

**INFLUENCE OF SELECTED QUALITY OF WORK ENVIRONMENT  
ATTRIBUTES ON JOB SATISFACTION OF SERVICE EMPLOYEES IN  
NON-CLASSIFIED FINE DINING HOTELS THIKA TOWN, KENYA**

**Winfred Wangari Njoroge  
HPM-4-2150-17**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF  
HOSPITALITY AND TOURISM IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE BACHELORS DEGREE IN  
HOSPITALITY MANAGEMENT OF  
GRE TSA UNIVERSITY**

**DECEMBER 2019**

## DECLARATION

### Declaration by the Candidate

This research project is my original work and has not been presented for award of a diploma or for any similar purpose in any other institution.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Winfred Wangari Njoroge - HPM-4-2150-17**

School of Hospitality and Tourism Management

Gretsa University.

### Declaration by the Supervisor

This work has been submitted with my approval as a University supervisor:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**John Gitau**

School of Hospitality and Tourism Management

Kenyatta University.

## **DEDICATION**

To my beloved parents for encouraging me to continue with my education and their endless financial and emotional support.

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## **ABBREVIATIONS AND ACRONYMS**

SPSS: Statistical Package for Social Sciences



## ABSTRACT

The purpose of this study is to explore the state of work environment quality among chefs working in quick service restaurants in Thika town. In particular, the study sought to establish state of organizational support, supervisor and co-worker support, pay, training and professional development, and performance appraisal and recognition among service employees in fine dining hotels in Thika town. A descriptive cross-sectional study of 40 employees through self-administered questionnaires was conducted. The study used convenience sampling to select employees for inclusion in the study sample. All variables were measured using adapted and modified constructs from previous researches. Content validity was used to assess the validity of the questionnaire. Descriptive statistics (means, mean rankings, percentages, and standard deviations) were used to analyze quantitative data in line with the study objectives. The researcher sought and obtain permission approvals from respective managers before data collection. Analysis of the study data has revealed several major findings. First, the organizational support has a weak positive and significant correlation with job satisfaction. Second, the remuneration has a strong positive relationship with job satisfaction of employees. Lastly, the supervisor and co-worker support have a strong and positive significant correlation with job satisfaction of employees. The study recommends that managers of non-classified hotels in Thika need to focus more and ensure that salary and remuneration policies rhyme with those of the competitors. Second, there is need to develop an effective team building plan. Third, managers of the non-classified hotels should support and encourage their employees to develop themselves as they work.

**Keywords:** Organizational Support, Pay, Performance Appraisal, Supervisor And Co-Worker Support, Training And Professional Development

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

People are eating out more often than in gone days. However, they increasingly put a premium on saving time and eating healthy and in better conducive eating environments. As a result, quick-casual restaurant segment has grown tremendously in the foodservice industry. Even though service is minimal, quick-casual restaurants provide menus and décor more reflective of casual dining restaurants where customers gets in and order foods and beverages. Quick-casual restaurants tend to make their highest sales during lunch hours and during the evening hours when most customers want to have their supper and proceed to their domiciles.

According to Burchell and Robin (2011), it is the core task of human resource managers in different firms is to improve employees work experience and develop a job environment that has the capability of attracting and retaining employees. This is even more essential in organizations providing services where service quality is entrenched in employees' performance of (Bansal et al., 2001). Lau (2000) argues that organizations need to focus on treating employees as customers rather than servants. The hospitality industry is characterized by meagre wages, low job security, long hours of working and working in shifts (Back et al., 2011). Research has indicated that the high turnover in the hospitality industry is a direct result of dissatisfaction in employees with regard to the nature of the organization and job environment (Furnham, 2006).

In the hospitality industry, employees can work better in team oriented working environments, respective and collaborative environment so that they can have a balance between their work and personal life (Deery, 2008). Therefore, Vansteenkiste

et al. (2007) argue that it is fundamental for the organization to establish the unique needs of their employees in order to ensure that employees are satisfied, committed, and productive in their job.

## **1.2 Statement of Research Problem**

There has been increased staff turnover from the hotels in Thika town and its environs.

Job environment is among the most important factors with regard to the influence it has on employees' motivation. This is because employees with high job satisfaction work to their level best thus improving the overall organization performance and output.

## **1.3 Purpose of the Study**

The purpose of this study is to investigate the influence of quality of work environment on job satisfaction of service employees.

## **1.4 Objective of the Study**

### **1.4.1 General Objective**

To assess the influence of quality of work environment on job satisfaction of service employees. The study will seek to address the following specific objectives:

### **1.4.2 Specific Objectives**

- (i) To establish the influence of organizational support on job satisfaction of service employees.
- (ii) To assess the influence of pay and remuneration on job satisfaction of service employees.
- (iii) To examine the relationship between supervisor and co-worker support and job satisfaction of service employees.

## **1.5 Study Hypotheses**

To address the specific objectives, the study sought to address the following hypotheses:

- (i) **H<sub>01</sub>**: There is no statistically significant relationship between organizational support and job satisfaction of service employees.
- (ii) **H<sub>02</sub>**: There is no statistically significant relationship between pay and remuneration and job satisfaction of service employees.
- (iii) **H<sub>03</sub>**: There is no statistically significant relationship between supervisor and co-worker support and job satisfaction of service employees.

### **1.6 Significance of the Study**

The findings of this study are beneficial to the management of fine-dining non-classified hotels in Thika town considering that job satisfaction of service employees plays an important role towards ensuring the success of the organization. It is worth noting that satisfaction of hotel customers relies heavily on the job satisfaction of service employees which justifies the need for an empirical study in the nature of the present one. Thus, non-classified hotels that will apply the recommendations derived from the results of this study will be able to ascertain customer satisfaction through the operations of satisfied service employees. Moreover, This study is helpful to the non-classified hotel practitioners in Thika town towards informing them in the area of human resources management and strategies geared towards enhancing job satisfaction of service employees. It will also serve as a future reference for researchers on the subject of quality of work environment and job satisfaction.

### **1.7 Scope of the Study**

The study aims to establish the influence of quality of work environment and job satisfaction of service employees. Also, the study covers fine dining non-classified

hotels in Thika town. Data was only be collected from service employees of the hotels.

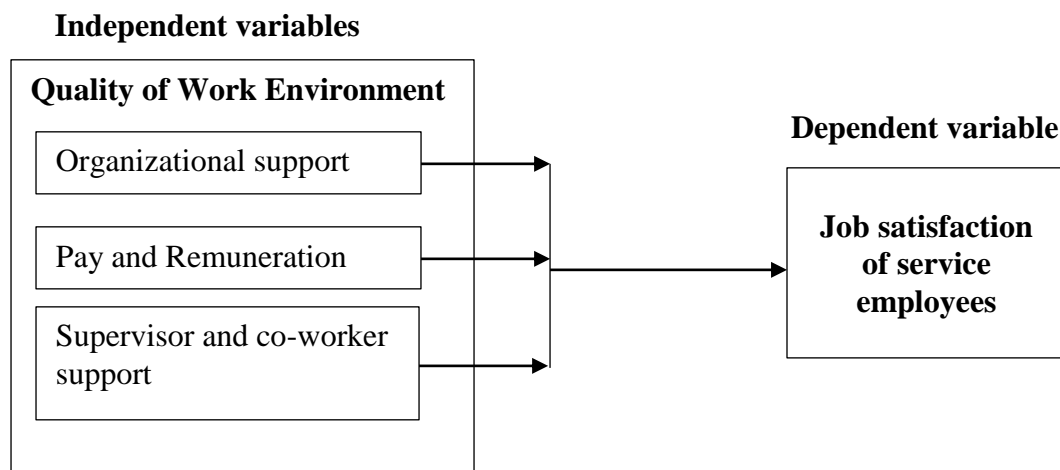
Moreover, data was collected on the three aspects of quality of work environment (organizational support, pay and remuneration, supervisor and co-worker support).

### **1.8 Limitations of the Study**

The study has some limitations within which the findings need to be interpreted. First as in most empirical studies, the research is limited by the measures used. Second, the study used a cross-sectional research design and assessed the respondents' perception with regard to the constructs under investigation within a specified period of time. Last but not the least, results of this study cannot be generalized because the sample was restricted to non-classified fine-dining hotels in Thika town.

### **1.9 Conceptual Framework**

Figure 1.1 illustrates the study conceptual framework depicting the possible relationships investigated in the study.



**Figure 1. 1. Conceptual framework for quality of work environment and job satisfaction of service employees**

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

The chapter discusses review of literature based on the quality of work environment.

### **2.1 Job Satisfaction**

Job satisfaction refers to the degree to which workers feels self-motivated, contented and satisfied with his/her job. It occurs when a worker feels that he or she is having the stability in the work, career growth and comfortable work-life balance. Employee job satisfaction is a psychological feedback related to the expectation and real feelings of the employees. The real feelings are associated with the working environment, employees' salary, employee development platform and welfare.

According to Locke (1969), job satisfaction can be conceptualized as a enjoyable passionate state ensuing from the evaluation of an individual's job as achieving the job values. The benefits of job satisfaction have been mainly highlighted in the literature, because of its positive affect on job outcomes (Lu & Gursoy, 2013), organization success (Rich et al., 2010), and customers' perception of service quality, satisfaction and retention (Torres, 2014). Thus, it is important to establish the influence of quality of work environment on job satisfaction.

### **2.1 Quality of Work Environment and Job Satisfaction**

The quality of work life represents a construct that comprises the well-being of employees at the workplace (Sirgy et al., 2001). By definition, quality work environment is a set of important consequences of work life in the work place, which comprise of other domains such as family, leisure and social domains. Moreover, Carayon (1997) established key variables of work environment quality, such as individual tasks, organizational factors, environment, tools and technology, and examined their sophisticated interrelations.

Quality of work environment is one of the most crucial constructs for organizations whose aim is to attract and retain good employees (Lee et al., 2015). Quality of work environment addresses the well-being of employees in the workplace and characterizes their broader job-related experience (Sirgy et al., 2001) and affects the job satisfaction of employees. The basic notion behind quality of environment is that, when employees observe that their needs are being fulfilled through work in their organizations (Lee et al., 2015). Quality of work environment improves organization identity, commitment and job satisfaction and the overall performance of employees; and also reduces staff turnover, absence from work and cost of hiring new employees (Sirgy et al., 2001).

Grote and Guest (2017) argue that quality of work environment promotes employees' well-being and independence when discharging their duties. Also, employees who are happy because of an organization that provides quality work environment perform at their best level, are loyal and committed to their organization (Sirgy, et al., 2001).

Lee et al. (2015) argue that in a service-profit chain model, satisfied employees provide quality service which results to customer satisfaction and organizational profit. Wahlberg et al. (2017) study on quality of working life and engagement in hostels using data collected from 98 employees from 40 hostels in Lisbon, Portugal revealed that quality of working life has a strong negative impact on employees' exit behavior and a positive influence on their loyalty.

Lee et al. (2015) conducted a study on quality of work life and job satisfaction among frontline hotel employees. Their study was anchored on self-determination and need satisfaction theory and revealed that quality of work life attributes such as pay and

remuneration, organizational support, and supervisor and co-worker support enhance job satisfaction of frontline employees.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter focuses on research design, study area, target population, sampling techniques, sample size, instruments, validity and reliability, pre-testing, data collection procedures, analysis techniques, and data presentation. Additionally, ethical considerations are discussed in the end.

### **3.1 Research Design**

The study used a descriptive cross-sectional research design. This design, not only, permits one to analyze inter-relationships among the independent and dependent variables at the time of research, but also provides information pertaining the degree of relationship between the variables being studied (Mugenda & Mugenda, 2003).

### **3.2 Study Area**

The study was carried out in non-classified fine-dining hotels in Thika town, Kenya. The town is home to four fine-dining non-classified hotels.

### **3.3 Target Population**

The target population for the study were all non-classified fine-dining hotels in Thika town. The employees of the hotels formed the study respondents.

### **3.4 Sampling Techniques and Sample Size**

All non-classified fine-dining hotels were selected to form the sampling frame using stratified sampling technique where various hospitality establishments will form the strata. According to Kothari (2012), for data analysis involving correlations and regressions as well as other inferential statistics, 30 cases are enough. Therefore, ten service employees were selected from each hotel using convenient sampling technique to form a sample with 40 respondents.

### **3.5 Research Instruments**

A self-administered questionnaire was used as a data collection instrument. The questionnaire comprises of closed-ended questions for easier data collecting, coding and analysis (Kothari, 2012).

### **3.6 Pretesting**

A pretest of the questionnaire was conducted to assess whether the questionnaire would achieve its purpose and fully address the constructs under investigation. Pretesting was used to enhance the validity and reliability of responses.

### **3.7 Validity and Reliability of the Questionnaire**

Content validity technique was used to assess the validity of the questionnaire and it was ensured through supervisor's judgment of the adequacy of the measurement items included in each construct. Reliability of the questionnaire was tested using internal consistency of items technique. This was achieved through Cronbach alpha coefficient where 0.70 was taken as the threshold alpha level for a scale to be considered reliable (Hair et al., 1995). The alpha levels for organizational support, pay and remuneration, supervisor and co-worker support, and job satisfaction were 0.877, 0.786, 0.881, and 0.942 respectively. All alpha levels were above the cut-off point of 0.700 and thus indicated that all the constructs were reliable for further data analysis.

### **3.8 Data Collection Procedures**

To collect data, first, a letter of introduction was sought and obtained from Gretsia University School of Hospitality and Tourism. Second, permission was sought and obtained from the managers of non-classified hotels in Thika town. Third, managers of the selected hotels were requested to assist in data collection by encouraging their service employees to participate in the study by filling the questionnaires. Fourth, respondents were provided with an envelope, pen and a questionnaire. They were

requested to fill the questionnaire and submit in anonymous sealed envelopes. Last but not the least, respondents were requested to submit filled questionnaires to their supervisors for collection by the researcher.

### **3.9 Data Analysis**

Several stages were followed to analyze the collected data. First, data were cleaned before analysis in order to ensure completeness of the questionnaires. Second, coding of the questionnaires and variables and entering responses into the statistical package for social sciences (SPSS) statistics were completed. Third, data were transformed according to each variable and the type of analysis required to address the study hypotheses. Descriptive statistics including the mean and standard deviations were used in order to describe the characteristics of the variables. Inferential statistics comprising of the Pearson correlation coefficient was used to address each study hypotheses. Last but not the least, results were presented in tables and graphs.

### **3.10 Logistical and Ethical Considerations**

Logistics necessary to complete this study comprised of obtaining permission approvals from the School of Hospitality and Tourism Management and selected non-classified hotels before data collection. Other logistics comprised of pretesting the questionnaires and budget planning, projecting time based on the activities, administering questionnaires, data collection, and gathering the filled questionnaires from the field, editing, coding and entering responses into an appropriate data analysis package. Three important ethical considerations were observed in this study. First, informed consent was sought from the study respondents. Second, respondents were notified of the purpose of the study and their voluntary participation. Last but not the least, respondents were ensured of confidentiality of their responses.

## CHAPTER FOUR: FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter discusses results of the study in line with the specific objectives.

### 4.2 Response Rate

A total of 40 questionnaires were distributed, and all were returned (100% response rate). However, out of the 40 questionnaires that were returned, 10 had incomplete data and were discarded leaving 30 useful ones.

### 4.3 Respondents' Demographics

Table 4.1 reports the descriptive statistics of the respondents in this study. The majority 16(50.5%) of the total respondents were male and 14(49.5%) female; 13(42%) were between 25 and 30 years and 9(30%) between 31 and 35 years. Only 6(20%) of the respondents sampled were above 35 years.

**Table 4. 1: Demographic Characteristics of the Respondents**

	Frequency (n)	%
Sex		
Male	16	50.5%
Female	14	49.5%
Age		
<25 years old	02	8%
25-30 years old	13	42%
31-35 years old	09	30%
>35 years old	06	20%

#### 4.4 Descriptive Results

This section presents the descriptive results of the study constructs.

##### 4.4.1 Results of Organizational Support

The descriptive results comprising of the means, mean ranking and standard deviations are demonstrated in Table 4.2.

**Table 4. 2: Descriptive results of organizational support**

	<b>Mean</b>	<b>SD</b>
The restaurant provides enough working space	4.12	0.95
The workplace has good air quality	4.25	0.78
My work is at a physical safe place	3.85	1.02
The restaurant management provides good health benefits	3.87	1.03
My work environment is pleasant	4.11	0.98
<b>Grand Mean</b>	<b>4.04</b>	<b>0.95</b>

Results presented in Table 4.2 show the grand mean equal to 4.04 with a standard deviation of 0.95. This demonstrated that the respondents agreed with all the items of organizational support.

##### 4.4.2 Descriptive Results of Remuneration

Table 4.3 presents the descriptive results of the analysis of data collected on remuneration of the study respondents.

**Table 4. 3: Analysis of Remuneration of Respondents**

	<b>Mean</b>	<b>SD</b>
Salary is fair and adequate	2.12	1.06
Salary is based on achievement	4.75	0.77
<b>Grand Mean</b>	<b>3.44</b>	<b>0.92</b>

As indicated, the overall mean was 3.44 with a standard deviation of 0.92. This demonstrates that respondents in the study agreed with the items measuring

remuneration construct. However, respondents indicated that the salary was not fair and adequate with a mean of 2.12 and standard deviation of 1.06.

#### 4.4.3 Descriptive Results of Supervisor and Co-worker Support

Results of the analysis of data collected on the supervisor and co-worker support are presented in Table 4.4.

**Table 4. 4. Analysis of Respondents’ Supervisor and Co-worker Support**

	<b>Mean</b>	<b>SD</b>
The supervisor is supportive	4.23	0.84
The supervisor offers adequate chances for promotion	3.96	1.01
The supervisor is trustworthy	3.63	1.06
Employees are team oriented	2.75	1.02
Employees are cooperative	2.16	1.07
Employees are friendly	3.69	1.01
<b>Grand Mean</b>	<b>3.40</b>	<b>1.00</b>

As shown in the table, the overall mean was 3.40 with a standard deviation of 1.00. This demonstrated that the respondents agreed with the items of supervisor and co-worker support. However, the respondents indicated that the colleagues are not team oriented and cooperative.

#### 4.5 Hypotheses Testing

Table 4.5 exhibits results of the study hypotheses testing. As shown, all the correlations were positive and statistically significant. Therefore, all the hypotheses were rejected.

**Table 4. 5. Correlation Results**

	Correlation	<i>P</i> -Value	<i>Decision Rule</i>
Organization Support and Job Satisfaction	<b>0.46*</b>	.000	Reject H <sub>01</sub>
Remuneration and Job Satisfaction	<b>0.64*</b>	.000	Reject H <sub>02</sub>

Supervisor and Co-worker Support and Job Satisfaction	<b>0.53*</b>	.000	Reject H <sub>03</sub>
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**Note:** \* Correlation is significant at the 0.01 level (2-tailed).

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## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter deals with the summary of major findings, conclusions, recommendations for practice and recommendations for further research.

### **5.2 Summary of Findings and Conclusions**

Analysis of the study data has revealed several major findings. First, the organizational support has a weak positive and significant correlation with job satisfaction.

Second, the remuneration has a strong positive relationship with job satisfaction of employees.

Lastly, the supervisor and co-worker support have a strong and positive significant correlation with job satisfaction of employees.

### **5.3 Recommendations for Practice**

On the basis of the study key findings and conclusions, several recommendations are made for management of non-classified fine dining hotels in Thika town. First, managers of these establishments should focus more ensuring that salary and remuneration policies rhyme with those of the competitors. Second, there is need to develop an effective team building plan. Third, managers of the non-classified hotels should support and encourage their employees to develop themselves as they work.

### **5.5 Suggestions for Future Research**

Several recommendations for further research are made on the basis of the study findings. First, the fieldwork of the study was carried only in Thika town. There is need to conduct a similar study in other geographical regions. Second, results of the



study may not be generalized to all other hospitality establishments. Thus, a future research should explore different segment of the hospitality establishments.

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## APPENDICES

### Appendix I: Letter of Introduction



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#### SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

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Dear Sir/Madam,

This letter is to introduce **Winfred Wangari Njoroge**, registration number HPM-4-2150-17 who is a student in the Department of Hospitality and Tourism Management at Gretsa University pursuing a Bachelor of Science Degree in Hospitality Management. She will produce her student card as proof of identity.

To complete her degree course, she is undertaking research leading to the production of a research report or other publications and his study is titled: *INFLUENCE OF SELECTED QUALITY OF WORK ENVIRONMENT ATTRIBUTES ON JOB SATISFACTION OF SERVICE EMPLOYEES IN NON-CLASSIFIED FINE DINING HOTELS THIKA TOWN, KENYA.*

She would like to invite you to assist in this project, by filling in the questionnaire which covers certain aspects of this topic.

Be assured that any information provided will be treated in the strictest confidence and none of the participants will be individually identifiable in the resulting research report or other publications. You are, of course, entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any inquiries you may have concerning this research project should be directed to me by telephone on **0715 567 175** or by email ([johnkahuthugitau@gmail.com](mailto:johnkahuthugitau@gmail.com)).

Thank you for your attention and assistance.

Yours sincerely

**John K. Gitau**

**Research Coordinator & Lecturer**

**Department of Hospitality Management, Gretsa University**

## Appendix II: Questionnaire for Hotel's Service Employees

**GRETSA UNIVERSITY**  
School of Hospitality and Tourism Management

### Part A: Respondents Demographics

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1. **Gender:**  Male  Female
2. **Your age in years**  
 Below 25  25-30  31-35  Above 35
3. **Period of time you have been working in the hotel**  
 Less than 1 year  
 Between 1 and 2 years  
 Between 3 and 4 years  
 Above 4 years
4. **Highest level of education completed**  
 Primary school  
 Secondary school  
 Undergraduate  
 Postgraduate (Masters and Ph.D.)

### Part B

#### Attributes of Quality of Work Environment

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In a scale of 1 to 5 (*1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree*) indicate your opinion on the following statements.

Statements					
<b>Organizational support</b>					
The restaurant provides enough working space	5	4	3	2	1
The workplace has good air quality	5	4	3	2	1
My work is at a physical safe place	5	4	3	2	1
The restaurant management provides good health benefits	5	4	3	2	1
My work environment is pleasant	5	4	3	2	1
<b>Pay and Remuneration</b>					
Salary is fair and adequate	5	4	3	2	1
Salary is based on achievement	5	4	3	2	1
<b>Supervisor and Co-worker support</b>					
The supervisor is supportive	5	4	3	2	1
The supervisor offers adequate chances for promotion	5	4	3	2	1
The supervisor is trustworthy	5	4	3	2	1
Service employees are team oriented	5	4	3	2	1
Service employees are cooperative	5	4	3	2	1
Service employees are friendly	5	4	3	2	1

**Part C: Job Satisfaction**

<b>Statements</b>					
I feel encouraged to come up with new and better ways of doing things	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
My work gives me a feeling of personal accomplishment	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
I have the tools and resources to do my job well	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
In my job, I have clearly defined quality goals	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>
Overall, I am satisfied with the job	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>

**Thank you for participating in this study. Your contribution is highly appreciated.**