service delivery, Durban KwaZulu-Natal**

**1. Criteria for selection of employees**

(The hospitality industry is supposed to hire for attitude and train for skills)

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.....

.....

**2. Training of employees**

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**3. Level of satisfaction of employees**

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**4. Issues currently facing your department regarding employees**

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**5. Causes of these issues**

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**6. Solutions to these issues**

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7. Criteria for acknowledging good performance

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8. How is the work schedule and working hours structured

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9. Retaining high quality employees

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Other comments

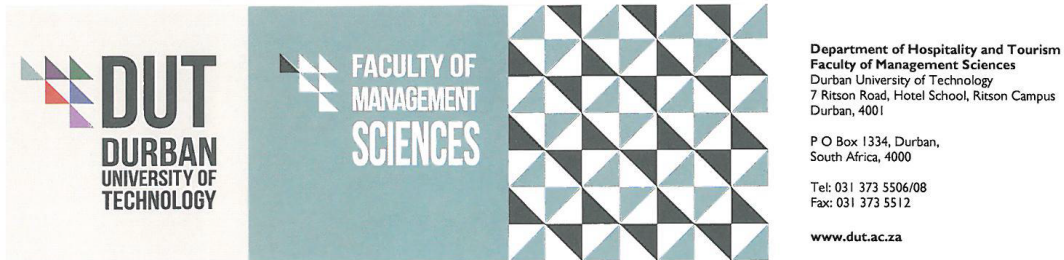
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## APPENDIX F: REQUEST FOR PERMISSION TO CONDUCT RESEARCH



**01 August 2016**

Dear Manager

Ms Nosipho Pamela Ntshela is a registered student pursuing M Tech degree in Tourism & Hospitality Management in the 2016 academic year. She is conducting a study on "An exploration of hotel employees' work conditions and their effect on service delivery, Durban".

The background and details of the study is available from Nosipho.

While you are not obligated, any assistance that can be granted to the student to complete her study will be appreciated.

Thank you

Yours faithfully

Dr Mnguni  
Head of Department



## APPENDIX G: APPROVAL FOR PERMISSION TO CONDUCT RESEARCH



[REDACTED]

[REDACTED]

6 December 2017

Dear Nosipho,

LETTER OF PERMISSION TO CONDUCT RESEARCH AT [REDACTED]

We hereby provide you permission to conduct research at [REDACTED] for the completion of your Masters in Tourism and Hospitality, as a registered student of Durban University of Technology

It is agreed that there will be no disruption to our daily operations and that our property, viz. [REDACTED], will not be mentioned on the entire dissertation nor will the information gathered be shared for confidentiality purposes.

Wishing you the very best,

Best Regards,

Director of Human Resources

[REDACTED]



## APPENDIX H: TURN IT IN REPORT

Thesis N.P Ntshela 3

### ORIGINALITY REPORT

% <b>17</b>	% <b>15</b>	% <b>2</b>	% <b>8</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

### PRIMARY SOURCES

<b>1</b>	ir.dut.ac.za Internet Source	% <b>3</b>
<b>2</b>	hdl.handle.net Internet Source	% <b>2</b>
<b>3</b>	Submitted to University of KwaZulu-Natal Student Paper	% <b>1</b>
<b>4</b>	digitalcommons.brandman.edu Internet Source	<% <b>1</b>
<b>5</b>	repository.nwu.ac.za Internet Source	<% <b>1</b>
<b>6</b>	researchbank.rmit.edu.au Internet Source	<% <b>1</b>
<b>7</b>	Submitted to Asia Pacific University College of Technology and Innovation (UCTI) Student Paper	<% <b>1</b>
<b>8</b>	ibc-conference.com Internet Source	<% <b>1</b>
<b>9</b>	www.scribd.com	

Internet Source

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10

Submitted to Durban University of Technology  
Student Paper

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11

openscholar.dut.ac.za  
Internet Source

<%1

12

repository.uinsu.ac.id  
Internet Source

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13

Submitted to Open University of Mauritius  
Student Paper

<%1

14

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Internet Source

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15

www.researchgate.net  
Internet Source

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16

myassignmenthelp.com  
Internet Source

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17

Submitted to Anglia Ruskin University  
Student Paper

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18

lib.dr.iastate.edu  
Internet Source

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19

Submitted to Mancosa  
Student Paper

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20

www.illinoisonlinehighschool.org  
Internet Source

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21	worldwidescience.org Internet Source	<% 1
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hotel industry", Journal of Human Resources in  
Hospitality & Tourism, 2016

Publication

32	dj.univ-danubius.ro Internet Source	<% 1
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34	trace.tennessee.edu Internet Source	<% 1
35	repository.mua.ac.ke Internet Source	<% 1
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40	Submitted to Grand Canyon University Student Paper	<% 1
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57	Submitted to University of Johannesburg Student Paper	<%1
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59	Submitted to University of Huddersfield Student Paper	<%1
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64	Submitted to Postgraduate Schools - Limkokwing University of Creative Technology Student Paper	<% 1
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70	Submitted to Callaghan Campus Student Paper	<% 1
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75	creativecommons.org Internet Source	<% 1
76	repository.out.ac.tz Internet Source	<% 1
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78	www.econstor.eu Internet Source	<% 1
79	iajournals.org Internet Source	<% 1
80	Submitted to York St John University Student Paper	<% 1
81	rvsim.ac.in Internet Source	<% 1
82	ir.knust.edu.gh Internet Source	<% 1
83	pt.scribd.com Internet Source	<% 1
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