

Esther Olayinka Ogbonnikan

**JOB SATISFACTION AND EFFICIENCY AMONG HOTEL
WORKERS**

Case Study of Giant Star Hotel Lagos, Nigeria

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<p>This thesis researched satisfaction and efficiency among hotel workers, through a case study of Giant Star Hotel Lagos in Nigeria. The thesis was commissioned by the Giant Star Hotel. The study sought to find out whether the employees of the hotel business were really satisfied with their jobs or not. In doing this, it was determined the extent of the level of their job satisfaction and how they could have been satisfied, if they had been in another field. The objectives of this research were to identify the various factors that actually triggered off or were responsible for the workers" satisfaction and to determine the major factor that made them satisfied with their jobs and their corresponding efficiency.</p> <p>This research was basically informed by the need to actually know the factors that motivated hotel workers to carry out their professional duties effectively. It was indeed necessary to know whether these hotel workers were forced by circumstances to stay in the profession or if they were actually satisfied with their jobs. And also to find out their level of satisfaction. It was essentially necessary to determine the main factor that gave them the job satisfaction or dissatisfaction. In other words, it was determined 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.</p> <p>For the empirical part, a qualitative research method was used, this included the use of interview and observation. After the analysis of the results it were discovered that a lot of hotel workers were averagely satisfied with their jobs and job satisfaction leads to efficiency on the part of the employees. Recommendations were made to the employers of the hotel, and this could be useful for other hoteliers too, in order to have a good human relationship, employee satisfaction in the Giant Star Hotel in particular and the hotel accommodation industry in general.</p>		
Keywords: Efficiency, Job satisfaction, Motivation.		

ABSTARCT

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1 INTRODUCTION

In today's world, managers and employers of labour all over the world are continually being faced with an important and crucial managerial problem which is employee motivation and job satisfaction among their employees. Undoubtedly, the magnitude of this problem has called for different studies by various researchers in the management field. Indeed, job satisfaction among workers in any industry is directly related to the motivation of the employees. Sola Fajana in his book Human resources management, pointed out that job satisfaction and motivation are twin-sisters of a managerial problem. He added that even though both are distinct they are also connected so that one can not be understood without the other also being understood. (Fajana 2002 ,291.)

The main purpose of this thesis is to study how satisfied hotel workers are with their job and what leads to their level of efficiency. When an employee is dissatisfied at work and lacks the motivation to act in a profession that is mainly customer- service related as a hotel, this will directly affect their level of efficiency and quality of service. The common belief in human management is that, workers or a person's choice of behaviour is influenced by the expectations of a desirable outcome. In other words, no individual works relentlessly, with all the zeal, without something motivating him/her, in terms of expected rewards or desirable outcome.

Relatively, hotel workers, who are so diligent in the discharge of their duties, must have been either greatly satisfied with their jobs or otherwise. Indeed something must have been motivating them. Therefore, this study intends to find out whether hotel workers are actually satisfied with their jobs or not .The main aim of this thesis is to assess the level of job satisfaction of hotel workers in general and the Giant Star Hotel in particular. To find out if there is any correspondence between motivation and efficiency of workers.

This research could experience some limitation in determining the level of a workers satisfaction with his /her job. The major limitations are firstly: respondent attitude, some respondents may be afraid to give out information due to the secrecy of the organization they represent, or they may think that the information

when given will be used against them. Finance could be another limitation in carrying out this research, since the interview will be conducted in Nigeria. Distance is also to be considered when writing this thesis. Since I am studying in Finland and I have to go to Africa to conduct this research other things being equal, distance might be a disturbing factor in getting to the root of the research, not forgetting the time limit.

2 NIGERIA AND TOURISM DEVELOPMENT

The Nigeria nation, her people, geographical location and religion are what this chapter will be looking at briefly. Also, the development of tourism in the country and the effect on the populace either positively or negatively.

2.1 A glimpse at Nigeria

Since, the location of this thesis commissioner is Lagos, Nigeria ,it is then important to take a glimpse at the country called Nigeria. This will enable readers of this research work to get acquainted with the country. Nigeria normally referred to as the giant of Africa was formally known as Niger-area. The country parades divers' cultures and ways of life, cities and terrain, with an area of 923,76km (356,668sq.mi). Nigeria shares her border with four countries, these countries are: Chad, Cameroon, Benin and Niger. Nigeria has 36 states and Abuja is the federal capital. It must be recollected that until 1989 the capital of Nigeria was Lagos. Nigeria is located within the western African axis, it has two major seasons, these are the dry and the wet season .According to the Muslim population website (2012) 32 degree centigrade is a normal temperature in the northern part of Nigeria. The major ethical groups in the country are: Hausa, Yoruba and Igbo. And in terms of religion Islam and Christianity are the major two religions followed closely by the traditional religion. Nigeria is the most populous nation in Africa with various tourist attraction sites such as: Obudu cattle range, Badagry coconut beach, Olumo rock, Ikogosi warm spring and the Erin-Ijesha water fall among others.



Graph 1. The map of Nigeria (Adapted from Nigeriahospitality.com)

2.2 Current trends In the Nigerian tourism sector

Undoubtedly, tourism and the hospitality industry can be said to be a basic revenue generator for the operators in the business and the country in which they operate. Nigeria as a country is no exception. Although the tourism industry in Nigeria can not be said to be fully developed, it is still in its developing stage. Meanwhile, since its independence in 1960, Nigeria as a country has been dependent on the oil sector. So, the tourism sector has been neglected, until recently when the new democratic government identified tourism as a strategic venture that can boost the economy of Nigeria as a country. However, it is also important to put in place product and services that are abundant in the country in order to attract both domestic and international tourists to the country. (Nigeriahospitality 2010)

Tracing the development of Tourism in Nigeria, Ifeanyi Debo in his article entitled: Hospitality and tourism industries waiting to be tapped 2008 said, it has shown that tourism dates back to the sixties, when the Nigerian Tourist Association was formed by a group of private practitioners to project the tourism potentials of Nigeria and encourage both domestic and international tourism activities. It was the effort of the association that led to the admission of Nigeria as a full member of the international Union of Official Travel Organisation (IUOTO), now known as the World Tourism Organisation (WTO) in 1964, (NTBC). With variety of destinations as there has been a continued geographical spread of tourism to all parts of the world which has made it possible for many countries, especially for developing countries to develop tourism as a viable tool for socio-economic development. (Debo 2008)

Meanwhile, Toni pointed out that Nigeria has a high volume of human mobility in the country, people moving from one city to another. Mass movement of people has increased because information technology has not been developed as it should have been, what would have been done easily through the internet, taking people from one destination to another destination within the country. So the hospitality industry like the hotels is having good patronage not from international tourists but internal mass movement of the people to solve their day to day needs (Toni. A 2008) Accommodation is only a component of the hospitality sector. Other establishments providing hospitality services are among other, the following: Hotels, Restaurants, Cafes and catering places, Night clubs, Guest houses, Self-catering accommodation apartment, Take away food bars, Catering places and Pubs. (Page 2006)

2.3 The accommodation sector in Lagos state, Nigeria

According to information available on Nigeria hospitality, Lagos state has undergone a series of developments both in policies and structure since its creation on May 27, 1967. Even though Lagos state is the smallest in size of about 356,861 hectares, but the same cannot be said about its population. Lagos is

growing rapidly by the day. It was the former capital of the federal republic of Nigeria, and it has about 16 million inhabitants. It is also believed to be the commercial nerve centre of the country. The accommodation sector in Lagos state is one of the oldest commercial businesses, comprising of hotels and other forms of lodging. Accommodation is a vital part of the tourism business.
(Nigeriahospitality ,2010.)

Graph 2. A symbol of Lagos state. (Adapted frommicrofinancenigeria.com)

Furthermore, it is a proven fact that people lodge in hotels in Lagos state for various reasons, for leisure travellers, it could be for vacation or weekends, tourists who of course need a place to lay down and sleep, a good example of leisure travellers is the family. On the other hand there are business travellers who could lodge in a hotel for business purposes ,either to attend a conference a seminar or any kind of business meeting.

Meanwhile, Lagos is believed to have the highest concentration of hotels and other forms of lodging facilities in Nigeria, this is due to its nature, it is close to the Atlantic ocean with the national port authority: this implies that goods can be easily imported or exported. Also the city has a high concentration of industries, from banking, telecommunication, oil and gas to the manufacturing industry .both business travellers and leisure travellers make good use of the hotels available .Travellers have a higher possibility to spend more when they are away than when they are at home. Therefore, hotels in the state not only meet the guests basic needs of shelter for the night but also add value to the experience by providing services and products. Hotels also have the merits of hosting guests that have the potential to generate additional revenue from foods and beverages services.(Oshindeyi & Babarinde 2010,62.)

Even though the most popular form of accommodation in Lagos state is the hotel: from the international standard hotels, to the medium class. most of these hotels are concentrated near the international airport or have at least easily accessible

room at the airport. Another form of lodging that is popular in the state is the guests houses ,mostly located in the sub hub of Lagos.(Oshindeyi & Babarinde 2010,63)

2.4 The Giant Star Hotel Lagos, Nigeria

The Giant Star hotel Lagos is among most the prestigious international hotels situated in Lagos state, the commercial nerves centre of Nigeria. This hotel is built on Victoria Island, spreading over two buildings and has a spectacular view of the Atlantic Ocean and the lagoon in the state. It is surrounded by beautiful gardens and magnificent landscaping.



Graph 3. A side view of Giant Star Hotel Lagos

Furthermore ,the hotel was built in 2004. Each room has sophisticated technology providing a variety of television programmes as well as a fast internet connection serving for all the hotel guests, both domestic and international guests alike. Guests can also make international calls right from the comfort of their rooms. Safety boxes are provided in each room where guests can safely keep their valuables. More so, in order to make the stay of their esteemed guests a worthwhile stay , the giant star hotel has provided a hairdryer, a mini bar with a portable refrigerator and a working desk. All the 160 rooms are very spacious and big.



Graph 4 .Front view of the Giant Star Hotel Lagos.

Considering the fact that the hotel business is a service business and only a satisfied customer would like to visit again. The management of the hotel has put in place a team of professionals, who are experts in the various field, and are

always available with a strong customer relations skills to attend to guests both returning and new guests. Other services rendered by the hotel includes: a classic bar, that stock different kinds of beer and wines, a standard restaurant serving both Nigerian and continental dishes, a car hire service is also available which can pick up arriving guests from the Lagos airport on arrangement free of charge. The hotel also has a meeting hall with audio visual facilities that can accommodate around 750 people. There is also a gift shop and a free parking place to all lodgers.

2.5 Top Hotels in Lagos, Nigeria

Presently, the way and manner in which tourists both domestic and international tourists spend their vacation has changed . Tourists prefer to spend time with their family and friends, but of course they take out time to explore the tourist attractions in the destination. Evidently,Lagos state is no exception, hotels and accommodation facilities around the state play a very important role in tourism. Therefore, it is not surprising when Lagos state being the commercial nerve centre of Nigeria, parades different classes of hotels, ranging from five star hotels with world-class facilities to other forms of accommodation. Some of the hotels in Lagos state are to be discussed subsequently.

2.5.1 Sheraton Hotel Lagos

Sheraton Hotel Lagos is situated in the industrial area of Ikeja, with many attractions and it is about 10mins drive to the Lagos airport. The Hotel has about 332 newly refurbished guest rooms, equipped to international standard to cater for both domestic and international guest needs .All members of staff are well- trained and friendly. It also has about 5 meeting halls ideal for conferences and seminars with modern technology for audio and visual supports.

The big -size swimming pool can be enjoyed by all the guests, while lodging in the hotel. Apart from all these facilities, Sheraton hotel Lagos has four restaurants

which serve Indian cuisine, Italian dishes, African delicacies and Chinese dishes. .A live band is also on hand at the hotel lobby to entertain its numerous guests. Each room also has a hairdryer, a desk, 24 hour room service, wireless high speed internet access and in-room safe.



Graph 6. A room at the Sheraton Hotel Lagos. (adapted from starwoodhotels.com)

Other services rendered by the hotel includes: laundry service, wake- up service and free newspaper. While staying at the hotel guests can also make use of the Ikeja golf club (about 2km) visit the national museum (about 15km) and the Lekki peninsula beach (about 21 km) .Guests can also make use of the hair salon, visit the gift shop ,Airline desks and call for a baby sitter if needed.

2.5.2 Lagos Airport Hotel

Lagos airport hotel Ikeja, Lagos, Nigeria was incorporated in 1942. The hotel started with just five rooms under a private ownership and with the name “Grand Hotel”. Today the hotel has 277 rooms comprising of different kinds of suites, single rooms and double rooms. It also has six different meeting halls ,which have a capacity of sitting more than 1000 guests. Other facilities of the hotel includes: a well -secured car parking space, two restaurants, four bars and an Olympic –size swimming pool a standard gym and internet connection are also available to its numerous customers. The hotel also offers car hire service and laundry services.



Graph7. Lagos Airport Hotel Restaurant (adapted from: [lagosairporthotelld](http://lagosairporthotelld.com))

2.5.3 Protea Hotel Lead Way Ikeja, Lagos

Protea Hotel Lead Way Ikeja is located in the Maryland estate. It offers 47 elegant and spacious classic rooms and two suites. The hotel is only a 15mins drive from the Lagos international airport. It has wining and dining facilities which include a restaurant and a bar, while leisure facilities include: a fitness centre a swimming pool and a private sound room for their guests. It also has a business centre, a conference room and internet service.



GRAPH 8. poolside of Protea Hotel (adapted from Protea Hotel)

2.5.4 Federal Palace Hotel Lagos

Federal Palace Hotel Victoria Island, Lagos is situated in the commercial hub of Lagos, Nigeria. The hotel over looks the Atlantic Ocean and is impeccably tailored

to international standard. One distinctive attribute of this hotel is that ,it caters for the discerning corporate travellers who value consistency in excellence and who wants to align their company with only the best of everything, including the hotel in which they stay. Facilities in this hotel include: a world class restaurant which offers cuisine and culinary delights for their guests to explore, a well- equipped business centre, various luxury rooms- from junior suites to two bedroom suites, the decor in the rooms is a blend of modern and the grandeur of yesteryears, The hotel has recently added a casino, for the enjoyment of guest that must be 18 years old or above. There are also meeting halls for conferences and seminars.



GRAPH 8. one of the rooms at the Federal Palace Hotel (adapted from federalplacehotel.)

JOB SATISFACTION AND EFFICIENCY

This chapter introduces job satisfaction as a concept and its relationship with employee efficiency. The subchapters will explain in details the works of other scholars, what they have written previously about job satisfaction, and various theories by renowned theorists.

Obviously, job satisfaction is good not only for the employee but also for employers of labour; it increases productivity and decreases staff turnover. According to a research from motivation theorist Frederick Herzberg and reviewed recently by Harvard business school, Herzberg suggests that employee satisfaction has two components; "hygiene" and motivation. Herzberg added that Hygiene issues can only dissatisfy if they are absent or handled improperly by employers. Herzberg further explains that when an organizations policy is unclear or unfair, it can stand in the way of employee satisfaction. Although employees do want to be paid fairly for their job, money is not be said to be the solely effective way to motivate individual. Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required. (Hertzberg review 2008,112-113.)

3.2 Understanding the concept: job satisfaction

According to the review on Herzberg is motivation theories by the Harvard business school, Herzberg pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions, above all, employee satisfaction and motivation have always been important issues. After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tends to be more productive, creative and committed to their employers.(Herzberg 2008,128.)

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, decrease employees' dissatisfaction with the work environment. Motivation, such as recognition and achievement, makes workers more productive, creative and committed. Herzberg, who is considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out what made them satisfied and 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 of 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 cause 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 advancement. Once the hygiene issues have been addressed, said Herzberg, the motivators would promote job satisfaction and encourage production (Herzberg 2008,164-167.)

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, the first factor is company administration. An organization's policies can be a great source of frustration for employees. For example, the policies are unclear or unnecessary or if not everyone is required to follow them.

when some categories or class of staff are supposed to go through some unpleasant company policy whereas another group of workers are exempted. Although employees will never feel a great sense of motivation or satisfaction due to your policies, you can decrease dissatisfaction in this area by making sure your policies are fair and apply to all. Also, make printed copies of your policies and procedures manual easily accessible to all members of your staff. (Herzberg 2008, 73)

Another factor that must be put in place by employers of labour is supervision. Herzberg stated that supervision is very important in order to decrease dissatisfaction on the work place; employers of labour must begin by making wise decisions when appointing someone to the role of supervisor and be aware that good employees do not always make good supervisors. The role of a supervisor is extremely difficult; it requires leadership skills and the ability to treat all employees fairly. (Herzberg 2008, 73)

Salary is the third factor, even though salary can not be said to be a motivator for employees, but every worker does want to be paid fairly. 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 professionalism. If individuals believe they are not compensated well, they will be unhappy working for the employers. (Herzberg 2008, 74)

The fourth factor is interpersonal relations. Part of the satisfaction of being employed in any organisation is the social contact it brings to the worker, it could be during lunch break together or coffee break, by allowing employees a reasonable amount of time for socialization this will help them develop a sense of teamwork. (Herzberg 2008, 74)

Working condition is the fifth factor. The environment in which people work has a tremendous 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 to employees

motivation is helping individual to believe that the work they are doing is important and that their tasks are meaningful.(Herzberg 2008,74)

Frederick Herzberg theorized that employee satisfaction depend on two sets of issues: hygiene issues and motivators. Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees. Hygiene issues (dissatisfaction),company and administrative policies ,supervision, salary, Interpersonal relations, working conditions-motivators (satisfier), Work itself, achievement, recognition ,responsibility and advancement

According to Tarkel in his book “working” states that a majority of workers have little or no satisfaction with their jobs. even though there is no scientific evidence to support such a generalization, the issue of job satisfaction is a problem of sufficient magnitude to warrant the attention of employers and employees worldwide .it is a managerial problem with social ,political and economic implications.Thus, a lot of studies have been carried out on the problem of job satisfaction among workers. What then is job satisfaction? And what are the factors leading to it? According to Terkal there are two approaches to defining job satisfaction ,conceptual and operations.(Tarkel 2000,54-58.)

Tarkel added that the conceptual approach, accord, is to compare an individuals perceived need or expectations with the persons perceived outcome from working .this approach is illustrated by the following quotation” job satisfaction and dissatisfaction are a function of the perceived relationship between ones want from one and what one perceived it as offering or entailing”. Terkal pointed out that the conceptual definition must be translated to an operational definition, which allows job satisfaction to be measured. Essentially, an approach to defining job satisfaction operationally is to identify job satisfaction components; develop a way of measuring satisfaction scores for each component and obtain job satisfaction scores for each component. The scores provide a job satisfaction measure for each component. the summation of all these scores provides an overall measure of job satisfaction.(Tarkel 2000,62)

Albanese described job satisfaction as an attitude. It is both a general attitude that a person has towards his overall job and a set of specific attitude that a worker has towards his overall job and a set of specific attitude that a worker has towards a particular component of a job such as pay or working conditions Albanese further explains that, like all attitudes, job satisfaction has three components, as - cognitive, effective and connoting .The connoting component has to do with the action-tendency aspect of their job satisfactory attitude. The effective component, which is the most widely used in identifying job satisfaction, is the feeling of like or dislike towards the job.(Albanese 2001,27.)

Fajana refers to job satisfaction as the general job attitudes of employee .he therefore, identified five components: attitude toward work group, general working conditions, attitude towards the organisation, monetary benefit and attitude towards supervision which is intricately connected with the individuals state of mind about the work itself and life in general (Fajana 2002, 92.)

Fajana emphasizes that in the past, it was thought that if management could keep all the workers happy or satisfied, their performance would be high. A counter position is that efforts lead to rewards that result in certain level of satisfaction. In another proposition, both satisfaction and performance are considered to be function of rewards. in practice however ,along range of factor combine to affect individuals level of satisfaction ,briefly, Hunt (1999) sees job satisfaction as relating to how an individual feels over all about his/her job. Meanwhile, Blood (2001) sees job satisfaction as weighted sum of facet satisfaction, while Amachree (2000) defines job satisfaction as the preference for an occupation over and above all occupations (Fajana 2002,94)

Fajana made reference to Locke (1999) on his own describes job satisfaction as the overall feeling of contentment or satisfaction. This has risen from the worker as a response to the total job satisfaction. however ,He observes that job satisfaction is hard to describe and visualise ,it will not necessarily make an employee to go round with a big happy grim ,but is more typical of his expression would-be like that of the golfer, the athletes, the chess player ,trying to perform. Job satisfaction

may or may not be tied to happiness, but we will know we are doing something right if we can change the condition of the job so that employees would stay on and work productively .from the various definitions, it is evident that there is yet, not generally accepted definition of job satisfaction. While some see job satisfaction as similar to morale, some see it as an attitude, while others see it in existence with regard to specific components of the work like pay, working condition etc.(Fajana 2002,93.)

Generally, studies on job satisfaction had one finding in common .this is that ,satisfaction comes about when certain needs are fulfilled or simply put, that people experience job satisfaction from rewarding aspect of job .these rewards could be intrinsic or extrinsic. Intrinsic rewards have to do with feelings or sense of accomplishment or successful completion of a task, while extrinsic rewards are those rewards that are provided by others as promotion (Fajana 2002,94)

Moreover, Albanese, in his work, identifies some job related factor and those factors, he observes, can influence a persons level of job satisfaction or dissatisfaction but over the years some other researchers, as pointed out by Albanese himself, have confirmed only five of the identified factors to be most important of these factors are the work itself company policies, monetary benefits, relationship with supervisors and colleagues. Albanese remarks that the five components may not be applicable to all work environments, but they are general components of job satisfaction in many work environments. One thing that researchers also have to bring to the fore, is that ,job satisfaction and dissatisfaction are not entirely opposite ,they could be seen as occupying the two end of a continuum.(Albanese 2004.83-85.)

A worker shifts along the line according to how he or she is affected by the job related factors ,the kind of factors that affect job satisfaction. For instance, a worker that is satisfied with his working condition can be said to be job satisfied with his working conditions, job satisfaction is certainly important to managers for various reasons. Some managers worry about job satisfaction for what they believe to be very practical reasons: they believe that job satisfaction directly

affects productivity: these managers felt that a happy worker will be more efficient, innovative, and careful and will exert more effort than a dissatisfied worker. Some managers believe that employee satisfaction is the key factor in maintaining low rate of absenteeism and turnover. According to Fajana a satisfied worker is likely to arrive on time more frequently and is less likely to stay away from work often .like a company with satisfied worker will not suffer from absenteeism and negative attitudes towards the job. on the other hand ,a company with dissatisfied worker will suffer from these problems, and these would lead to low productivity, which result in low profit margin. high labour-turnover will bring about loss of human resources and frequent replacement, thus having a negative effect on the organisation.(Fajana 2002,191.)

Fajana goes further to examine Bufas work that explains that Job satisfaction, as it is usually viewed more often from individual perspective, does not only have effects on the organisation, but also on the individual. A dissatisfied worker is likely to be an uncommitted to his work and this ultimately results in low productivity. As Buffa observes, the lives of employees and managers are organised around their job. their job are important to them, not only while they work but also while they are off the job. their jobs can influence where they live, whom they associate with, what they need, think and discuss , infact their jobs can accurately influence virtually all aspect of their lives.(Fajana 2002, 95)

3.2 Components and factors of job satisfaction

Although, there are a lot of job related factors that affect job satisfaction, researchers have, however, over the years identified certain job components which are considered most important. Albanese (2000) and Fajana (2002) in their separate work in this direction conclude that the “main” components of job satisfaction are: The attitude towards work group, General working condition, Attitude towards the company, monetary benefit and attitude to supervision

In a bid to get the factors that bring about job satisfaction. Herzberg et al investigated human motivation in the work situation .people were asked to

describe in detail what was happening in their jobs at times when they had felt mutually satisfied, interested and enthusiastic about their work and again for times they had felt dissatisfied, frustrated and unhappy. These identified responses were then analyzed to determine whether any pattern emerged. They discovered that work situation which people find most satisfied were almost invariably those which provide opportunity for achievement by the individual-interesting, challenging work, recognition of the achievement, genuine responsibility and the scope for individual achievement and growth. These are the main factors, which seem to lead to satisfaction and enthusiasm. On the other hand, they found out that work situation which people find most dissatisfying are generally those in which factors such as human relationship, technical supervision, company policy, working condition and pay are felt to be poor and inadequate. These factors of a job do not seem to have the power to motivate people in positive sense, but if they were allowed to deteriorate, they would cause a climate of dissatisfaction and frustration. These are termed hygiene factors. (Herzberg 2000, 23-25.)

Herzberg also identifies some jobs that can affect job satisfaction. He however, considers the following as the most important: Work which entails intrinsic interest variety, opportunity for learning, difficulty, chances of success, control over pace and methods. Another is the pay which entails amount, fairness or equity and payment method, promotion-entails opportunities and fairness, recognition i.e. praise for accompanying credit for work done and criticism, benefits-that entails precision, medical, annual leave, vacation, Working condition, which involves hours, rest pause equipment temperature, ventilation humidity, location and physical layout. Supervision -This entails supervisory style and influence, technical and human relations, administrative skills, co-worker-competence, helpfulness and friendliness. Locke concludes that, the last factor is company and management concern for worker, pay and benefit policies. (Herzberg 2000,48.)

Herzberg goes further to point out that the first set of motivators has to do with the task itself, the job content while the hygiene factors are concerned with the environment which the work is done, While these may not necessarily create job interest, they need to be satisfactory to prevent frustration and remove obstacles

to individual effort. Herzberg stresses that no amount of environmental improvement can compensate for task improvement. This is to motivate people to work, their tasks must be improved. (Herzberg 2008, 145)

Worrimont, using the same type of subject as Herzberg, but with a different methodology, studied 50 accountants and 62 engineers from a variety of mid-western countries. The subjects were asked to describe their past satisfying and dissatisfying job situation using both forced choice and free choice items. The result was somewhat different from Herzberg's subjects and endorsed intrinsic items equally often when describing both satisfying and dissatisfying job situations. They also indicated intrinsic items more frequently than they indicated extrinsic items in both kinds of situations. The conclusion was that both intrinsic factors can be sources of job satisfaction and job dissatisfaction but intrinsic factors are stronger in both cases. On the other hand, Grow in his study on analysis of variance by applying small mail questionnaire and using the General Motors Faces scale, studied 167 male and 152 female home office employees of one corporation to test the traditional and two factor hypothesis concerning job satisfaction. The result revealed that the work itself and pay were related to high and low job satisfactions, while promotion was related to low satisfaction. (Worrimont 2002, 64)

Fajana in his study of Oloko survey in Nigeria, having 430 rank and file of factory workers and 70 management and supervisory staff of a major manufacturing firm in western Nigeria, referred to have a muddy water. Oloko using questionnaire asked subjects to rank three items to fourteen (14) items of organisational rewards as most important to them. The result showed that 30% of the management and personnel showed a strong need for advancement. Work itself was chosen by only 9.7% as being terribly important to them, while recognition was chosen as very important by only 1.6% of the managers, supervisors and foremen studied (Fajana 2002, 119)

During the rank and file or worker of muddy water; the preference for intrinsic rewards and work that gave pleasure were expressed by only 7 and 17%

respectively. of course the 430 worker studied, it was concluded then, that Herzberg's assumption of a universality of need for intrinsic reward has no empirical support among management and supervisor. Studied at muddy water, although 90% of the management and supervisory subject showed the need for opportunity to advancement in the company which partly confirmed Herzberg's theory.(Herzberg 2008,79)

By and large, one could see that the most controversial proposition of Herzberg's motivation, hygiene theory is that, pay is not particularly important to workers .A number of researchers, sceptical of both the research methodology and the conclusion drawn from two factor theory have tested some of its propositions and different method. a review of these studies indicates that pay is more important to workers than Herzberg's theory suggests. The important worker place on pay relation to other aspect of their job indicates that no other aspects of their job indicate that they tend to rank pay relatively high. that was why Richard Irvin concludes that pays average rank is closer to third than to six and 27% of the studies found that pay rank first in importance among job facets. The data also shows that there is indeed substantial variance in the importance of pay, since it varies in rank from ninth to first (Herzberg 2008 79)

Therefore, if pay is considered to be an important factor in bringing about job satisfaction, what can we say about the job itself? The United State Department of Labour carried out a national survey of both blue and white collar workers, on the importance they assign to various aspect of their work. According to the survey carried out by the American survey department , a number of aspects of work are very important sources of job satisfaction or dissatisfaction of American workers. Having an interesting job, enough equipment, the necessary information authority to do the job and being well paid were rated very important by 64% of the entire workers sample. Aspects of the job dealing with comfort were rated as the most important by the workers. Differences between white collar and blue collar workers and the importance attached to certain aspect of rank were apparent from the survey. A ranking of the different aspects according to the percentage of workers who ranked them very important, indicates that they ranked pay first among white

collar worker, followed closely by sufficient information and interesting work. (Herzberg 2008,97)

Indeed, if job satisfaction is a function of the experience of people in an organisation, then it is to be expected that certain characteristics of organisation affect job satisfaction. It is evident that both administrative and technological changes can produce correspondent changes in worker satisfaction. A field of experiment conducted among four clerical divisions of a large company demonstrated the effect of administrative change on job satisfaction. The decision processes of two divisions were changed to allow the clerical workers more autonomy and greater voice in decision affecting them. The decision processes of the other two divisions were simultaneously changed to a more hierarchical-controlled programme in which the clerical workers had a diminishing decision-making role. As a result, satisfaction increased in the two autonomous divisions but decreased in the two hierarchical divisions. Therefore, it has been observed by two researchers—More & Rainer—that several properties of organisational structure are significantly related to job satisfaction. (Fajana 2002,87))

3.3 Employee benefits

The role of employee benefits cannot be over-emphasized in any working environment or organizations. Employee benefits also referred to as fringe benefits are payments received apart from the basic salary to individual workers, for example an employee may receive some fringe benefits such as medical allowance, housing allowance, transport or educational insurance. According to Fajana, employee benefits are a significant part of the total employee compensation. He stressed that cost, equity, motivational and job satisfaction objectives are all important. It must be noted that benefits have a great influence on the employee, when they want to join any organization. (Fajana 2002, 345.)

Moreover, Fajana added that different employees look for different kinds of benefits, what employee A wants as a fringe benefit may not be what employee B desires as his own benefit. On the other hand, what an employee wanted previously may

have change suddenly due to the current trend. Benefits are usually unique and an important part of the employee compensation. Fajana explains further that at times, employees may not be aware of benefits they are supposed to receive (Fajana 2002,359.)

3.4 Job satisfaction and performance of efficiency

Much of the interest in job satisfaction seems to have come about because of its presumed relationship to job performance and efficiency. According to Bayfield and Crockett, a common assumption that employee's satisfaction directly affects performance permeated most of the writings during this period of two decades. The following statement therefore characterised the literature "morale is not an abstraction, rather it is concrete in the same that directly affects the quality and quantity of an individual's output .An employee morale reduces output, cut down absenteeism and lifts production. Really, there is the tendency for workers who are not satisfied with their jobs to miss work or turn up late occasionally.(Bayfield and Crockett 2001,34)

Studies of absenteeism have shown that workers with low job satisfaction tend to have higher rate of absenteeism than their more satisfied colleagues .Walter and Roach investigated 160 non-supervising female employees in a company. The employees were all at least high school graduates ,ranging in age from late teens to early sixties .Employees satisfaction with specific facets of work itself, pay and overall satisfaction were measured in two attitudes scales. The finding showed that, certain frequency of absences was recorded for each employee for the following year .(Bayfield & Crockett review 2001)

However, findings of correlation analysis showed that overall satisfaction was significantly related to subsequently frequency of absence. The research also gives evidence that there is a relationship between job satisfactions with high turnover. Therefore, employees that expressed dissatisfaction are most likely to quit their jobs. Furthermore, it is interesting to note that the early 50s researches

and interrogative pointed out that some earlier studies that draw a relationship between job satisfaction and performance actually failed to find a solid, basis for job satisfaction ,performance relationship. Moreover, Brayfield and Crockett pointed out that ,job satisfaction seemed to be positively related to absenteeism and turnover ,yet, it is pointed out again that there is just a little between satisfaction and performance. Of course, Walter and Roach in their study, pointed out the fact that, job dissatisfaction can leads to absenteeism and quitting of job, particularly when better opportunities are available.(Bayfield & Crockett review 2001.)

Recent researches have shown that job satisfaction and performance are not necessarily related, though it may lead to certain negative behaviour. Victor vroom in his research on work and motivation endeavoured to ascertain the proposition that job satisfaction affect level of efficiency. He hired some workers to score some aptitude test The workers here instructed that they would be paid hourly but the best worker would also receive a bonus. After the days job, it was established that satisfaction depend on rewards and not performance. The researcher hypothesized that receiving a bonus could increase satisfaction regardless of performance .The researcher also hypothesized that performance during the second period would depend on whether ones bonus for the first period of work has been related to performance .The workers were divided into four groups for the purpose of analysis. There were equal numbers of workers in each category. Workers in categories one and three i.e. those who received bonuses indicated significantly greater satisfaction in general and with pay, fellow workers with the task itself, and their non-competence, than did workers in workers in categories two and four.(Fajana 2002,65-66)

Clearly, satisfaction depends in rewards and not performance and thus ,rewards could only bring satisfaction and not satisfaction really bringing high performance i.e. it is only reward that could bring satisfaction that could also bring performance and not satisfaction bringing performance. and performance were clearly unrelated. Job satisfaction promotes efficiency on the need for increased efficiency is growing within both the private and public sectors. It has become obvious that job satisfaction is a vital feature of an efficient organisation. (Vroom 2002, 66.)

Incentives plan are more effective when implemented as a part of comprehensive management programme. As Herzberg put it “pay people well and fairly, then do everything possible to help them forget about money”. Fredrick Herzberg said “if you want people to be motivated to do good job, give them a good job to do”. When a good job is satisfying by all means, only the most short-sighted employee would job-hop for a salary difference of a few hundred ring it. Motivation, the bases for job satisfaction is very complex Its complexity stems from the fact that it cannot be seen, heard or felt but can only be inferred from behaviour .It is because of the complex nature of the study of motivation (with which one can understand job satisfaction) that motivation theories were developed in an attempt to explain how behaviour gets started, energized sustained, directed, stopped and what kind of subjective reaction is present in the organisation .So ,the motivation theories are very important in this study because they form the theoretical framework, within which job satisfaction ,a corollary of motivation can be understood.(Herzberg 2008,188.)

The motivation theories actually explain the factors that propel an individual to behave in a particular manner or to have certain feelings or perception of something. All the theories are classified as process and content theories. process theories describe the actual process of an individual experience as she is motivated to pursue a particular course of action, while content theories describe the actual factors motivating an individual such as pay and interesting work. Generally, the following motivation theories are more relevant to this study. And these theories will be examined briefly one after the other.(Herzberg 2008,189)

3.5 Maslow’s Hierarchy of need

Many psychologists believe that there are certain patterns or configuration of human needs, although tthere are obviously individual difference. A common approach to establishing a pattern of needs is that of developing a universal pattern. A psychologist, Abraham Maslow (1954) proposed one widely accepted pattern. He thus propounded the theory that mans needs can be arranged in order of hierarchy. Maslow contends that there is a hierarchy of needs to justify. Once a

particular need is satisfied, it ceases to be a motivation of behaviour and another need emerges. The hierarchy of needs are from bottom to the top. Psychological need, safety and security, social and love need esteem need and self actualisation need. Maslow's need of human motivation is based on certain assumption which includes: unsatisfied needs motivate or influence behaviour or feeling and Satisfied needs not motivate behaviour .Needs at any level of the hierarchy emerges as significant motivator only when the lower needs are reasonably well motivated. Maslow's advice to managers was to focus motivational effort on the lowest level of category of needs that is substantially unsatisfied.(Maslow

3.6 Macgregor's theory x and theory y

Douglas McGregor's theory X and theory Y (1960) was based on the popular two distinct assumptions among managers. The theories were an attempt to stress the importance of understanding the relationship between motivation and the manager's philosophy of human nature. Theory X was based on the assumption that people dislike work and responsibility, lack ambition and creative ability and mainly want security and money. With this theory, it is believed that for workers to be motivated and get job satisfaction, they have to be to be coerced, controlled and cajoled and threatened. Theory Y was, however, based on assumption that, expanding physical and mental efforts is neutral, that people can be self directed if achievement brings rewards and that most employee can exercise imagination, ingenuity and creativity and learn to seek responsibility. This theory therefore opined that, employees do not require coercion, cajolement, threat or excessive control to perform effectively have job satisfaction.(Fajana 2002,165)

3.7 Herzberg's two factor theory

One of the most interesting and revealing theories of motivation is Hertzberg's two factor theory of motivation. This theory is based on the data collected from in-depth interviews and research, involving 200 engineers and accountants from eleven industries in the United States of America. in the classic study ,Hertzberg asked his research sample .to tell of the time they felt especially good or bad

about their job. From responses to the initial question and follow ups. Herzberg identified factors that he said were important to behaviour on job, these factors are: pay and benefit, working conditions interpersonal relations especially with the supervisor and Personal life.

All these factors were mentioned by Herzberg's respondents as causing unhappiness or dissatisfaction for them, especially if there are negative. They said these factors can not promote motivation for them, but can cause dissatisfaction, if they are negative. Thus, Herzberg suggested that an organisation that meet only the hygiene needs of its employees will eliminate dissatisfaction but will not get supervision performance. Motivators, on the other hand, produced high levels of satisfaction, which Herzberg treated as synonymous with motivation. The motivators include: Challenging work, Recognition for accomplishment and Feeling of achievement and responsibility. (Herzberg 2002, 112)

These Herzberg's motivators are actually concerned mainly with job context (where as hygiene factor relate mostly to the job context) Therefore, motivators are internal to the job. However, Herzberg concludes that, to achieve maximum satisfaction and excellence, organisations must satisfy the needs related to both hygiene factor and motivators. The obvious implication is that, management shows how relatively more concern for providing challenging work, increased responsibility, recognition and other motivators. (Herzberg 2002, 197)

3.8 Vroom expectancy theory

In recent years, one of the most popular theories of motivation has been the expectancy theory. The approach to motivation by Maslow and Herzberg do not adequately account for difference in individual employees or explain why people behave in certain ways.

The expectancy theory developed by Victor Vroom is however the approach to motivate that attempt behaviour in terms of individuals goal and choices and the expectations of achieving objectives. The theory assumes that people can determine which outcome they prefer and can make realistic estimate of their

chances of obtaining them. The expectancy theory offers a comprehensive view of motivation and integrates many of the elements of the needs, equity and reinforcement theories .the theory states that motivation is the function of expectancy. Expectancy refers to a persons perception of the probability that effort will lead to a persons sense of how is necessary to be successful. It refers to a person's perception of the value of the projected outcomes i.e. how much the person likes or dislikes receiving those outcomes.(Fajana 2002, 120.

In short, valence is the value of the goal to be achieved, e.g. an individual with high esteem needs will attach a high cadence to promotion .Instrumentality refers to a persons perception of the probability that certain outcomes, positive or negative will be attached to performance. In other words, It deals with the probability that certain actions will lead to reward as a person who perceives that he or she will receive greater pay or benefit for producing well his high instrumentality .(Fajana 2002,121)

4 RESEARCH METHODOLOGY

This chapter begins with an introduction of the definition of research methodology, the subchapter explains the different types of research methods with special emphasis on interview and observation

4.1 Understanding research methods.

According to Veal ,there are different ways in which a research can be conducted, be it qualitative research method to quantitative research suitable for many subjects ,or the interview method which most of the time addresses one theme .It is therefore ,very important to consider the issue at hand before one can embark on choosing the most suitable method. In Veal's opinion, the research questions must be considered very critically before choosing the method to be used .If a researcher wants to find out the sudden change in the service rendered by a hotel for instance, the appropriate research method would be a personal interview with the employee of the particular hotel ,on the other hand ,if the same researcher intends to find out the reason for the recent low patronage by the customers of the hotel ,the use of questionnaire would be the most appropriate .Veal also outlined other elements of research methods as Resources and Time. This can be clearly seen in interviewing 20 health workers in about 3 weeks, Evidently, this could prove to be a difficult task unless the researcher chooses to use other research methods in place of the former. (Veal 2006, 116-117.)

As pointed out earlier, the two main research methods are qualitative and quantitative methods .Although there are some sub division under these two main categories .Quantitative research method have the different kinds of survey under it. However, interview, observation, case study and text analysis are the major branches of qualitative research method. Gayle Jennings in his book Tourism Research that structured interviews, unstructured or in-depth interviews and semi-structured interview are the three major divisions of interviews. Interview is the most popular of the qualitative division. Jennings added that observation is a system where a group of people or a certain phenomenon is examined by a

researcher .It could be a direct or participation observation .Observation also comes in two different forms, these are the direct and participant observations .In participant ,the researcher observes from a distance without attracting attention to himself/herself .Veal explains that text analysis which is a class of qualitative research method as a situation where the researcher studies and interpret items such as posters ,pictures,music ,films or text .A researcher may decide to compare the handbill of a restaurant over a period of five years and identify the handbill of the best colour separation, layout and content Case study is another popular qualitative research method often used by researchers. (Jennings 2001, 163-164,169-171; Veal 2006, 203.)

Having established that there are two major categories of research methods namely qualitative and quantitative, it would be of note to have a closer look at the differences between these two categories .The first distinctive feature of the quantitative methods is the way data is collected and the numeric interpreting way via the computer programs such as the SPSS. On the other hand quantitative data collected demands the researcher to interpret the data collected by himself .Veal pointed out that even though, results of qualitative researches can be easily understood by people who have no professional knowledge of the topic at hand, on the other hand ,quantitative research methods is easier for researcher to interpret .Another difference between both method is that quantitative is targeted on the collection of information from a large number of people while qualitative research method target at obtaining in-depth information from a smaller group of people. However, one thing that must be on any researcher, should be the purpose of embarking on the research in the first place before deciding on which method to choose.(Veal 2006, 193-195,232-233.)

In any kind of research, the number of people selected for the study is regarded as population for example in this research work, the personnel of the Giant Star Hotel Nigeria form the population, but of course the researcher can not interview every staff of the hotel but just a part of the population is chosen, this represent my sample size. According to Veal, a sample of the population needs to be chosen

.sample choosing is crucial to the validity and reliability of the research (Veal 2006, 231.) Proper sampling is crucial, care must be taken to ensure that the sample represents the whole population and it is not biased. Veal suggested that in order to have a proper representative sample, random sampling must be applied ,this means that every one in the population are given equal right of being in the sample. Veal added that the absolute size of the sample is more important than it relative size, which means that a sampling has been carefully done and unbiased of the sample population has been obtained .The relative size of the sample does not play a vital role any more. (Veal 2006 ,284-288.)

Information gathered from the workers of Giant Star hotel are regarded as the authentic base on the outcome of the outcome of this research. Meanwhile, the reliability and validity of this research are based on the qualitative research method, meaning that reliability is an extent to which interview, and observation, conversation and any other research measure produce the same result on repeated trials. This is the degree at which interviewees responses would remain the same on a particular survey over a period of time and is a sign of reliability. on the contrary ,reliability is considered to be a risk when a survey is carried out over time, performed by different people or the survey is highly subjective. In this vein, different results are bound to be generated thereby rendering the research work unreliable.(Veal 2006,289)

For this study, the research was carried out by one person with a reliable method of research which extensively reveals the reliability of the work. On the other hand, validity is the extent at which instrument measures what is out to measure in a research work, thus, validity tends to measure two essential part: internal and external. Internal validity measures the legitimacy of the result of a particular research study because of the way the group is selected and how data were analyzed, while external validity, also known as generalization, involves weather the result produced by the research is transferable to other group of interest to confirm its validity with all sincerity ,it is through adequate and proper research method and execution of strict formalities that a high level of validity ,be it internal or external can be achieved.(Veal 2006,282)

considering the quality of this research topic, the type of interview that will be conducted is a semi-structured interviews employing a qualitative research methods ,being an open personal interview, it include among others ,a few numbers of some qualitative procedures and different types of materials representing a particular situation .There are no form of guidance on the qualitative method, but nevertheless in an industry such as tourism, which is more descriptive, this type of method still remain the best (Veal 2006). In this vein quantitative method was totally opted out being a method that is more evaluative rather than being descriptive. (Veal 2006,182)

More so, there is a big difference between qualitative and quantitative methods of research. While the former is based on analysis on qualitative information through interviews and observation, the later has a basis on numerical data collection. The qualitative research method involves interviews that are semi-structured in nature in which one or more areas will be explored through a number of questions. So, flexibility of a qualitative research method makes it suitable for interviews in this thesis. Apart from the fact that one of the reasons why qualitative method is essential for this research is, with a few interview, the aim of carrying out the research is revealed. In other words, there is no need for excess information, rather little information with concrete facts will be most appropriate.(Veal 2006,

4.2 Qualitative research method

The qualitative research method is a research on the natural setting of the subject matter, which attempt to make sense and interpret the phenomenon in terms of natural meaning brought into it. In other words, the research intends to reveal deeper significance that the subject of the research ascribes to the topic being researched into. It also intend to collate all the necessary information about relatively few cases rather the more limited facts each of the large number of cases which is a typical method used in quantitative analysis method (Veal 2006,193) .Qualitative research method can also be interpretive and naturalistic in nature to its subject topic and it gives priority to what the data has contributed in

the research or the interview question. An interview is a formally arranged interaction where questions are involved and information is exchanged. There are three types of interview, namely: structured interview, semi-structured interview and unstructured interview. In this study, the semi structured interview was adopted in order to get to the root of the research.

4.3 Observation

Furthermore, observation is one of the easiest and technical parts of the research methods. Observation involves looking and sighting and in most cases it is referred to as an obstructive method of research, obstructive in such a way that the observer is not in contact with the observed and still carries out the observation successfully (Veal 2006, 173). Observation is quite necessary in qualitative research in such a way that it helps in backing up and analyse the findings.

It is essential to know that qualitative research is the best method for this research work. The method enables the researcher to arrive at a good conclusion of the study. Apart from the fact that it will make this thesis easy for anyone to read and understand, it will also enable the author to properly investigate and make a genuine report on peoples need and aspirations.

5 ANALYSIS OF FINDINGS

The research interview was conducted with two management staff of the Giant star hotel ; these represent the employer and six staff members of the hotel from different department ,who were chosen randomly. The average age of the interviewees range from 28 years to 44years of age, surprisingly all the interviewees revealed their ages, which is not the practice in this part of the world .It was also gathered that most of the employees have the average of four years of work experience respectively. Apart from the interview conducted with these members of staff, observation also played an important role in the final findings of this research work. Having observed the attitude of workers during their working hours, a conclusion was made based on both the interview and observational methods of the qualitative research method.

The first category, which comprised of two receptionists, one house keeper, one chef and two bartenders were interviewed on job satisfaction of hotel workers while the general manager and the marketing manager shed light on the efficiency of the hotel workers.

5.1 Analysis of the employee's interview

Theme 1 discussed about the workers level of satisfaction. All the interviewees stated that they were satisfied with their jobs. According to most of them ,they were fulfilled and satisfied working in the hotel sector. According to the employees' answers, they were very happy with the level of their responsibility, their present work and their work motivation. Employees found their work interesting and challenging and thought that their ideas and opinions were heard. some of the worker also said that the nature of the job gave them joy, motivation and satisfaction.

“I am quite satisfied with my job because my bosses are really nice to me there is a cordial relationship between us, they always want to know if I am satisfied or not no discrimination among the staff, I am not a native of Lagos I only come to work here. They have been good to me and I am satisfied with my job”. Interviewee A.

Theme 2 regarded the factors that affected the employee's level of satisfaction. From interviewee A to interviewee F, it was clear that different factors affected their level of job satisfaction individually, but one thing stood out, the monetary factor, most of the interviewee stated that monetary rewards was the number one motivating factor for their job satisfaction. So, monetary factor came first on the list. Other factors such as the health care insurance scheme were also pointed out as being very important to their level of satisfaction. Another factor that affected the employee's level of job satisfaction was recognition by the management of the hotel .Above all, five distinctive factors were shown to affect the employees level of satisfaction, according to them these factors are: Monetary benefits or incentives, Working condition, recognition and achievement, Job security and Challenging nature of the job

Theme 3 was about dissatisfaction on the employees' job. This question was designed to ascertain from the workers, what factor brought about dissatisfaction on their job.Non payment of allowance to the workers and subsidy came top on the list of the employee's dissatisfaction. Subsidies mentioned were leave bonus, overtime bonus ,health hazard bonuses, food subsidy and transportation subsidy. Interviewee E explained that payment of bonuses to a worker is a motivating factor to efficiency or increased productivity in any work environment. He further explained that inflexibility of the shift can also bring dissatisfaction to him as a worker .Meanwhile interviewee C stated that dissatisfaction can occur as a result of his opinion on a worker in the hotel not being considered .According to him:

Dissatisfaction to me is a very negative factor in any organisation, it normally leads to workers unhappy nature and less productivity, which that the end will affect the organisation in a negative way .whenever my bonuses are not paid as at when due, this can lead to some psychological effect on any worker, depression and

stress. I get dissatisfied and whenever the management are not flexible with the workers shift, as a family man I need to spend quality time with my family. For interviewee B and interviewee E unattractive salary is a number one factor that causes dissatisfaction to them .according to the both of them also non increment of their salary led to dissatisfaction. Both of them have been working for 5 and 7 years in the hotel respectively and of the opinion that the management of the hotel should have increased their salaries .And for interview A and B dissatisfaction can occur when the environment was not conducive .

Theme 4 discussed about what the employer could do to increase employees level of job satisfaction. most of the employee of Giant Star Hotel agreed that the management need to provide transportation allowance or to provide a staff bus, this will ease the burden of the workers in a busy city of Lagos with about 15million inhabitants and 12 million representing the workforce in the city. Interviewee C explained that:

“My employer should increase my salary and they should transportation Allowance if they cannot provide a free staff bus, they should provide a transport subsidy allowance. since I don't have my own private car ,I am not finding it easy being in Lagos state .Lagos being a congested city, I am not finding it easy because I live far from the city canter. Upgrading the hotel to an international standard, where international tourists will be glad to lodge .basic facilities that the hotel need stated” interviewee C.

Theme 5 concerned motivation. Most of the employees agreed that the employees of the hotel were averagely motivated through some incentive programmes offered by the management of the hotel.These incentives programme included: periodic training of the staff ,holidays and recognition by the employer.

5.2 Analysis of the employers interview

Theme 1 concerned about what brought about job satisfaction. Both interviewee A and interviewee B identified incentives as the main factor of job satisfaction. Interviewee A emphasised that the provision of a good and healthy atmosphere for the workers and an open-door policy by the management of the hotel. While interviewee B revealed that incentives such as monetary rewards, promotion as and when needed, in order to encourage the staff to perform their duty efficiently. He explained further that the management also provides health care facilities to the staff. and the company also had an open door policy he pointed out.

Theme 2 dealt with the issue of dissatisfaction. Both interviewee A and interviewee B shared the same view that an inadequate provision of incentive could lead to dissatisfaction among the staff. When a worker is neglected by the employer, when they are not well paid and when the company does not operate an open door policy, then most of them would be greatly dissatisfied. Interviewee B further emphasised regarding job satisfaction, that the lack of incentives will automatically result into dissatisfaction automatically.

Theme 3 regarded job satisfaction and efficiency among the workers of the hotel. The question was to ascertain if there was any correlation between job satisfaction and their efficiency. Both interviewee A and B agreed that whenever an employee is satisfied with his / her job, there is an increase in productivity and their level of efficiency increases. A good working condition and good salary were very important to any employer of labour. Theme 4 concerned about the kind of incentive programme offered by the hotel to the employees. Interviewee A revealed that at the Giant Star Hotel Lagos, they provide attractive salaries for the workers commendation, promotion and health care insurance. Interviewee B also said that

“In giant star hotel, every year, we provide insurance to our worker, in case of accident during the course of work. Also every year, we nominate the best worker of the year, and this worker is rewarded accordingly. We offer trips abroad, all-expense paid. Most of our staff is well motivated.” Interviewee B

5.3 Observation

In the qualitative research method, the role of observation can not be over-emphasised. Paying attention when listening, sighting and looking is very important. Observation can also be said to be an obstructive method of research. Often, the object of observation is not aware of the presence of the observer and most times, everything goes on smoothly (Veal 2006 ,173.) The reason for conducting observation in this research work was to study the employees attitude to work during their shift(working hours) The Findings from the observation will provide a clearer and better quality and understanding of any other form of qualitative research method. Since, an interview gathers information from the interviewee's point of view, observation usually provides information on a collective basis. (Veal 2006). Furthermore, the observation for this research study mainly targeted the employees of the Giant Star Hotel Lagos, during the course of performing their duty respectively.

5.4 Observation of the employees of the Giant Star Hotel Lagos.

During the course of observation of the giant star hotel of Lagos, Nigeria, it was observed that most of the employees of the hotel are efficient in the discharge of duties in a cheerful manner, since the hotel business is a service business, with customer satisfaction coming top on the list of the providers.

While observing the receptionists at work, the researcher could see hoe efficient they are in attending to customers at the reception, with smile on their faces and cheerful approach. They were quick to render service to the customer and also make the customer feel like a king.

Furthermore, the bar tenders also were very effective in serving their numerous customers as they came in. They ensured that drinks were served in the most professional and standard way. Even though the research pretended to be a customer, in order to get a clear picture of what goes on, on a daily basis at the hotel.

The researcher also observed that the house keeper, being satisfied with his job was seen moving from one room to another cleaning it up and making sure that the next customer would meet a clean and fresh room. Breakfast was served as early as 7:30am and lunch in the afternoon with both local and continental dishes, this was made possible by the efficient chef of the hotel.

At the end of the observation ,the researcher can say without fear or favoured that the employees of the Giant Star Hotel are very efficient in their work and most of them appeared satisfied.

5.5 Reliability and Validity

The importance of any research study is to be sure about its reliability and validity. Reliability is the consistency in arriving at the same result when the study is repeated. It is how accurately the data was collected and where it were collected in an established fact. Reliability is used to determine the quality of any research study. Veal defined validity as how well the data collected obtained expresses the phenomenon that is being studied .Respondents must understand the question in the same way as the researcher has intended and are free to answer question raised adequately and the questions of the survey need to be formed so that they support the research question. Veal also pointed out the problem of unwillingness on the part of the respondent to answer question truthfully. (Veal 2006 ,231-232 ,235.)

The interview in this research were conducted with six employees of the Giant Star Hotel Lagos, Nigeria and two other management staff, who represented the owner/employer of the hotel. Each question raised during the interview was answered accurately, results were analysed in an unbiased way and recommendation were made at the end of the research study. The empirical part corresponds with the theoretical part. Since qualitative research method uses a naturalistic approach such as real world settings, this research has used a real life study by carrying out a research about employees of the hotel accommodation

sector of the tourism industry. Meanwhile the observation was carried out in a natural setting without the prior knowledge of the employees.

On the other hand validity usually refers to the extent to which an account can be said to accurately represent the social phenomena. It is the extent at which a particular test measure what it is supposed to measure. In this research, interview questions were made according to the topic and the interviewees were chosen randomly .At the end, the finding answered the questions that were raised at the beginning of this research study. Therefore, the information provided in this research study is credible and can be trusted.

6 RECOMMENDATIONS AND CONCLUSION

At the inception of this research project the researcher had the opportunity of choosing among other topics but one topic that stood out was job satisfaction, even though there were problems in some stages of the writing process, she was glad to have chosen to write on this topic. She now has an insight into the job satisfaction, employee motivation and efficiency. There is no doubt that the set goals of embarking on this research had been met. There are of course some recommendations to proffer by the researcher of this work to the commissioner of this thesis in particular and to all other hotel owners in general

6.1 Recommendations

Firstly, it is recommended that, further researches should be made into the focus of this study so as not to only corner the shortcomings of this study but also to more adequately analyse the issue of job satisfaction among hotel workers. Such researches should go deeper into the factors motivating the hotel worker, and the factors that could motivate and increase the job satisfaction among hotel workers. The sample size of such studies should essentially include more hotel workers probably from different hotels all over Nigeria so as to cater for the limitation of the sample size and restriction of the population to only hotel workers in Giant Star Hotel.

Essentially, however, the following suggestions are made to owners of hotel businesses. The owner of hotels should adequately remunerate the hotel workers because the monetary factor is equally important in giving job satisfaction. The adequate remuneration will make them to carry out their duties more efficiently. Owners of hotels and/or the management staff representing the owner of the business should recognize these workers as partners in the business both should work towards a better working environment.

This is because the recognition and respect the employees get from employers has been found to be a major factor or an important factor that give the hotel workers

satisfaction. On the other hand, hotel workers should continue to have a favourable attitude to their job, because it is only then, that they can have job satisfaction and thereby efficiency in their work.

Finally, hotel managers must be aware of their staff members need goals and talents in designing a motivation package that will enhance the well-being of the organisation, for it is only then, that hotel workers could be happy about their job and thus, be efficient in their work. Essentially, the government or regulating body should also professionalize the hotel profession. The profession itself must be given recognition and respect.

6.2 Conclusion

The major findings and conclusion of the study is that, a lot of hotel workers were averagely satisfied with their jobs. In other words the job satisfaction of most of the hotel workers was average and not high. However; it was found out that, hotel workers disagreed with the opinion that hotel workers are not satisfied with their job, as their counterpart in other field. However, hotel workers who occupy the lower position such as receptionists, bar tenders, housekeepers have higher job satisfaction than those in the middle class such as the supervisors.

Essentially, it was found out that the most important job factor that contributes to job satisfaction for hotel workers is not really the monetary incentives or benefits, but the recognition and esteem or fame the job gave them. However, the monetary factor could nonetheless be ignored; it also serves as a major factor that gives the hotel workers the job satisfaction they have. Also, the challenging nature of the job is found out to be a factor that does not contribute much or bring about job satisfaction to hotel workers.

Indeed, it was confirmed that job satisfaction and efficiency of hotel business have a strong relationship with each other. Of course, they are inversely proportional to each other. In other words, the level of job satisfaction among hotel workers determine the level of efficiency among them. It was found out that, those who had

high level of job satisfaction do have high level of efficiency in their work and those who have an average level of satisfaction do have average level of efficiency. Likewise, the hotel workers that have low level of job satisfaction do have low level of efficiency in their work.

Meanwhile, it was also found out that ,the most important factor that could contribute to or increase the efficiency of hotel workers is still the influence and the esteem given to them .Notwithstanding then ,monetary factors, such as remuneration and other fringe benefits is also another important factor that could increase the efficiency of hotel workers. The degree allowed by the owner of the hotels in which they work could also be a minor factor that could increase the efficiency of hotel workers.

In conclusion, it was found out that ,most hotel workers have a favourable attitude to their work. A very negligible number of them have an unfavourable attitude to their work. What is important is that the favourable or moderate attitude the hotel workers on their job and the level of efficiency.

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APPENDICES

APPENDIX 1 : INTERVIEW THEME FOR HOTEL EMPLOYER

RESEARCH: JOB SATISFACTION AND EFFICIENCY AMONG HOTEL WORKERS.A CASE STUDY OF GIANT STAR HOTEL LAGOS, NIGERIA

TYPE OF INTERVIEW: SEMI STRUCTURED INTERVIEW

- **Theme 1: Factors that bring about job satisfaction**
- **Theme 2: The relationship between job satisfaction and efficiency.**
- **Theme 3: Incentive programme for the workers.**
- **Theme 4: Dissatisfaction among the employees.**
- **Theme 5: Motivation for their employees.**

APPENDIX 2

INTERVIEW THEMES FOR THE EMPLOYEES

RESEARCH: JOB SATISFACTION AND EFFICIENCY AMONG HOTEL WORKERS.A CASE STUDY OF GIANT STAR HOTEL LAGOS, NIGERIA

TYPE OF INTERVIEW: SEMI-STRUCTURED INTERVIEW.

- **HOW SATISFIED ARE YOU WITH YOUR JOB?**
- **WHAT FACTORS AFFECT YOUR LEVEL OF JOB SATISFACTION?**
- **WHAT BRING ABOUT DISSATISFACTION ON YOUR JOB?.**
- **WHAT DO YOU THINK YOUR EMPLOYER CAN DO TO INCREASE YOUR LEVEL OF SATISFACTION?**
- **HOW MOTIVATED ARE YOU?**

List of interviewees

- **Festus Adedeji- General manager**
- **Adedayo Dosunmu- marketing manager**

- **Oluwasegun Akeem- Bar tender**
- **John Chukwudi - chef**
- **Aremu Aiyebogun- Bar tender**
- **Janet Lulu- Receptionist**
- **Bukola Oyelaja- Receptionist**
- **Ahmed Mohammed- House keeper**

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