FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN THE HOSPITALITY INDUSTRY IN KENYA: A CASE STUDY OF BOMA HOTELS, KENYA

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BML/10/00307/1/2015

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

OCTOBER 2017
DECLARATION

This project report is my original work and has not been presented for a degree in any other University

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Name of Supervisor

The Management University of Africa
DEDICATION

I dedicate this research to my family, specifically awesome gratitude go to my husband Mr. Zawady Okinda, daughter Thurayya Zawady, son Thabit Zawady, brother Mohammed Kassim and my mum Kemsya Yusuf for their spiritual advice, morale and financial assistance. May almighty God bless you abundantly.
ACKNOWLEDGEMENT

I thank the almighty God for the gift of good health and direction that has facilitated me to the success of this project. I am indebted to my research supervisor Mr. David Kanyanjua for his positive criticism and dedicating his time and attention to enable me come up with this splendid piece of work. Special thanks go to the Boma Hotels for allowing me to undertake research in their organizations.

I also thank the Management University of Africa for the support and service they have contributed towards my studies in the institution.
ABSTRACT

Out of all the resources that an organization has, the human resource is the most important to ensure effective operation of all the other resources within the organization. Therefore, the more satisfied the human resource is, the more productive the resource. This research therefore sought to examine the factors that affect Kenya hotel sector employees’ job satisfaction, with focus on Boma hotel in Nairobi. The independent variables under study are: working conditions, remuneration, employees’ relationship with supervisors, and co-worker relations, while the dependent variable is employees’ job satisfaction. For purposes of conducting the study, a descriptive research design was used. The research population was the low cadre staff of Boma hotel, whose number stood at 214 as at March 31st 2017. Primary data was collected from sampled staff of Boma hotel located in Nairobi, using semi-structured questionnaires that were self-administered in the employees’ place of work. Analysis of primary data was undertaken using inferential and descriptive statistics. The summarized data is presented using percentages and presented using tables and pie charts. Research ethics were observed before, during and after carrying out the research. Study results indicate that all the 4 factors namely, working conditions, remuneration, and relationship with supervisor, and co-worker relations were validated as key in influencing job satisfaction in Boma hotel. The findings also indicate that factors attributed to working conditions (p=0.027) and remuneration (p=0.008) were the most statistically significant. The research recommendations are: the management ought to focus on the following factors, in order of priority: remuneration, working conditions, relationship with supervisor, and co-worker relations. The study should be replicated by undertaking similar studies in other hotels and locations, as this research only covered only Boma hotel in Nairobi City, Kenya. An investigation of other factors influencing job satisfaction could also be undertaken and whereas the focus for the current study was the hotel management, in future researchers should target the hotel customers, so as to get their side of the story.
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<tr>
<td>IT</td>
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<td>KRCS</td>
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<td>NACOSTI</td>
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DEFINITION OF KEY TERMS

This section seeks to clarify the particular meanings applied in this project proposal, and to justify why it has been deemed appropriate to use them in these particular ways. Operational definition of the key terms is as follows:

**Extrinsic motivation:** Intrinsic motivation is inclusive of all attributes beyond the job itself and administered by somebody who is not the individual concerned (Kim & Park, 2013).

**Extrinsic reward factors:** According to Herzberg (2003) extrinsic reward factors are “incentives used by leaders to reduce pain-inducing factors often found in work environment”.

**Hygiene factors:** Herzberg (2003) defined hygiene factors as “attributes which are external to the job, among them being security, status, salary, administration and company policy, working conditions, supervision, interpersonal relationships”.

**Intrinsic motivation:** Intrinsic motivation is one’s actions for her/his natural satisfaction instead of independent consequences. (Oluseye, Amos & Abiola, 2014).

**Intrinsic reward factors:** Job-related incentives used by leaders to stimulate employees' psychological growth (Herzberg, 2003).

**Job satisfaction:** Job satisfaction are peoples’ feelings and attitudes related to their work (Armstrong, 2006).

**Motivation:** Motivation are actions and inspirations proposed by people, directed and purposeful for their needs’ satisfaction.
CHAPTER ONE
INTRODUCTION

In this chapter, the introduction to the research is presented. The chapter covers the study background, problem statement, objectives, research questions, significance and research scope. The detailed description to the introductory chapter is presented in the sections below.

1.1 Background of the Study

Newstrom and Keith (2011) defines employees’ job satisfaction as “a set of unfavorable and favorable emotions and feelings which employees view with their work”. According to Parvin and Kabir (2011), “in the competitive environment of today, work is a key aspect in the lives of people, and since most of the time is spent in the work place, their satisfaction with the jobs they undertake is of essence”. Some of the related studies undertaken are briefly discussed below.

A study undertaken by Rast and Tourani (2012) analyzed the role played by gender differences and employees’ job satisfaction in three selected airlines in Iran, focusing on opportunities for promotion, nature of work, supervision, co-worker relations and present pay. Findings of the research show that all employees, both of male and female gender. Jafri (2012) examined that influence employees’ job satisfaction at Hotel Taiping Perdana in Malaysia. The study focused on opportunities for promotion, supervision, work conditions and work itself, with the findings revealing a significant positive relationship between work conditions, opportunities for promotion, supervision, pay and employees’ job satisfaction.

Zainol, Hussin and Othman (2016) examined the influence of internal communication, leadership, rewards, training and development on employees’ engagement in the Malaysian hotel
sector. The results show that healthy employee engagement programs are positively related to employees’ innovation, morale, commitment and motivation, and hence the overall improved organizational profitability and performance, and is useful in building their employees’ engagement. Anin, Ofori and Okyere (2015), focusing on Ghana’s Ashanti Region, examined the relationship between factors that affect employees’ job satisfaction in construction supply chain. The results reveal that factors that do not have any relationship with wages such as job security, supervision, work environment, the tasks themselves, and recognition had more significant influence on employees’ job satisfaction than the wages the employees earned in the construction industry.

Oduro-Owusu (2010) carried out a study focusing on the relationship between the factors influencing constructions workers’ job satisfaction in Ghana. Out of the 25 five job satisfaction related factors that were analyzed, the research findings show that only six influenced job satisfaction of the target employees, and that though there was variation among them, supervision and characteristics of the workers were the most predominant. The study findings also revealed that there was significant difference between age, industrial experience, educational level, worker’s site location, employees, job satisfaction level, and their motivation to make construction industry a career of choice. Olana (2015) carried out an assessment of factors that affect job satisfaction of employees of commercial bank of Ethiopia East District, Ethiopia. The factors considered in the study were pay, promotion, and relationship with superiors, freedom/autonomy, and job security, relationship with colleagues, job security and working conditions. The result of the study shows positive results, employees are satisfied with all factors with the highest satisfaction found from availability of conducive working environment and job security.
A study by Nyagaya (2015) undertook studied the relationship between remuneration, working conditions, teachers’ level of education and work job satisfaction of teachers. The study location was Kayole Division of Embakasi Sub-County in Kenya. The factors the study focused on were: remuneration, working conditions, teachers’ level of education and work. Findings of the study, which utilized descriptive design, indicate that 27 percent of the teachers expressed dissatisfaction since they teach between 31-40 lessons per week. 65 percent of the teachers were not satisfied that their salary meets their expenses, while only 10 percent were satisfied with fringe benefits.

Review of studies above reveal that there is scarcity of literature on researches related to this study, specifically focusing on the variables in the current study, and this makes this research contribution to the Boma hotel to fulfill the need for like the type of research. This research aims at examining the influence of working conditions, remuneration, relationship with supervisor and co-worker relationships on the dependent variable, job satisfaction. Though the current study only focuses on working relations, remuneration, and relationship with supervisor and co-worker relations, there are other factors which influence employees’ job satisfaction. These include job security, autonomy, fairness, internal communication, opportunities for career advancement, organizational policies, workload, stress levels, leadership behavior, training and development, and characteristics of the job, the excluded factors are recommended as areas of focus for future studies.

1.1.1 State Kenan tourism and hospitality sector

The tourism & hospitality sectors in Kenya makes a significant contribution to Revenue through customs & exercise duty, license fees, passenger service charge, landing fees, value added tax on
tourism services and entry fees to game parks among others. Hotels and restaurants’ contribution to the Gross Domestic Product grew by 5% annually by 2011. The hotel sector, by 2006 contributed Kshs. 87 billion of revenue to Kenya, which represents 5.2 per cent of the Gross Domestic Product of the country, (Kenya National Bureau of Statistics, 2012). Employment in the tourism & hospitality sector in Kenya was estimated at over 230 million jobs (The World Travel and Tourism Council (WTTC), 2006).

However, empirical studies have revealed the hospitality industry records the highest turnover rates. According to International Labour Organization (ILO, 2001), labor turnover in the hotel industry in Kenya, especially in the lodges was estimated at 60% by the year 2000, which was attributed to employees’ dissatisfaction with their jobs. According to ILO, this scenario had a negative impact on sustainability of business as a result of replacing experienced employees and launching orientation programmes for newly employed ones.

A study carried out on factors that influence performance of Kenyan hotels & restaurants by Ongori, Iravo and Munene (2013) revealed that there were many complaints on behaviors of employees and their attitude towards customers in service delivery in the hotels, which was attributed to job dissatisfaction among the affected employees. According to Kuria, Wanderi and Ondigi (2011), the hotel management paid little attention to the employees’ concerns related to work environment, especially flexibility in work schedules.

1.1.2 Profile of Boma Hotel

Boma Hotel, founded in 2008, is classified among the three-star hotels in Kenya, offering accommodation and conferencing facilities as an alternative source of funds for humanitarian work, is owned by the Kenya Red Cross Society. Besides the hotel being popular among
humanitarian relief organizations and their employees, is also patronized by business and leisure travelers from all over the World. The Boma Hotels are perhaps the only hotels where guests can truly sleep with clear conscience. Currently, The Boma has three outlets, one in Nyeri, offering conference facilities only; one in Eldoret, offering both accommodation and conferencing, and one in Nairobi, which is also the head office.

1.2 Statement of the Problem

A research undertaken by the Hotel & Motel Association estimated that the average annual turnover among hotel employees at non-management level at 50 percent, and 25 percent for staff in the management positions. The study also estimated the turnover levels to range from 60 to 300 per cent. (Gazioglu & Tansel, 2006). Boma hotels in Kenya are not an exception to the scenario above. Report from Human resources management section of the department of Finance and Administration reveal that employee turnover, especially of the low cadre staff stands at above 50% per annum in the past three years. Informal interviews with the employees in the current establishment reveal that the relatively poor performance of the hotel is attributed to employees’ lack of commitment to their duties. The employees’ concerns include inflexibility of work schedules, inability to balance work and their private lives, long working hours, relatively low remuneration, lack of bonuses for exemplary performance, poor relationship between the employees and their supervisors and lack of openness in communication among co-workers.

In an attempt to address the worrying trends at the hotel, seeks to examine the relationship between working conditions, remuneration, relationship with supervisor, and co-worker relations on one hand and the Kenyan hotel sector employees’ job satisfaction.
1.3 Objectives of the Study

The aim of the research is to examine factors that influence job satisfaction of Kenyan hotel sector employees.

1.3.1 Specific Objectives

(i) To assess the influence of working conditions on employees job satisfaction at the Boma Hotel.

(ii) To analyze the effect of remuneration on employees satisfaction at the Boma Hotel.

(iii) To evaluate the effect of relationship with supervisor on employees job satisfaction at the Boma hotel.

(iv) To explore co-worker relations influence on job satisfaction of employees at Boma Hotel.

1.4 Research Questions

(i) How do working conditions influence employees’ job satisfaction at the Boma Hotel?

(ii) How does remuneration affect employees’ job satisfaction at the Boma hotel?

(iii) How does relationship with supervisor affect employees’ job satisfaction at the Boma Hotel?

(iv) How do relations with co-workers affect employees’ job satisfaction at the Boma Hotel?

1.5 Significance of the Study

The research results should be of useful to:

1.5.1 Management of the Kenyan hotel sector

Hotel managers can use the research findings to correct some of the weak areas that cause job dissatisfaction among its employees. With such corrections, the employees’ job satisfaction can
translate to quality output hence improvement in performance. Employers within the hotel industry will receive insight and feedback on employees’ perceptions of job satisfaction and explore ways of attaining the same for the hotels’ competitiveness. Research findings should enhance awareness of the management of the hotel industry on effective implementation of employees’ job satisfiers, which should bring in positive effects on business processes, customers, employees and financial results.

1.5.2 The policy makers and regulators of the hotel industry

The realization that job satisfaction is critical is challenging organizations to re-look at their internal dynamic capabilities as a strategic resource for competitiveness. The findings of this study will assist policy makers and regulators of the hotel industry recognize employees’ job satisfaction and its crucial role in enhancing performance hence accelerate the review and redesign of their policies to align to job satisfaction.

1.5.3 Other Researchers

There have been extensive literature on employees’ job satisfaction examining various variables, however limited research exist examining the relationship between working conditions, remuneration, relationship with supervisor, and co-worker relations on one hand and the satisfaction of employees with their jobs in the Kenyan hotel sector. The research findings will aid other researchers in the field of research as it adds to the body of existing literature in the area of employees’ job satisfaction. Hopefully, other researchers will rely on the study results by duplicating the analysis undertaken in other locations and settings.
1.6 Scope of the Study

The purpose of this research was to examine the influence of working conditions, remuneration, relationship with supervisor, and co-worker relations on one hand and the satisfaction of Kenyan hotel sector employees with their jobs, focusing on Boma Hotel. This study was focused on Nairobi only, being the head office, where all human resource related issues are handled, besides having a wide range of hotel services on offer. In addition, all the departments are housed in the head office in Nairobi. The study respondents were 65 employees selected from the 214 lower cadre employees of Boma hotel in Nairobi as at 31st March 2017. The research was undertaken between May and June 2017.

1.7 Chapter Summary

Chapter one has provided the introduction, covering the study background, the study area, problem statement, study objectives, research questions, significance and scope of the research. Literature review related to the research objectives is presented next.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

Presented in this chapter is the literature related to the research title, which is structured according to research objectives. It presents the theoretical review, empirical review, summary and research gaps, conceptual framework, operationalization of variables and the chapter summary.

2.1 Theoretical Literature Review

Two theories (i) Herzberg’s Motivation-Hygiene Theory (Content); and (ii) Expectancy Theory (Process) provide a strong theoretical foundation for studying the concept of job satisfaction. These theories are discussed below.

2.1.1 Herzberg’s Motivation-Hygiene Theory

Motivation-Hygiene Theory by Herzberg, also called the “Herzberg’s Two Factor Theory” states that Herzberg, Mausner and Snyderman (1959) state that despite the fact that the absence of motivation factors does not necessarily lead to job dissatisfaction, presence of such factors is likely to enhance job satisfaction levels. Whereas absence of hygiene in no way leads to job dissatisfaction, presence of hygiene factors can result into dissatisfaction, hence job dissatisfaction and job satisfaction tend to be independent of each other.

Hertzberg et al (1959), observed that “dissatisfaction” is not the opposite of “satisfaction”, but a lack of “no job satisfaction” or “lack of satisfaction”. The theory raises the argues that six
intrinsic factors significantly affect job satisfaction: salary, advancement, recognition, achievement, and responsibility. According to (Gruenberg, 1980), whereas hygiene (extrinsic) factors influence job dissatisfaction: salary, supervision, company policy, and working conditions; intrinsic factor positively and significantly affect job satisfaction of employees. This study focuses on both extrinsic factors (working conditions, supervision and salary), and intrinsic factors (pay/salary).

2.1.2 Expectancy Theory

Expectancy theory, as defined by Lunenburg (2011a), is “a belief that relates to a particular action which is followed by a particular outcome”. According to Ugah and Arua (2011), the theory raises the argument that an individual makes a decision to have a certain way of achieving the desired rewards. A case in point is a situation where employees seek salary increments in order to satisfy their needs and when such when they are sure of such increments, they have a tendency of working hard to achieve the set targets in the job.

Lunenburg (2011a) observed that Expectancy Theory is anchored on the belief that there is a relationship between an employee’s effort, performance and the resultant rewards. Employees’ motivation tends to be higher, leading to greater efforts, hence relatively higher performance, leading to the desired rewards. Vroom (1964) noted that this theory is made up of three variables, namely, valences, instrumentalities, and expectancy: (i) Valence: extent that expected outcomes are unattractive or attractive; (ii) Instrumentality: extent to which it is believed that a given level of performance results in certain outcomes or rewards; and (iii) Expectancy: degree to which it is believed certain effort leads to a certain level of performance.
The theory raises an argument that should employees enhance their efforts towards increasing organizational performance (work hard), and perform better, they are likely to earn higher remuneration. Should there be a significant difference/gap between what employees expect in terms of pay and the outcome, they become dissatisfied. (Worrell. 2004). Vroom also observed that job satisfaction has seven aspects, namely, the job content, promotion, working environment, colleagues, compensation and the supervisor, and the organization.

2.2 Empirical Literature Review

Empirical review of the literature is presented in this section and the discussion is in line with the study objectives presented in chapter one.

2.2.1 Working conditions and employee job satisfaction

Working conditions depict an important role from the time when its impacts on job satisfaction and as workers relate to physical working environment will ultimately reduce more progressive level of job satisfaction. For instance, Bridger and Brusher (2011) argued that when people are distracted by noise that is unexpected, such as telephone rings, crowding or conversations, they are disturbed. MacMillan (2012) asserts that absence of lighting causes strain. Studies by Kumar and Shekhar (2012) and Elegido (2013) established that should employees be given the freedom to do what they love most, work amongst friendly colleagues, and believe in their employers’ vision and mission, they are likely to stay with the employers longer.

Substantial changes in the labor market occasioned by increasing competition for placement and rising demand for worker performance are affecting employees’ mental health condition. Cottini and Lucifora (2013) undertook a study and utilized an analysis of longitudinal data, on the recent patterns in the state of workplace mental health in fifteen countries of Europe to establish the
influence of mental health and conditions of work, found that adverse working conditions have a significant contribution to mental health problems of employees. The study established that improving working conditions through flexible work schedule can potentially address the problems associated with heavy workloads and enhance employee satisfaction. Whereas this study was undertaken in 15 European countries, findings may not be fully replicated in the Kenyan set up, hence there is need for a similar study in Kenya, specifically focusing on the hotel industry.

Tanjeen (2012), examined the influence of job security, relationship with co-worker, pay and conducive working environment on job satisfaction of six Bangladesh selected telecommunication firms. Results of the research show that working conditions significantly influenced employees’ job satisfaction. Amongst the study recommendations was that employees should be given autonomy in the workplace, and the companies should also provide necessary equipment’s for employees to perform their job effectively and efficiently. Whereas this study focused the telecommunication sector in Bangladesh, and focusing on different independent variables, this study focuses on the Kenyan hotel industry, hence the difference.

Painoli and Joshi (2012) analyzed the relationship between employees’ working conditions – working environment, fair treatment and working hours and employees’ satisfaction with their jobs in Pharmaceutical industry in Industrial area of Bhangwanpur, India. The study concluded that managers or supervisors ought to pay attention to employees’ working conditions, which include working hours, working environment and fair treatment in order to make them feel motivated and unbiased towards the managers’ behavior. This study, undertaken in India, focused on the pharmaceutical sector, which is different from the hotel industry. There is thus need to undertake a study, using the same variables focusing on the hotel industry in Kenya.
Buriro, Tunio, Mumtaz, Mahar and Afzal (2016) analyzed factors that influence employees’ job satisfaction of flour mills industry in Sindh, Pakistan. Importance and need of satisfied employees are inevitable, and their help is to increase the profit and retain the organization reputation in every competitive market. The results show that employees are deprived from reasonable salary-benefits, healthy working conditions, merit based fringe benefits, achievements and learning from work itself. The difference between this study and the current one is that whereas this study focused on the flour mills industry in Sindh, Pakistan, the current study focuses on the Kenyan hotel sector.

2.2.2 Remuneration and employees’ job satisfaction

Basar (2011) noted that extrinsic rewards include benefits, money and promotion, while intrinsic rewards include the feeling of being recognized as having been a member of the team that brought success and having a sense of achievement. Morgan, Dill, and Kalleberg (2013), using a mixed method research, made a comparison between the effect of intrinsic and extrinsic job characteristics on job satisfaction of front-line health workers, in the United States. Both intrinsic and extrinsic job characteristics correlated with job satisfaction, with pay particularly significant. These findings underscore the growing influence of financial rewards on job satisfaction across different countries.

In Britain, Bryson, Barth, and Dale-Olsen (2012) used linked employer-employee data to examine how wages relate to non-pecuniary employees’ job satisfaction, job anxiety and pay satisfaction. Findings show that higher salaries associated with higher job anxiety than lower salaries. Employees could experience low job satisfaction after a certain level of salary increases, considering that job satisfaction can have a curvilinear and bell-shaped relationship with salary.
Possible explanation is employees may want to reciprocate employers’ decision to pay higher wages, and by so doing create internal pressure and worries.

Internal pressure can lead to employee dissatisfaction. Bareket-Bojmel, Hochman, and Ariely (2014) examined how monetary and nonmonetary bonuses affect employees’ productivity; they concluded that although both types of bonuses increased productivity, nonmonetary bonuses had a slight advantage over financial bonuses. These findings affirm Herzberg’s MHT that materialistic values can potentially be dissatisfying. Despite this evidence, Giancola (2012b) lamented the tendency at which Human Resource Management professionals underestimate the importance of aligning benefits programs to employees’ preferences. Accordingly, Giancola (2012a) advocated the need for further studies about the effect of pay on employee’s motivation to work.

Hassan, Hassan and Shoaib (2014) analyzed the relationship between support from the organization, system of reward, and psychological empowerment on one hand, and employee satisfaction, employee engagement being mediating variable. The study utilized primary data from 200 employees of five selected banks in Pakistan, aided by questionnaire survey. The results revealed that reward system significantly affect employee engagement. A research effect of rewards on secondary school teachers’ job satisfaction in Sirisia/Malakisi Sub County by Baraza (2008) found that most teachers do not recognize the Teachers Service Commission, as a caring employer, which provides for their needs in in relation to security and sometimes their requirements for special financial help. The study concluded that financial rewards motivate employees, more so in less developed countries.
2.2.3 Relationship with employers and employee job satisfaction

This study considers supervisors as frontline managers who are responsible for the supervision of employees. Bowen, Cattell, Distiller and Edwards (2008) conducted a research of employees’ job satisfaction amongst Quantity Surveyors. The research revealed that a low degree of supervision and cordial relations amongst employees significantly influenced job satisfaction among the Quantity Surveyors. Landry and Vandenbergh (2012) drew on social exchange theory and hierarchical linear modeling to examine the influence of supervisor-employee relational commitments on employee job performance. Three hundred employee-supervisor dyads completed two sets of survey questionnaires in nine Canadian public health organizations. The result indicated supervisor and employee positive commitment correlated positively. Supervisor emotional intelligence can have a similar effect on employee motivation. Singh (2013) asked a sample of 474 employees from 200 organizations, in South Africa, to rate their supervisors’ levels of emotional intelligence behavior (EIB), and how each EIB influenced their sense of job satisfaction. The result indicated a high and significant correlation between employees’ sense of job satisfaction and supervisors’ EIBs. Sakiru, Othman, Silong, Kareem, Oluwafemi & Yusuf, 2014) found supervisor leadership styles positively influence employees’ satisfaction.

Okediji, Etuk and Nnedum (2011) analyzed the influence of relationship between supervisors’ support and co-workers’ involvement on job satisfaction of 150 employees of a brewery company in Uyo, Nigeria. The result of a 2-way ANOVA for unequal sample size indicated higher job satisfaction for employees who perceived their supervisors as supportive compared employees who saw their superiors as unsupportive. At the organizational level, Muse and Wadsworth (2012) showed that employee’s perception of organizational support has a robust and
a positive relationship with task performance and job dedication. Business leaders can motivate and empower employees by improving supervisory and organizational support. Supervisors may motivate their staff through constructive feedbacks.

Singh (2013) asked a sample of 474 employees from 200 organizations, in South Africa, to rate their supervisors’ levels of emotional intelligence behavior (EIB), and how each EIB influenced their sense of job satisfaction. The result indicated a high and significant correlation between employees’ sense of job satisfaction and supervisors’ EIBs. Sakiru et al. (2014) found supervisor leadership styles positively influence employees’ satisfaction. Leaders who encourage positive leadership style may enhance job satisfaction than leaders who do not.

The result of a 2-way ANOVA for unequal sample size from a study conducted by Okediji, Etuk, and Nnedum (2011) involving 150 employees of a brewery company in Uyo, Nigeria, focusing on the effect of perceived worker involvement and support from supervisors on the job indicated that higher job satisfaction for employees who perceived their supervisors as supportive compared employees who saw their superiors as unsupportive. At the organizational level, Muse and Wadsworth (2012) showed that employee’s perception of organizational support has a robust and a positive relationship with task performance and job dedication.

2.2.4 Relations with co-workers and job satisfaction

Employees’ job satisfaction can be affected by such organization’s social environment as co-worker interactions. If employees interact with peers or colleagues who are supportive, they fell comfortable, which positively influences their performance (Parvin & Kabir, 2011). According to Basar (2011), employees have preference for work when working with co-workers who are not only co-operative and supporting, but also friendly. (Başar, 2011). Ajayi and Abimbola
(2013) assert that employees who develop and maintain cordial relationships with their co-workers stand higher chances of achieving work satisfaction that the employees who do not.

Findings of other studies have supported the link between task-oriented relation with coworkers and job satisfaction. Marzuki, Permadi, and Sunaryo (2012) examined the influence of job facets such as job characteristics, rewards, relationship with superiors, relation with coworkers, and fulfillment of higher order needs on job satisfaction of Indonesian construction workers ($N = 56$). This correlational study indicated that the task-related relation with coworkers influenced construction workers’ job satisfaction. Whereas permanent workers favored assistance as a form of coworker relationship, temporary employees valued cooperative behaviors. These findings indicate that employees value supportive coworkers in task performance.

Good working relationships with colleagues can engender a healthy working environment that enhances personal satisfaction. Moor, Leahy, Sublett, and Lanig (2013) studied the effect of nurse-to-nurse relationship on work environment of registered nurses in southwestern Ohio ($N = 82$). The study was a mixed method design. The result indicated that to poor relationship among co-workers, a considerable number of sampled nurses contemplated making an exit from the professions. They cited the critical importance of supportive interpersonal behaviors among staff on personal satisfaction of nurses. The study is a useful foundation to examine a larger sample of workers in other professions, locations, industries, and countries.

Findings of other studies have supported the link between task-oriented relation with co-workers and job satisfaction. Marzuki, Permadi, and Sunaryo (2012) examined the influence of job facets such as job characteristics, rewards, relationship with superiors, relation with co-workers, and fulfillment of higher order needs on job satisfaction of Indonesian construction workers ($N = 56$).
This correlational study indicated that the task-related relation with co-workers influenced construction workers’ job satisfaction. Whereas permanent workers favored assistance as a form of coworker relationship, temporary employees valued cooperative behaviors. These findings indicate that employees value supportive co-workers in task performance. Good working relationships with colleagues can engender a healthy working environment that enhances personal satisfaction.

2.2.5 Job Satisfaction

Ronra and Chaisawat (2015) analyzed factors affecting employee turnover and job satisfaction in Amari Hotels & Resort, Thailand, where 11 out of 356 hotels were sampled. The findings indicate that insufficient resources and tools to undertake daily tasks had the highest influence employees’ job satisfaction, and hence turnover, followed by inadequate rewards and recognition for attaining the set targets. Al-Ababneh (2013) explored the influence of managers’ leadership styles in Five-Star Hotels in Jordan on job satisfaction using a sample of 220 employees. The results show that two types of leadership styles: laissez-faire and democratic had positively and significantly influenced employees’ job satisfaction, however, democratic leadership style had a more significant influence than laissez-faire.

Kumari (2016) studied employees’ satisfaction in the Indian hotel sector, where two hotels ITC Maurya and Taj Mahal were sampled. Descriptive research design was adopted and sample size 60 employees selected, with equal representation from each of the two hotels. Findings show that employees felt very satisfied when exposed to the eight selected parameters. Kiruthiga and Magesh (2015) carried out a study entitled “Rouse employee loyalty through job satisfaction” in Australia using a sample of 500 employees in the hotel industry. Exploratory factor analysis identified key factors to job satisfaction (working environment, human resource policies, training
and development, career building and work relationships) and employee loyalty (career development, job security and commitment). An examination of the inter-relationship revealed that work environment, working relationship and human resource policies have a greater impact on employee loyalty.

Mokaya, Musau, Wagoki and Karanja (2013) explored effect of work conditions on job satisfaction of Kenyan hotel sector employees using a decripto-explanatory design that covered 84 employees sampled from 170 employees in hotels in Nakuru town. The results reveal as being the following factors had a significant positive effect on job satisfaction hotel sector: (i) remuneration (0.854 coefficient), and (ii) promotion (0.448 coefficient).

2.3 Summary and Research Gaps

Empirical studies reviewed indicate that whereas many researches were done concerning factors affecting job satisfaction of employees representing various sectors internationally, regionally and in Kenya, among them: Okediji, Etuk, and Nnedum (2011); Marzuki, Permadi, and Sunaryo (2012); Bryson, Barth, and Dale-Olsen (2012); Painoli and Joshi (2012); Tanjeen (2012); Landry and Vandenberghe (2012); Kumar and Shekhar (2012); Elegido (2013); Morgan, Dill, and Kalleberg (2013); Moor, Leahy, Sublett, and Lanig (2013); Singh (2013); Moor, Leahy, Sublett, and Lanig (2013) Cottini and Lucifora (2013); Ajayi and Abimbola (2013) ; Hassan, Hassan and Shoaib (2014); Sakiru, Othman, Silong, Kareem, Oluwafemi & Yusuf, 2014); and Buriro, Tunio, Mumtaz, Mahar and Afzal (2016), there is no such study that has been undertaken in the hospitality industry in Kenya, specifically focusing on the independent variables of the current study, namely working conditions, remuneration, relationship between employees and supervisors, and co-worker relations. Thus the need for this research.
This study focuses on only working relations, remuneration, relationship with supervisors, co-worker relations, and leadership, and excludes other factors, which include job security, autonomy, fairness, and relationship with employees, while other factors were left out, including internal communication, opportunities for career advancement, organizational policies. Work load, stress levels, leadership behavior, training and development, and characteristics of the job, the excluded factors are recommended as areas of focus for future studies.

2.4 Conceptual Framework

Conceptual framework is the exact description of the research phenomenon, which include visual representation of the variables being studied (Mugenda & Mugenda, 2006). The factors under study in this research are working conditions, remuneration, and relationship with supervisor, co-worker relations and internal communication. The identified factors are anchored on the following theories: (i) Content Theory - Herzberg’s Motivation; and (ii) Process theory - Expectancy Theory. Depicted is the hypothesized relationship between variables of the research.
2.5 Operationalization of Variables

According to Shuttleworth (2015), is the definition of research variables into factors that are measurable in empirical and quantitative terms, while enhancing quality of results and robustness of the design. Table 2.1 depicts operationalization of the research variables.
Table 2.1: Operationalization of Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Measurement parameters</th>
<th>Scale and type of analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Independent</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working conditions</td>
<td>▪ Flexibility of work schedule</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Work-life balance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Promotion of employees’ rights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Working hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ A working environment that is safe and comfortable.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Availability of working tools and equipment.</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Methods of work that are suitable</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td></td>
<td>▪ The work places should avail ample parking facilities and security.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ The working space should be well-ventilated, air-conditioned, and have adequate lighting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ A clean office space with wash rooms and clean office space.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Flexibility of work schedule</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Work-life balance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Promotion of employees’ rights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Working hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ A working environment that is safe and comfortable.</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Availability of working tools and equipment.</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td></td>
<td>▪ Methods of work that are suitable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ The work places should avail ample parking facilities and security.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ The working space should be well-ventilated, air-conditioned, and have adequate lighting.</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ A clean office space with wash rooms and clean office space.</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td>Remuneration</td>
<td>▪ Salary amount</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Bonuses amount</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Financial rewards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Non-financial rewards (Extra-holidays and voucher schemes element)</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ How immediate supervisor relates with employees/subordinates</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td></td>
<td>▪ Extent to which immediate supervisor effectively communicates with employees.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Employees should be treated fairly</td>
<td></td>
</tr>
<tr>
<td>Relationship with</td>
<td>▪ Openness of communication among co-workers</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td>supervisor</td>
<td>▪ Networking among co-workers</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td></td>
<td>▪ Level of co-worker interactions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Level of feeling of belongingness</td>
<td></td>
</tr>
<tr>
<td><strong>Dependent</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>▪ Performance</td>
<td>Nominal scale Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>▪ Commitment</td>
<td>Descriptive statistics</td>
</tr>
<tr>
<td></td>
<td>▪ Employee retention</td>
<td></td>
</tr>
</tbody>
</table>

*Source:* Researcher (2017)

**2.6 Chapter Summary**

The literature review for the research is presented in this chapter, which covers the theoretical review, empirical research, summary and research gaps, conceptual framework and operationalization of variables.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

A description of the research methodology is presented in this chapter, which comprises of the study design, population, techniques of sampling, data collection, analysis and presentation and the considerations for ethics.

3.1 Research Design

This research utilized descriptive design, which according to Creswell (2003), is suitable when primary data is collected to describe settings, phenomena or organizations. Mugenda and Mugenda (2006) noted that descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics. The descriptions presented above make descriptive research design suitable for the current study, which also has enough provision for protection of bias and maximized reliability (Kothari, 2008). This design is preferred since it focuses on data rather than theory besides the financial constraints.

3.2 Target Population

Cooper and Schilndler (2012), described population as the all things, events or people of interest to be investigated and form the basis from which the research subjects or sample is drawn. For purposes of this study, the population is the low cadre staff of Boma hotel, whose number stood at 214 as at March 31st 2017. Table 3.1 presents the distribution of the 214 employees across departments of Boma Hotels.
Table 3.1: Population of the Research

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of low cadre staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Administration</td>
<td>8</td>
</tr>
<tr>
<td>Marketing</td>
<td>12</td>
</tr>
<tr>
<td>Reservations</td>
<td>17</td>
</tr>
<tr>
<td>Food and Beverages</td>
<td>72</td>
</tr>
<tr>
<td>Information Technology</td>
<td>11</td>
</tr>
<tr>
<td>Entertainment</td>
<td>16</td>
</tr>
<tr>
<td>Maintenance</td>
<td>13</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>214</strong></td>
</tr>
</tbody>
</table>

Source: Boma Hotels Establishment (March 31st 2017)

3.3 Sample and Sampling Technique

Saunders et al. (2014) categorized sampling techniques into two, namely non-probability and probability sampling techniques. While in non-probability sampling, the study subjects do not have a pre-set chance of being selected, in probability sampling, each subject in the population is given an equal chance of being selected to participate in the research. For the current study, the population is distributed across all the seven departments of the hotel, hence a census of all the departments was undertaken, which fits into the description of probability sampling technique. Selection of the sample size is described below.

According to Mugenda and Mugenda (2006), sample size for descriptive studies should be between 10 and 20 percent. The sample size for this study was 30 percent for it is recommended that researchers use the largest sample possible because statistics calculated from a large sample are more accurate (Kasomo, 2007). A proportional stratified random sampling was used to compute size of the sample. A proportional stratified random sampling is a probabilistic sampling method suitable for selecting individuals from unequally distributed groups (Mugenda & Mugenda, 2006). Consequently, each of the departments formed a stratum and 30% of the
target employees in the departments formed the sample size. Table 3.2 depicts proportional distribution of the sample size across the 8 departments of Boma hotels.

**Table 3.2: Sample Distribution**

<table>
<thead>
<tr>
<th>Department/Strata</th>
<th>Study population (N)</th>
<th>Sample Size (30% X N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Administration</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Marketing</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Reservations</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Food and Beverages</td>
<td>72</td>
<td>22</td>
</tr>
<tr>
<td>Information Technology</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>Entertainment</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>Maintenance</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>65</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>214</strong></td>
<td><strong>65</strong></td>
</tr>
</tbody>
</table>

**Source:** Boma Hotels Establishment (March 31st 2017).

In order to provide for equal chance for every member in the target respondents to be included, the study utilized simple random sampling. All the 214 targeted lower cadre staff names of Boma Hotel were drawn on pieces of paper per each of the 8 departments. For each of the departments, the number of pieces of paper corresponded to the names and number of staff. The papers were then be mixed in a box thoroughly, after which the required number of sampled staff was identified for participation in the research. This action was undertaken 8 to ensure that all departments are covered.

### 3.4 Data Collection Instruments

A detailed survey was self-administered respondents in their work places. The survey questions were presented on a 5 point Likert scale, which is commonly used in business research for measurement of behavior, attitude values and perception (Upagade & Shende, 2012).
3.5 Pilot Study

Kothari (2008) described a pilot study as a small-scale preliminary research undertaken so as to evaluate cost, adverse events, time, and feasibility statistical variability so as to predict an appropriate size of sample and hence improve on the design of the research before undertaking a full-scale. Baker (1994) opined that 10% – 20% of the sample size for the actual study is a reasonable number of respondents to consider for participation a pilot research.

For purposes of this study, a pilot study of 10% of sample size of 65 respondents was selected randomly. A sample of between 10 and 20 respondents can be chosen from the population during piloting which is not included in the sample chosen for the main study. (Mugenda & Mugenda, 2006). Therefore, 7 randomly selected respondent who had taken part in the pilot research were excluded from the final research. Size of a study sample is dependent on practicality, costs and time, however, it should be between 5% and 10% of the population. The pilot study should also help in revealing questions that are vague and allow for their review until they convey the same meaning to all the subjects.

3.5.1 Validity

According to Sekaran (2006), validity is the degree to which research findings represent the phenomenon under the research. In order to enhance validity, the steps followed were construct validity of the questionnaire was tested by using research questions from prior studies, and ensuring that sections of the questionnaire address the research objectives and relate to the conceptual framework developed. Secondly the instruments were reviewed by the University supervisors to ensure that content validity is met. The validity tests were undertaken so as to
make an assessment of the length, structure and appropriateness of the questions to be used and make adjustments prior to embarking on field data collection.

3.5.2 Reliability Test

A reliable measuring instrument is one that gives the researcher the same measurements when the researcher repeatedly measures the same unchanged objects or events. Cresswell (2009) observed that reliability reflects the degree to which the researcher will get the similar results even with repetitive measure; reliability states the consistency of a measure which reflects expectations of similar results from one administration of an instrument to another administration. Data collected during pilot test was tested for relevance and consistency of results in order to minimize errors.

3.6 Data Collection Procedure

A paper-based questionnaire was used in field data collection. Saunders, Lewis and Thornhill (2014), observed that field data is of essence in order to answer research questions for a particular research project. Structured questions will be presented on a Likert scale, which is suitable for measuring perception, attitude values and behavior (Upagade & Shende, 2012). In order to avert the risk of low response rate, the researcher recruited two qualified research assistants to assist in administering the questionnaire. The research assistants were facilitated and adequately trained to understand the questionnaire before commencement of the data collection. Further, a formal letter from University’s, School of business will be obtained. The letter was attached to the questionnaires with background and importance of the study to business organizations and policy makers and a request to the potential respondents to participate. On receipt of the research instruments, the researcher coded and tested for reliability and validity.
3.7 Data Analysis and Presentation

Kothari (2008) noted that analysis of data sought to examine field data that has been collected for purposes of interpretation and making conclusions (Kothari, 2004). Field data was analyzed aided by descriptive statistics, including variability and central tendency measures of frequencies. The research regression model is depicted below.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \hat{\epsilon} \]

\( Y \) = Job satisfaction

\( X_1 \) = Working conditions

\( X_2 \) = Remuneration

\( X_3 \) = Relationship with supervisor

\( X_4 \) = Co-worker relations

\( \hat{\epsilon} \) = Error Term.

\( B \) = Regression Coefficient

\( \beta_0 \) = Point of intersection on the Y axis (Constant)

The findings are presented using frequencies, percentages, tables and bar graphs.

3.8 Ethical Considerations

Research ethics were observed before, during and after carrying out the study. Ethical research requires that researchers obtain necessary approvals before collecting data in studies involving human subjects (Tamariz, Palacio, Robert, & Marcus, 2013). Permission was sought from the relevant authorities before embarking on the research. To facilitate objectivity in the research, efforts were made to ensure that personal bias and opinions do not get in the way of the research and that all parties are given a fair consideration. Specifically, the following ethical considerations were observed:
3.8.1 Informed Consent

An informed consent form provides prospective participants the opportunity to understand their rights and benefits before participating in research (Montalvo & Larson, 2014). A letter of introduction was attached to the questionnaire. Only participants who read and agreed to the informed consent completed the questionnaire voluntarily and confidentially. In addition, the target respondents’ consent was sought before they participate in the study.

3.8.2 Voluntary Participation

The study subjects as a matter of principle of participation in a voluntary manner, ought not to be coerced into taking part in the research, they thus have to be informed about the objectives of the research, what is expected of them and their consent sought. (Saunder et al., 2014). The sampled respondents were informed that each of the employees of Boma Hotels has a chance that is equal in participating in the research. In case any respondent feels uncomfortable while in the process of completing the questionnaire, he or she had the option of withdrawing from participation in the study.

3.8.3 Confidentiality

According to Mugenda and Mugenda (2006), the research respondents’ confidentiality can be maintained through use of codes. These may be used on the questionnaires to conceal the identity of participants’ responses. The participants were assured of confidentiality of the information they provided.
3.8.4 Privacy

Any individual who opts to participate in a research is entitled to privacy as an ethical consideration (Kothari, 2008). The questionnaires were thus administered in the respondents’ place of work or private areas of preference. During the administration of the questionnaires, it was anticipated that there would be no influence or interference from other people.

3.8.5 Anonymity

Tamariz et al (2013) posits that the research should aim at collecting information from the study subjects without in any way revealing their identity, including contacts. For purposes of this research, the respondents’ anonymity was assured as they were not required to disclose their identity. In reporting the findings, the researcher took care to accurately represent what actually had been observed or said by the respondents, without disclosing their identity and the data obtained would be used only for the purposes of this study.

3.9 Chapter Summary

The chapter has focused into detail into the research design to be used, identified the research population, presented the sample and sampling technique to be employed, and discussed the instruments, how pilot study was conducted and the data collection procedure. In addition, the chapter has provided the techniques that were used in analyzing and presenting the data and the consideration for ethics in research.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents a summary of data collected through the use of questionnaires. General trends are explained using percentages, frequency tables, figures and descriptions of data as a way to present findings of the investigation. Data collection using questionnaires, was analyzed using SPSS version 24.0. The findings are presented as per the objectives and research questions of the study.

4.1 Presentation of Research Findings

This section presents the research findings.

4.1.1 Response Rate

Out of the 58 questionnaires that were distributed to the hotel management representatives, 49 questionnaires were returned completed. This means that the researcher achieved 84.5% response rate. Mugenda and Mugenda (2006) observed that a response rate of 70% and above is excellent when carrying out the study. The respondents were drawn from all the 8 departments of Boma hotel. The relatively high response rate is due to the good rapport created between the researcher and the respondents and the efforts of the data enumerators.

4.1.2 Background Information

Findings of the study show that participation on the study had less male than female respondents. Whereas the females were slightly above half (53%), the male respondents were (47%). (Refer to figure 4.1).
Should the research participants’ sex distribution be representative Boma hotel establishment, then there is near equal representation of employees of both, which exceeds the minimum threshold of the one third gender rule as per the Kenyan Constitution.

The results show that slightly less than one third (28.5%) of the respondents are aged 31 to 35 years, (23.3%) are aged 26 to 30 years and (17.8%) are aged 36 to 40 years. The results also show that beyond 35 years, the higher the age bracket, the lower the number of respondents involved in the study. The findings also show that that only (3.6%) of the respondents were aged above 50 years. The respondents were thus of a relatively youthful age and active enough to positively contribute towards attainment of hotel objectives. (Refer to figure 4.2).

Findings show that more than one third (42.5%) of the respondents had attained secondary school level of education, followed by (28.8%) who had attained at least a college certificate, and
(17.0%) had attained an undergraduate degree. Whereas only 5.2% of the respondents had attained a postgraduate qualification, 6.6% of the respondents reported that they did not complete secondary school. The assumption is that high levels of education attained lead to relatively high capacity to understand the issues and the more objective the responses would be on the various issues of concern in the research. The respondents in the study with some formal education was quite high, hence, it is expected they provided objective responses to the study questions. (Refer to figure 4.3).

![Figure 4.3: Highest level of education attained](image)

Findings reveal that slightly more than three quarters (77.5%) of the hotel employees had worked in the current organizations for more than 3 years. The assumption is that when works for a long time in an organization, the person gets a better understanding of the operations and culture of the organization and what is expected of them. The findings show that majority of the respondents had a sound understanding of the business of the hotel, values, norms and what was expected of them; hence they were in a better position to provide objective responses to the questions posed. (Refer to figure 4.4).
Findings of the study indicate that all departments were presented in the study, with slightly more than one third (35%) of them representing Food and Beverage department, (33%) of the respondents represented housekeeping department, while entertainment and reservations departments being represented by (8%) of the respondents. (Refer to figure 4.5).

Figure 4.4: Number of Years worked in Boma hotel

Figure 4.5: Departmental participation in the study
4.1.3 Factors affecting employees’ job satisfaction in Boma hotel

Findings indicate that the highest ranked statement related to working conditions was, “flexibility of work schedule” (mean score = 4.20); “a working environment that is safe and comfortable” was second ranked (mean = 4.16) and third ranked was “promotion of employees’ rights” (4.02). The least ranked statement was “the work places should avail ample parking facilities and security”, which may be attributed to the fact that not all the low cadre staff of the hotel may be owning vehicles, hence little need for parking space. The findings reveal that while job satisfaction of staff of Boma hotel is positively influenced by working conditions, they would like the management of the hotel to ensure that the work schedule is flexible, the working environment should be safe and comfortable, and the employees’ rights are considered important and as such, should be promoted. (Refer to table 4.1).

Table 4.1: Statements related to working conditions

<table>
<thead>
<tr>
<th>Statements related to working conditions</th>
<th>Responses (%)</th>
<th>Standard deviation</th>
<th>Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility of work schedule</td>
<td>Agree 51.0</td>
<td>Strongly agree 38.8</td>
<td>0.866</td>
<td>4.20</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>46.9</td>
<td>30.6</td>
<td>1.155</td>
<td>3.86</td>
</tr>
<tr>
<td>Promotion of employees’ rights</td>
<td>49.0</td>
<td>34.7</td>
<td>1.051</td>
<td>4.02</td>
</tr>
<tr>
<td>Working hours</td>
<td>49.0</td>
<td>32.7</td>
<td>1.021</td>
<td>4.00</td>
</tr>
<tr>
<td>A working environment that is safe and comfortable</td>
<td>49.0</td>
<td>38.8</td>
<td>0.921</td>
<td>4.16</td>
</tr>
<tr>
<td>Availability of working tools and equipment.</td>
<td>46.9</td>
<td>32.7</td>
<td>1.134</td>
<td>3.92</td>
</tr>
<tr>
<td>Methods of work that are suitable</td>
<td>42.9</td>
<td>28.6</td>
<td>1.242</td>
<td>3.71</td>
</tr>
<tr>
<td>The work places should avail ample parking facilities and security.</td>
<td>38.8</td>
<td>26.5</td>
<td>1.236</td>
<td>3.63</td>
</tr>
<tr>
<td>The working space should be well-ventilated, air-conditioned, and have adequate lighting.</td>
<td>40.8</td>
<td>28.6</td>
<td>1.225</td>
<td>3.71</td>
</tr>
<tr>
<td>A clean office space with wash rooms and clean office space.</td>
<td>42.9</td>
<td>32.7</td>
<td>1.148</td>
<td>3.88</td>
</tr>
</tbody>
</table>

\( n = 49 \)
Findings of the study reveal that the highest ranked item for remuneration is “salary amount” (mean = 4.45), “financial rewards” (mean = 4.43), “bonuses amount” (mean = 4.08), and “non-financial rewards (extra-holidays and voucher schemes element)” (mean = 3.94). Whereas remuneration had a significant positive influence on job satisfaction of employees of Boma hotel, findings reveal that the employees would like the management to not only pay adequate attention to the amount of money paid to employees in terms of salaries and bonuses, but also adequately address the issue of non-financial rewards, which include extra holidays and voucher schemes for employees. (Refer to table 4.2).

**Table 4.2: Statements related to remuneration**

<table>
<thead>
<tr>
<th>Statements related to remuneration</th>
<th>Responses (%)</th>
<th>Standard deviation</th>
<th>Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary amount</td>
<td>39.7</td>
<td>33.8</td>
<td>1.473</td>
<td>4.45</td>
</tr>
<tr>
<td>Financial rewards</td>
<td>42.9</td>
<td>46.9</td>
<td>0.801</td>
<td>4.33</td>
</tr>
<tr>
<td>Bonuses amount</td>
<td>41.9</td>
<td>39.8</td>
<td>1.017</td>
<td>4.08</td>
</tr>
<tr>
<td>Non-financial rewards (Extra-holidays and voucher schemes element)</td>
<td>40.8</td>
<td>34.7</td>
<td>1.088</td>
<td>3.94</td>
</tr>
</tbody>
</table>

*n = 49*

The results show that the highest ranked statement for relationship with supervisors was, “how immediate supervisor relates with employees/subordinates” (mean = 4.18); employees should be treated fairly (mean = 4.06); and extent to which immediate supervisor effectively communicates with employees (mean = 3.93). Whereas relationships with supervisors contribute positively to employees’ job satisfaction in Boma hotel, the issues that the management of the hotel should pay attention to are: healthy working relationships between supervisors and their subordinates, which calls for democratic style of leadership, where the employees’ opinions should be considered positively, the employees should be treated fairly, and there should be effective communication between the employees and their supervisors. This calls for enhanced effective
communication both downwards and upwards along the organizational hierarchy. (Refer to table 4.3).

**Table 4.3: Statements related to relationships with supervisors**

<table>
<thead>
<tr>
<th>Statements related to relationship with supervisor</th>
<th>Responses (%)</th>
<th>Standard deviation</th>
<th>Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>How immediate supervisor relates with employees/subordinates</td>
<td>38.8</td>
<td>51.0</td>
<td>0.905</td>
<td>4.18</td>
</tr>
<tr>
<td>Extent to which immediate supervisor effectively communicates with employees.</td>
<td>37.8</td>
<td>40.0</td>
<td>1.195</td>
<td>3.93</td>
</tr>
<tr>
<td>Employees should be treated fairly</td>
<td>44.7</td>
<td>40.4</td>
<td>1.131</td>
<td>4.06</td>
</tr>
</tbody>
</table>

\( n = 49 \)

The findings show that the highest ranked statement for co-worker relations is, “openness of communication among co-workers” (mean = 4.08), followed by “level of feeling of belongingness” (mean = 4.04), and the third ranked statement was, “level of co-worker interactions” (mean = 3.88). The least ranked statement was, “networking among co-workers” (mean = 3.67). Whereas co-worker relations is highly regarded as a factor influencing job satisfaction of employees at Boma hotel, and hence requires attention from management, the areas of focus should be ensuring that there is openness in communication among the employees, a culture of teamwork and ownership of the hotel processes and hence belongingness ought to be cultivated, besides ensuring positive interactions among the employees. (Refer to table 4.4).
Table 4.4: *Statements related to co-worker relations*

<table>
<thead>
<tr>
<th>Statements related to co-worker relations</th>
<th>Responses (%)</th>
<th>Standard deviation</th>
<th>Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Strongly agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Openness of communication among co-workers</td>
<td>46.9</td>
<td>38.8</td>
<td>1.057</td>
<td>4.08</td>
</tr>
<tr>
<td>Networking among co-workers</td>
<td>40.8</td>
<td>28.6</td>
<td>1.248</td>
<td>3.67</td>
</tr>
<tr>
<td>Level of co-worker interactions</td>
<td>44.9</td>
<td>32.7</td>
<td>1.148</td>
<td>3.88</td>
</tr>
<tr>
<td>Level of feeling of belongingness</td>
<td>49.0</td>
<td>34.7</td>
<td>0.999</td>
<td>4.04</td>
</tr>
</tbody>
</table>

\(n = 49\)

Besides the independent variables of the study, namely working conditions, remuneration, relationships with supervisors, co-worker relations, the respondents were asked to state other factors that would positively influence their job satisfaction at Boma hotel. (Multiple responses were allowed, as a result, aggregated and total may add to more than 100 per cent; in total, \(n = 49\)). (Refer to table 4.5).

Table 4.5: *Other factors affecting job satisfaction at Boma hotel*

<table>
<thead>
<tr>
<th>Other factors affecting job satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of work itself</td>
<td>30</td>
<td>61.2</td>
</tr>
<tr>
<td>Opportunities for promotion</td>
<td>43</td>
<td>87.7</td>
</tr>
<tr>
<td>Internal communication</td>
<td>36</td>
<td>73.5</td>
</tr>
<tr>
<td>Leadership styles</td>
<td>33</td>
<td>67.3</td>
</tr>
<tr>
<td>Opportunities for training and development/career development</td>
<td>38</td>
<td>77.6</td>
</tr>
<tr>
<td>Job security</td>
<td>41</td>
<td>83.7</td>
</tr>
<tr>
<td>Freedom/Autonomy</td>
<td>35</td>
<td>71.4</td>
</tr>
<tr>
<td>Merit-based fringe benefits</td>
<td>31</td>
<td>63.2</td>
</tr>
</tbody>
</table>

\(n = 49\)

Findings show that other key factors affecting job satisfaction at Boma hotel are: opportunities for promotion (87.7%), job security (83.7%), and opportunities for training and development/career development (77.6%). Besides the factors influencing job satisfaction presented in chapter one, and whose study findings have been discussed above, the employees of Boma hotel consider other factors as being important in their quest for enhancing job
satisfaction. These are opportunities for promotion for deserving cases, the feeling of job security and availability of opportunities for training and development/career advancement to facilitate their upward movement within the organization.

Findings show that employees at Boma hotel not only strive to give their best performance (mean = 3.88), but also their commitment is high (mean = 3.76). However, the respondents indicated that there is a relatively high turnover (mean = 3.51). The high rate of turnover could be attributed to the fact the employees’ job satisfaction is low, since the employees’ job satisfaction factors they consider important, as discussed above may not have been adequately addressed. (Refer to table 4.6)

<table>
<thead>
<tr>
<th>Statements related to employees’ job satisfaction</th>
<th>Responses (%)</th>
<th>Standard deviation</th>
<th>Mean</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees strive to give their best performance at Boma hotel</td>
<td>44.9</td>
<td>34.7</td>
<td>1.235</td>
<td>3.88</td>
</tr>
<tr>
<td>There is high employee retention at Boma hotel</td>
<td>36.7</td>
<td>26.5</td>
<td>3.51</td>
<td>3.51</td>
</tr>
<tr>
<td>The employees’ commitment at Boma Hotel is high</td>
<td>42.9</td>
<td>30.6</td>
<td>3.76</td>
<td>3.76</td>
</tr>
</tbody>
</table>

Table 4.6: Employees’ job satisfaction at Boma hotel

4.1.4 Diagnostic tests

The data was subjected through a thorough data screening process which included tests to ascertain that the data met the general assumptions of the regression analysis which was a key analytical model for the study at hand.
4.1.5 Test for normality

Tests for normality are undertaken for purposes of comparing the selected sample distribution shape of a normal curve. The assumption is that if the sample has a normal shape, the population too will be distributed normally. Normality is then assumed. A significant test insinuates that the sample distribution is not shaped like a normal curve. Shapiro-Wilk’s W is recommended for small and medium samples up to n = 2000. Since the sample is only 196 respondents, Shapiro Wilks W test was used. The following normality hypotheses are assumed:

\[ H_0: \text{the observed distribution fits the normal distribution.} \]

\[ H_a: \text{the observed distribution does not fit the normal distribution.} \]

If we accept the \( H_0 \), we accept/assume normality

**Table 4.7: Shapiro – Wilk test of Normality**

<table>
<thead>
<tr>
<th>Tests of Normality</th>
<th>Kolmogorov-Smirnov\textsuperscript{a}</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistic</td>
<td>Df</td>
<td>Sig.</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.410</td>
<td>365</td>
</tr>
<tr>
<td>a. Lilliefors Significance Correction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**H\textsubscript{0} = Normality**

Since the sig. or the p value of the Shapiro-wilk test of normality is more than 0.05 for job satisfaction, standing at 0.068, then the researcher failed to reject \( H_0 \) (the data does not deviate from a normal distribution. The interpretation was guided by conventional wisdom presented by Shapiro & Wilk (1965) and Razali & Wah (2011).

4.1.6 Test for Auto correlation

The Durbin Watson statistics as generated using SPSS with job satisfaction is presented below.
Table 4.8: *Durbin Watson Test for auto correlation*

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.992a</td>
<td>.983</td>
<td>.982</td>
<td>.106</td>
<td>1.930</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Working conditions, Remuneration, Relationship with supervisor, and Co-worker relations.

The Durbin-Watson in the Model summary, d = 1.930 lies between the two critical values of 1.5<d<2.5. Following the conventional wisdom presented by the authors, Durbin & Watson (1971), the researcher therefore made an assumption that there was no first order linear autocorrelation in the multiple linear regression data.

4.1.7 Test for multi Collinearity

The statistics on the multicollinearity test employed using SPSS tools are presented below.

Table 4.9: *Test for multi collinearity using Tolerance and VIF*

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working conditions</td>
<td></td>
<td>0.118</td>
<td>8.47</td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td>0.158</td>
<td>6.33</td>
</tr>
<tr>
<td>Relationship with supervisor</td>
<td></td>
<td>0.216</td>
<td>4.63</td>
</tr>
<tr>
<td>Co-worker relations</td>
<td></td>
<td>0.112</td>
<td>8.93</td>
</tr>
</tbody>
</table>

According to Liu, Kuang, Gong & Hou (2003), extremely small values would indicate that a predictor is redundant. This means that values that are less than 0.1 merits further investigations.

In this output, tolerance values stand at 0.118, 0.158, 0.126 and 0.112 for working conditions, remuneration, relationship with supervisor, and co-worker relations. In addition, Variance Inflation Factor (VIF) stands at 8.47, 6.33, 4.63 and 8.93 for working conditions, remuneration, relationship with supervisor, and co-worker relations. All this values are below the maximum cut
off point of 10. This implies that the researcher made a conclusion on the absence of multi
collinearity problem in the data set.

4.1.8 Regression Results

Regression Coefficients

The regression coefficients are presented in table 4.10.

Table 4.10: Coefficients table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.339</td>
<td>.449</td>
<td>0.933</td>
<td>.535</td>
</tr>
<tr>
<td>Working conditions</td>
<td>.392</td>
<td>.254</td>
<td>.205</td>
<td>1.933</td>
</tr>
<tr>
<td>Remuneration</td>
<td>.324</td>
<td>.239</td>
<td>.235</td>
<td>1.827</td>
</tr>
<tr>
<td>Relationship with supervisor</td>
<td>.141</td>
<td>.166</td>
<td>.196</td>
<td>1.555</td>
</tr>
<tr>
<td>Co-worker relations</td>
<td>.181</td>
<td>.156</td>
<td>.136</td>
<td>1.437</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Customer choices

The B values, and the p-value to check for significance are depicted in table 4.10 above. We reject Ho if p < .05. This means the relationship is reliable and can be used to make predictions.

The findings also show the contribution of each variable in explaining relationships between the research variables as depicted by unstandardized. The study utilized the equation below.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where:

\[ Y \] = Job satisfaction

\[ X_1 = \] Working conditions

\[ X_2 = \] Remuneration

\[ X_3 = \] Relationship with supervisor

\[ X_4 = \] Co-worker relations
\[ \hat{\varepsilon} = \text{Error Term.} \]

\[ \beta_0 = \text{Point of intercept on the y axis} \]

\[ Y = 0.339 + (0.392 \times X_1) + (0.324 \times X_2) + (0.141 \times X_3) + (0.181 \times X_4). \]

The implication is that even by excluding the four study variables, job satisfaction would be 0.339. The findings also indicate that a unit change in working conditions would result in 0.392 change in job satisfaction, a unit change in remuneration would result in 0.324 change in job satisfaction, a unit change in relationship with supervisor would result in 0.141 change in job satisfaction and a unit change in co-worker relations would result in 0.181 change in job satisfaction.

Findings in the table also show that factors attributed to working conditions (p=0.027) and remuneration (p=0.008) were significant in statistical terms. The error term (0.02) insinuates lack of complete accuracy and result in the results in actual situation will be different. Findings of the study indicate that, overall, the order of ranking in terms of relative influence is as follows: (1) remuneration = (0.008); (2) working conditions = (0.027); relationship with supervisor = (0.052); and co-worker relations = (0.061).

**4.1.9 Coefficient of determinant**

<table>
<thead>
<tr>
<th>Table 4.11: Regression Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Summary^b</td>
</tr>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>a. Predictors: (Constant), Working conditions, Remuneration, Relationship with supervisor, Co-worker relations</td>
</tr>
<tr>
<td>b. Dependent Variable: Job satisfaction</td>
</tr>
</tbody>
</table>

Presented in table 4.11 is the model summary that shows values of R and R Square, which includes information on variance quantity which is explained by the predictor variables. The first statistic, R, is the multiple correlation coefficients between all of the predictor variables and the
dependent variable. In this model, the value is 0.280, which indicates that there is a great deal of variance shared by the independent variables and the dependent variables. This is frequently used to describe the goodness-of-fit or the amount of variance explained by a given set of predictor variables. In this case, the value is 0.784, which indicates that 78.4% of the variance in the dependent variable is explained by the independent variables in the model.

4.1.10 Analysis of Variance (ANOVA)

Table 4.12: F- test on ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>2.687</td>
<td>5</td>
<td>.537</td>
<td>22.63</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>10.410</td>
<td>25</td>
<td>.416</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13.097</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (constant), Working conditions, Remuneration, Relationship with supervisor, Co-worker relations
b. Dependent variable: Job satisfaction

It can be concluded from the ANOVA that at 5% significance level, there exist sufficient evidence to justifiably conclude that the slope of regression line is not zero. As such, job satisfaction influencing factors included in the model are useful predictors of job satisfaction since the p value is 0.000 which is less than 0.05. Sig = 0.000 suggests that the model adopted for this research is significant for predicting job satisfaction in Boma hotel.

4.2 Limitations of the Study

Limitations include: Restrictive organizational confidentiality hindering provision of full responses to the study-this was addressed by assuring respondents of utmost confidentiality and disclosing the academic purpose and intention of the study; loss of questionnaires by the respondents, incomplete questionnaires and failure to provide objective responses by the respondents which was overcome by organizing meetings outside working hours and seeking for
personal contacts of would be respondents; some issues being misunderstood by the responses; unexpected occurrences like respondents proceeding on leave before completing the questionnaires which was mitigated through constant reminders to the respondents during the period they were expected to complete the questionnaire.

4.3 Chapter Summary

This chapter has presented a summary of data collected through the use of questionnaires. General trends are explained using percentages, frequency tables, figures and descriptions of data as a way to present findings of the investigation. Data collection using questionnaires, was analyzed using SPSS version 24.0. The findings are presented as per the objectives and research questions of the study. General trends are explained using percentages, frequency tables, figures and descriptions of data as a way to present the findings of the investigation. Regression analysis was undertaken to establish the relationships between study variables.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented results obtained from the quantitative data. This chapter presents the summary of key findings, conclusions and recommendations of the study.

5.1 Summary of Findings

Research findings indicate that working conditions positively influence employees’ job satisfaction in Boma hotel. The working conditions related attributes that employees of the hotel consider important are flexibility of work schedule, a working environment that is safe and comfortable, and promotion of employees’ rights. Findings also show that remuneration has a positive influence on employees’ job satisfaction at the hotel. The remuneration attributes considered important include the amount paid out as salary, financial rewards, bonus amount and “non-financial rewards such as extra-holidays and voucher schemes element.

Relationship with supervisors was found to have a positive influence on employees’ job satisfaction at the hotel. The attributes related to relationship with supervisors that employees consider important are: how immediate supervisor relates with employees/subordinates, fair treatment of employees and extent to which immediate supervisor effectively communicates with employees. Co-worker relations positively influence employees’ job satisfaction at Boma hotel. The attributes that are considered of importance to the employees include the level of feeling of belongingness, the level of co-worker interactions, and networking among co-workers.
Besides the independent variables of the study, namely working conditions, remuneration, relationships with supervisors, co-worker relations, the study established that other key factors affecting job satisfaction at Boma hotel are opportunities for promotion, job security, and opportunities for training and development/career development. Findings also show that employees at Boma hotel not only strive to give their best performance, but their commitment is also high. However, the respondents indicated that there is a relatively high turnover.

Results of the regression analysis show that factors attributed to working conditions (p=0.027) and remuneration (p=0.008) significant statistically. The error term (0.02) insinuates lack of complete accuracy and result in the results in actual situation will be different. Findings of the study indicate that, overall, the order of ranking in terms of relative influence is as follows: (1) remuneration = (0.008); (2) working conditions = (0.027); relationship with supervisor = (0.052); and co-worker relations = (0.061).

It can be concluded from the ANOVA that at 5% significance level, there exist sufficient evidence to justifiably conclude that that the slope of regression line is not zero. As Such, job satisfaction influencing factors included in the model are useful predictors of job satisfaction since the p value is 0.000 which is less than 0.05. Sig = 0.000 suggests that the model adopted for the current study is significant for predicting job satisfaction in Boma hotel.

5.2 Conclusion

All the four factors namely, working conditions, remuneration, and relationship with supervisor, and co-worker relations were validated as key in influencing job satisfaction in Boma hotel. The findings show that factors attributed to working conditions (p=0.027) and remuneration (p=0.008) were the most statistically significant. The study also concludes as follows:
In relation to working conditions, in order of priority, employees ranked highest the following attributes: “flexibility of work schedule”, “a working environment that is safe and comfortable”, and “promotion of employees’ rights”. However, the least ranked factor was “the work places should avail ample parking facilities and security”, which could be attributed to the fact that not all the low cadre staff of the hotel may be owning vehicles, hence little need for parking space. In relation to remuneration, in order of priority, employees of Boma hotel ranked the following attributes highest: “salary amount”, “bonuses amount”, and “non-financial rewards (extra-holidays and voucher schemes element)”.

With regards to relationship with supervisors, employees of Boma hotel ranked the following attributes high in order of priority: “how immediate supervisor relates with employees/subordinates”, “employees should be treated fairly”, and “extent to which immediate supervisor effectively communicates with employees”. Lastly, with respect to co-worker relations, the attributes highest ranked by employees of Boma hotel in order of priority are: “openness of communication among co-workers”, “level of feeling of belongingness”, and “level of co-worker interactions”. However, the respondents ranked “networking among co-workers” the least.

In addition, the study reveals that employees in the hotel industry, if responses from Boma hotel are anything to go by, consider other factors in job satisfaction. These factors include opportunities for promotion, job security, and opportunities for training and development/career development. Findings also show that despite the relatively high turnover of employees at the hotel, the respondents confirmed that they give their best performance and are committed to their jobs.
The findings show that factors attributed to working conditions (p=0.027) and remuneration (p=0.008) had a statistical significant influence. The error term (0.02) insinuates lack of complete accuracy and result in the results in actual situation will be different. It can be concluded from the ANOVA that at 5% significance level, there exist sufficient evidence to justifiably conclude that that the slope of regression line is not zero. As such, job satisfaction influencing factors included in the model are useful predictors of job satisfaction since the p value is 0.000 which is less than 0.05. Sig = 0.000 suggests the current study adopted a model that is significant in prediction of job satisfaction in Boma hotel.

5.3 Recommendations

Research findings reveal that when implementing human resource management practices in Boma hotel with a view to enhancing employees’ job satisfaction, the management should focus on the following factors, in order of priority: remuneration, working conditions, relationship with supervisor, and co-worker relations.

In addition, when implementing various actions that are specific to job satisfaction factors mentioned, the management should focus on the following specific attributes:

In the case of working conditions, focus should be on flexibility of work schedule, a working environment that is safe and comfortable, and promotion of employees’ rights. In relation to remuneration, the hotel management should place more emphasis on salary amount, bonuses amount, and non-financial rewards such as extra-holidays and voucher schemes element.

With regards to relationship with supervisors, the hotel management should address issues such as how immediate supervisor relates with employees/subordinates, fair treatment of employees, and the extent to which immediate supervisor effectively communicates with employees. Lastly,
with respect to co-worker relations, the management should focus on ensuring that there is openness of communication among co-workers, employees have a high level of feeling of belongingness, and enhanced levels of co-worker interactions.

With respect to recommendations for areas of further research, this study should be replicated by undertaking similar studies in other hotels and locations, as this research only covered only Boma hotel in Nairobi City, Kenya. An investigation of other factors influencing job satisfaction could also be undertaken and whereas the focus for the current study was the hotel management, in future, customer should be the respondents, so as to get their side of the story.
REFERENCES


APPENDIX I: LETTER OF INTRODUCTION

Mariam Hussein
The Management University of Africa
Nairobi, Kenya

Dear Respondent,

RE: ACADEMIC RESEARCH PROJECT

I am Mariam Hussein, a student pursuing a course leading to Bachelor of Management & Leadership at Management University of Africa, Nairobi. I am conducting a study on factors affecting job satisfaction of employees in the Kenyan hotel sector. The findings of this research will be used for academic purpose only. At no time shall the findings be attributed to any of the participant as an individual. Please provide your honest opinion.

Kindly take a few minutes and fill out the attached questionnaire. No personal information will be disclosed or made public, and your answers will be kept strictly confidential.

Thank you for your cooperation.

Yours faithfully,

MARIAM KASSIM HUSSEIN

RESEARCHER
APPENDIX II: INFORMED CONSENT FORM

Good Morning/Good Afternoon.

I am Mariam Hussein, a student pursuing a course leading to Bachelor of Management & Leadership at Management University of Africa, Nairobi. I am conducting a study on factors affecting job satisfaction of employees in the Kenyan hotel sector. The findings of this research will be used for academic purpose only. At no time shall the findings be attributed to any of the participant as an individual. Please provide your honest opinion.

I would very much appreciate your participation in the research. Your selection for participation in the research was purely done at random. Administration of the survey usually takes between 20 and 30 minutes to complete.

Kindly sign this consent form if you accept to participate in the study.

Name of Respondent (Optional):___________________________________________________

Department: ____________________________________________________________________

Signature:_________________________Date:________________________________________
APPENDIX III: RESEARCH STUDY QUESTIONNAIRE

This questionnaire is meant to be used to collect information from the selected staff of Boma Hotel based in Nairobi, Kenya and is meant for academic purposes only. Please take a little of your time to complete the survey as guided. The information you give will be kept confidential.

SECTION I: BACKGROUND INFORMATION

1. Respondent’s sex
   (1) = Male
   (2) = Female

2. Age of respondents (Years)
   (1) = Less than 20  [   ] (2) = 21 - 30  [   ] (3) = 31 – 40  [   ] (4) = 41 - 50  [   ]
   (5) = 51 - 60  [   ] (6) = Above 60  [   ]

3. Highest academic level attained
   (1) = Less than Secondary school  [   ] (2) = Secondary school  [   ] (3) = College Certificate  [   ]
   (4) = College Diploma  [   ] (5) = Undergraduate Degree  [   ] (6) = Postgraduate Degree  [   ]

4. Indicate number of years worked in Boma hotel____________________________________

5. Indicate the name of your department____________________________________________

SECTION II: FACTORS AFFECTING EMPLOYEE JOB SATISFACTION IN BOMA HOTEL

7. Effect of working conditions on employees’ job satisfaction at the Boma Hotel.

Kindly state the extent to which you agree/disagree that listed attributes as concerns working conditions are relevant for Boma Hotel. Where: 1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; and 5 = strongly agree
Statements /attributes related to working conditions

<table>
<thead>
<tr>
<th>Statements /attributes related to working conditions</th>
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<th>4</th>
<th>3</th>
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<tbody>
<tr>
<td>Flexibility of work schedule</td>
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<td>Work-life balance</td>
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<tr>
<td>Promotion of employees’ rights</td>
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<tr>
<td>Working hours</td>
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<tr>
<td>A working environment that is safe and comfortable</td>
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<td>Availability of working tools and equipment.</td>
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<tr>
<td>Methods of work that are suitable</td>
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<tr>
<td>The work places should avail ample parking facilities and security.</td>
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<tr>
<td>The working space should be well-ventilated, air-conditioned, and have adequate lighting.</td>
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<td>A clean office space with wash rooms and clean office space.</td>
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8. Effect of remuneration on employees satisfaction at the Boma Hotel.

Kindly state the extent to which you agree/disagree that listed attributes as concerns remuneration are relevant for Boma Hotel. Where: 1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statements /attributes related to remuneration</th>
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<th>4</th>
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<tbody>
<tr>
<td>Salary amount</td>
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<tr>
<td>Bonuses amount</td>
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<tr>
<td>Financial rewards</td>
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<td>Non-financial rewards (Extra-holidays and voucher schemes element)</td>
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<td>Other (s) Specify</td>
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9. Effect of relationship with supervisor on employees job satisfaction at the Boma hotel

Kindly state the extent to which you agree/disagree that listed attributes as concerns relationships with supervisor are relevant for Boma Hotel. Where: 1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statements /attributes concerning relationships with supervisors</th>
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<tbody>
<tr>
<td>How immediate supervisor relates with employees/subordinates</td>
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<tr>
<td>Extent to which immediate supervisor effectively communicates with employees.</td>
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<tr>
<td>Employees should be treated fairly</td>
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</table>
10. Effect of co-worker relations on employees job satisfaction at the Boma Hotel.

Kindly state the extent to which you agree/disagree that listed attributes as concerns co-worker relations are relevant for Boma Hotel. Where: 1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statements /attributes concerning co-worker relations</th>
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<tbody>
<tr>
<td>Openness of communication among co-workers</td>
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<tr>
<td>Networking among co-workers</td>
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<td>Level of co-worker interactions</td>
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<td>Level of feeling of belongingness</td>
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<td>Other (s) Specify</td>
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11. Apart from working conditions, remuneration, relationships with supervisors, co-worker relations, what other factors affect employees’ job satisfaction at Boma Hotel?

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12. Employees’ job satisfaction at Boma Hotel

Kindly state the extent to which you agree/disagree that listed attributes as concerns employees’ job satisfaction are relevant for Boma Hotel. Where: 1 = strongly disagree; 2 = disagree; 3 = undecided; 4 = agree; and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statements /attributes concerning employees’ job satisfaction</th>
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<tbody>
<tr>
<td>Employees strives to give their best performance at Boma Hotel</td>
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<td>There is high employee retention at Boma Hotel</td>
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<tr>
<td>The employees’ commitment at Boma Hotel is high</td>
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Thank you for your time