

EMPLOYEE JOB SATISFACTION AND ORGANIZATIONAL PERFORMANCE AN INSIGHT FROM SELECTED HOTELS IN LAGOS NIGERIA

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Abstract

Employee job (EJS) satisfaction is measured very substantial, particularly when it comes to describing the success of any organizations. The key basis for the continual attention given to the concept of employee job satisfaction is due to the varying hotel business environment across the globe. The concept becomes a major concern for every hotel owner today in Nigeria. A survey research design technique was used. The convenience sampling method was employed to select 150 participants, out of which 108 copies were returned through the same medium. However, only ninety-two (92) copies were found valid for analysis. The research instrument was a 31-item validated, structured questionnaire and a 21-item validated, structured interview question guide. The analytical tools employed are simple percentages, frequency counts and regression analysis via the Statistical Package for the Social Sciences (SPSS). The findings revealed that there were factors influencing employee job satisfaction in the hotel industry. Results show that employee job satisfaction had influence on organizational performance in hotel industry. Findings revealed that employees derive job satisfaction from salary administration in the hotel industry. In addition, results obtained found that psychological factors (i.e. job satisfaction, social support and emotional intelligence) have influence on turnover intention amongst employees in the hotel industry. It is therefore concluded that increased performance can, of course, improve the quality and efficiency of hotel customers in Nigeria. The relationship between several dimensions of employee job satisfaction revealed that organizational performance depends upon the behaviour and attitude towards hotel employees in Nigeria. Hence, motivational system is known to be crucial for organizational success and this must be put in place such that a positive attitude towards increased employee job satisfaction. These motivational factors should include pay, promotion, recognition and rewards system, job security, co-worker support, conducive environment, working conditions, awarding outstanding performance and must be adequately implemented. This will, of course shape the employees' behavior and the result would enhance employees' job satisfaction in the hotel industry in Nigeria.

Keywords: Attitude, Pay, Intelligence, Turnover, Success

Introduction

Employee job satisfaction remain one of the most researched areas of organizational behaviour, and it is the most important issue in understanding motivation of employees and its related factors including employees' retention and performance globally (Bashayreh, 2009). In other words, employee job satisfaction as an independent variable is generally

used to predict the behaviours of employees which include employees' turnover and its intention, morale, as well as its commitment to the realization of organizational set goals (Frye, 2012).

Employee job satisfaction plays a critical role on performance of an organization (Muhammad, Mushtaq, Muhammad, Momal, Amber and Hummayoun (2013). The authors emphasize that it is very important to know as to how employees could be retained through satisfaction and motivation in order to achieve the set targets of the organization, and which, of course, translate to organizational performance. Organizational targets and achievements depend on employee job satisfaction and in turn contribute greatly for success, growth, as well as enhancing the performance and increasing the quality of work in such organizations (Muhammad, et al., 2013). No wonder, why Abdifitah, Abdulkadir and Asho (2015) conclude that employee job satisfaction is central to be studied since it measured as critical key issue for improving competitiveness and organizational performance.

Employee job satisfaction is measured very substantial, particularly when it comes to describing the success of any organizations. In fact, satisfying employees in the service industry (i.e. hotel industry) is crucial to the growth and success of any organizations. This is the reason, why Rouf and Riyaz (2016) and Kaur (2015) submit that examining employee job satisfaction has been a continuous practice amongst hotel or service industry researchers. The key basis for the continual attention given to this concept of employee job satisfaction is due to the varying hotel business environment across the globe. The concept becomes a major concern for every hotel owner today in Nigeria.

In today's business competitive world, the connection between employee job satisfaction and organizational performance is unquestionable due to the importance of employees as the most critical asset of differentiation for any organization (Rouf&Riyaz, 2016), though, irrespective of the industry, organizations could increase the performance of the organization by improving the satisfaction of the employees. Therefore, performance level of an individual employee has been a tasking challenge in management of an organization, devising a working scheme to motivate an individual employee to succeed and deliver qualitative job performance (Inuwa, 2015). Ogbulafor (2011) cited in Inuwa (2015) affirmed that the failing level of employee performance in the service industry is fast becoming a serious threat to survival of hotel business which needs serious to be cautiously addressed.

However, the relationship between the organization and its employees is run by what satisfies and motivates them to work and the fulfilment they get from it. The manager needs to know how best to elicit the support of employees and direct their performance to achieve the set targets and objectives of the organization. The failure or success of any organization depends on whether or not these set targets and objectives are achieved. Consequently, an organization's workforce plays significant role in the achievement of these organizational goals and objectives hence organizational performance (Bowen & Ostroff, 2004). No wonder Gavrea, Ilies and Stegorean (2011) assert that continuous performance is the primary objective of any organization. This is evident as continuous performance is the reason for organizational growth and advancement in management organizations. Performance therefore, refers to the act of accomplishing a task successfully. It comprises an event, where a person or group of persons acts in particular way for another group of persons.

Several studies have been carried out on the concept of employee job satisfaction, for instance, Bashayreh, (2009), Pushpakumari, (2006), Bowen and Ostroff (2004), etc. However, not much has been written on the concept of employee job satisfaction and its influence on organizational performance in this part of the continent. Existing work on the subject matter include Rouf and Riyaz (2016), Abdifitah, et al, 2015, Inuwa, 2015, Kaur, (2015), Gohari et al., 2013) etc. Notwithstanding, the findings of these scholars, the problem associated with the study has not been concretely addressed and this has created a gap-in-knowledge which this current academic research intends to fill.

Extant literatures revealed that organizations cannot survive without human resource, which is the major important factor amongst all factors of production (i.e. machine, materials, and time) (Bankole, 2011; Peretomode&Peretomode, 2005; Price, 2004). Human resources are the main reason, why organizations exist. Employees have the capabilities for reasoning and they play the major roles and also make substantial contributions to the organizations. Anuar (2011) however inferred that organizations should pay attention to employees in order to keep them satisfied. He submitted that highly satisfied employees will definitely deliver high quality of job performance. Take the hospitality industry in Nigeria, especially the hotel industry to consideration; the turnover rate, employee commitment and performance are emerging as

the most crucial challenge on the management of employee in the immediate future (Oki, 2014). These challenges are driven by the concerns of loyalty of employee, organizational restructuring and high competition of employee's retention.

Also, employees often complain that their salaries are stagnant, that other employees receive more pay than them, while they perform the same type of job within the same industry line. The employees usually accuse the management of gross discrimination and incompetence due to inequality or underpayment of employees which often lead to mass dissatisfaction and grievances (Gohari, Ahmadloo, Boroujeni&Hosseinipour, 2013). To guide this paper, the following research questions were asked: (i) what are the factors influencing employee job satisfaction in hotel industry?; (ii) to what extent can employee job satisfaction influence organizational performance in hotel industry?; (iii) to what extent would employees derive job satisfaction from salary administration in the hotel industry?; and (iv) what is the relationship between psychological factors (i.e. job satisfaction, social support, and emotional intelligence) and turnover intention in the hotel industry

Conceptual and Theoretical Framework

Earlier research on employee job satisfaction refers to the concept as combining physiological, environmental and psychological conditions together which enable employees to say they are satisfied with their job. Fisher and Hanna (1931, cited in Zhu, 2015) described the concept as a product of non-regulatory mood tendency. This covers five aspect of the job such as supervisions, compensation, the job itself, promotion opportunities and work colleagues. It is noted that employee satisfaction involves how employees feel about their work and to the different descriptions of their work. Employee Job Satisfaction can be seen as a job attitude which has been widely and extensively researched in the field of organizational/industrial psychology.

In the words of Frye (2012), the concept of employee job satisfaction can be described in various ways. The concept of employee job satisfaction therefore includes intrinsic, extrinsic and general satisfaction at work. According to the author, it refers to an emotional state, resulting from appraisal of one's job or job experiences and developed by various intrinsic and extrinsic influences. Frye (2012) distinguished between intrinsic and extrinsic job satisfaction. The scholar describe intrinsic job satisfaction as an emotional state that an employee derives from the job duties engaged in, and replicating the attitude of employee towards tasks of the job. It is specifically described as the extent to which employees are encouraged for reasons other than financial motivation (i.e. feelings of heightened self-esteem, personal accomplishment and personal growth).

Chuang, Yin and Dellman-Jenkins (2009) summarize that the level of intrinsic job satisfaction experienced by an employee and the extent of motivation depends to a great extent on the fit between the workers and the job. Intrinsic job satisfaction can however be referred to as the natural satisfaction that an employee acquires while performing the task and experiencing the feelings of such accomplishments. On the other hand, extant literatures support the distinction of Frye (2012) who submit that extrinsic job satisfaction refers to the emotional state that an individual employee derives from the rewards connected to one's task that are controlled by the organization, as well as his peers, or and superiors (Pepe, 2010). Lucas (1985) cited in Frye (2012), the extrinsic job satisfaction is described as hygiene factors, with which the features are purely external to the job itself and frequently affect the level of employee dissatisfaction experienced by an employee more than determining his satisfaction.

According to Vartikka and Mohamed (2013), employee job satisfaction refers to "how content an individual is in his current position and it is measured by organizations in order to ensure that their workforce is ideal". The authors describe further that job satisfaction remains one of the most researched areas of organizational theory and behaviour. This is the reason, why Bashayreh (2009) argue that employee job satisfaction is the most important issue for employee's motivation, employee effectiveness and retention, as well as its performance. Obviously, employee job satisfaction has direct influence on organizational performance and this is due to the fact that the result shows positive work values. It lower rates of absenteeism and increases high levels of employee motivation, and reduces turnover intention. Tella, Ayeni and Popoola, (2007) affirm that employee job satisfaction is seen as an attitudes about the characteristics of the job, compensation and its benefits, its status, social security, respects, advancement opportunities and technological challenges. As Luthans (2005) puts it, the common features of employee job satisfaction includes work itself, pay and salary administration, promotion, peers, supervision and work environment; while Shilpajainusms (2010) illustrate the

concept of employee job satisfaction as follow: “to have a motivated, satisfied and a less stressed performing team work, an organization must have consistency amongst its structure, systems, internal control mechanisms, people, culture and good fit with strategic plan”. Mohammad, et al., (2013) place emphasis that there is no doubt that employee job satisfaction is crucial to quality attainment and profitability in work organizations. Also, employee job satisfaction impacts quality and its relative control at industry, and to achieve quality and profitability at organization, employee job satisfaction is critical, without which organizational cannot think of any success.

Existing literature reveals that employee job satisfaction is the most crucial and necessities for an employee to be successful, productive and happy and of course, have a satisfying feeling, which is an outcome of the perception of what the job provides for individual employee (Ming-Chun, Ching-Chan and Ya-Yuan, 2015; Ozer and Gunluk, 2010; Ay and Avsaroglu 2010). These authors came up with a definition of difference, which also refers to the degree of satisfaction and the difference between individual actual returns and the required one. Employee job satisfaction has been emphasizing on how employee think, observe feel their given task. In the submission of Abdulwahab (2016), he asserts that successful organizations will always depend on high level of increased performance of its workforce to meet the set targets and objectives of such organizations. This is in line with Dessler (2011)’s assertion that “for any organizations to achieve such set targets and objectives in a competitive market, employees involved must perform at high levels”. Madhuri, Srivastava and Srivastava (2014) argue differently that employees at all levels have some expectations from their assigned tasks. The concept of employee job satisfaction however “refers to the total belief and perception of employee regarding the degree to which their expectations from the job are satisfied” (Madhuri, et al., 2014). Significantly, employee job satisfaction is generally a fundamental tool to improving employee performance, as well as organizational performance in work organizations. No wonder, why Abayomi and Ziska (2014) affirm that employees with high levels of satisfaction are more motivated to achieving the organizational set targets and objectives.

There are many theories of employee job satisfaction. These theories explain why employees feel the way, taking cognizance of their jobs. The various components of employee job satisfaction (i.e. employee’s working conditions, employee benefits, supervisor support, employee safety, pay, promotion, communication and work itself (Mbundu, 2011). For the purpose of this review, four theories of employee job satisfaction were reviewed and Abraham Maslow’s theory of needs was adopted as the most relevant to this study.

Studies have reveal that human needs have been divided into five hierarchies by an American Psychologist, Abraham H. Maslow. In his study of motivation, Maslow’s theory of the hierarchy of needs remained very prominent in management organizations. According to Maslow, human needs are in a hierarchical form starting in an ascending order from the lowest to the highest. In Maslow’s opinion, when one set of needs are satisfied, it ceases to be a motivator. Though, this theory has been a subject of various reviews, researches and questions, his identification of the basic needs have been relatively popular. The most basic of human motivation is presumed to be physiological needs relating to the motivations such as hunger, thirst, cloth and sleep etc. These are the strongest when the needs at all levels are not satisfied, but as soon as the physiological needs are satisfied, other needs become evident (Bankole, 2011; Maslow, 1954). The safety need is related with self-protection, with the avoidance of harm, to some extent, with provision for the future, fear of love of job, property, food, shelter and so on (Peretomode & Peretomode, 2005; Maslow, 1954). This has to do with love and wish to have friends or family or companions, as well as identification with peers and group. Employees must have association and must be accepted as such. As given by Maslow’s findings, self-esteem needs become important at the fulfillment of love and affection needs. This is of course, the desire for respect from others. “This type of need produces such a satisfaction as power, prestige, status or self-confidence” (Maslow, 1954). Self-actualization need is at the highest level of Maslow’s movement. This is the motivational system to accomplish one’s personal capacities, to develop his potentials and to do what he is best suited.

The identification of the kinds of needs could be useful to managers and employers of labour. If only the physiological and security are not satisfied, hence, this can have a substantial effect on motivation. For example, junior supervisory personnel might be very happy with little and simplified office decorations while an executive may be contented with a large well-furnished office. It therefore means that, managers must take a contingency approach to the application of Maslow’s needs’ theory.

Evolution of Employee Job Satisfaction

The evolution of employee job satisfaction can be traced to humanistic school of thought, which is one of the branches of psychology. The pioneer and supporter of this school of thought was Abraham Maslow, who affirmed that employee try to find means to satisfy their needs in an orderly manner, which moves from lowest, through upward movement. These movements of orderly arrangements were subsequently tagged as hierarchy of needs (i.e. hierarchical order) (Sypniewska, 2014; Bankole, 2011).

Existing articles-in-journals on theories of motivation, as well as publications on management and organizational behaviour agreed that Maslow ranks first “physiological needs, followed by safety through esteem, appreciation and self-actualization (Rouf&Riyaz, 2016; Kaur, 2015; Madhuri, Srivastava&Srivastava, 2014; Sypniewska, 2014; Vartikka, & Mohamed, 2013; Muhammad, et al., 2013; Bankole, 2011, Peretomode&Peretomode, 2005; Maslow, 1954). Citing the words of Sypniewska, (2014) and Hoffman (2003), they affirmed that Maslow’s submission of hierarchy of needs is “only after feeling satisfied in meeting the needs of a lower level is there a desire to implement a need on a higher level”.

Examining the evolution of employee job satisfaction from another perspective, it can be observed that one of the biggest preludes to the study has a relationship with Hawthorne studies which is credited to Elton Mayo School of Thought, which were conducted between 1924 and 1933. The primary aim was to find the effects of several conditions on the employees’ productivity and the result obtained shows those changes in work conditions increase employee productivity, which also, later increase, but from the knowledge of being practical. Extant literatures reveal that the findings of Elton Mayo School of Thought provided evidence the employee work for no other, but pay and this is part of the motivation behind investigation towards researching into job satisfaction.

Also, Frederick W. Taylor’s investigations on Scientific Management also had motivation that surrounds his research into employee job satisfaction. The summary of this investigation shows that the initial use of scientific method; though, increased productivity greatly. This is due to the fact that employees were forced to work at a very fast speed. This, however, employees became traumatized and subsequently became dissatisfied. This reason amongst others, thus motivate F. W. Taylor and others to continue to investigate into other factors that could satisfy employees at work.

Employee Job Satisfaction and Organizational Performance: An Appraisal of Factors Influencing Employee Job Satisfaction

There are various factors influencing employee job satisfaction and this could be categorized into two sub-variables (Bankole, 2011): (i) organizational factors and (ii) personal factors. The organizational factor summarizes that because employee spends all his life time within an organization and as such, organization should fulfill their needs. This could come in form of rewards system, working condition and cooperation; while personal factors include interest, traits, seniority, status etc (Price, 2004).

In the process of treating employee job satisfaction and its relative factors influencing it, various aspects of job and the terms under which those jobs are carried out have been acknowledged as important influences on employee job satisfaction. In this vein, Mbundu (2011) claim that “to be exact about what makes people feel satisfied or dissatisfied about their work the approach is to focus on jobs facets of a job”. Mbundu (2011) described common job satisfaction facets as pay, promotion opportunities, fringe benefits, supervision, working conditions, communication, job security and work itself.

Employee’s Salary / Pay and Organizational Performance

Pay or salary is a dynamic factor which influences employees’ job satisfaction. Employee job satisfaction and employee motivation is seen as the precursors of job and pay security, are the most vital job replications to control the future events and also satisfaction, alongside promotion opportunity is another remarkable and key motivator type (Clark, 2001). Therefore, in any Human Resource operations, rewards system is very vital, particularly when it concerns with pay, salary, and financial compensation. These human resource functions are applied in organizations with different motives, though they use the same concept.

In some organizations, employee satisfaction by pay is based on seniority and it is often referred to as a reward, especially when the employees do the job efficiently and tend to receive financial reward; and as such, the pay level is due to the skills of the employees, their efforts, and being active in their responsibilities (McShane & Von Glinow, 2005). Globally, there is a paradigm shift as employers transformed the rewarding system from a usual performance-based motivation to a new kind of organizational strategy and in line with organizational set targets (Lawler, 2000). Performance-based pay therefore is in two folds: (i) there is group performance pay and (ii) individual performance pay. This includes bonus, pay, promotion and other different pay types (Milkovich & Newman, 2009). Although, the Performance-based pay has different kinds, most of the managers use the same methods to reward and this way includes adding extra money to the wage base (Chang & Hahn, 2006; Lee et al., 1999). Performance-based pay is therefore summed by Wolf in (Price, 2004) as: the holy grail of modern compensation administration, which is broadly sought but hard to actually accomplish. Wolf described Performance-based pay is the flag, motherhood and apple pie, but it is easier said than done. One primary problem is defining performance properly, so that the organization pays for results and not for effort. Once over that hurdle, there remains the large impediment of finding enough money to make reward for top performance meaningful.

Preceding researches revealed that pay or salary is one of the most important variables in explaining satisfaction and organizational performance (Sajuyigbe, Olaoye & Adeyemi, 2013; Ojokuku & Sajuyigbe, 2009; Peretomode & Peretomode, 2005). Sajuyigbe, Olaoye and Adeyemi, (2013) concluded that pay or employee salary plays crucial role in human capital intensive to attract and of course, retain skillful employees.

Psychological Factors (Job Satisfaction, Social Support and Emotional Intelligence) and Turnover Intention

Like employees of other industry, hotel employees also give different assessment of the job they do. The outcome of the assessment shows that whether the job is satisfying or not. Employee job satisfaction is a positive emotional state resulting from the assessment of one's job or reactions to work experiences, how employees feel about their jobs, aspect of their jobs, and work situations (Landy & Conte, 2004). It is the extent to which an employee feels positively or negatively about the internal and/or external domain of his/her job (Bhuiyan & Menguc, 2002) or the contentment and enjoyment employees felt on their job. The more an employee derives satisfied from his job, the more he is motivated and committed to the job (Adebayo & Ogunsina, 2011; Cooper-Hakim & Viswesvaran, 2005). Employees who are satisfied and committed are more likely to attend work, stay with an organization, be punctual to work, perform better than employees who are dissatisfied (LePine, Erez, & Johnson, 2002). Employee job satisfaction has also been strongly associated with high level of organizational commitment, job performance, and psychological well-being [i.e. job satisfaction, social support and emotional intelligence] (Limbert, 2004).

Many factors contribute to the antecedents of employees' job dissatisfaction. Some of these factors include but not limited to pay or salary (Banjoko, 2006), unavailability of job, personality, self-esteem, self-efficacy, life satisfaction, culture, equipment (Oladele, 2009). Causes of job dissatisfaction have also been documented in literature (Oladele, 2009; Price, 2004). The causes include: transfer inconveniences, poor equipment (Oladele, 2009), low salaries, poor benefits, lack of job security, poor recognition and lack of flexibility in scheduling (Albaugh, 2003). Furthermore, employee dissatisfaction can result from high emotional exhaustion and burnout, lack of organizational support, and organizational climate (Bokti & Talib, 2009; Ahsan, Abdullah, Fie, & Alam, 2009).

In like manner, job dissatisfaction of hotel employees can be triggered by these factors. For example, it has been noted that high job targets or demands, lack of shifting, dual obligation of protecting the hotels and its customers, emotional demands, and time pressure (Ogunbamila, 2010; Ojedokun, 2008), changes in the task, high pressure to balance transaction of the day, increase service delivery are common stressors in the hotel industry (of Nigeria) that amplified the conflicting demands on hotel employees. These stressors may induce stress, which may in turn result to job dissatisfaction and turnover intention in cases where they exceed hotel employees' coping capability.

The relationship between employee job satisfaction and turnover intention has been documented. For instance, Ojedokun, (2008) reports that the higher the level of employees job satisfaction, the less he thinks of leaving his job. Likewise, Ojedokun, (2008) used employee job satisfaction multi-faceted construct as predictor variable and examine its impact on intention to leave among the hotel personnel in Nigeria. They found that employees with long stay at workplace

had higher level of job satisfaction and would not incline to quit. Adeyemo and Afolabi (2007) find an undesirable relationship between employee job satisfaction and withdrawal cognition (intention to quit). In the study of Brough and Frame (2004), it was found that as job satisfaction increases, turnover intention also increases.

Social support is a supportive or helpful social interactions or exchanges of resources between people in both formal and informal relationships. It refers to the degree to which employees perceived that co-worker offer them support, encouragement and concern (Freese, 1999). Co-workers support constitutes an important source of support especially when task accomplishment allows employees to interact with their co-workers. Social support may take different forms in the workplace, including affective support (i.e., love, liking and respect), confirmation (i.e. confirming the moral and factual “rightness” of actions and statement), and direct help (e.g. aid in work, giving information, or money) (Freese, 1999), emotional support, appraisal support, instrumental support and informational support (Beehr, Jex, Stacy & Murray, 2010).

Employees who receive high social support are often more willing to stay with the organization than their counterparts. This is because social support helps employees to realize their socio-emotional needs (e.g. affiliation, esteem, approval), and signals the availability of aids when needed (Watson, 2000). It also conveys feelings of energy, enthusiasm, and general feelings of positive affect (Watson, 2000). Researches have also indicated that when co-worker or supervisor is supportive of subordinates, this treatment often lead to favourable outcomes for the employee and the organization such as reduced stress, turnover intention and increase commitment, increase productivity, and enhanced performance (Lee, 2004). Therefore, it is expected that hotel employees who perceived high social support on their job will be attached, committed, dedicated to their job.

Emotional intelligence as a concept is relatively new and it has enjoyed extraordinary responsiveness from authors and scholars in the few decades. By description, emotional intelligence is defined as one’s ability to recognize one’s own feelings and other feelings, to differentiate among them, and to use the information to manage one’s thinking and behaviour (Salovey & Mayer, 2009). For instance, a worker or employee who is emotionally intelligent is an individual who is enthusiastic, contented, and have the capability to manage, change, adjust, and resolve any stressful work situations. This is accompanied with strong emotions without falling apart but by aggressively coping with stress (Carmeli, 2003). Significantly, emotional intelligence helps an employee to focus on the determination, rather than the thinking. It aids the ability and ideas of how to shun dysfunctional feelings and use it in an adaptive way to ease feelings of depression, anger, sadness, frustration, as well as anxiety that often trigger employees’ intention to quit, which is otherwise known as turnover intention.

The Role of Human Resource Management in Employee Job Satisfaction

The role of human resource management in employee job satisfaction has been a leading area of research in the developed economies (Bankole, 2011; Absar, 2010). But much of these studies are still very limited within the terrain of developing economies. Scholars, researchers and academicians have conducted the relationship between human resource management and its influence on organizational performance (Bankole, 2011; Absar, et al., 2010; Dessler, 2007. Human Resource Management (HRM) functions includes job analysis, human resource planning, selection process, including recruitment and placement, performance evaluation, compensation, learning and, of course, industrial relations (Bankole, 2011; Peretomode&Peretomode, 2005); but in the words of Absar, (2010); Noe, Hollenbeck, Gerart, & Wright, (2007), the functions of human resource management include HR practices, policies and general systems that influence employees’ attitude and behaviour, as well as job performance. Eventually, Absar, (2010) found in their study that human resource management and its practices are closely related with job satisfaction and as such HR practices result in higher level of job satisfaction which of course, translates into organizational performance.

Employee Job Satisfaction, Employee Performance and Organizational Performance

With the preceding facts gathered from existing literature and the ones enumerated above, the links between employee job satisfaction and employee performance, as well as organizational performance cannot be over-emphasized. First, employee attitude is very fundamental for any work organizations in order to determine the behaviour of its employees (Muhammad, et al., 2013). The authors subscribe to the judgment that a satisfied employee is always a productive employee. This is followed with a conclusion that “if an employee is satisfied, then it will create within himself a pleasing

atmosphere that will make him exert more effort in the organization and perform better in an efficient manner". In the same vein, Lock (1976) cited in Owusu (2014) affirmed that employee job satisfaction is pleasurable and emotional state which originates from the evaluation of an employee's job experience. Owusu, (2014) however attributes and implies Locke's description that satisfied employees have positive attitude towards their job which leads to increased performance, while dissatisfied employees may have negative attitude towards given tasks which, of course would lead to decreased performance or low performance. Owusu (2014) submitted that employee job performance which comprise of certain behaviours that are important in accomplishing the goals of the organization.

It is no longer news that employee job satisfaction anchors both employee performance and organizational performance (Dugguh & Ayaga, 2014). Butler and Rose, (2011) also assert that one of the crucial objectives of an organization is to maximize the performance of the employee to accomplishing the set goals. Thus, such organization would not need only motivate or satisfy the employees, but must channel the efforts of the employees towards increased performance, hence organizational performance.

Methodology

A self-structured questionnaire and interview question guide were used to collect data from respondents. Convenience sampling method was employed to select three hotels, including Regional Hotels, Black Diamond and Oriental, while simple random sampling method was used to select 2 line managers and 4 supervisors from the three hotels, totaling 6 as sample size. The participants were drawn randomly from different departmental units of the selected hotels. The main instrument (i.e. questionnaire) was designed using 5-Likert Scale and all questions were in close-ended form. In order to establish the pilot study (validation and reliability of the instrument), experts in employee job satisfaction validated the questionnaire via face, content, clarity, relevance, correctness and appropriateness of the identified variables in title of the paper, and a test-retest method was also used. The result of the reliability test was 0.79. This indicates that the instrument was reliable. In confirming the facts and validities of the research instrument, data collected were analyzed using and regression analysis with the aid of Statistical Package for the Social Sciences (SPSS).

Results and Discussion

The influence of employee job satisfaction on organizational performance: an insight from hotel industry in Nigeria has been generally discussed and authenticated in the following paragraphs. The first test of hypothesis revealed that there was significant relationship between factors (i.e. pay, promotion, job security, co-worker support, reward and recognition) and employee job satisfaction in the Nigerian hotel industry. No wonder, why Kabir (2011) supported the notion that existing literatures identified factors such as promotion, pay, supervisor support, working conditions, job content, job security, clarity of roles, participation in decision making, reward and recognition, career development, training and development, perceived organizational support, task variety, communication and style of management are determining dimensions of employee job satisfaction. In the same way, pay or compensation in the form of pay, which is otherwise referred to as financial motivation was found to significantly have influence on employee job satisfaction. It is also emphasized that promotion creates increased level of responsibility, opportunity for personal growth and increase on social standing amongst others.

From the test of the second hypothesis, result obtained shows that there was significant relationship between organizational commitment and employee job satisfaction in the Nigerian hotel industry. This result goes with the submission of Okpara (2007), as he described the concept of organizational commitment as workers' identification with and emotional attachment, as well as involvement in hotel organizations and management organizations in general. The author therefore regarded the concept of organizational commitment as the willingness of workers to contribute to organizational set objectives. Okpara (2007) consequently concluded that the perception of employees about organizational learning and development will shape their level of commitment towards the organization, hence, organizational performance.

The third test of hypothesis found that there was low turnover intention, which means that employees are still satisfied with what they do and receive as such. The result indicates that turnover can be costly to the hotel organization such as cost of recruiting and training and can also lead to more accidents which also lower low productivity and commotions.

Nazir and Nabi (2015) therefore believed that decrease in employees' morale and job insecurity push employees to quit the job and seek job elsewhere.

The last result obtained from the fourth hypothetical test indicates a close relationship between employee job satisfaction and organizational performance in the Nigerian hotel industry. This result is not isolated with the claim that efficiency and productivity are achieved by satisfied employees who are being sensitive to their socio-emotional and physiological needs. Such satisfied employees form a connection with the organization and take pride in their organizational membership, which also allow them to display increased levels of performance and profitability.

Recommendations

Motivational system is known to be crucial for organizational success and this must be put in place such that a positive attitude towards increased employee job satisfaction. These motivational factors should include pay, promotion, recognition and rewards system, job security, co-worker support, favourable and friendly environment, working conditions, awarding outstanding performance and must be adequately implemented. This will, of course shape the employees' behaviour and the result would enhance employees' job satisfaction in the hotel industry in Nigeria.

The purpose of employee job satisfaction should improve organizational performance which must be in line with the set targets and managed by the hotel supervisors or management. If this is effectively managed, then it will increase performance which also improves the quality and efficiency of hotel customers for patronage and profitability.

Hotel organizations should as a matter of fact improve their motivational strategy and remuneration in order to boost employees' commitment and to efficiently deliver good customer service. Once this is accomplished, efforts should be made to for continuity against any form of turnover intention approach. In other words, hotel managers and supervisors should ensure that employees participate actively in making decision. This will be seen as motivating factor as they assume and feel part of the management who runs the organization. This, of course, will improve performance and also reduce the rate at which employees leave the organization.

Conclusion

The actuality of a good motivational strategies and system is very vital for organizational success and progress for enhanced positive employee attitude and behaviour that translate into increased job satisfaction of employees. The study found out that there are influencing factors (pay, promotion, recognition and rewards system, job security, co-worker support, favourable environment, working conditions, awarding outstanding performance) that positively enhance satisfaction of employees in the hotel industry in Nigeria. The introduction of the afore-mentioned factors is consequently necessary to stimulate good behaviours that will allow the employees to exert more efforts in their given tasks. This is evident as the resultant effect would make such employees to be more productive. Thus, the hotel employees were found to be committed and have very low turnover intentions. This is one of the reasons, why Ming-Chun, Ching-Chan and Ya-Yuan, (2010) concluded that employee job satisfaction, organizational commitment and job performance are critical issues in the Nigerian hotel industry.

The purpose of employee job satisfaction and its components and their influence on organizational performance is very crucial in the hotel industry. Increased performance can, of course, also improve the quality and efficiency of hotel customers in Nigeria. Hence, the relationship between several dimensions of employee job satisfaction revealed that organizational performance depends upon the behaviour and attitude towards hotel employees in Nigeria.

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