

**EFFECTS OF JOB SATISFACTION ON EMPLOYEE JOB
PERFORMANCE AMONG HOTELS IN KANO METROPOLIS,
NIGERIA**

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BY

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**BEING AN M.SC MANAGEMENT DISSERTATION, SUBMITTED TO THE
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DEDICATION

This work is dedicated to my Late Parents of blessed memory, Alhaji Ahmad and Hajiya A'ishatu. May Allah (S.W.A) in His immeasurable mercy, grant them Jannatul Firdausi, Ameen.

DECLARATION

I declare that this dissertation titled “Effects of Job Satisfaction on Employee Job Performance among Hotels in Kano Metropolis” is the outcome of my independent research efforts. To the best of my knowledge and beliefs, this work has never been submitted to any institution for the award of a degree or certificate of whatever kind. The various sources of information used throughout the course of studies have been duly acknowledged by means of reference.

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CERTIFICATION

This is to certify that this dissertation titled “Effects of Job Satisfaction on Employee Job Performance among Hotels in Kano Metropolis” by Usman Ahmad Kumo was carried out under my supervision.

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APPROVAL

This is to certify that this dissertation titled “Effect of Job Satisfaction on Job Performance among Hotel Employees in Kano Metropolis” meets the regulation governing the award of the Master of Science (M.Sc) in Management of Bayero University Kano, Nigeria.

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ABSTRACT

It is presumed that hotels in Kano operate in very tough competitive environments and the ability of the hotels to survive and thrive in this competition depends largely on the job performance of the employees. This study therefore, seeks to investigate the effect of job satisfaction, comprising intrinsic and extrinsic satisfaction, on job performance among hotel employees in Kano Metropolis. The study adopted a survey design, and used a convenience sample in selecting 260 employees from the five hotels that are regarded as the most patronized in Kano metropolis. The study used the Minnesota Job Satisfaction Questionnaire to measure job satisfaction, and the Griffin, Neal, & Parker's Scale to measure job performance. The responses for the questionnaire are analyzed using the statistical software SPSS, Version 20. Correlation and regression analysis are employed to measure relationship between the dependent and the independent variables. The result showed a positive significant relationship between intrinsic satisfaction and job performance, whereas extrinsic satisfaction did not show much significant relationship with job performance. Based on the findings, it is recommended that the hotels introduce a programme of career development and personal knowledge, as part of their job satisfaction strategy to all the employees, and Group norms, organizational culture, career commitment, job involvement, turnover intentions, and welfare measures, be used to build the capacity of the hotel employees to bring out the best in the staff and forming powerful workplace relationships, and to also provide for steady and dependable employment.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the new era of globalization, hotels face an increasingly competitive environment; changing circumstances provide for hotels opportunities as well as challenges. Gryn (2010), argued that in order to retain a competitive edge, organizations put constant pressure on their employees to perform. One aspect of the competitive challenges faced by hotels lies in the management of human resources. The use of human resources is of particular importance, and the successful implementation of any strategic objective depends on the inspiration and hard work of the staff. The importance of hotels to the development of every society cannot be over emphasized, as they provide temporary lodging facilities to guests or tourists on business trips or for visiting for pleasure. Omogunloye and Ayeni (2012), argued that when people travel on vacation, they lodge in hotels for privacy reasons. Hotels are the ready choice for lodging, because they are very comfortable and always meet the needs of the guests.

According to Brason and Lennox (1990), the history of the standard hotel emerged in the era covering the 7th and 8th centuries during which travelers were offered accommodation without any fixed charges by the monasteries. Travelers were only expected to contribute some funds based on their economic strengths. But as the number of travelers grew, this type of accommodation system gave way to the ‘inns’ which were basically meant for lodging. With the emergence of the Hotel Proprietors’ Act of 1965 in London, the hotel became legally accepted as the place meant not only for the above mentioned need, but also a place for holiday makers. Thus, as the world went through the process of industrialization and more people acquired the

means of moving from one place to another, the hotel business has metamorphosed into a highly valued commercial sub sector of the economy.

Ogbonnikan (2012), argued that undoubtedly, hotel and the hospitality industry can be a revenue generator for the regions and the countries in which they operate. Meanwhile, since its independence in 1960, Nigeria as a country has been dependent on the oil sector. So, hotels/tourism sector has been neglected, particularly Kano State, until recently, when more investment is being injected into the sector, as a strategic venture to boost the economy of the state as a commercial centre (Toni, 2008). As a commercial centre, Kano witnesses the influx of guests from within and outside the country, making it imperative for the city to have hotels of international standard. To survive the competition, these hotels must ensure good job performance of their employees.

Gryn (2010) assert that attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority. Pushpakumari, (2008) argued that a highly satisfied work force is a necessity for achieving a high level of performance. A satisfied worker expends more effort on job performance, working harder and better. Thus, every organization tries to create a satisfied work force to guarantee/ensure the well-being of the organization. Gryn (2010), also argued that the total organizational performance depends on efficient and effective performance of individual employees of the organization.

According to Hira and Wakas (2012), employee effort is an important factor that determines an individual's performance. A feeling of satisfaction about his/her job, tends to increase the overall performance of a worker and the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the success of the organization.

Motowidlo (2003) defines job performance as employee behavior and the outcome that is vital for organizational success. In other words, Job performance refers to scalable actions, behaviors and outcomes that employees engage in or bring about that are linked with and contribute to organizational objectives.

According to Luthans,(1985) job satisfaction is an attitude towards the job. In other words, job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction has a positive attitude towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes towards the job. Luthans (1985), quotes a comprehensive definition given by Locke, (1970) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". According to Saiyaden (1993), job satisfaction is a result of employees' perception of how well their efforts provide those things which are viewed as important. Saiyaden, (1993), also defined job satisfaction as the reintegration of the effect produced by the individual's perception of fulfillment of his needs in relation to his work, and the surroundings. Organ and Hammer (1991), point out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

According to Nigeria Hospitality (2010), it is important to offer products and services through competent employees in the hotels in order to attract both domestic and international tourist to the state. This brought about the emergence of Tahir Guest Palace in 1994, Ni'ima Guest Palace in 1997,and Green Palace Hotel in 2002, among others.

Toni, (2008) pointed out that Nigeria has a high volume of internal human mobility consisting mainly of people moving from one city to another. So the hospitality industry, comprising hotels, guest houses, motels, and restaurants is having good patronage from both

international tourists and the masses of people constantly travelling to solve their day to day problems. The aim of this study is to examine the effect of job satisfaction on job performance in the hotel industry within the Kano Metropolis.

1.2 Statement of the Problem

According to Locke and Nartan, (1970), job satisfaction is the aggregate of feelings and beliefs that people have about their current job. People's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Judge, (2001), argued that people also can have attitudes about various aspects of their jobs, such as, the kind of work they do, their colleagues, supervisors or subordinates and their pay. Hira and Waqas (2011), assert that job satisfaction is an important factor to employee performance and an important predictor of work behavior. It has been found by Funmilola, Sola, and Olusola (2013), that high job satisfaction lead to high job performance in the work place and vice versa.

There are several studies that assess the relationship between job satisfaction and job performance across the globe, notable examples being; Hira and Waqas,(2012)in Pakistan, Hussin, (2011) in Malaysia, Perera, Khatibi, Navaratna, and Chinna, (2014) in Sri-Lanka, Pushpakumari, (2008) in Sri-Lanka, Berghe & Stenius, (2011) in Finland, Sweden and Denmark. There have been similar studies in Africa such as Ongori, Iravo, and Munene, (2013) in Kenya, and Funmilola, et al, (2013) in Nigeria.

Hira and Waqas, (2012) examined the relationship between job satisfaction and job performance in the banking sector of Pakistan and found that there is a positive relationship between high job satisfaction and job performance. Similarly, Prasanga and Gamage, (2012) examined the relationship between job satisfaction and job performance among sailors of a squadron in Sri-Lanka and found a similar significant positive relationship between job

satisfaction and job performance of sailors. In addition, Perera, et al,(2014) examined the relationship between job satisfaction and job performance among factory employees in Sri Lanka. They found that job satisfaction has a significant positive effect on job performance. Moreover, in a related study in Finland, Sweden and Denmark by Berghe & Stenius,(2011) on job satisfaction and job performance at the work place it was discovered that, generally, there is only a modest-to-weak correlation between job satisfaction and job performance and the causal direction is inconclusive. In another study, Pushpakumari,(2008) examined the impact of job satisfaction on performance taking into consideration which rewards (intrinsic and extrinsic) promote/affect employee job satisfaction and found that there is a positive correlation between job satisfaction and performance.

In Nigeria, Funmilola, et al, (2013), examined the impact of job satisfaction ingredients such as pay, promotion, supervision, work itself, work conditions on job performance of small and medium enterprise employees in the Ibadan metropolis using a sample population of 105. They found that job satisfaction dimensions have significant effects on job performance. It was also found that job satisfaction dimensions jointly predict job performance, which accounted for 33% variance of job performance.

Having reviewed some of the studies that were carried out on the job satisfaction and job performance correlation, we have observed that, these studies focused on other dimensions such as pay, promotion, supervision, work itself, work conditions, and rewards to measure job performance. Therefore, this study will focus on extrinsic and intrinsic promoters of satisfaction as dimensions of job satisfaction to find the effect of job satisfaction on job performance among hotel employees in the Kano metropolis. This creates study gaps for future studies to fill based on similar studies using rewards (extrinsic and intrinsic) and suggested for further studies on

other sector employees (Pushpakumari, 2008). Similarly, there was no study in the literature conducted on the effect of job satisfaction on job performance among hotel employees in Kano.

1.3 Research Questions

The following research questions are hereby raised for the study:

- i. To what extent does intrinsic satisfaction have an effect on job performance among employees of Hotels in Kano metropolis?
- ii. To what extent does extrinsic satisfaction have an effect on job performance among employees of Hotels in Kano metropolis?

1.4 Objectives of the Study

The main objective of this study is to examine the effects of job satisfaction on employee job performance. The study intends to achieve the following specific objectives:

- i To find the effect of intrinsic satisfaction on job performance among employees of Hotels in Kano metropolis.
- ii. To examine the effect of extrinsic satisfaction on job performance among employees of Hotels in Kano metropolis.

1.5 Research Hypotheses

The following hypotheses are formulated for the study:

- i There is a significant effect of Intrinsic satisfaction on job performance among employees of Hotels in Kano metropolis
- ii. There is a significant effect of Extrinsic satisfaction on job performance among employees of Hotels in Kano metropolis.

1.6 Significance of the Study

The fact that this study, to the best of my knowledge is among the very few of its kind that rather deals with intrinsic and extrinsic job satisfaction in the hospitality industry in Nigeria, and Kano metropolis in particular is expected to produce valuable findings that will be useful to both hotel managers in the industry and academicians. Employee job satisfaction is an essential tool to use to aid job performance. Taking hotel business as mainly service oriented that entails constant employee-customer interaction, a satisfied workforce will no doubt enhance performance, which will, in turn, lead to high profitability. The findings of this research is expected to offer valuable suggestions and recommendations onto the suitable aspects of job satisfaction tactics Nigerian hotels could adopt to enable them improve job performance.

Academically, it is hoped that the outcome of the research will add to the pool of employee job satisfaction literature which has little emphasis on hospitality industry, particularly in northern Nigeria. Similarly, the findings will aid the future researchers to build on what the researcher started and carry out a more comprehensive and wider research in the field of tourism and hospitality of the country, as reports from hospitality and Tourism, (2013) indicates that this sector has been neglected, making it backward and ranked among the lowest in the world.

1.7 Scope and Limitations of the Study

Most of the studies that evaluate the effect of employee job satisfaction on job performance used different types and number of variables to proxy job satisfaction and quantify the relationship. However, in this study only two variables namely; intrinsic satisfaction and extrinsic satisfaction are used as a proxies of job satisfaction. Similarly, the study area covers only five selected hotels in Kano metropolis. This is due to the fact that they are the most patronized, and rated as four-star hotels. These are: Green Palace Hotel, Burj Alkano Hotel, Ni`ima Guest Palace, Aljazeera

Hotel and Tahir Guest Palace. All the middle and lower management employees of these hotels are considered.

The study has a number of limitations, one of the basic is, being its inability to reflect on the sample size representation of hotels from all the states of the federation or even one state each from other geographical zones of the country. Consequently, the findings may not be strong for good generalization. Similarly, total lack of published data which could be used to validate or substantiate some basic assumptions is also regarded a limitation. It difficult for the researcher to acquire information that would be critical for the conduct of this study, since most of the hotels are under sole proprietorships-owned and managed by single individuals.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the concept of job satisfaction and job performance. Firstly, the concept of job satisfaction, the review of empirical studies on Job Satisfaction and Job Performance. History of the Job Satisfaction-Job Performance Relationship, different definitions, approaches to and dimensions of job performance, individual performance and performance appraisal are discussed. Thereafter, Typical Versus Maximum Performance is discussed before moving on to Classification of Hotels and Hotels rating.

2.2 Understanding the Concept of Job Satisfaction

Generally, job satisfaction is understood to be an attitude towards one's job. In other words, job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Luthans (1985) quotes a comprehensive definition given by Locke, (1970) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined by Saiyaden, (1993) as reintegration of the effect produced by the individual's perception of the level of fulfillment of his needs in relation to his work and the surroundings.

Organ and Hammer (1991) pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies. From the above definitions, it is clear that job satisfaction is an un-observable variable. Therefore, there is no definite way of measuring job

satisfaction. But there is a variety of ways that can be identified from the current literature as outlined by Luthans (1985), which include pay, the work itself, promotions, supervision, workgroup, and working conditions.

Further, job satisfaction has significant managerial implications. If the job satisfaction is high, the employees will perform better. On the other hand if the job satisfaction is low, there will be performance problems. In examining outcomes of job satisfaction, another important factor that must be incorporated into a model of work relationships is compensation. The Agency theory makes a distinction between fixed compensation (e.g., salary) and variable compensation that depends on output (e.g., bonuses based on individual or firm performance). The agency theoretical prediction is that fixed compensation should have a significant effect on job satisfaction.

However, Gibson, Ivancevich and Donnelly, (1991) differ, arguing that it is important to breakdown the analysis into a series of specific sets of variables: productivity, turnover, absenteeism and other effects (accidents, grievances, physical and mental health). Though the rewards are provided by the organization, they are evaluated by the individual, and to the extent that the rewards are seen as adequate and equitable, the individual achieves a level of satisfaction.

In addition, Funmilola, Sola, and Olusola (2013), examined the effect of job satisfaction dimensions such as pay, promotion, supervision, work itself, work condition and found that job satisfaction dimensions jointly predict job performance. Martins (2008), believe that rewards can be broadly categorized in to two groups, namely intrinsic rewards and extrinsic rewards. Intrinsic rewards are psychological rewards that are experienced directly by an individual. These are defined as rewards that are part of the job itself. A psychological reward is one that is

experienced directly by an employee (Stoner and Freeman, 1992). Extrinsic rewards are provided by an outside agent such as supervisor or work group. These rewards had been defined as rewards external to the job (Gibson, Ivancevich and Donnelly, 1991). Pay, promotions, interpersonal relationships, status and fringe benefits are some of the examples of extrinsic rewards. Responsibility, achievement, autonomy, personal growth, challenge, complete work and feedback characteristics of the job are some intrinsic rewards.

According to the review on Herzberg, a motivation theorist of the Harvard Business School, Herzberg (2008), pointed out that employees also need some degree of personal recognition, which reduces tension and improves worker disposition, resulting more in, employee satisfaction and motivation both imperative for performance. He added that a high level of absenteeism and staff turnover can affect the bottom line, with regards to staff recruitment and retention, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand it as a sine qua non for overall achievement and growth. Satisfied employees tend to be more productive, creative and committed to their employers.

However, Frederick Herzberg theorized that employee satisfaction has two dimensions, which are the hygiene and motivation dimensions. The hygiene issues, such as salary and supervision, decreases employee's dissatisfaction with the work environment. Motivation, such as recognition and achievement, this make workers more productive, creative and committed. Considered by many to be a pioneer in the motivation theory, Herzberg, interviewed a group of employee to find out what made them satisfied or dissatisfied with the job. He asked the employees essentially two sets of questions:

- Think of a time when you felt especially good about your job. Why did you feel that way?

- Think of a time when you felt especially bad about your job. Why did you feel that way?

It was from the findings of these interviews that Herzberg went on to develop his theory, that there were two dimensions to job satisfaction; motivation and hygiene. Hygiene issues, according to Herzberg cannot motivate employees but can minimize dissatisfaction if handled properly. In other words, they can only create dissatisfaction if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employees' environment. Motivators on the other hand, create satisfaction by fulfilling individuals need for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and achievement. Once the hygiene issues have been addressed, said Herzberg, the motivators would promote job satisfaction and encourage high production, (Herzberg, 2008:164). Herzberg further explained that although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which satisfaction and motivation are even possible, (Herzberg 2008;168).

According to Herzberg,(2008) the first factor is company administration. An organization policy can be a great source of frustration for employees. For example, if the policies are unclear or unnecessary, or if not everyone is required to follow them. A clear case could be when some category or class of staff are supposed to follow some unpleasant company policy whereas another group of workers is exempted. Although employees will never feel a great sense of motivation or satisfaction because of policies, one can decrease dissatisfaction in this area by making sure that policies are fair and apply to all. Also, printed copies of manuals of policies and procedures must be accessible to all members of staff, (Herzberg 2008:73).

Another factor that must be put in place by employers of labour is supervision. Herzberg stresses the critical role of good supervision to decrease dissatisfaction at the work place; Employers of labour must begin by making wise decisions when appointing supervisors and avoid the mistake of concluding that good employees always make good supervisors. The role of a supervisor is extremely difficult; it requires complex leadership skills including the ability to treat and be seen to treat all employees fairly, (Herzberg, 2008:73). Even though salary cannot be said to be a motivator for employees, it is the third factor. Every worker wants to earn a fair salary. For instance, a surgeon who happens to be a medical doctor will not be happy to receive the salary of a cleaner in the same hospital! He must be paid what corresponds to his level of education, training, experience and professionalism. If individuals believe they are not compensated well, dissatisfaction will set in, (Herzberg 2008:74).

The fourth factor is interpersonal relations. Part of the satisfaction of being employed in any organization is the social contact it brings to the worker, this could be during lunch breaks or coffee breaks, or social events that give workers a reasonable amounts of time to get to know one another outside the work place. This will help them understand and develop the spirit of teamwork, (Herzberg 2008:74).

Working conditions form the fifth factor. The environment in which people work has a great effect on their level of pride for themselves and for the work they are doing.

The sixth factor is work itself. Perhaps, the most important factor to employee motivation is helping individuals to believe that the work they are doing is important and that their tasks are meaningful, (Herzberg 2008:74). Christen, Iyer, and Soberman,(2006) found that there is an extensive body of research in organizational psychology that considers the role of job satisfaction in managing effective work relationships. Similarly, job satisfaction is a widely

studied construct in marketing research on sales representatives, retail store managers and service workers,(Lusch and Serpkenci 1990;Brown and Peterson 1993). Boyt, Lusch, and Naylor,(2001) examined the antecedents of job satisfaction, and in particular, the effects of job performance, effort, and the compensation structure. However, findings in this literature about the relationships between job satisfaction and these antecedents have been inconsistent and even controversial. For example, despite the finding that people derive intrinsic satisfaction from work, the relationship between job performance and job satisfaction has been found to be inconsistent and weak, Brown and Peterson, (1993); Iaffaldano and Muchinsky,(1985). Similarly, Brown and Peterson 1994), examined the effect of effort on job satisfaction and found that effort has a positive effect on satisfaction. This second finding appears to contradict the logic of the equally large literature on agency relationships in economics and marketing, which is based on the assumption that effort is costly to an agent and therefore reduces the agent's utility (or job satisfaction).

Christen, Iyer,and Soberman,(2006) developed a model of work relationships to investigate the relationship between job satisfaction and its key determinants: job performance and effort. The premise is that a complete understanding of job satisfaction and work relationships must be predicated on a theory of how effort affects job satisfaction and the way that effort affects the relationship between job performance and job satisfaction.

Christen et al., (2006) draw on both agency theory and organizational psychology and consider one role of effort that is consistent with a principal-agent model (Holmstrom 1979); When compensation and other factors are controlled, since effort constitutes a cost for an agent, they then embed this cost in a job satisfaction model (Porter and Lawler 1968) to clarify the relationships between job satisfaction and its key antecedents.

A clear understanding of these relationships is important to design employment contracts that optimize firm performance, while providing satisfactory incentives and compensation for employees. When they considered the three constructs of job satisfaction, job performance, and effort jointly, they found a strong positive effect of job performance on job satisfaction, a result that has long been hypothesized in marketing and organizational psychology, but has enjoyed weak empirical support (Iaffaldano and Muchinsky 1985). In addition, Lal, Outland, and Staelin, (1994), state that the research account for the moderating effect of job performance, and found that effort has a strong negative effect on job satisfaction, a result that supports the theoretical assumption of empirical studies of contracts, such as sales force compensation plans. Both omitted variables and construct definition problems explain why some previous research has found a positive effect of effort on job satisfaction. The result of their model and analysis is consistent with the agency theory of effort. While, at the same time, recognizing the manner by which other determinants of job satisfaction mediate the impact of effort on job satisfaction. Agency theory makes a distinction between fixed compensation (e.g., salary) and variable compensation that depends on output (e.g., bonuses based on individual or firm performance). The agency theoretic prediction is that fixed compensation should have a significant effect on job satisfaction but not on effort, regardless of an employee's risk preference. This conforms with and thus supports the predictions,(Christen et al; 2006).

Ogbonnikan, (2013) conducted a research on satisfaction and efficiency among hotel workers, in Lagos, Nigeria to find out whether the employees of the hotel business were really satisfied with their jobs or not, and to identify the various factors that actually triggered off or were responsible for the workers' satisfaction and to determine the major factors that made them satisfied with their jobs and their corresponding efficiency, and to determine how job factors

such as pay, working conditions, relationship with boss, personnel policies and the work itself affected the job satisfaction of the hotel workers. After the analysis of the results it was discovered that a great number of hotel workers were averagely satisfied with their jobs and job satisfaction lead to employees' efficiency. Recommendations were made to the employers of the hotels to maintain and improve good human relations to improve employee satisfaction. The recommendations could be useful for other hoteliers too, in general.

2.3 Review of Empirical studies on Job Satisfaction and Job Performance

Judge, Thoresen, Bono,&Patton, (2001) conducted a qualitative and quantitative review of the relationship between job satisfaction and job performance. The qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. Although some models have received more support than others, the research has not provided conclusive confirmation or denial of any model, partly because of a lack of assimilation and integration in the literature. Due to these limitations in previous literature and interpretations of findings, a new meta-analysis was conducted on 312 samples with a combined N of 54,417. The mean true correlation between overall job satisfaction and job performance was estimated to be 0.30. In the light of this result, the agenda for further research on satisfaction - performance relationship is provided.

Lawler and Porter (1968), found that it was difficult to obtain support for the view that job satisfaction has a significant effect on job performance. As a result, the reverse (that an employee's job performance does not affect his or her job satisfaction) became the focus of research in the area. Although, the idea that an employee's job performance affects his or her job satisfaction is consistent with several psychological theories, such as the intrinsic motivation theory (Deci and Ryan 1985), few studies have found support for it (Iaffaldano and Muchinsky

1985). Similarly, organizational studies of the sales force in marketing by Brown and Peterson,(1993) invariably find that the relationship between job performance and job satisfaction is weak. Brown and Peterson (1993) note that, if the effect of job performance on job satisfaction is insignificant, firm actions designed to increase job performance should not have a direct effect on job satisfaction and related outcomes, such as employee turnover.

Conversely, there seems to be a consensus that many antecedents of job satisfaction and job performance are common (e.g., effort, compensation, quality of supervision, clarity of job responsibilities). A part of the literature suggests that the antecedents of job satisfaction can be categorized into personal characteristics, role perceptions, and organizational variables (Brown and Peterson, 1993). It is intuitive that effort and compensation are critical determinants for the viability of any employment situation. An employee will not be willing to exert effort unless he or she is paid, and the employer will not be willing to pay unless the employee exerts the necessary effort. A contract needs to be individually rational (i.e., both parties must expect to be better off by engaging in the work relationship), (Brown and Peterson, 1993).

Clark and Oswald (1996), used job satisfaction as a proxy for utility. They find a negative, albeit weak effect of effort on job satisfaction. However, because job performance is omitted, its role as a potential mediator of the effect of effort on job satisfaction is not considered.

2.4 History of the Job Satisfaction-Job Performance Relationship

The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a “happy worker is

a productive worker.” Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was strong (Iaffaldano & Muchinsky, 1985).

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviors not generally reflected in performance appraisals, such as organizational citizenship behaviors, its relationship with job satisfaction improves. Research tends to support Organ’s proposition that job satisfaction correlates with organizational citizenship behaviors (Organ & Ryan, 1995).

In addition, in a more recent and comprehensive review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher .30. In addition, the relationship between job satisfaction and performance was found to be even higher for work requiring highly complex skills (e.g., professionals) Individual work performance is an issue that has not only grasped companies all over the world but also fueled a great deal of research in fields of management, occupational health, and the psychology of work and organizations. The satisfaction-performance relationship has been studied for decades. The Hawthorne studies in the 1930s and the human relations movement stimulated interest in the relationship between employee attitudes and performance. Brayfield and Crockett, (1955) published a narrative review of the satisfaction-performance relationship in which they concluded that the relationship was minimal or nonexistent.

However, this review was limited by the small number of primary studies (existing at the time) that examined the satisfaction-performance relationship. Since Brayfield and Crockett's influential review, other reviews of the satisfaction-performance relationship have also been published, (among which are: Herzberg, Mausner, Peterson, & Campbell; 1957; Vroom, 1964; Locke, 1970, Schwab & Cummings, 1970). These reviews have differed in their perceptions of the satisfaction-performance relationship. One of the most optimistic of these reviews is that of Herzberg et al. (1957) in which they express confidence in a relationship between job satisfaction and job performance, but suggest that previous correlations have been low because researchers were not measuring satisfaction and performance correctly. Locke, Schwab and Cummings, (1970) stated that a common theme among these reviews is a necessity for theoretical work on satisfaction, performance, and their relationship. Specifically, Schwab and Cummings (1970), explain that a premature focus on the satisfaction-performance relationship has been problematic because of the lack of theory involved.

Following these reviews, researchers began to consider the satisfaction-performance relationship more closely, through an empirical investigation of the relationship and also, by looking specifically at potential mediators and moderators of the relationship (Judge et al., 2001). Iaffaldano and Muchinsky (1985) conducted an empirical investigation of the satisfaction-performance relationship and found the true population correlation to be 0.17. Thus, they concluded that satisfaction and performance are only slightly related. In the more recent meta-analysis, Judge et al. (2001) estimated a true population correlation of 0.30. They explain that this result is different from the one obtained by Iaffaldano and Muchinsky (1985), because the Iaffaldano and Muchinsky study examined satisfaction at the facet rather than global level.

As performance was conceptualized as being at a general level, one would expect that measuring satisfaction at the facet level would result in lower correlation than measuring it at the more general global level. As such, it is reasonable to believe that the true correlation between satisfaction and performance is closer to the correlation of 0.30 found by Judge et al's (2001) rather than to that of 0.17 given by Iaffaldono and Muchinsky's (1985).

2.5 Job Performance

According to Blumberg and Pringle (1982), three factors affect job performance: i) ability variables (the requirements that help to achieve the job performance), ii) motivation variables (linked with employees to determine the job performance) and iii) opportunity variables (temperature, noise level, group and leadership characteristics of the job) that jointly affect performance.

Schermerhon, (1998) described job performance as a reflection of three characteristics. Which are, (1) performance related to capacity of an employee (to perform,) (2) employees' willingness to perform and (3) organization's support for the employee to perform. According to Acton, (2001), there are five factor models' link between personality and job performance in the organizational context. They are emotional stability, openness to experience, conscientiousness; agreeableness and neuroticism. Job performance has been a construct of focus in industrial and organizational psychology (Austin & Villanova, 1992; Campbell, 1980; Murphy & Cleveland, 1995; Schmidt & Hunter, 1992). Most staff selection is predicated on the premise of choosing from a pool of applicants those who are likely to perform better on the job. Most training programs are designed to improve job performance. Assessments of individuals are undertaken to identify their strengths and weaknesses in order to design training programs as well as for optimal replacement decisions (Guion, 1998). Performance appraisal, feedback and even merit

pay system make use of employee performance information. In fact, job performance is a construct which is central to management (Gryn, 2010).

The word “performance” is used frequently in companies, among human resource personnel and in industrial psychology and management. Regardless of its importance and popularity, it is seldom clearly defined (Neely, Gregory & Platts, 1995). Job performance is usually described in terms of observable and non-observable behaviors which can be appraised (Viswesvaran, Ones & Schmidt, 1996). It is a multidimensional concept which describes how one completes a task, focusing on efficiency, skills used, initiative and use of resources (Rothmann & Coetzer, 2003). Job performance is an action that involves processes and products (final output). The individual process can be influenced by an organization’s overall performance. Van der Linde, (2005), argued that it is not only actions that determine one’s performance but also external factors such as resources, organizational culture and economic, political and social factors. According to Viswesvaran (1993), job performance has ten dimensions. Depending on the nature of the job, certain dimensions are more important than others. Those dimensions mostly overlap with the eight dimensions highlighted by Campbell, McCloy, Oppler and Sager, (1993) and which are generally well accepted. The dimensions are as laid out in Table 2.1 below

Table 2.1 Dimensions of Job Performance

10 Job Performance Dimensions (Viswesvaran, 1993)	8 Job Performance Dimensions (Campbell et al., 1993)
<ul style="list-style-type: none">• Overall job performance• Productivity• Communication• Effort• Job-related knowledge• Interpersonal skills• Quality• Leadership• Rule following• Administrative skills	<ul style="list-style-type: none">• Job-specific task proficiency• Nonjob-specific task proficiency• Written and oral communication• Demonstrating effort• Maintaining personal discipline• Facilitating peer and team performance• Supervision/leadership• Management/administrative

Source: Viswesvaran, C., (1993) and Campbell, J. P., McCloy, R. A., Oppler, S.H., & Sager, C.E., (1993).

2.6 Individual Performance

According to Campbell, et al., (1993) individual performance can be defined as actions and behaviors individuals carry out and display which are linked to company goals. Amos, Ristow and Ristow, (2004), argued that for any company to reach its goals and strategic objectives, individual performance needs to be managed effectively and efficiently. Sutherland, De Bruin, and Crous, (2007), also assert that it is through the individuals (their attitudes and actions) that the company is able to gain a competitive edge. Meihem, (2004), stated that individual performance is, in fact, the most critical component impacting company success.

Numerous studies on individual work performance have been conducted. Consequently, different approaches to the study of individual work performance circulate in today's literature. Whereas the field of management has primarily occupied itself with how one can make an employee as productive as possible, work and organizational psychologists, on the other hand, have an interest in the influence of determinants, such as work engagement, satisfaction, and personality, on individual work performance.

Generic frameworks used more broad dimensions to describe work performance, whereas job-specific frameworks used more narrow dimensions to describe elements of work performance. Despite these different levels of specificity, similarities were observed between dimensions of individual work performance described in the frameworks. On the basis of conceptual grouping of individual work performance dimensions found in the literature, three broad dimensions can be distinguished: task performance, contextual performance, and counterproductive work behavior. Finally, some frameworks described dimensions such as proactive, creative, and adaptive performance which they did not classify in any of these three categories.

2.7 Task Performance

Almost all frameworks mention task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e., competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. They include, for example, work quantity, work quality, and job knowledge. In Murphy's (1995) framework, the first dimension, labeled task behaviors, could be considered task performance. Campbell (1993), indeed, stated that his first two dimensions, job-specific task proficiency (core job tasks) and

non-job-specific task proficiency (tasks not specific to a given job, but expected of all employees), represent task performance.

Viswesvaran's (1993) first three dimensions, productivity, quality, and job knowledge, could be considered task performance. Later developed individual work performance frameworks all included one dimension to describe task performance. The only exception was Renn and Fedor's framework, in which task performance was split into work quantity and quality. Of course, what constitutes core job tasks can differ from job-to-job. In contrast to generic frameworks, job-specific frameworks often used multiple, specific dimensions to describe task performance. For example, Arvey and Mussio,(1998) described task performance of clerical workers, using the dimensions of working accurately, showing concern for time and detail and planning. Jiambalvo,(1996) described task performance for public accountants as understanding, planning ,and revising work. Engel, Brecht and Fischer,(1998) divided task performance for managers into action orientation (e.g, getting things done, decisiveness), task structuring (e.g, leadership, planning), and probing, synthesis, and judgment (problem resolution). Furthermore, Tett et al.,(1991) divided task performance for managers into traditional functions (e.g, decision making, planning) and occupational acumen and concerns (e.g, job knowledge, concern for quantity and quality).

2.8 Contextual Performance

Although task performance has been the traditional focus of research, researchers have come to believe that individual work performance is more than meeting prescribed work goals. In both generic and job-specific frameworks, one or more dimensions of contextual performance have been included. Contextual performance can be defined as individual behaviors that support the organizational, social, and psychological environment in which the technical core must function.

Several labels exist for this dimension, namely: non-job-specific task proficiency, extra-role performance, organizational citizenship behavior, or interpersonal relations.

All concepts, however, take note of behaviors that go beyond the formally prescribed work goals, such as taking on extra tasks, showing initiative, or coaching newcomers on the job. Seven of the generic frameworks used one broad dimension to describe contextual performance. Four generic frameworks used multiple dimensions to describe contextual performance. For example, in Campbell's (1993) framework, six of the eight dimensions (written and oral communications, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration) could be regarded as contextual performance. Also, six of Viswesvaran's (1993) dimensions (communication competence, effort, leadership, administrative competence, interpersonal competence, and compliance with/acceptance of authority) could be regarded as contextual performance. Job-specific frameworks often used multiple, more specific dimensions to describe contextual performance. For example, Arvey and Mussio, (1998) described the contextual performance of clerical workers, using the dimensions of cooperation and taking on extra load, showing responsibility and initiative, dealing with others in the organization, and dealing with the public.

Campbell et al, (1993) distinguished general soldiering proficiency, effort, leadership, personal discipline, and physical fitness and military bearing as dimensions of work performance in the army. Borman and Motowidlo, (1993), distinguished leadership and supervision, interpersonal dealings and communication, and useful personal behavior and skills as dimensions of managerial work performance. Altogether, dimensions frequently named under contextual performance are communication, effort, discipline, interpersonal behavior, and leading and

developing others. Less frequently named dimensions are planning, solving problems, administration, and showing responsibility.

2.9 Counterproductive Work Behavior

Attention for counterproductive work behavior, defined as behavior that harms the well-being of the organization, has increased in recent years. It includes behaviors such as absenteeism, being late for work, engaging in off-task behavior, theft, and substance abuse. Almost half of the generic individual work performance frameworks incorporated one or more dimensions of counter productive work behavior. Murphy, (1993) used the dimensions of destructive/hazardous behaviors (behaviors leading to a clear risk of productivity losses, damage, or other setbacks) and downtime behaviors such as work-avoidance to describe behaviors that harm the organization. Hunt's, (1993) framework incorporated the four dimensions of off-task, namely: behavior, unruliness, theft, and drug misuse. Viswesvaran and Ones, (1993) as well as Rotundo and Sackett, (2002) concluded in their study that counterproductive work behavior should be distinguished as a third broad dimension of individual work performance (in addition to task performance and organizational citizenship behavior). Finally, some individual work performance frameworks that focus only on counterproductive work behavior were identified.

Borman et al. (1993) as well as Allen, and Mayer, (1990) approached the study of work performance from an occupational health perspective and divided the work performance domain into absenteeism (not attending work) and presenteeism (attending work while ill). Both absenteeism and presenteeism could be regarded as counter productive work behaviors, as they are behaviors that harm the well-being of the organization. Sinclair and Tucker's (1996) framework was the only job-specific framework to incorporate counterproductive work behavior as a separate dimension of individual work performance.

2.10 Other Dimensions of Job Performance

To examine the impact of fun at work on work performance, Fluegge, (2000) divided the domain of individual work performance into task performance, organizational citizenship behavior, and creative performance. Creative performance was defined as behavioral manifestations of creativity, which refer to the generation of ideas, procedures, and products that are both novel and useful. Allworth and Hesketh, (1999); Pulakos et al, (2000); and Griffin et al, (2007) focused on the growing interdependency and uncertainty of work systems and the corresponding change in the nature of individual work performance. All three argued that adaptive performance should be a separate dimension of individual work performance. Adaptive performance is defined as the extent to which an individual adapts to changes in a work system or work roles. It includes, for example, solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies, and procedures, and adapting to other individuals, cultures, or physical surroundings.

Griffin et al.,(2007) further argued for task proactivity as a separate dimension of work performance. Individual task proactivity reflected the extent to which individuals engage in self-starting, future-oriented behavior to change their work situations, their work roles, or themselves. Sinclair and Tucker's, (1996) job-specific framework also regarded adaptive performance as a separate dimension of individual work performance, in addition to task performance, contextual performance, and counter-productive work behavior. In several other frameworks, adaptive performance was not included as a separate dimension, but rather as a part of contextual performance. For example, Hunt's (1993) dimension of schedule flexibility, Rollins and Fruge's (1993) dimension of adaptability, and Hedge et al's (1996) dimension of leading change all reflected an employee's ability to adapt to new job conditions or requirements.

2.11 Typical Versus Maximum Performance

According to Cronbach (1960), two factors influence one's performance, namely ability and personality factors. Some find motivation (direction, level and persistence of motivation) to be a strong factor contributing to job performance in addition to ability and personality. Sackett, Zedeck and Fogli (1988) argue that it is motivation that allows one to move from average to maximum performance. In order to improve performance, both motivation and ability need to be present (Klehe & Anderson, 2005).

According to Vroom (1964), the expectancy theory hypothesizes that people will be more motivated to perform more effectively when they associate the performance outcome with a desired reward. This shows that abilities alone are not enough to take one to the higher levels of performance; people need to feel that there is an incentive for them, be it monetary, growth, challenge or recognition. Both motivation and personality factors contribute to the shift from average to maximum performance in some situations. Personality traits such as conscientiousness, reliability or interpersonal skills can make a person a superior performer even if motivation is low at times. Through superior interpersonal qualities, a person can motivate his or her team to perform the tasks that contribute to their overall success. In summary, it is clear that not only ability impacts the performance (Klehe & Anderson, 2005).

2.12 Classification of Hotels

IATA, International Air Travel Agency (2012), classified Hotels as follows;

- 1. Luxury Hotels;** these hotels are generally located in urban centers and resorts. They are normally built to cater to a more affluent and demanding guest. They offer full service and staff members are often multi-lingual, well-educated and have been trained in customer service excellence.

2. **Upscale Hotels;** in corporate markets, upscale hotels generally cater to the business traveler. They are sometimes called Superior or First Class. Many of the same services found in the luxury market have become common to this segment as well, depending on the hotels location. Business amenities are standard in the upscale market, with many hotels offering full business services in guestrooms. These services may differ depending on hotel size, location, and urban/ suburban or airport location. Staff members are usually highly trained and competent.
3. **Mid-Range Hotels;** these are sometimes referred to as tourist hotels and they can be found in any geographic area. Normally, they are located more in major urban centers than in sub-urbia.
4. **Budget/Economy Hotels;** the goal of these hotels is to offer a clean, comfortable place to sleep with limited service. There are usually no hotel-managed restaurants although there may be a chain restaurant next door.

2.13 Hotel Rating

According to Caribbean Tourism Organization (2002), five-star hotels were rated the highest on all the attributes including the customer satisfaction. Five-star hotels therefore target the high income earners. Callan (1995), commented that whatever the classification and grading schemes were, they were beneficial to both the customers and the hotel industry for assistance in improving facilities and service quality at a given price .Callan (1995) added that, an analysis for the budgets of five-star hotels were found to be higher than those hotels with lower stars; Similarly, customer satisfaction with services was also higher for five star hotels (Danna, & Ming, 2008).

In a research conducted by World Tourism Organization (WTO) & International Hotel and Restaurant Association - IH&RA (2004), cited in Danna, and Ming, (2008), it was found that hotel rating systems were developed with the intention of protecting consumers. Later, the focus shifted to consumer information. Hotels are generally ranked by some kind of criteria which eventually will highlight the services offered and communicate some form of hotel status. A study by Danna and Ming, (2008) highlights the British hotel classification system which is explained below;

AA rating system (British System)

This system focuses on a customers' perspective on accommodation properties. The objective was to introduce a classification system easily understood by the customer. This system is part of the description of properties seen in travel books, whereas the American version is the AAA system.

Minimum Requirements for AA Recognition

One Star Hotels

Hotels in this classification are likely to be small and independently owned, with a family atmosphere. Services may be provided by the owner and family on an informal basis. There may be a limited range of facilities and meals may be fairly simple. Lunch, for example, may not be served. Some bedrooms may not have in-suite bath/shower rooms. Maintenance, cleanliness and comfort would, however, always be of an acceptable standard.

Two Star Hotels

In this classification hotels will typically be small to medium sized and offer more extensive facilities than at the one-star level. Some business hotels come into the two-star classification and guests can expect comfortable, well-equipped, overnight accommodation, usually with an in-

suite bath/shower room. Reception and other staff will aim for a more professional presentation than at the one-star level, and offer a wider range of straightforward services, including food and drink.

Three Star Hotels; At this level, hotels are usually of a size to support higher staffing levels, and a significantly greater quality and range of facilities than at the lower star classifications. Reception and the other public rooms are more spacious and the restaurant normally caters for non-residents. All bedrooms have fully in-suite bath and shower rooms and offer a good standard of comfort and equipment, such as a hair dryer, direct dial telephone, toiletries in the bathroom. Some room service can be expected, and some provision for business travelers.

Four Star Hotels

Expectations at this level include a high degree of luxury as well as quality in the furnishings, decor and equipment, in every area of the hotel. Bedrooms usually offer more space than at the lower star levels, and well designed, coordinated furnishings and decor. The in-suite bathrooms have both bath and fixed shower. The ratio of staff to guests that provide services like 24-hour room service, laundry and dry-cleaning is high. The restaurant normally demonstrates a serious approach to its cuisine.

Five Star Hotels

Here spacious and luxurious accommodation is found in the hotel, matching the best international standards. Interior design should impress with its quality and attention to detail, comfort and elegance. Furnishings are highly immaculate. Services are normally formal, well supervised and flawless in attention to guests' needs, without being intrusive. The restaurant demonstrates a high level of technical skill, producing dishes to the highest international

standards. Members of staff are highly knowledgeable, helpful and well versed in all aspects of customer care, combining efficiency with courtesy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter discussed related literature on job satisfaction and job performance. This chapter focuses on the research methodology and procedures followed in this study. Specifically, the chapter covers the population of the study, the sample size and sampling techniques, and other measures adopted in the study, such as methods of data collection and analysis.

3.2 Research Design

Research design has been defined as a master plan specifying the methods and procedures for collecting and analysing the needed data (Zikmund, 2000; Bambale, 2013). There are three types of business research: exploratory, descriptive and explanatory/hypotheses (Zikmund, 2000; Sekaran, 2003; Bambale, 2013). The decision on the type to use depends on the researcher's understanding of and nature of the research problem. An exploratory design is made to gather information on a particular problem at hand, and, does not provide conclusive results. Exploratory research therefore, is done/carried out to bring about a proper understanding of a new phenomenon, and hopefully, generate more interest and further studies to gain verifiable and conclusive evidence (Zikmund, Babin, Carr, & Griffin, 2010; Bambale, 2013). A descriptive design is conducted in particular situations where there is insufficient knowledge about the nature of a problem. It is conducted, therefore, to provide a more specific description of a problem (Zikmund, 2000; Sekaran, 2003; Bambale, 2013).

This study adopted the hypotheses testing approach/design, because it attempts to see the relationship between employee's job satisfaction visa-vis job performance. Thus, hypotheses were formulated to see whether i) intrinsic satisfaction has a significant effect on job

performance and ii) extrinsic satisfaction has a significant effect of on job performance. The study hopes to achieve this by doing a cross-sectional survey, as it is the best method available to a researcher when the objective of research is to sample the opinion or perception of his respondents towards issues of concern (Zikmund, 2005).

3.3 Population of the Study

Sekaran and Bourgie (2010), assert that the entire group of people, objects, events or things that a researcher has interest in investigating is called population. Sekaran and Bourgie (2010), further stated that population of the study is the group of people, events or things of interest from which a researcher wants to make inferences based on a derived sample. The research population for this study comprises all the registered hotels that are located within Kano metropolis and the number of their employees in active service. According to Kano State Tourism Board, there are eighty-three registered hotels operating in Kano as at September, 2015 ranging from one-star to four-star hotels. However, the population of the employees in this study is confined to the total number staff of the hotel chosen for the sample. Added up, the population stands at 813 (see table 3.1)

3.4 Sample Size and Sampling Technique

Salant and Dillman(1994), stated that sample is a set of individuals or participants selected from a larger population for the purpose of a survey. An optimal sample is important for minimizing the cost of sampling error, which demands the need to select an appropriate sample. With this as a major guideline, it was found necessary to adopt the scientific approach of Krejcie and Morgan (1970),in deciding the sample size for this study. Consequently, the scientific approach of Krejcie and Morgan (1970) was used for the selection, as it is a generalized scientific guideline

for determining sample size. Based on the Krejcie and Morgan model (1970), from the population of 813, the sample is 260. Refer to Appendix ii, or using Krejcie and Morgan (1970) formulae below as suggested by Dillman, (2000) and Bambale, (2013).

$$n = \frac{(N)(p)(1-p)}{(N-1) \left(\frac{B^2}{C^2} \right) + p(1-p)}$$

Where n is the computed sample size needed for the desired level of precision; N is the population size; p is the proportion of population expected to choose; B is the acceptable level-significance of sampling error; and finally C is the Z statistic associated with the confidence level which is 1.96 that corresponds to the 95% level. B can be set at .1, .05, or .03, which are + 10, 5, or 3% of the true population value, respectively. In this study, the acceptable amount of sampling error is set at .05 or 5%. Confidence level of 1.96 corresponds to the 95% level.

Before collecting the data for this study, the proportion of participants who would respond “favourably” or “unfavourably” could not be determined, therefore, consistent with the view of (Dillman 2000;Bambale,2013), the proportion of .05, was used rather than .03 for a more homogenous sample, as using .05 would lead to a greater sample size than using .03; However, proportion of 0.5 always provides an adequate sample size for a smaller or greater population (Biemer & Lyberg, 2003;Bambale,2013).

Where N = 813, p = 0.5, B = 0.05, C = 1.96

$$n = \frac{813(0.5)(1-0.5)}{(813-1) \left(\frac{0.05^2}{1.96^2} \right) + (0.5)(1-0.5)}$$

$$n = \frac{(813) [0.5][0.5]}{813 - 0.000651 + (0.5)(0.5)}$$

$$n = \frac{203.25}{0.529263 \pm 0.25}$$

$$n = \frac{292.25}{0.778612}$$

$$n = 261.041 \pm 261$$

Based on the results of sample size computation, this study needed 261 participants to complete the survey. As expressed in the formula, the sample falls within the sample frame of $\pm 5\%$ margin of errors. As can be observed, there is no significant difference between the determined sample size of 260 using the Krejcie and Morgan's scientific guideline and the 261 determined using the method suggested by Dillman (2000), and Bambale, (2013). Because the aim was to have a larger sample size to ensure a better representative spread of the study population, the determined sample size of 260 obtained using the Krejcie and Morgan's scientific guideline has been adopted. The lists of the population elements for the chosen hotels were obtained from the payroll offices of the respective hotels after approval from some top management officials.

This research employed the use of purposive sampling techniques to select the five Kano-based: Green Palace Hotel, Burj Alkano Hotel, Ni`ima Guest Palace, Aljazeera hotel, and Tahir Guest Palace hotels for the study due to the fact that they are among the most patronized, and regarded as up-scale hotels and rated among the four-star hotels based on their facilities, and the type of services they offer.

Table 3.1 Sample Distribution

NAME	NO OF STAFF	APPROPRIATE SAMPLE
Tahir Guest Palace	600	192
Green Palace Hotel	48	15
Burj Alkano Hotel	25	8
Ni`ima Guest Palace	105	34
Aljazeera Hotel	35	11
Total	813	260

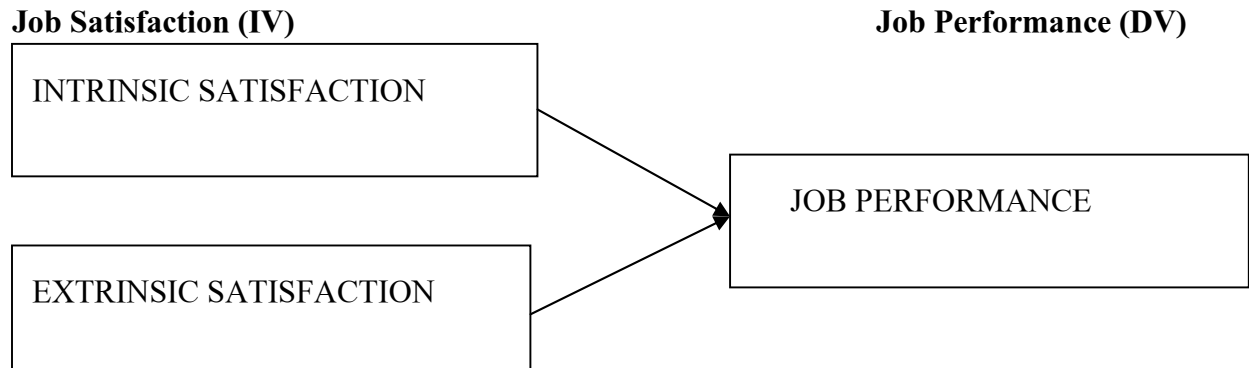
Source: Field Survey (2015)

3.5 Method of Data Analysis

This study employed the quantitative approach in which statistical computations were used to explain the relationship between the variables under investigation. The Statistical Package for Social Science (SPSS) version 20, was used in analyzing the relationship between the variables for the study. Therefore, upon the completion of data collection, combinations of both descriptive and inferential statistics were employed to analyze and interpret the data. Job satisfaction is the independent variable while job performance is the dependent variable of the study. Dependent and independent variables were analyzed using multiple linear regression. Response rate and demographic variables were analyzed using descriptive statistics. Different statistical tools were used to address, to assess and interpret data. Multiple regressions were used to analyze the relationship in the research framework. Specifically, linear regression analysis was employed to test the effect of intrinsic satisfaction and the effect of extrinsic satisfaction on job performance among hotel employees in the sample. On the other hand, the descriptive statistic

which includes mean, standard deviation frequencies and percentage were employed to describe the response rate and the mean characteristic of the sample.

Figure 3.2: showing a Model of the study; The effect of job satisfaction on job performance



Source: The Researcher

Below is the Mathematical equation depicting the research model:

$$JP = a + \beta_1 IS + \beta_2 ES + e_i$$

Y_i indicate the dependent variable and X_i denote the number of the independent variables

where: $Y = JP$,

$X_i = IS$,

$X_{ii} = ES$,

a = Constant value,

β_i = the co-efficient of variable

e_i = error term.

3.6 Instrumentation and Measurement of Variables

As depicted in Figure 3.2 the present study has two major constructs to be measured namely job satisfaction, and job performance. This section discusses the instruments used in measuring the constructs of the model.

3.6.1 Job Performance (JP)

Job performance is usually described in terms of both observable and non-observable behaviors which can be appraised (Viswesvaran, Ones & Schmidt, 1996). It is a multidimensional concept which describes how one completes a task, focusing on efficiency, skills used, initiative and utilized resources (Rothmann & Coetzer, 2003). To measure JP, 27 items adopted from Griffin, et al's (2007) was used.

A five point Likert scale ranging from: 1 “Strongly disagree”, 2 “disagree”, 3 “can’t decide if I agree or disagree”, 4 “Agree” to 5 “Strongly agree” was used to measure job performance responses. Examples of the items concerning individual performance are:(1) "I adapt well to changes in my core tasks", and (2) "I initiate better ways of doing my core tasks", respectively.

3.6.2 Job satisfaction (JS)

Luthans (1985) quotes a comprehensive definition given by Locke, (1970). "A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience." Job satisfaction is a result of employees’ perception of how well a job provides those things which are viewed as important (Saiyaden,1993).

To measure JS, 20 items were adapted from the Minnesota Satisfaction Questionnaire MSQ which was modified and developed by Martins and Proença, (2008).The 20 MSQ-short

version items are rated on a 5-point Likert scale. Examples of the items used for extrinsic satisfaction are;(1) "I am satisfied with the way my boss handles his/her workers," and an example of Intrinsic satisfaction includes; (2) "I am happy with being able to do things that don't go against my conscience".(3) "I can't decide if I'm satisfied or dissatisfied with this aspect of my job". Item responses are summed or averaged to create a total score: – The lower the score, the lower the level of job satisfaction..

3.7A Pilot Study

A pilot study is a small scale preliminary investigation conducted in order to evaluate feasibility, time and cost in order to predict an appropriate sample size and improve upon the study design prior to actual conduct of a full-scale study (Hulley, 2007; Bambale, 2013). A pilot study is important because it can unveil shortcomings in the design of a proposed survey or procedure that can be addressed to forestall a needless waste of time on a large scale study (Doug et al., 2006; Bambale, 2013).

Specifically, the reasons for this pilot study include: (1) to determine validity and reliability of items in the questionnaire, and (2) the responses elicited the adequacy of item-wording, or phrasing and question construction for accurate results; (3) to evaluate whether questions are framed in a way that would yield better response; and (4) to find if respondents could be relied upon to provide the needed data. The validity of questionnaire is the extent to which it measures what actually it is supposed to measure not something else, whereas reliability of questionnaire is the extent to which the questionnaire is free from errors thus making the results there-from consistent and stable across time and contexts (Sekaran & Bougie, 2010; Bambale,2013). Considering that this study is a pilot test of ongoing research, small samples of some hotels staff were randomly selected. This is in accordance's with the commendation by

Malhotra, (2008); Gorondutse and Hillman, (2012) that the sample size for pre-test is usually small, between 15 and 30 respondents, but it could be increased substantially if the test involves several stages. Hence, a total of 65 copies of the questionnaire were individually circulated. Of the number, 50 were properly completed and returned, and accepted while 15, which were poorly completed, were disregarded.

3.7.1 Content and Face Validity

The content validity or face validity of the instrument was tested before the pilot study. Content validity is defined as the extent to which an instrument covers the meaning embedded in particular concepts (Babbie,2004;Bambale,2013). In addition, content validity involves consulting with a small number of potential respondents or panel of experts for their opinion over the items, wording and phraseology contained in the instruments (Hair et al. 2007; Sekaran & Bougie, 2010).Thus, content validity entails requiring a small sample of characteristic respondents and/or a team of specialists to make a judgement on the appropriateness of the items chosen to determine a variable (Hair, Money, Samouel & Page, 2007; Hair, Black, Babin, Anderson, Tathan, 2010; Sekaran and Bougie, 2010;Gorondutse and Hillman,2012).

Considering the observation made by the specialists, then the researcher delightfully adapted and came up with an enhanced version of the instrument which was eventually administered in the pilot study. A sample of the instrument of this study was then circulated to specialists to get their comment on the appropriateness, and sufficiency of the items planned to determine the constructs under examination. Similarly, over a four-week period experts who have vast experience in this area of the study were contacted to improve clarity in the instrument, resulting in important rephrasing of some items for greater clarity to the possible respondents.

3.7.2 Reliability Test for the Pilot Study

Apart from content validity and face validity, different kinds of reliability tests are frequently employed. The common method used by researchers is the internal consistency reliability test (Litwin, 1995; Gorondutse and Hillman, 2012). It has to do with the degree to which items “dangle jointly as a set” and are able to autonomously measure the identical concepts to the degree that the items are related to one another. Thus, (Sekaran and Bougie, 2010; Gorondutse and Hillman, 2012) state that the most accepted test of inter-item consistency reliability is Cronbach’s alpha coefficient. Based on these assertions Cronbach’s alpha coefficient test was employed in this study to determine internal consistency of the mechanism.

3.7.3 Results of Tests of Validity and Reliability for the Pilot Study

The result revealed a high reliability criterion for all the measures ranging from 0.872 to 0.950. This is in line with the yardstick that an instrument with a coefficient of 0.60 is considered to have an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard (Hair, Black, Babin, Anderson, & Tatham, 2006, 2010; Nunally, 1967; Sekaran & Bougie, 2010). An instrument with coefficient of 0.50 is regarded as supportive (Nunally, 1967). Furthermore, Hair, Money, Samouel, and Page, (2007); and Gorondutse & Hillman, (2012) viewed that researchers usually regard an alpha value of 0.70 as a least reliable value, even though, lower coefficients may be acceptable. The results of the pilot study shows that Cronbach’s alpha values for the variable under examination to be all above 0.80. Accordingly, given the recognized yardstick of 0.70, all the variables are reliable as can be seen below;

TABLE 3.3: Summary of Reliability Study SPSS Version 20 Windows

CONSTRUCT	NO. OF ITEMS	CRONBACK'S ALPHA
Job Performance	27	0.950
Extrinsic Satisfaction	8	0.914
Intrinsic Satisfaction	12	0.872

Source: The Researcher**TABLE 3.4: Description of Sample Characteristics**

S/NO.	ITEMS	FREQUENCY	PERCENTAGE %
1	<u>GENDER:</u>		
	Male	36	72
	Female	14	28
2	<u>AGE:</u>		
	21-30 Years	24	48
	31-40 Years	17	34
	41-50 Years	7	14
	Above 51 Years	2	4
3	<u>WORK EXPERIENCE:</u>		
	Less than 1 year	7	14
	1 - 5 years	18	36
	5 - 10 years	9	18
	10 - 15 years	8	16
	Above 15 years	8	16
4	<u>EDUCATIONAL QUALIFICATION:</u>		
	SSCE/NECO/WASCE	11	22
	Diploma/NCE	19	38
	BSc./HND	14	28
	Master Degree	3	6
	PhD	1	2
	Others	2	4
5	<u>DESIGNATION:</u>		
	Front Office	15	30
	Food & Beverages	9	18
	House keeping	9	18
	Bar/Hall	4	8
	Recreations/Swimming	3	6
	Others	10	20

Source: The Researcher

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter has the objective of presenting, interpreting, and discussing the data collected for the study. It covers the survey response, data which, fundamentally, includes the issues of missing values and outliers. The chapter also discusses the basic assumption of multiple regressions based on the data collected for the study, analysis of efficiency of measure like the test for reliability, the descriptive statistics, including mean and standard deviation, and the profiles of the respondents. Additionally, it presents the correlation test, and the regression analysis for testing the hypothesis of the study.

4.2 Survey Response

Based on the information provided by the five selected hotels under study, there were 813 staff altogether in these hotels. The sample size was drawn using the Krejcie and Morgan table to determine sample size. Based on that table, 260 employees were taken to form the appropriate sample size for the study. (see Appendix II)

The researcher personally visited the respondents according to pre-arranged times: morning, afternoon and evening/night as most of the hotels maintain three-shift duty schedules. Where necessary research assistants were used to retrieve the completed questionnaires from the respondents. The data collection period was between September, 2015 and October, 2015. A total of 155 questionnaires were duly completed and returned. Of this number, 40 responses were excluded due to the issues of univariate and multivariate outliers; 8 being univariate outliers, and 32 being multivariate outliers. See the summary in table 4.1 below.

Table 4.1

Questionnaire Distribution

<u>Item</u>	<u>Frequency</u>
Distributed Questionnaire	260
Returned Questionnaire	155
Rejected (Univariate outliers)	8
Rejected (Multivariate outliers)	32
<u>Retained Questionnaires</u>	<u>115</u>

Source: The Researcher

A total of 155 respondents constituted the response rate for this research giving a good response rate of 59.62%. Sekaran, (2003), who argued that a 30% response rate is suitable for a survey. Similarly, Hair, et al., (2010); Pallant, (2001) argued that response rate is regarded adequate going with the suggestion that a sample size should be between 5 and 10 times the number of the study variables for regression type of analysis to be carried out, taking into cognizance the number of study variables (3) i.e. (IS, ES, & JP); a sample of 30 is considered adequate for data analysis. Hence, 155 useable responses have satisfied the requirement for a very good sample size for multiple regression analysis. The data were entered into SPSS (Version 20) and analysis was carried out.

4.3 Data Cleaning

Data screening is important in conducting any multivariate analysis. This is due to the fact that the quality and the meaningfulness of the outcome of the analysis depend on the thoroughness with which the data is screened and edited (Pallant, 2011), even though, according to Tabachnick and Fidell (2007) the best way of ensuring precision is all the way through proof reading of the

original data vis-à-vis the computerized data file. Conversely, with a big set of data, proof reading is complicated or even impossible (Maiyaki & Mouktar, 2011) as cited in Gorondutse and Hilman,(2013). For this reason, there is need to investigate data through descriptive statistics using computer software. In this way, all the unseen errors that are not easily experiential would be exposed (Hair et al., 2010, 2013). Therefore, missing values and outliers were thoroughly checked and rectified.

4.3.1 Detection of Missing Values

Missing values refer to the unavailability of suitable values on one or more variables for data analysis (Hair, Black, Babin, & Anderson, 2010). In view of the negative consequences of missing data in the analysis, the researcher took precautionary actions in the field to prevent their occurrence. First, the questions were written in simple language that could be easily understood. The researcher employed research assistants, to whom each question was explained to enable them easily carry out the work successfully.

The researcher actively participated in the distribution of the questionnaire, and helped to persuade some of the respondents to fill the questionnaire on the spot, while encouraging who did not fill on the spot to do so as soon as possible. A preliminary descriptive statistic shows less than 5% missing values. In line with the Hair et al., (2010) assertion, that a dataset with not more than 5% percent missing values should be completed as long as there is no adequate sample. Hence, few missing values were detected and completed.

4.3.2 Outliers

Tabachnick and Fidell (2007) recommend the identification of univariate outliers through the observation of z-score. The z-score for each and every item must be within the range of ± 3.29

(0.001) significance level. Hence, cases with standardized z-score values of more than 3.29 are considered to be potential univariate outliers (Tabachnick & Fidell, 2007). In this vein, 8 cases were established.

Moreover, with respect to the suggestion of Tabachnick and Fidel, (2007) Mahalanobis Distance (D) was conducted to discover and deal with multivariate outlying cases (Hair et al., 2010). Multivariate outliers were removed in line with (Hair et al., 2010; Tabachnick & Fidell, 2007). Knowing that 47 items were adapted, representing the degree of freedom in the X² table with $P < 0.001$, so the standard is 81.40 (Tabachnick & Fidell, 2007). This means that any figure with a Mahalanobis Distance of 81.40 and higher, is a multivariate outlier and should be removed. In this vein, 32 cases were established to have 81.40 and above, and consequently, representing multivariate outliers, and were removed from continuation in the analysis.

A total of 40 cases of univariate and multivariate outliers were recorded. Therefore, copies of the questionnaire with serial number 4,6,34,75,78,79,81,105 were deleted as univariate outliers, and 1,3,7,8,9,10,12,16,17,22,30,31,51,52,54,55,56,58,59,60,80,82,83,96,99,108,109,120,125,139,146,152 were deleted as multivariate outliers, with the remaining 115 questionnaires considered suitable/adequate for further analysis.

4.4 Demographic Data

This study considered five demographic variables of the respondents: gender, age, work experience, educational qualification, and employee designation.

The scale used to measure the demographic variables is a category scale. Gender is asked on a dichotomous scale of male and female. There are five categories of age which the respondents were required to choose their age from. These were: 21-30, 31-40, 41-50, 51-60, 61 and above. Also, to measure work experience, five categories of work experience of the respondents made

available. The categories for work experience: Less than 1 year, 1-5 years, 5-10 years, 10- 15 years, and 15 years and above. Six categories of educational qualifications were developed and used to measure the highest qualification of the respondents. These are; i).SSCE/WASCE, ii).Diploma/NCE, iii).BSc/HND, iv). Masters Degree, v). PhD, vi). Post-doctoral and equivalent. Finally, there are six categories of the employee designation of respondents: i). Front office, ii). Food/Beverages, iii). Housekeeping, iv). Hall/Bar, v). Recreation/Games/Sports, vi). Others.

4.4.1 Descriptive Statistic- Profile of the Respondents

Tables 4.2 - 4.6 show the demographic profile of the respondents. The respondents were asked to explain their demographic information which include gender, age, work experience, educational qualifications, and job designation.

Table 4.2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	74	64.3	64.3	64.3
FEMALE	41	35.7	35.7	100.0
Total	115	100.0	100.0	

Source: The Survey Data

The result shows that the dominant gender among hotel employees in Kano metropolis is male, standing at 64.3%, while female employees make up 35.7%.

Table 4.3 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30	53	46.1	46.1	46.1
31-40	39	33.9	33.9	80.0
41-50	23	20.0	20.0	100.0
Total	115	100.0	100.0	

Source: Survey Data

Regarding the ages of the respondents, the result shows that employees in the age bracket of 21-30 years were dominant among the employees (46.1%), followed by those of 31-40 (33.9%), and finally, those between the age range of 41-50 (20%).

Table 4.4 Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
LESS THAN 1YEAR	16	13.9	13.9	13.9
1-5 YEARS	39	33.9	33.9	47.8
5-10 YEARS	43	37.4	37.4	85.2
10-15 YEARS	9	7.8	7.8	93.0
OVER15 YEARS	8	7.0	7.0	100.0
Total	115	100.0	100.0	

Source: Survey Data

In terms of work experience, (37.4%) of the hotel employees had 5-10 years' experience, followed by those with 1-5 years (33.9%), followed by those with less than 1 year making (13.9%) and finally, employees with working experience of 10-15 years making 7.8% and those that had above 15 years making a percentage of 7%.

Table 4.5 Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
SSCE/NECO/WASCE	19	16.5	16.5	16.5
DIPLOMA/NCE	50	43.5	43.5	60.0
BSC/HND	34	29.6	29.6	89.6
MASTER DEGREE	8	7.0	7.0	96.5
PhD/Others	4	3.5	3.5	100.0
Total	115	100.0	100.0	

Source: Survey Data

With regard to educational qualification of the respondents, those with Diploma/NCE (43.5%) dominate, followed by those with first degree (29.6%), while employees with O' level certificates made up (16.5%), those with masters' degrees stood at (7%). Workers with other qualifications made up only 3.5%.

Table 4.6 Designation

	Frequency	Percent	Valid Percent	Cumulative Percent
FRONT OFFICE	28	24.3	24.3	24.3
FOODS & BEVERAGES	33	28.7	28.7	53.0
HOUSE KEEPING	19	16.5	16.5	69.6
BAR/HALL	16	13.9	13.9	83.4
RECREATION/SPORTS/GAMES	16	13.9	13.9	97.3
OTHERS	3	2.7	2.7	100.0
Total	115	100.0	100.0	

Source: Survey Data

The final demographic information of the respondents analyzed was the job designation of the staff. The highest number of the employees were in the food and beverages units(28.7%), followed by front office workers (24.3%).Bar/Hall and Recreation/Sports/Games made up (13.9%) altogether, while rest stood at (2.7%).

Table 4.7 Descriptive Statistics of issues affecting the Study

	Mean	Std. Deviation	N
Job performance	4.1597	.46114	115
Extrinsic satisfaction	4.0250	.73825	115
Intrinsic satisfaction	4.1043	.62525	115

Source: Survey Data

Job performance has the highest mean ($M=4.15$, $SD=.461$), intrinsic satisfaction recorded the mean value of ($M=4.10$, $SD=.625$) while extrinsic satisfaction recorded the lowest mean ($M=4.02$, $SD=.738$). Eventually, all the variable means stood at a high level.

4.4.2 Mean and Standard Deviation

According to Sekaran & Bougie (2010), the most common measure of central tendency is the mean, which refers to the average value of the data set, while standard deviation is a measure of spread or dispersion which provides an index of variability in the data set. It is the square root of variance. Both mean (M) and standard deviation (SD) are fundamental descriptive statistical

tools for determining interval and ratio scale. The study used the five point Likert scale and interpretation of the level of score was adopted. Nik, Jantan and Taib (2010) recommended that scores of less than 2.33 are low level, 2.33 to 3.67 are moderate level and 3.67 and above are regarded high level. As indicated in Table 4.7 above the variables used in this study are regarded as high level.

4.5 Reliability

The Cronbach Alpha reliability test was carried out and the result showed that the measures followed had a high reliability coefficient ranging from 0.872 to 0.950, (See Table 4.8 below). It is in line with this yardstick that an instrument with a coefficient of 0.60 was considered to have an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard (Hair, Black, Babin, Anderson, & Tatham, 2006, 2010; Nunally, 1967; Sekaran & Bougie, 2010), and a coefficient of 0.50 is regarded as supportive (Nunally, 1967).

Table 4.8: Summary of Reliability Study SPSS Version 20 Windows

CONSTRUCT	NO. OF ITEMS	CRONBACK'S ALPHA
Job Performance	27	0.950
Extrinsic Satisfaction	8	0.914
Intrinsic Satisfaction	12	0.872

Source: Survey Data

4.6 Assumption of Multiple Regressions

All the variables of the study were checked for normality, linearity, multicollinearity and homoscedasticity to satisfy the basic and underlying assumptions of the multiple regression analysis in line with the suggestion made by Hair et al., (2010); Pallant, (2001).

4.6.1 Normality

Tabachnick and Fidell (2007) state that, normality is often evaluated by a statistical or graphical method. When a distribution is normal, the value of skewness and kurtosis must be close to zero. Graphically, normality is usually determined through a histogram residual plot. It refers to a shape of data distribution to an individual continuous variable and its correspondence to normal distribution. One of the basic assumptions of regression analysis is that each variable and all linear groupings of the variable are normally distributed. If the assumption is met, the residual should be normally and independently distributed (Tabachnick & Fidell, 2007). In this study, the normality assumption was diagnosed by checking the histogram residual plots. It showed that the normality assumption was met since all the bars on the histogram were close to the normal curve. This normality can be seen in Appendix III.

4.6.2 Linearity

According to Tabachnick & Fidell (2007), one of the underlying assumptions of linear regression is that the relationship between independent and dependent variables must be linear. Hence, correlation only captures the linear association between the variables. The study used residual plots, which ought to scatter around 0 with most of the scores around 0 point. The assumption was not violated as the plots converged at the center along the zero point, thus proving that the linearity assumption was achieved. see Appendix VI.

4.6.3 Multicollinearity

Multicollinearity is a predicament that occurs when the independent variables are extremely interrelated to as high as 0.9 and above (Tabachnick & Fidell, 2007). As soon as two or more constructs are extremely interrelated, they enclose unnecessary information, and for that reason,

not all of them are required in the same analysis, since they increase the size of error, thus, weakening the analysis (Maiyaki & Moktar, 2011) as cited in Gorondutse and Hilman, (2013). If the multicollinearity problem is detected, it can be resolved by deleting the offending variables. One of the ways of indicating multicollinearity is to check the correlation matrix of the independent variables. A figure of 0.7 and above is considered as high multicollinearity (Sekaran & Bougie, 2010), while inter correlation of 0.8 and above is considered high multicollinearity (Berry & Fieldman, 1985).

To detect a multicollinearity problem, a bivariate correlation of all the independent variables was conducted, using Pearson's correlation which shows no multicollinearity problem as values are not even close to 0.7. Also, to screen for multicollinearity, the Variance Inflation Factor (VIF) and tolerance level were examined via regression results from the SPSS. The general rule of the cut-off points is that the VIF and the tolerance values should not exceed 10 or be less than 0.10, respectively (Hair et al., 2010). Table 4.9 shows clearly that tolerance ranges between 0.413 considerably > 0.10 . Similarly, VIF ranges from 2.419, and, thus, is as good as < 10 (Tabachnick & Fidell, 2007). Consequently, it is concluded that there is no multicollinearity problem among the variables.

Table 4.9

VIF AND THE TOLERANCE VALUE OF THE IV'S

<u>Independent variable</u>	<u>Tolerance value</u>	<u>VIF</u>
Extrinsic satisfaction	.413	2.419
Intrinsic satisfaction	.413	2.419

Source: Survey Data

4.6.4 Homoscedasticity

Homoscedasticity is normally assessed by visual inspection of the scatter plot of the regression residual. The basic assumption of homoscedasticity is that the variance of the dependent variable is approximately the same at the different levels of the independent variable (Hair et al., 2010). In other words, the error term in a regression model has a constant variance. According to Berry & Feildman, (1985) homoscedasticity appears to be indicated when the width of the band of the residuals is approximately the same at dissimilar level of the dependent variables and the scatter plot shows a pattern of residuals normally disseminated around the mean. Hence, upon checking for homoscedasticity in SPSS, it was found that for all the independent variables the assumption was not violated. See Appendix IV.

4.7 Correlation Test

According to Pallant, (2001) Correlation analysis is used to explain the strength and direction of a linear relationship between two variables. The Pearson correlation was employed to assess the relationship between the study variables. Table 4.9.1 below present the relationship between the study variables. Pallant (2011) stated that a correlation of 0 indicated no relationship at all, a correlation of 1.0 shows positive correlation and -1 indicate a perfectly negative correlation. Cohen (1988) suggested the following guidelines; $r = 0.10$ to 0.29 : as small, $r = 0.30$ to 0.49 : as medium, and $r = 0.5$ to 1.0 : as large.

Table 4.9.1 Correlations

		Extrinsicsatisfaction	Intrinsicsatisfaction	Jobperformance
Extrinsicsatisfaction	Pearson Correlation	1	.766**	.330**
	Sig. (1-tailed)		.000	.000
	N	115	115	115
Intrinsicsatisfaction	Pearson Correlation	.766**	1	.398**
	Sig. (1-tailed)	.000		.000
	N	115	115	115
Jobperformance	Pearson Correlation	.330**	.398**	1
	Sig. (1-tailed)	.000	.000	
	N	115	115	115

Source: Survey Data.** Correlation is significant at the 0.01 level (1-tailed).

Table 4.9.1 above indicated that there is no problem of multicollinearity, as it signifies that there is no variable with 0.9. All the variables are significantly correlated. See Appendix VII

4.8 Multiple Regression

Sekaran & Bougie, (2010); Hair, Money, Samoel & Page, (2007); Field, (2009) argued that multiple regression analysis provides an avenue of neutrality assessing the degree and character of the relationship between the independent variables and the dependent variables. The regression coefficient shows the relative importance of each of the independent variables in predicting the dependent variable. Sekaran & Bougie, (2010); Zikmund et al., (2010) believed that when the independent variables are collectively regressed against dependent variables to explain the variance, the size of each regression coefficient will show how much an increase in one unit of the independent variable would affect the dependent variable, taking into consideration all the other variables inserted into a multiple coefficient.

Regression analysis was employed to test the hypothesis in this study investigating the relationship between the independent variables, which are: intrinsic satisfaction, extrinsic satisfaction and the dependent variable, which is job performance among employees. A

considerable number of responses was employed and all the assumptions of linear regression were fulfilled for the successful conduct of the regression analysis.

Table 4.9.2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.400 ^a	.160	.145	.42635	.160	10.682	2	112	.000	1.749

a. Predictors: (Constant), intrinsicsatisfaction, extrinsicsatisfaction

b. Dependent Variable: jobperformance

To examine the relationship among the variables, the study conducted a regression analysis. Two predictor variables, intrinsic satisfaction and extrinsic satisfaction, were examined to see their effect to job performance. As shown in table 4.9.2 that $R = .400$, $R^2 = .160$, adjusted $R^2 = .145$, F-change 10.682. The multiple correlation coefficient between the predictors and the criterion variable was .400. The predictors accounted for 16% of the variance in job performance. Cohen, (1988) classified R^2 into three: 0.02 as weak; 0.13 as moderate; and 0.26 as large. Based on this classification, the value of R^2 being 0.160 is moderate (Cohen, 1988). The generalization of this model to the population was .145.

The significant F-test showed that the relationship (10.682, $p > 0.000$) indicate the overall prediction of independent variable to the dependent variable, but does not explain the relative contribution of each independent variable to the dependent variable. It is statistically significant if the given value of the ANOVA table equals to 0.000 (Green & Sakind, 2008). In addition, to confirm the hypothesis, this study used a one-tailed test to evaluate the relationship between the variables.

Kumar, Taib & Raniyah, (2013) suggested the use of t-value to estimate the level of significance of variables, arguing that if the t-value exceeds 1.645, there is a significant relationship, hence the hypothesis would be accepted.

Table 4.9.3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	2.942	.266		11.043	.000	2.414	3.470					
1 extrinsicsatisfaction	.037	.084	.060	.443	.659	-.129	.204	.330	.042	.038	.413	2.419
intrinsicssatisfaction	.260	.099	.353	2.619	.010	.063	.457	.398	.240	.227	.413	2.419

a. Dependent Variable: jobperformance

Based on this, between the two variables in this study, intrinsic satisfaction is the variable that best predicts the criterion variable with ($\beta=.353$, $t=2.619$, $P<0.010$). Based on the suggestion by Cohen (1988), this hypothesis would be accepted since it has a t-value that exceeds 1.645. While the other hypothesis being extrinsic satisfaction with ($\beta=.060$, $t=.443$, $P<.659$) would be rejected.

Table 4.9.4: Regression Result and Finding

Hypothesis	Variable	Beta	t-value	P-value	Finding
H1	Intrinsic satisfaction	.353	2.619	.010	Accepted
H2	Extrinsic satisfaction	.0600	.443	.659	Rejected

Source: Survey Data

From Table 4.9.4 above, the result of regression analysis indicates that, one of the variables hypothesized has a direct relationship with the dependent variable after being tested and found to be statistically significant. In other words, intrinsic satisfaction was proved to have a significant

relationship with job performance. While the other variable, extrinsic satisfaction, was found to be not related to job performance, thereby rejecting the hypothesis.

4.8 Discussion of Findings

This discussion focuses on the findings of the study with reference to the research questions in chapter one. The research questions were;(1).To what extent does intrinsic satisfaction have an effect on job performance among employees? (2). To what extent does extrinsic satisfaction have an effect on job performance among employees?

Question 1 aimed to confirm whether intrinsic satisfaction can be a good predictor toward job performance among employees. This was also in line with research hypothesis 1;that, there is significant effect of intrinsic satisfaction on job performance among employees. The multiple linear regression conducted to test these hypothesis, indicated that the two predicting variables were able to explain 16% of the model ($R^2 = .160$). The multiple linear regression shows that among the two predicting variables, extrinsic satisfaction did not predict job performance as seen in the following values ($\beta = .060$, $t = 0.443$, $P < .659$).

Hypothesis 1 states that intrinsic satisfaction has a significant effect of on job performance among employees. The result from Pearson coefficient correlation and multiple regression analysis has supported the hypothesis. This is indicated by statistical coefficient correlation of (1.000) and P-value of 0.010, both indicating that there is significant positive relationship between intrinsic satisfaction and job performance. This further indicates that intrinsic satisfaction will lead to attitudinal improvement and enhanced performance among employees. The finding of this study is consistent with the work of Pushpakumari,(2008) who used the sample of 237 among managers, non-managers and other professionals of private organizations in Sri-lanka, and found that there is a positive and significant relationship between

intrinsic satisfaction and performance for managers and non-managers. This is in harmony with the findings of Pugno & Depedri, (2009). The research findings are also consistent with that of Herzberg *et al.* (1959) which formulated the two-factor theory of job satisfaction, and postulated that intrinsic satisfaction factors, also called ‘motivators’ (or, factors intrinsic to the nature and experience of doing work) were found to be job ‘satisfiers’ and to improve job performance.

Similarly, Hypothesis 2 which states that extrinsic satisfaction has a significant effect of on job performance among employees, was tested and rejected. The finding shows a statistical coefficient correlation of (-0.766) between extrinsic satisfaction and job performance with a P-value.659, which indicate that there is no significant positive relationship between extrinsic satisfaction and job performance. This means that extrinsic satisfaction will not lead to improved and enhanced performance among employees. The present study, tallies well also with the findings of Pushpakumari, (2008) on the impact of extrinsic satisfaction on professionals of private organizations in Sri-lanka, in relation to performance. The study also found that the statistical test did not identify any significant relationship between extrinsic satisfaction and performance of professionals. It is in harmony with the results from the study of Pugno and Depedri, (2009).

This is equally consistent with the findings of Herzberger *et al.* (1959) which formulated the two-factor theory of job satisfaction and postulated that extrinsic satisfaction factors, or hygiene factors were found to be job ‘dissatisfiers’ and believed to have a negative effects relationship with job performance.

Based on the above, Vroom, (1964) and Brayfield and Crockett, (1955) argue that though workers may be given all that their organizations need to give; they will not necessarily perform to any higher level for the organization. The next chapter presents the summary, conclusion and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This chapter summarizes the findings and the interpretations of the empirical results of the study. The conclusion and recommendations are given with the desire/hope that they will initiate room for further study. Having reviewed some of the studies that were carried out on the job satisfaction and job performance correlation, we have observed that, these studies focused on other dimensions such as pay, promotion, supervision, work itself, work conditions, and rewards to measure job performance. Therefore, this study found it necessary to focused on extrinsic and intrinsic promoters of satisfaction as dimensions of job satisfaction to find the effects of job satisfaction on employee job performance among hotels in the Kano metropolis. Taking hotel business as mainly service oriented that entails constant employee-customer interaction, a satisfied workforce will no doubt enhance performance, which will, in turn, lead to high profitability. The findings of this research is expected to offer valuable suggestions and recommendations onto the suitable aspects of employee job satisfaction tactics Nigerian hotels could adopt to enable them improve job performance.

Academically, it is hoped that the outcome of the research will add to the pool of employee job satisfaction literature which has little emphasis on hospitality industry, particularly in northern Nigeria. Similarly, the findings will aid the future researchers to build on what the researcher started and carry out a more comprehensive and wider research in the field of tourism and hospitality of the country, as reports from hospitality and Tourism, (2013) indicates that this sector has been neglected, making it backward and ranked among the lowest in the world. This research employed the use of purposive sampling techniques to select the five Kano-based:

Green Palace Hotel, Burj Alkano Hotel, Ni`ima Guest Palace, Aljazeera hotel, and Tahir Guest Palace hotels for the study due to the fact that they are among the most patronized, and regarded as up-scale hotels and rated among the four-star hotels based on their facilities, and the type of services they offer. Appropriate data collection processes were followed in data collection, resulting in an acceptable response rate of 155 for data analysis. Data cleaning was conducted to deal with missing values and outliers. Less than 5% missing values were detected from the responses and treated. A total of 40 cases of univariate and multivariate outliers were recorded and treatment carried out to ensure the accuracy of the data.

A descriptive statistical method was followed mainly to provide a good profile of the respondents to cover the cross-section. Basic information such as gender, age, academic qualifications, work experience and job designation, were discussed, which gave an insight on the employees' demographic information. All the assumptions of multiple regression analysis conducted were found to be normal and none of the conditions was violated.

Construct reliability was conducted for the variables and Cronbach' alpha values were found to be good. The reliability test for the variables were; intrinsic satisfaction (IS, =0.872); extrinsic satisfaction (ES,0.914); and job performance (JP 0 .950).

The Pearson (r) bivariate correlation test was performed, and it was established that all the variables were significantly correlated. Multiple regression analyses of the constructs were conducted. It was found that there is significant positive relationship between intrinsic satisfaction and job performance, whereas, there is no significant positive relationship between extrinsic satisfaction and job performance.

5.2 Conclusion

Presently, there are some gaps in the body of the theoretical literature on the relationship between job satisfaction and job performance. Previous studies have not addressed the relationship of job satisfaction and job performance among hotel employees. Even though, some researches were conducted on satisfaction and efficiency among hotel workers, in Lagos, Nigeria to find out whether the employees of the hotel business were really satisfied with their jobs or not, and to identify the various factors that actually triggered off or were responsible for the workers' satisfaction and to determine the major factors that made them satisfied with their jobs and their corresponding efficiency, and to determine how job factors such as pay, working conditions, relationship with boss, personnel policies and the work itself affected the job satisfaction of the hotel workers. After the analysis of the results it was discovered that a great number of hotel workers were averagely satisfied with their jobs and job satisfaction lead to employees' efficiency. Recommendations were made to the employers of the hotels to maintain and improve good human relations to improve employee satisfaction. The researcher believes that these recommendations could be useful for other hoteliers too, in general. None of the previous studies used this sample, and there has not been an empirical research on the variables in the context of Kano State and Nigeria. Therefore, it is hoped that this study has contributed to the body of knowledge by providing empirical evidence on the observed gaps, and promote further research on the topic satisfaction and job performance. Equally important is the finding that extrinsic satisfaction was found to be not related to job performance. By implication, intrinsic satisfaction plays a vital role in improving the hotel employees job performance, thereby curbing employee turnover or exit from the hotel industry.

5.3 Recommendations

The study found the effect of job satisfaction on job performance. The study revealed that among the dimensions of job satisfaction (independent variables), only intrinsic satisfaction has a positive effect on the hotel employees job performance (dependent variable). Based on the objectives, findings and conclusions of the study, the following recommendations are offered:

- i. Since hotel employee job performance is not only based on specific job characteristics, but also on mental and physical, and emotional ability, the hotels are urged to introduce programs on career development and increased personal knowledge as part of their job satisfaction strategies to all the hotel employees, as this will enhance their mental and emotional ability to perform.
- ii. As an effective way of enhancing the job performance of hotel employees, programs concerning the areas given below to raise job satisfaction among employees should be drawn up and implemented. These covers: i) pay, ii) promotion opportunities, iii) work itself, iv) mentally challenging work, v) equitable rewards, vi) supportive working conditions, vii) good policies and procedures, viii) co-workers, ix) supervisors, x) needs, xi) aspirations, and xii) institutional benefits. Paying attention to the execution of these, are likely to upgrade job satisfaction among the workers internally.
- iii. Group norms, organizational culture, career commitment, job involvement, turnover intentions, and welfare measures, affects employees internally, therefore, they should be used to build the capacity of the hotel employees to bring out the best in the staff and create powerful workplace relationships.

- iv. Since it has been established from the study that intrinsic satisfaction significantly improves job performance in the hotel industry, the hotel managements should strive to apply on their employees, as this will automatically enhance effective quality service delivery, and thereby improving performance.

5.4 Suggestion for Future Research

This research investigated the effect of two independent variables (intrinsic satisfaction and extrinsic satisfaction) on employee job performance in Kano metropolis. Convenient sampling technique was employed in selecting the hotels, and this might affect the generalizability of outcomes. Therefore, attempts should be made to employ other variables like; promotion opportunities, work itself, equitable rewards, supportive working conditions, needs and aspirations, institutional benefits and other sampling techniques in future. More ambitiously, similar studies need to be replicated in the non-service sector to determine whether or not similar results would be obtained.

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APPENDIX I

BAYERO UNIVERSITY KANO
DEPARTMENT OF BUSINESS

ADMINISTRATION AND ENTREPRENEURSHIP
ACADEMIC RESEARCH QUESTIONNAIRE

Dear Respondent,

I am an M.Sc. student in the Bayero University, Kano currently conducting a study on "The effect of job satisfaction on job performance among Hotel employees in Kano", under the supervision of Associate Professor, A .J. Bambale, PhD. Be assured that all the information you provide in this questionnaire will be held in strict confidence and used only for the purpose of this study. Please contact the researcher for any enquiry about this research.

Thank you very much for your cooperation.

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Part A: Demographic Information

Information: Please read and put a tick (\checkmark) in the appropriate box your exact response to each of the following demographic information:

Q1- What is your gender ?

- | | |
|-----------|--------------------------|
| 1. Male | <input type="checkbox"/> |
| 2. Female | <input type="checkbox"/> |

Q2- What is your age ?

- | | |
|-------------------|--------------------------|
| 1. 21 to 30 years | <input type="checkbox"/> |
| 2. 31 to 40 years | <input type="checkbox"/> |
| 3. 41 to 50 years | <input type="checkbox"/> |
| 4. 51 to 60 years | <input type="checkbox"/> |
| 5. Above 61 years | <input type="checkbox"/> |

Q3-What is your work experience?

- | | |
|---------------------|--------------------------|
| 1. Less than 1 year | <input type="checkbox"/> |
| 2. 1 to 5 years | <input type="checkbox"/> |
| 3. 5 to 10 years | <input type="checkbox"/> |
| 4. 10 to 15 years | <input type="checkbox"/> |
| 5. over 15 years | <input type="checkbox"/> |

Q4 - What is your highest educational qualification?

- | | |
|--------------------|--------------------------|
| 1. SSCE/NECO/WASCE | <input type="checkbox"/> |
| 2. Diploma/NCE | <input type="checkbox"/> |
| 3. BSc./HND | <input type="checkbox"/> |
| 4. Masters Degree | <input type="checkbox"/> |

5. PhD ☐

6. Others (specify) ☐

Q5- What is your job designation ?

1. Front Office ☐

2. Foods and Beverages ☐

3. Housekeeping ☐

4. Bar / Hall ☐

5. Recreation/sports/games ☐

6. Others (specify) ☐

PART B: EMPLOYEE PERFORMANCE

Instructions: Below are statements that describe how you perceive your performance on the job.

Please use the following scales to indicate your level of acceptance regarding to the respective statements. **1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.**

A	Individual task proficiency					
TPF1	I carry out the core parts of my job well.	1	2	3	4	5
TPF2	I complete my core tasks well using the standard procedures.	1	2	3	4	5
TPF3	I ensure my tasks are completed properly.	1	2	3	4	5
B	Individual task adaptivity					
TAD1	I adapt well to changes in my core tasks.	1	2	3	4	5
TAD2	I cope with changes to do with my core tasks.	1	2	3	4	5
TAD3	I Learned new skills to help adapt to changes in my core tasks.	1	2	3	4	5
C	Individual task proactivity					
TPA1	I Initiate better ways of doing my core tasks.	1	2	3	4	5

TPA2	I come up with ideas to improve the way in which my core tasks are done.	1	2	3	4	5
TPA3	I made changes to the way my core tasks are done.	1	2	3	4	5
	Team member proficiency					
TMP1	I Initiate better ways of doing my core tasks..	1	2	3	4	5
TMP2	I communicate effectively with my coworkers.	1	2	3	4	5
TMP3	I provide help to coworkers when asked, or needed.	1	2	3	4	5
D	Team member adaptivity					
TMA1	I deal effectively with changes affecting my work unit.	1	2	3	4	5
TMA2	I learn new skills or take on new roles to cope with changes in the way my unit works.	1	2	3	4	5
TMA3	I respond constructively to changes in the way my team works.	1	2	3	4	5
E	Team member proactivity					
TMPR1	I suggest ways to make my work unit more effective.	1	2	3	4	5
TMPR2	I develop new and improved methods to help my work unit perform better .	1	2	3	4	5
TMPR3	I improve the way my work unit does things.	1	2	3	4	5
F	Organization member proficiency					
OMP1	I present a positive image of the organisation to other people (e.g.clients).	1	2	3	4	5
OMP2	I defend the organisation if others criticized it .	1	2	3	4	5
OMP3	I talk about the organisation in positive ways.	1	2	3	4	5
G	Organization member adaptivity					

OMA1	I respond flexibly to overall changes in the organisation (e.g., changes in management).	1	2	3	4	5
OMA2	I cope with changes in the way the organisation operates.	1	2	3	4	5
OMA3	I learn skills or acquire information that helps me adjust to overall changes in the organization.	1	2	3	4	5
	Organization member proactivity					
OMPR1	I made suggestions to improve the overall effectiveness of the organization (e.g., by suggesting changes to administrative procedures).	1	2	3	4	5
OMPR2	I Involve myself in changes that are helping to improve the overall effectiveness of the organization.	1	2	3	4	5
OMPR3	I come up with ways of increasing efficiency within the organization.	1	2	3	4	5

PART C: EMPLOYEE JOB SATISFACTION

Instructions: Below are statements that describe how you perceive your satisfaction on different aspects of your job and hotel you work with. Please use the following scales to indicate your level of acceptance of the respective statements. **1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.**

EX1	I am satisfied with the way my boss handles his/her workers.	1	2	3	4	5
EX2	I am satisfied with competence of my supervisor in making decisions.	1	2	3	4	5
EX3	I am satisfied with the way company policies are put into practice.	1	2	3	4	5
EX4	I am satisfied with my pay and the amount of work I do.	1	2	3	4	5
EX5	I am satisfied with the chances for advancement on my job.	1	2	3	4	5
EX6	I am satisfied with the working conditions of my job.	1	2	3	4	5
EX7	I am satisfied with the way my co-workers get along with each other.	1	2	3	4	5
EX8	I am satisfied with the praise I get for doing a good job.	1	2	3	4	5
IN1	I am happy with being able to keep busy all the time.	1	2	3	4	5
IN2	I am happy with the chance to work alone on the job.	1	2	3	4	5
IN3	I am happy with the chance to do different things from time to time.	1	2	3	4	5
IN4	I am happy with the chance to be “somebody” in the community.	1	2	3	4	5
IN5	I am happy with being able to do things that don’t go against my conscience.	1	2	3	4	5
IN6	I am happy with the way my job provides for steady employment.	1	2	3	4	5
IN7	I am happy with the chance to do things for other people.	1	2	3	4	5

IN8	I am happy with the chance to tell people what to do.	1	2	3	4	5
IN9	I am happy with the chance to do something that makes use of my abilities.	1	2	3	4	5
IN10	I am happy with the freedom to use my own judgment.	1	2	3	4	5
IN11	I am happy with the chance to try my own methods of doing the job.	1	2	3	4	5
IN12	I am happy with the feeling of accomplishment I get from the job.	1	2	3	4	5

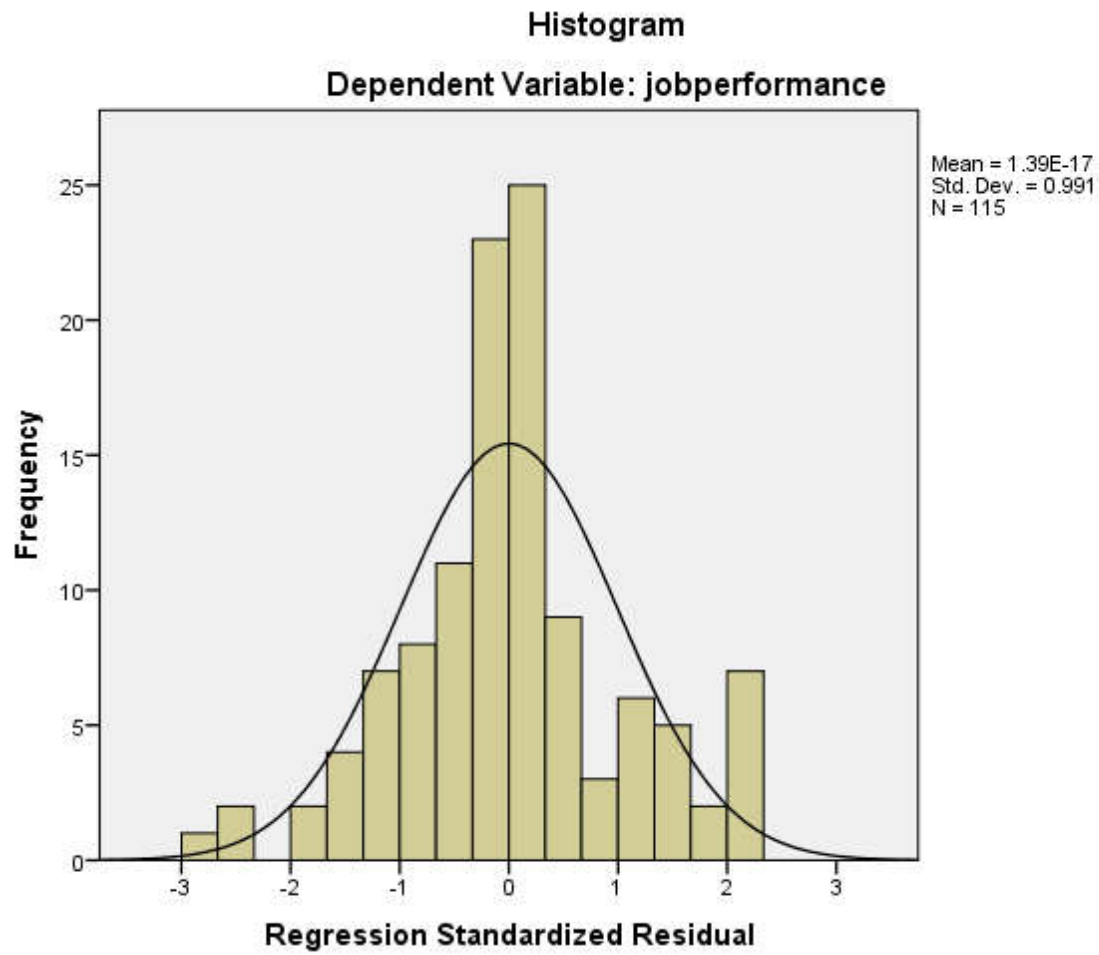
APPENDIX II

TABLE I
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

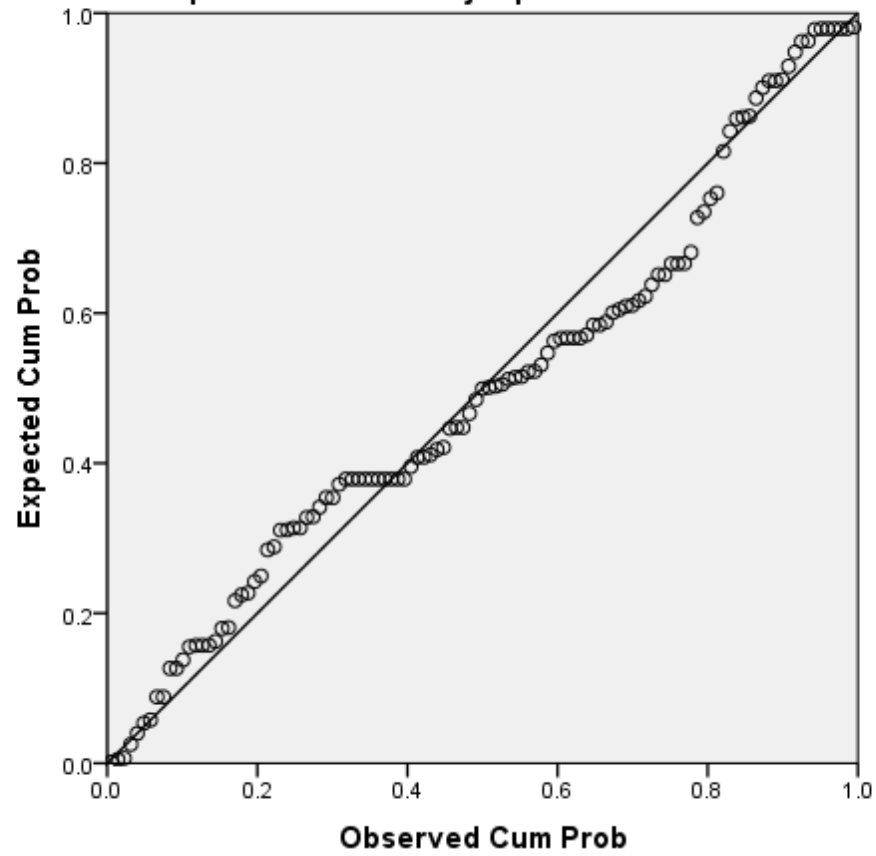
APPENDIX III



APPENDIX IV

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: jobperformance



APPENDIX V

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	2.942	.266		11.043	.000	2.414	3.470					
1 extrinsicsatisfaction	.037	.084	.060	.443	.659	-.129	.204	.330	.042	.038	.413	2.419
intrinsicssatisfaction	.260	.099	.353	2.619	.010	.063	.457	.398	.240	.227	.413	2.419

a. Dependent Variable: jobperformance

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.884	2	1.942	10.682	.000 ^b
Residual	20.359	112	.182		
Total	24.242	114			

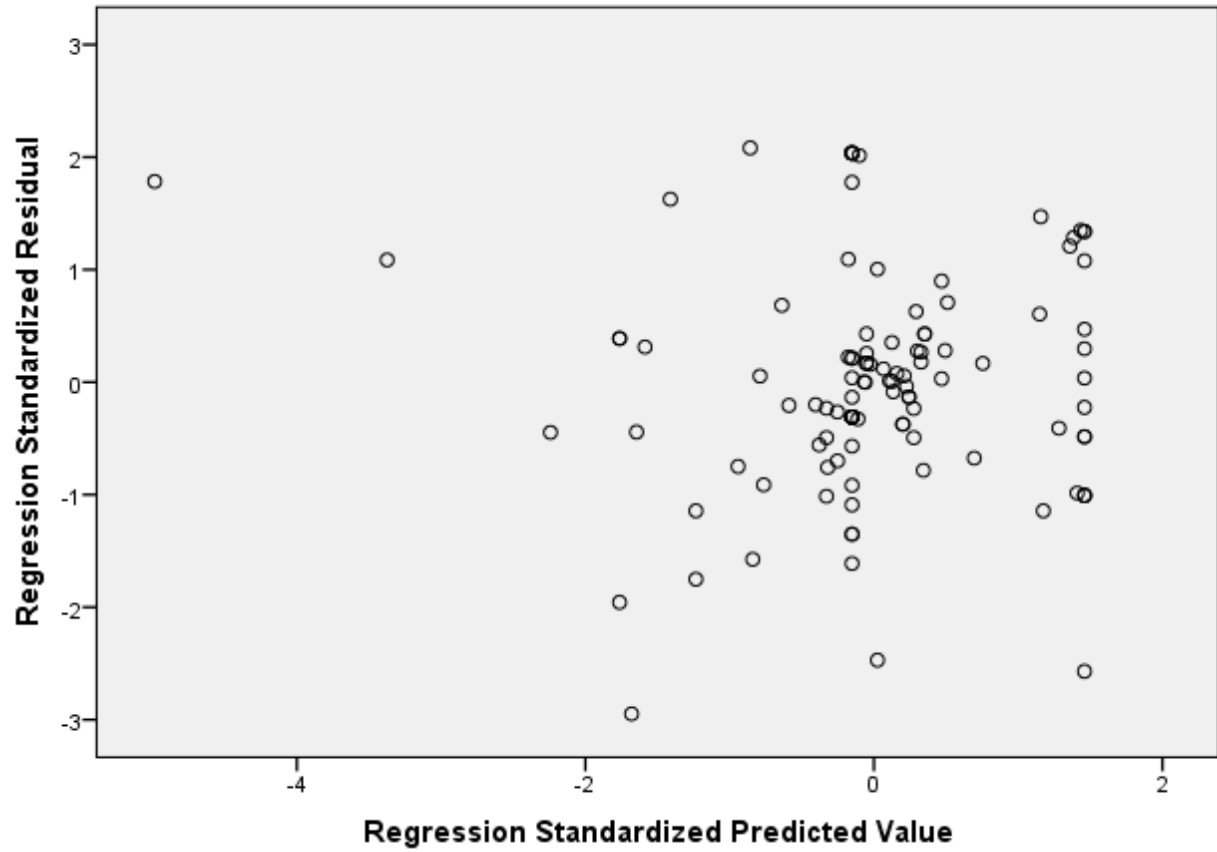
a. Dependent Variable: jobperformance

b. Predictors: (Constant), intrinsicssatisfaction, extrinsicsatisfaction

APPENDIX VI

Scatterplot

Dependent Variable: jobperformance



APPENDIX VII

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.400 ^a	.160	.145	.42635	.160	10.682	2	112	.000	1.749

a. Predictors: (Constant), intrinsicsatisfaction, extrinsicsatisfaction

b. Dependent Variable: jobperformance

APPENDIX VIII

Correlations

		extrinsicsatisfaction	intrinsicsatisfaction	Jobperformance
extrinsicsatisfaction	Pearson Correlation	1	.766**	.330**
	Sig. (1-tailed)		.000	.000
	N	115	115	115
intrinsicsatisfaction	Pearson Correlation	.766**	1	.398**
	Sig. (1-tailed)	.000		.000
	N	115	115	115
Jobperformance	Pearson Correlation	.330**	.398**	1
	Sig. (1-tailed)	.000	.000	
	N	115	115	115

** . Correlation is significant at the 0.01 level (1-tailed).