

ASSESSING THE JOB SATISFACTION LEVELS AMONG EMPLOYEES OF THE COCONUT GROVE HOTEL IN ELMINA, GHANA

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ABSTRACT: *Research on employee satisfaction has shown that there is a positive correlation between the level of employee job satisfaction on one hand and job performance and quality service delivery on the other. Alternately put, the higher the level of employee job satisfaction, the higher the job performance and the greater the quality service delivery, and vice versa. This paper investigates job satisfaction among employees in the hospitality industry, specifically in a two-star Coconut Grove hotel. Data for the study were collected from a judgmental and simple random sample of 90 guests and 23 members of staff and management of Coconut Grove, respectively. The study revealed that the hotel management and staff expressed satisfaction with their jobs due to a number of reasons. Significant among them were that, they were involved in decision making processes within the establishment, and that, they (members of staff) were motivated to function as managers. In addition, management took the necessary steps as much as possible to meet the needs of workers by way of remuneration. Finally, the research findings revealed that job satisfaction indeed constitutes a gateway to quality service delivery in the hospitality industry. Thus, in order to enhance job performance, the study recommends that the needs of employees which are important service culture requirements must be met so as to enable them (staff) work efficiently and effectively.*

KEYWORDS: Motivation, Job Satisfaction, Employees, Hospitality Industry, Quality Service

INTRODUCTION

With the change of the industrial structure in recent years, the output value of the service industry has become more than 70% of the GDP in most advanced countries (CIA, 2009). The service industry, therefore, plays a significant role in national economic development. The hospitality industry is a typical service industry, and is a critical service industry around the world. The reality of the matter is that the hospitality industry has a tremendous impact on the lives of individuals and the economy of nations (Zeithaml et al., 2009).

According to Heskett et al. (1994), the importance of employees in the service industry management cannot be underscored within the framework of service profit chain. In the service profit chain, there are critical linkages among internal service quality; employee satisfaction, productivity, the value of services provided to customers, customer satisfaction and company's profits. This chain shows that internal service quality can enhance employee satisfaction, which will enhance employee productivity and further result improved external service value. This would in turn lead to increased patronage within the firm and would consequentially result in increased profitability within the establishment (Zeithaml et al., 2009). As proclaimed by Jones (1988), and Gumesson (1992), quality, productivity and profitability are inextricably linked together, managing one affects the other. Therefore, satisfied employees make satisfied customers which would lead to increased patronage, and ultimately translate into higher level of profitability.

Service personnel satisfaction positively and significantly influence organizational commitment and job performance on customer satisfaction and corporate operational performance. In past research, many scholars (Babin & Boles, 1998 and Koys, 2003) have validated that employee's level of job satisfaction positively influences organizational commitment and for that matter, job performance. Hopfl (1994) has also indicated that, in the service delivery industry, first-line employees must be empowered to some degree, in order to cope with customers' special demands. Therefore, job satisfaction can be treated as important management tool or function to encourage first-line service personnel and immediately solve customers' differential demands.

Patronage in most hotels in Ghana generally, and Central Region in particular except a few is said to be poor. This state of affairs may be attributable, according to Kotler, Bowen and Makens (2010), Lockwood et al as quoted in Teare and Olsen (1994), to poor services delivery within the industry. Similarly, Olsen (1996) emphasizes that, hotels that commit themselves to achieving a higher consumer satisfaction, encounter a higher retention rate for both employees and guests. The reason being that well satisfied employees tend to be highly motivated to work better or deliver better quality services which will in turn help in the attraction of more guests, and vice versa.

The Coconut Grove hotel is, however, one of the few hotels in the Central Region of Ghana, that experiences relatively reasonable high level of patronage by guests, in the midst of an array of hotels including one of its same kind in terms of star-rating, such as Sanaa Lodge, confronted with the problem of low level of patronage. However different hospitality firms are known to employ varied management strategies to achieve this end- high level of patronage. This research therefore seeks to examine the combination of management strategies that enables Coconut Grove to achieve the relatively high level of patronage.

Problem Statement and Objectives

Generally, hospitality industries with good facilities tend to offer good quality services and are expected to experience high levels of patronage. Most hospitality enterprises such as hotels in Ghana (though are in good locations, have cool and decent environments, attractive buildings, and variety of facilities that meet the expectations of guests), are ironically confronted with the problem of poor patronage. The situation is said to be worse for the smaller or lower class hotels.

Coconut Grove is a two star-rated hotel with the required facilities similar to that of Sanaa Lodge (of the same class or star rating). The expectation is that both hotels are to register high levels of patronage, all things being equal. The reality is however, far from the expected. Preliminary survey by the researchers, however, indicated that, whereas Coconut Grove hotel experiences high level of patronage, Sanaa Lodge, its contemporary in terms of class or star-rating is said to register low levels of patronage.

The question that some guests, hoteliers, students and other stakeholders in the tourism and hospitality industry have been asking is: What may be responsible for the sharp difference in patronage levels between the two hotels in spite of their equality in terms of class and similarity in facility provision? Is it due to differences in the quality of services rendered? Good quality service may be attributed to a number of factors, significant among which is the level of job satisfaction among staff. The general objective of this study, therefore, is to find out the level of job satisfaction among workers of Coconut Grove and its influence on service delivery by

these workers within the hotel. The study attempted to address the research objectives by asking questions. What was the nature of relationship between management and staff of the hotel? What training programmes exist for staff development? What was the extent to which training influence service delivery or job performance of staff within the hotel? What are the means of assessing staff performance within the hotel? What are policies of the hotel that constitute challenges to staff interests and service delivery? What motivational policies (if any) does the hotel have in place to boost staff morale and performance? Finally, what are ways to address those staff challenges which are detrimental to staff interests and quality service delivery?

The Influence of Hospitality Service Quality on Patronage

Quality is a formidable competitive weapon that enables the good to survive and the poor to die (Hutchins 1990). Lockwood et al quoted by Teare and Olsen (1994) define service quality as a measure of how well the level of service delivered matches the customers' satisfaction or meet the needs and expectations of guests. In order to rate the service quality of hospitality industries as high, it is expected that those industries conform to, or meet the needs and expectations of guests on a consistent basis. It is however a complex and difficult task to manage quality in a hospitality industry. Tourism and hospitality facility generally face not only the problems of the provision of the facilities, but also have to cope with the problems associated with the high level of interaction between visitors or guests (referred to as consumers), and staff and also between visitors or guests and the facilities as a result of the delivery of service.

In the view of Olsen (1996) hotels that commit themselves to achieving a higher consumer satisfaction encounter a higher retention rate for both employees and guests. The reason is that when employees are satisfied, they tend to be motivated to work better or deliver better quality service which in turn helps in the attraction of more guests, visitors or consumers, and vice versa.

According to Gumesson (1992), Crosby (1996) as well as Gundersen, Heide and Olsen (1996), quality, productivity and profitability are inextricably linked together; managing one affects the others. Quality service delivery is a business philosophy which according to Dominici and Guzx (2010) leads to the creation of value for customers anticipating and managing their expectation and demonstrating the ability and responsibility to satisfy their needs. Customer service delivery and customer satisfaction in the view of Grunoos (1996) and Parasuraman et al (1990) are critical factors for the success of any business.

A higher standard product ensures greater patronage, higher productivity and consequently, increased profitability. Quality, (and quality service delivery) for that matter according to Camison (1996), and Bejou et al (1996) is the cornerstone or the driving force for improving competitiveness, productivity, customer satisfaction and ultimately profitability. Higher standards or quality products attract and provide much more money. For example, the Jury Hotel in Dublin, Ireland has some luxurious suites that are more spacious, more lavishly furnished, with in-room television set, telephone and even a Jacuzzi, though very expensive yet attracts a lot of guests and hence, a lot of revenue. Valdani (2009) points out that enterprises exist because they have customers to serve. The key to achieving sustainable advantage by any business enterprise lies in delivering quality service which results in satisfied customers (Shemwell, 1998) and ultimately leads to customer loyalty (Lewis, 1994). It is also documented by Carizon (1987), that service quality is the driving force for business sustainability, and in

today's global market, it is recognized that high quality service is essential for the success of any firm.

Motivation and Quality of Service Delivery

When employees are satisfied with their jobs, they give out their possible best to perform at their job area. Maslow's (1990) hierarchy of needs is the best guide used in providing for the needs of the employees. Maslow's hierarchy begins with, physiological needs and progresses through need for safety, the need for belonging, esteem needs and self-actualization. Even though small business owners may have fewer resources at their disposal to satisfy employees' needs, a small business owner who addresses each category in Maslow's hierarchy for his employees can gain distinct advantages over competing employers. McQuerrey (2012), has proclaimed that employee satisfaction and workplace behaviour are inter-linked in a number of ways. If staff like their job and feel adequately motivated, compensated and appreciated, they are more likely to perform better and have a higher degree of company loyalty to deliver better quality services. The converse is also regarded true.

The Relationship between Job Satisfaction and Quality Service Delivery

The relationship between job satisfaction and quality service delivery is quite simple. Job satisfaction is considered as a gateway to quality service delivery. Employees work efficiently and effectively when satisfied with their jobs. Through job satisfaction employees handle various tasks at hand with ease. Employees whose needs are met by management become satisfied and this boosts their morale and self-esteem to deliver quality services to visitors or guests. Ensuring job satisfaction among employees in the hospitality industry helps in building co-ordination between departments within the organization. The most significant reason among others being that, all the workers within the establishment tend to have a united front and are, therefore, stimulated to work with a common sense of purpose to achieve the much needed success.

Establishments which focus on consumer service have one main goal-i.e. to satisfy their customers i.e. making the customer happy so they will keep coming back. The road to greater customer satisfaction starts with internal changes as suggested by University of Missouri study that analyzed 300 retail franchises. In study, Groening et al (2001) established the link between customer satisfaction and customer loyalty- is almost twice as strong when you have high employee satisfaction compared to when they are not satisfied with their jobs.

METHODOLOGY

The study employed both primary and secondary data which were obtained from various sources. Aside secondary data obtained from relevant literature, primary data were collected from guests, employees and management of the hotel in question. Two categories of respondents constituted the target population and they were the guests who used Coconut Grove at the time of the research on one hand and employees and management of the hotel on the other. In determining the appropriate sampling techniques for the study, existing methodological approaches used in similar studies were looked at and considered. Due to the nature of the research, two types of sampling methods were found to be appropriate. These were the judgmental or purposive (non-probability) and the Multi-staged sampling method which is probabilistic in nature. The judgmental or purposive sampling method was used in

selecting hotel guests whilst the multi-staged was used to select management representatives of the hotel to respond to a questionnaire each on behalf of management. This same sampling technique was employed to select other members of staff of the hotel.

To those guests of the hotel who used the hotel over the three -week research period and were prepared to take part in the survey, questionnaires were administered to, for completion. However for the hotel management and staff, the multi-staged sampling technique was employed. The hotel management and staff were first put into categories namely; Management, Supervisory cum-craft, and operative in consonance with Cooper et al's (1991) classification of typical hotel employment structure. The simple random method, precisely the lottery method, was then used to select the representatives of the various categories of the hotel management and staff in the ratio of about 1:5:10 as suggested by Cooper et al (1991), during the same time period of three weeks ear-marked for the data collection exercise. There were sixty (60) visitors or guests and twenty-three (23) management members and staff of the hotel who were altogether covered in the survey.

Questionnaires and interview schedules were the instruments employed for the collection of data from respondents. The instruments (questionnaires and interview schedules, both basically of the same content), was divided into modules or subsections, with each sub-section addressing a set of specific issues. The instruments were in structured forms, and consisted of both close and open-ended questions. Some of modules considered and dealt with were, the socio-demographic indicators of respondents, visit to the hotel by guests, and service delivery performance. Other sub-themes considered were intra-organizational communication, enforcement of institutional policies as well as issues which relate to hotel staff emoluments i.e. salaries, wages, allowances etc.

Multi rating, simple categorical "yes" or "no" and differential scales (Likert scale) measuring from very poor to very good, and very ill-motivated to very motivated etc were also used in the measurement of different data collected from respondents. Data collected were sorted in various categories, dealing with variables with similar and dis-similar characteristics, whilst addressing all cases of data inconsistencies. The data were then processed using the Statistical Package for Social Solution (SPSS) programme (version 15). The data churned out variables in the form of tables, pie charts, bar-graphs, etc to express certain descriptive statistical measures such as relative frequencies and percentages of those variables.

Twenty-three (23) hotel management members and staff were covered whilst sixty (60) visitors or guests also got sampled or covered. For convenience and easy work, questionnaires were administered to guests, hotel management and those hotel members of staff who could read and write. However, to those hotel staff who could not read or write, the interview schedule instead, was administered.

Discussion of Data

The background or socio-demographic characteristics of the respondents considered a number of issues or variables. These include gender, age, nationality etc. The demographic characteristics of the respondents involved in the study are presented in Table 1, Figures 1 and 2. The gender distribution of the respondents covered in the survey is represented in Table 1.

Table 1: gender of respondents: Hotel guests as well as management and staff

Respondents	Guests		Management/Staff	
	Frequency	Percent%	Frequency	Percent%
Male	30	50	15	65.2
Female	30	50	8	34.7
Total	60	100	23	100

Source: Field survey, July 2016.

Table 1 show that the male guests were thirty (30) in number representing 50% and females also thirty (30) in number, as well representing 50% of the sampled guests. This means that both genders equally visit the hotel. Table 1 also shows the gender distribution of management and staff of Coconut Grove. It indicates that fifteen (15) persons representing 65.2 percent were males, and eight (8) persons representing 34.7 percent were females. The study also looked at the age distribution of the respondent, hotel management and staff on one hand, and hotel guests on the other. These are given by Figures 1 and 2.

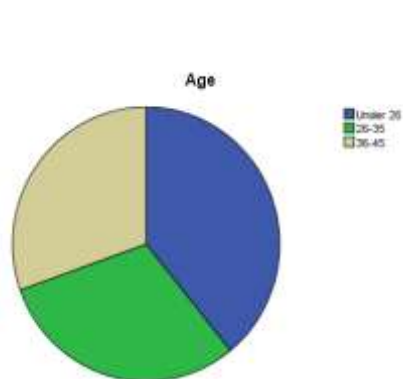


Figure 1: Age distribution of hotel Management and Staff

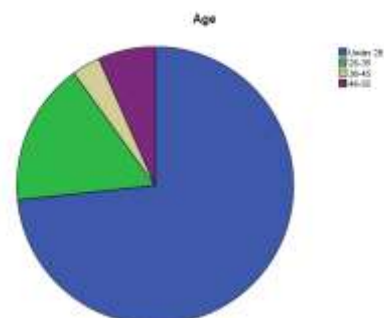


Figure 2: Age distribution of hotel guests

Source: Field Survey, July 2016.

Figure 1 also shows the age distribution of management and staff who work with Coconut Grove. This shows that nine (39.2%) of the respondents were aged under 26, seven (30.4%) were aged between 26 – 35, and the remaining seven (30.4%) were aged between 36 – 45 years. The indication is that all the hotel staff are in their economically active ages (not more than 45), but the majority (about 70%) being very youthful (at most 35 years). Figure 2 as represented by the pie chart shows the age distribution of the various guests who were encountered at the time of the survey. Forty-four of them (guests) representing 73.3 percent were under 26 years old, 10 (16.6 %) of the guests were aged between twenty six and thirty five (35), 2 (3.3 %) of guests were aged between thirty six and forty five. Finally, four (4) guests representing 6.6 % were aged between forty six (46) and fifty five (55). This clearly

indicates that guests who visit the hotel are mostly the youth. The study also looked at the various occupations which were encountered for the respondents, guests as well as management and staff of Coconut Grove. Table 2 refers.

Table 2: Occupational distribution of respondents - hotel guests, management and staff.

Hotel Guests, Management and, Staff

Occupation	Frequency	Percent	Occupation	Frequency	Percent
Students	24	40.0	Managers	3	13.0
Accountants	10	16.7	Supervisors	4	17.4
Lawyers	4	6.7	Craftsmen	6	26.1
Other professions	22	36.7	Operative	10	43.5
Total	60	100.0	Total	23	100.0

Source: Field Survey, July 2016

Twenty-four hotel guests representing 40.0% were students, 10 (16.7%) guests were accountants, 4 (6.7%) were lawyers, and 22 (36.7%) of the hotel guests were noted to have other professions. The table shows that students as well as professionals use the hotel facility of Coconut Grove. However, the single most important group to have used the hotel facility was students. The table also shows the occupation of management and staff of the hotel. This indicates that 3 persons representing 13.0% were managers, 4 persons representing 17.4% were supervisors (front-office/housekeeping supervisors, chefs and kitchen supervisors. Six (26.1%) of them were craftsmen (accounts clerks, store-keepers etc.). Finally, 10 persons representing 43.5% belong to the operating staff category- made up of waiters, drivers and cleaners etc. The employment structure encountered conforms to the pyramidal nature of the structure of employment within the industry as proposed by Cooper et al (1991).

The Importance of Employee Job Satisfaction

Satisfied employees have high or improved morale which can bring about amazing improvement in quality of service delivery and hence productivity. The contrast is also true. Dissatisfied employees generally have low morale are never motivated to work to bring about any improvement in quality of service delivery and hence productivity (Teare and Olsen, 1992; Lewis and Buttle, 1995; Crosby 1995). The research additionally considered the various strategies management adopted in ensuring the satisfaction of her workers, and the results are depicted in Figure 3: Extent to which Management would ensure Employees' Satisfaction

Figure 3: Extent to which Management would ensure Employees' Satisfaction



Source: Field Survey, July 2016

Figure 3, (a bar chart) shows the extent to which, in the opinion of workers of Coconut Grove, management will go to ensure that employees are satisfied. Ten (43.7%) of the Staff indicated that management will sometimes increase salaries of staff to ensure that workers are generally satisfied. The remaining 13 (52.3%), however, claimed that management at other times allowed staff to be more involved in decision making with the view of ensuring that staff feel more recognized, committed, satisfied, and thus consequentially lead to the provision of quality service.

The implication of this is the indication of the fact that management, by the adoption of the afore-mentioned strategies shows interest in ensuring that members of staff are satisfied enough to provide quality service.

Employee Job Satisfaction and Impact on Customers

Establishments which focus on customer service have one main goal - i.e. to satisfy their customers, i.e. making the customers happy so they will keep coming back. The road to greater customer satisfaction starts with internal changes, according to a 2011 University of Missouri study that analyzed 300 retail franchises. In that study, Groening et al (2011) established that “the link between customer satisfaction and customer loyalty is almost twice as strong when you have high employee satisfaction compared to when they are not satisfied with their jobs.

Customers expressed their opinion on the quality of service delivered by employees through suggestion boxes, during interviews and when filling questionnaires. Figure 4 shows the ratings of the treatment that, staff of Coconut Grove, are perceived to offer to their guests.

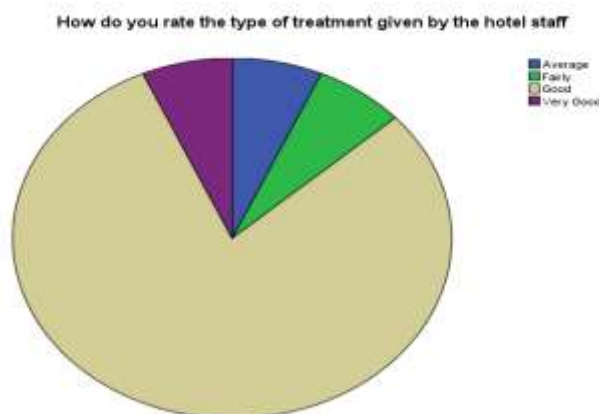


Figure 4: Rating of Treatment given to Guests by staff

Source: Field Survey, July, 2016

There is the indication that 4 guests representing 6.7% rated the treatment as average with another 4(6.7%) of guests also rating the treatment as fairly good. Forty-eight (80 %) of guests, however, rated the treatment as good, whilst the remaining 4 representing 6.7 % rated the treatment as very good. This indicates that the overwhelming majority of the guests(close to 90%) were satisfied the treatment that they received from the staff of Coconut Grove. This is also in line with the assertion of Parasuraman et al (1990) means that the overwhelming majority of guests of the hotel had their expectations fulfilled. This is very desirable and

therefore has positive implications in the view of Parasuraman et al (1990) on the quality of service delivery by staff of the hotel. The greater the quality of service delivered by hotel/service staff, greater the needs and wants of customers are fulfilled and vice versa. It is recognized that it is only motivated workers or staff who are, according to Hackman and Oldham (2005) stimulated or have the internal drive to satisfy an unsatisfied need and have the will to accomplish specific tasks thus to offer quality services to meet the needs and expectations of their guests.

The study also looked at how readily responsive the hotel staff (in the view of guests) attended to the complaints or challenges of their guests, and this is represented in Figure 5.

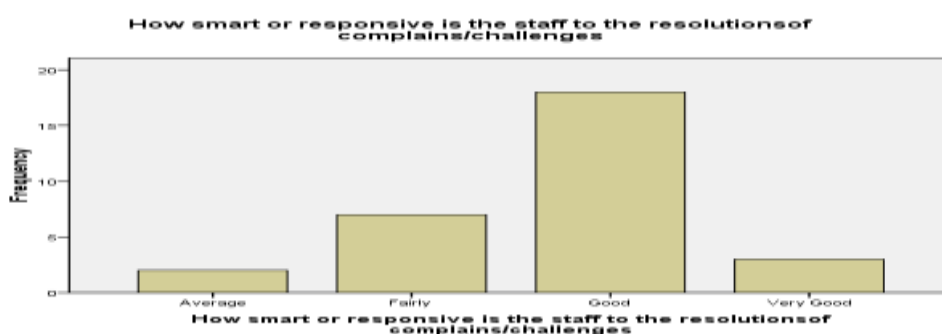


Figure 5: Guests' perception on hotel Staff rate of resolution of guests' complaints

Source: Field Survey, July 2016

Figure 5 indicates that 4 (6.7%) of guests rated staff responsiveness as average, with 14 (23.3%) of them rating it as fairly good. Thirty-six (60%) of guests however rated responsiveness as good, with the remaining six (10%) rating responsiveness as very good. This shows that 70% of guests see the degree of staff responsiveness to guests' complaints and challenges in the study hotel to be at least good. This is quite desirable in the sense that the degree of hotel staff responsiveness to guests' complaints and challenges influences the extent to which guests are satisfied with degree of service quality rendered and therefore the extent to which those guests could be retained. as proclaimed by Crosby (1996) The study as well looked at how well motivated hotel staff are in the perception of the guests, and referred to by table 3.

Table 3: The extent of motivation of hotel staff in the perception of guests

Staff motivation	Frequency	Percent%
Very ill-motivated	-	-
ill motivated	2	3.3
Fairly Motivated	6	10.1
Motivated	24	40.0
Very Motivated	28	46.6
Total	60	100

Source: Field Survey, July 2016

Table 3 shows how guests in their perception, rated the extent of to which hotel staff are motivated towards work. It indicates that only two (2) guests representing 3.3 % rated the staff as ill motivated. Six guests constituting 10% rated the staff as fairly motivated, 24 (40%) of guests rated the staff as motivated, and finally, 28 (46.6%) of the guests rated the staff as very motivated. This depicts clearly that the overwhelming majority (over 85%) of the hotel guests see the staff to be motivated enough to work. As part of the study, some issues which relate to the extent of staff motivation on service quality delivery were ascertained. According to Maslow (1990) and McQuerrey (2012), motivation of staff gives job satisfaction. When employees are satisfied with their jobs, they give off their very or possible best at their job and vice versa. This suggests that, staffs of Coconut grove hotel are in one way or the other motivated to offer good quality services.

Service quality delivery and extent of staff motivation

Employee satisfaction and workplace behavior are inter-linked in a variety of ways. If staff like their job and feel adequately motivated, compensated and appreciated, they are more likely to perform better and have a higher degree of company loyalty to deliver better quality services (McQuerrey, 2012). The converse is also true. In cases where employees are not adequately motivated, compensated and appreciated, they (the employees) tend to offer poor quality services. In relation to the above, the study considered whether communication between management and staff constituted a means of staff motivation for quality service delivery.

Table 4: Satisfaction with job due to communication between Management and Staff

Response	Frequency	Percent%
Yes	20	87.0
No	3	13.0
Total	23	100

Source: Field Survey, July 2016

Table 4 indicates that 20 persons representing 87.0% agreed that they were satisfied with their job because there was free flow of communication between management and staff, whereas only 3 (13.0%) disagreed with the claim. This shows that a good majority of the staff (over 85%) are satisfied with their jobs as a result of the flow of communication between management and staff. Alternatively put, the over-whelming majority of staff of Coconut Grove hotel are motivated to offer quality services as a result of the flow of good communication between management and staff. The Study also considered whether or not policies by management ever took into consideration the interest of staff, and is shown in Table 5.

Table 5: Satisfaction due to reason that policies take Staff interest into consideration

Response	Frequency	Percent%
Yes	21	91.3
No	2	8.7
Total	23	100.0

Source: Field Survey, July 2016

Table 5 shows that 21 persons representing 91.3% claimed that hotel policies take interest of staff into consideration, whereas, only 2 (8.7%) of them claimed otherwise. This is a clear testimony that hotel policies rolled out by management (in the perception of the hotel employees) indeed took staff interest into consideration. The research further took a look at how satisfied management and staff of Coconut Grove are in relation to service delivery within the hotel. The outcome is depicted in Figure 6.

Opinions of Management on Employee Job Satisfaction

In line with the assertion by Juran (1974) which indicates that quality is judged by the user and not the manufacturer. This implicitly put means that, the issue of job satisfaction could be better expressed by employees themselves

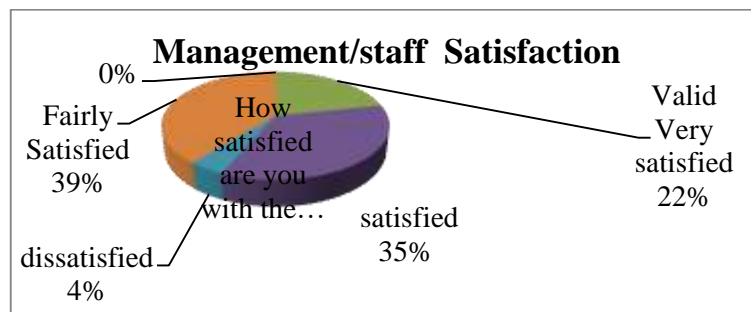


Figure 6: Management/Staff Satisfaction in Relation to Quality Service Delivery.

Figure 6 shows how satisfied staff and management were with regards to the quality of service delivery within the hotel. Nine of the management/ staff sampled representing 39 % were fairly satisfied, 8 (35%) persons were satisfied whilst 5 persons constituting 22% indicated that they were very satisfied with the service quality delivery. However, only 1 person representing 4% of the sample was dissatisfied with the service delivery quality.

This indicates that, an over-whelming majority (over 95%) of staff and management were satisfied with the quality of service delivery within the hotel. The issue of management and staff of the hotel being satisfied with the quality of service delivery pre-supposes that, the hotel (Coconut Grove), delivers quality service to meet the needs and expectations of their guests. Quality service delivery is a business philosophy which according to Dominici and Guzx (2010) leads to the creation of value for customers, anticipating and managing their expectations and demonstrating the ability and responsibility to satisfy their needs. Quality service delivery and customer satisfaction in the view of Grunoos (1990) and Parasuraman et al (1988) are critical factors for the success of any business. According to Carizon (1987), service quality is the driving force for business sustainability, and in today's competitive global market, it is recognized that high quality service is essential for the success of any firm.

As Valdani (2009) points out, enterprises exist because they have customers to serve. The key, therefore, to achieving sustainable advantage by any business enterprise lies in delivering high quality service which results in satisfied customers (Shemwell et al, 1998). The fact that the

overwhelming majority (of over 95%) of the management and staff being satisfied with the quality of service rendered within the Coconut Grove hotel is a tacit admission of the fact that the hotel delivers in line with the assertions of Grunoos, 2010 and Parasuraman et al, 1988 in order to meet the expectations of their guests. Hospitality businesses or establishments (Coconut Grove included), face the toughest competition ever. In order to win customers and encourage them to stay loyal or repurchase their services, most establishments have resulted to practising and delivering quality service to meeting the expectations and needs of their customers. Service quality as indicated by Lewis (1994) leads to customer loyalty and higher profitability (Crosby, 1996; Gundersen, Heide and Olsen, 1996) all things being equal. The research was also tried to unravel which reward systems exist within the hotel which serve as motivation for staff to achieve quality service delivery. Table 6 refers.

Table 6: The Rewards That Exist Within the Hotel

Form of rewards	Frequency	Percent%
Promotions	8	34.7
Incentives	8	34.7
Cash prize/ Salary increase	7	30.6
Total	23	100

Source: Field Survey, July 2016

Table 6 shows the types of reward that are given to staff for a good job done or good service delivery. Eight (8) persons representing 34.7 % claimed that promotions were given to staff as a form of reward. Another 8 persons also constituting another 34.7 % claimed that incentives were given to staff as a form of reward. Finally, 7 (30.6 %) of staff indicated the granting of cash prizes and salary increase as various forms of reward for quality service delivered by staff. The various forms of reward given to hotel staff serve as motivational forces for the staff in the discharge of their duties. The reward system tends to offer more resources or opportunities to empower the employees the more. This consequentially may reflect in the ability of the employees in line with Maslow's law to meet higher or greater needs than they could otherwise have done.

Figure 7 shows the extent to which management will go to ensure that employees are satisfied. Ten (43.5%) of the sample of Staff and management claimed that management will promote or increase salaries of staff, 7 (30.4%) claimed that management allows staff to participate more in decision making and finally the remaining 6 (26.1%) indicated that management gives various forms of incentives to staff in order to ensure that staff are satisfied and hence provide quality service. This signifies that management is very interested in ensuring that staff are satisfied enough to provide quality services.



Figure 7: Extent to which Management would ensure Employees Satisfaction.

FINDINGS

One of the major findings was that an overwhelming majority of guests (close to 90 percent) from the hotel indicated that the treatment received was good or very good. This and the fact that over 30 percent of the guests covered in the survey had used the hotel at least twice before suggests that the hotel has some desirable characteristics to attract guests to repeat use of facility. Furthermore, most of the guests (over 80 percent) indicated that they will recommend the hotel to friends, relatives and others with about 50 percent of them indicating so for the reason that the hotel offered good quality services. Also, majority of the guests (over 80 percent) who used the hotel indicated that their expectations had been met implying that there were satisfied with the quality of service delivery.

The survey also revealed as given by overwhelming majority of staff that, the hotel had good intra-organizational communication. In addition, about 50 %of the staff claimed that the working relations at the hotel helped them to given out their best, just as the remaining 50 percent of staff claimed that the working relations helped them to improve upon quality service delivery. The study also brought to the fore that majority of staff members indicated their involvement in decision-making and that that gave them some form of satisfaction. It also became evident that through periodic salary increases workers are motivated to help them deliver quality service. Finally, the study reveals that team work indeed helped to increase productivity and increased patronage at Sanaa lodge.

CONCLUSION AND RECOMMENDATIONS

The influence of service industry employees' performance on customer satisfaction and corporate operational performance has been broadly discussed and validated in past research. However, in comparison to employees in other service industries, those in the hospitality industry have long working hours and low income. Thus, the employees have low employment retention and a high turn-over rate. Therefore how to effectively enhance job satisfaction is a critical issue in hospitality industry management. This study considered job satisfaction as a concept, looked at how job satisfaction affects employees output; that is, the organizational factors which include salaries and wages, promotional chances, company policies and job

security; as well as work environmental issues which includes supervision, work group, working conditions and job content.

Again, the study looked at some ways of ensuring that employees are satisfied with their jobs. Motivation and leadership are key factors for increasing job satisfaction among employees in the hospitality industry. Finally, the research findings revealed that job satisfaction is indeed a gate way to quality service delivery. Thus, in order to enhance job performance, employees' needs must be met so as to enable them work efficiently and effectively, hence deliver quality service.

Upon careful examination of the research findings, the study recommends the following: Recognition and reward packages should be well-designed, instituted and implemented for hard working staff of the hotel. In this venture, Management must in the interest of fair play allow the guests to choose the winners among employees who excel and deserve various awards to motivate all staff to deliver quality services. Additionally, working conditions of staff of the hotel should be improved and staff also should be more involved in decision-making within the hotel. Staff should use available resources effectively and efficiently to get guests' complaints resolved promptly in order to meet guests' expectation. The hotel should also roll out entertainment programmes to help cater for the guests and make them feel at home. Finally, Management must institute proper and effective mechanisms to objectively monitor and assess the performance of employees.

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