

**WORKING CONDITIONS, EMPLOYEE WELFARE AND MOTIVATION AS
EFFECTORS OF JOB SATISFACTION AT ETON HOTEL, THIKA, KENYA**

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DECLARATION

This project is my original work and has not been presented for award of a degree or for any similar purpose in any university body.

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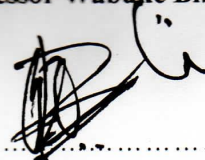
Signature.....

Date.....22/04/2021.....

DECLARATION BY THE SUPERVISOR

This project has been subjected for review with my approval as university supervisor.

Name: **Professor Wabuke Bibi**

Signature.....

Date.....22nd April 2021.....

School of Hospitality and Tourism
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DEDICATION

I dedicate this project to my family, who has been the source of my inspiration and strength to complete the project. I also would like to dedicate it to my supervisor who has guided me and corrected me where necessary, and it's through him that the project is a success.

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ABBREVIATIONS AND ACRONYMS

B&B – Bed and breakfast

UN- United Nations

WHP – World Health Program

KWS- Kenya Wildlife Service

OPERATIONAL DEFINITION OF TERMS

Working condition	This term was described as a condition that is to the advantage of the employees and makes the employee render satisfactory services rather to dangerous working conditions which make them offer low quality services (Finnegan and Solomon 1981).
Employee Welfare	This refers to providing facilities and comforts to employee of an organization so that they can lead a better level of living (Opatha 2009). It is often an investment that is conducive to an organizational success and progress by attracting and retaining employees (De Souza 2009).
Employee Motivation	Motivation is a reason that makes an individual to get engaged in a specific behavior. From this the individual can be influenced with several drives and fundamentals needs such as, salary increment, transport, promotion (Bratton & Gold 2007).
Job satisfaction	This is the nature of an organization treating its employees well to a point that the employees are content and happy with their job.

ACKNOWLEDGMENT

I want to thank my Family for they have been of plenty encouragement and helpful to me and giving me support to conduct this project successfully. I would also like to thank my supervisor Prof Bibi for guiding me and lastly I would like to acknowledge the respondents for making the research to be a success.

ABSTRACT

The purpose of this study was to determine whether employees of Eton Hotel, Thika are satisfied with their job. The research was conducted in Eton Hotel; Thika and it targeted general employees in the hotel. Measurable variables include: working conditions, employee welfare and motivation as effectors of job satisfaction in Eton hotel. All of the 30 employees were examined through questionnaires and the data was analyzed using the descriptive analysis. In addition, face to face interviews were conducted using a schedule. The findings helped to shed light on the whether employees were satisfied with their jobs, and it provided a basis for what was done to ensure that they are comfortable. The objective of this research was to prove that indeed the measurable variables affect the job satisfaction of Eton Hotel and these factors need to be addressed. The main conclusion was that the hotel needs to improve on making their staff be satisfied with their job. The recommendations of this research were that the working conditions need to be looked into, the welfare of the employees needs to be improved and finally employees need to be motivated in their work. Employee satisfaction will lead to happy satisfied internal customers as well as external customers.

Keywords: Job satisfaction, Effectors, customer satisfaction, Eton Hotel, Thika.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study

Thika is a city in Kiambu County, it is among the most industrialized cities. There is a large population that dwells in the city and most of the population includes the workers of the many industries. Thika also has big business centers that employ a lot of people thus contributing to the large population. Eton Hotel was set up in Thika back in the early 2000s and it has been offering classy services to guest that pay a visit to the hotel. It is located at the very start of Thika city. Its neighbored by Coconut Grill Hotel and Cascade Hotel which are its major competitors. They say competition is healthy and this has led to growth of Eton Hotel in terms of services and products that they offer to their guest.

The luxury Eton Hotel is located in Thika town. It is a 3-star hotel and its ranked number 3 of 14 B &B in Thika. Eton Hotel offers a variety of services: conference halls, accommodation, restaurant, bar, coffee shop, and outside catering.

The conference halls have a capacity of 30-200. Accommodation is standard rooms, double rooms and twin beds. They have a variety of cuisines: international, Kenyan, oriental, Indian, A la carte, bed & breakfast, lunch and dinner. The hotel has many departments. The hotel also offers outside catering for weddings, birthday parties, graduations and burials. The Hotel is updated with software that are able to handle long distant bookings, thus simplifying it for guest to book a room with them. The Eton team works 24hrs ensuring that the Hotel is running and a gust can be attended to at any time they walk in. The Hotel has tight security from the parking lot where the guest car is well taken care of and also the rooms are updated with smartcard lock system where the guest property is safe in the room.

1.2 Problem Statement.

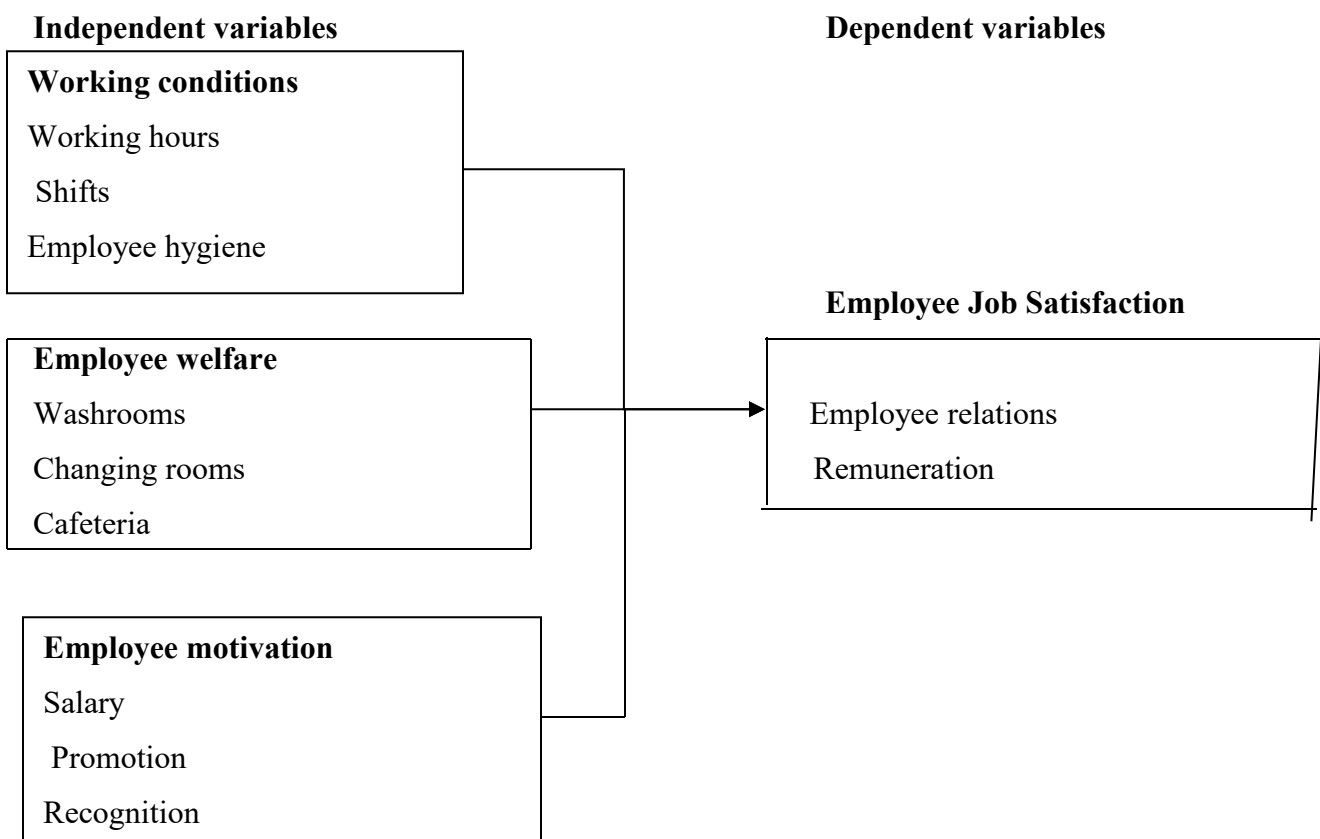
In past research, working conditions, employee welfare and motivation as effectors of job satisfaction were studied, because the problem arise that not all hotels consider these factors and the fact that employees are one of the most necessary resource in a hotel, they need be taken care of to be satisfied with their job so that the customers can be comfortable and satisfied. The

problem identified was that the working conditions are too harsh on the employees, the welfare of the employees is taken for granted and finally the employees are demotivated.

1.3 Purpose of the study.

This study is to determine how working conditions, employee welfare and motivation affect the employees working in Eton Hotel, and whether the employees are content with these factors to match with job satisfaction.

1.4 Conceptual Framework.



Source: Working conditions (Brill et.al 2001) Employee welfare (Schuler 1981) and Employee welfare (Barton & Gold 2007).

1.5 Measurement of variables

1. The relationship between working conditions and employee job satisfaction.
2. The relationship between employee welfare and employee job satisfaction.
- 3 The relationship between employee motivation and employee job satisfaction.

1.6 Hypotheses.

1. H₀1: There is no relationship between working conditions and employee job satisfaction,
2. H₀2: There is no relationship between employee welfare and employee job satisfaction.
3. H₀3: There is no relationship between employee motivation and employee job satisfaction.

1.7 Objectives of the study.

1.7.1 General Objective

The general objective of this research is to determine how working conditions, employee welfare and motivation affect job satisfaction in Eton Hotel Thika, Kenya.

1.7.2 Specific objectives.

1. To assess the relationship between working conditions and employee job satisfaction.
2. To determine the relationship between employee welfare and employee job satisfaction.
3. To determine the relationship between employee motivation and employee job satisfaction.

1.9 Significance of the study

The study was a guideline for job satisfaction and thus showed and elaborated how working conditions, employee welfare and motivation affected job satisfaction for employees and the hotel has to improve the objectives for their employees to be fully satisfied and to render satisfactory services.

1.10 Scope of study

The study will be carried out at the Eton Hotel Thika. A target of 30 out of 30 employees will be tested on the three factors; working conditions, employee welfare and employee motivation and the data collection methodology that will be use is questionnaires that will be given to the employees for the answering, in order to draw out assumptions.

1.11 Limitations

This study will be limited to 3 aspects: working conditions, employee welfare and employee motivation. It also limits itself to 15 employees and also confined only in Eton hotel and questionnaires will be used to collect the data.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This research will study the factors that contribute to job satisfaction in an organization. The topic under study is Effectors of job satisfaction, conducted in Eton hotel Thika. In most organizations, not all employees are satisfied with their jobs, and the study has found the possible solutions for the employees to be satisfied.

The employees were given questionnaires which were the main mode of collecting data. There were face to face interviews with the employees to get a better glimpse of what goes on behind what we as external customers know.

2.2 WORKING CONDITIONS TO JOB SATISFACTION

In a hotel there are different ranks of employees: they can be classified as executive employees who work in the office, like the managers and directors, the middle employees who are the supervisors, chefs and waiters, and finally there are the subordinate employees who are watch men, cleaners, electricians and plumbers. All these employees do not experience the same working conditions; their working conditions differ from each other with the level one is working. There are factors that influence the job satisfaction of these employees which include; nature of work, salary, stress, colleagues, working hours.

Employees prefer working conditions that are not dangerous and unpleasant, they like conditions which are similar to the conditions they have at their homes. This condition is to the advantage of the employees, so that they can be comfortable in order to render satisfactory services. But if the conditions are to the disadvantage of the employees they will render unsatisfying services. Many researchers have shown a link between working conditions and job satisfaction; (Brill et al, 2001; New Sham et al, 2004; Finnegan and Solomon 1981, Leather 1998; Veitch et al 2005; New Sham et al 2009; Kinzi 2005).

So Locke (1976); defined job satisfaction as a pleasurable or positive emotional state that is related to the work that individual performs. Leap and Crino (1993) defines job satisfaction as the attitude of worker toward his job, the reward which he gets, social organizational and physical characteristics of the environment in which he performs his working activities.

Employees have their own expectations and attitudes and they want to be treated in a fair and respectful manner and as a result they will be satisfied at their work and Managers want satisfied workers who will have a positive attitude to the job, who will be committed and emotionally involved with their jobs. Job satisfaction has been verified as one of the key variables that affect an organizational success and it is necessary to pay close attention to it in order to avoid negative organizational performance.

Conditions in which a job can be conducted can differ: from comfortable to very difficult and dangerous. The difficult working conditions can be influenced by; (1) External factors e.g., climate, humidity, temperature, lightning, noise, interferences, gases and dust. (2) Subjective factors; gender and age, monotony and fatigue. (3) Factors related to the organization of safety at work for the employee.

2.3 EMPLOYEE WELFARE AND JOB SATISFACTION

Employee welfare can be defined as providing facilities and comforts to employee of an organization, so that they lead a better level of living Opatha (2009). Employee welfare is often an investment that is conducive to an organizational success and progress success” Attracting and retaining employees to enhance job satisfaction.” According to De Souza (2009) the employee welfare measures provided in an organization affect the attitudes of employees towards work. Employee welfare facilities satisfy the needs of employees which can improve their working life, and their family life.

People are a very important asset to any company in today’s business. Human resource can be built, improved and motivated to achieve goals and objectives of the organization. Satisfied employees will make the organization achieve goals include: medical facilities, loan facilities, canteen facilities, housing facilities.

According to Schuler (1981) welfare facilities are defined as indirect compensation. All organizations tend to offer this. Punekar et al. (2004) defined welfare facilities as anything done for the comfort of improvement, intellectual and social of the employees over and above the wages paid, which is not a necessity of the industry. Welfare work in any industry aims or should aim at improving the working and living conditions of their workers and families.

The concept of labor welfare varies from time to time, region to region, industry to industry and country to country, depending on various factors such as educational level, social customs and degree of industrialization and general standard of socio-economic development. Employee welfare implies the setting up to minimum desirable standards and the provision of facilities like: health, food, clothing, housing, medical assistance, education, insurance, job security and recreation. This helps the employee to lead a good life and comfortable at work. Employees' welfare is defined as providing facilities and comforts to employee of an organization so that they may lead a better life Opatha (2009). According to Jyothi (2012) welfare facilities are a broad concept referring to a state of living of an individual or a group.

Opatha (2009) classified various welfare facilities: medical facilities, canteen facilities, loan facilities and housing facilities. Provisions of feeding services more likely enhance employee health. Under this there are canteens, subsidized meals, free meals, giving certain financial allowance for food. Housing facilities mean the provision of accommodation having a sufficient house is a strong contribution to higher standard of living of an employee. Loan facilities are given with a view to assisting employee to celebrate various social festival, weddings and also accidents.

2.4 EMPLOYEE MOTIVATION AND JOB SATISFACTION.

Motivation is a reason that makes an individual to get engaged in a specific behavior, Bratton &Gold (2007). From this the individual can be influenced by several drives and fundamental needs such as; attractive working conditions, certificate of recognition, salary increment, transport, medical insurance, promotion, social security funds, participation and involvement in meetings, food and desire for a state of being an object can be included in this reason for motivating an individual to act in a specific manner or to perform certain tasks. Such organizations that motivate their employees in such mannerisms include UN, KWS, KPLC and WHP.

It is important for management to improve working conditions and motivate the employee opportunity. Management requires comprehending the motivational process and needs of human resources in various cultures and they should consider that employees are crucial and expensive resource to every organization.

Moreover, motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the hotel (Ross 2005 and Mosoma, 2014) analyses that hotel owners and managers do not consider employees as first customers internally, by that employees do not feel sense of belonging, social protection, participation and creativity which affect employee satisfaction and performance at hotel industry.

Mohamedi, (2013) noted that management does not take initiatives to motivate its employees in order to attain strategic plan of financial performance capital growth, operational excellent and staff talents and skills. Olanyi (2013) identified the problem in hotel and hospitality industry as stress of work. This is one factor that casts its effect on the performance of employees.

Most people complain that they are working for many hours in a stressful way, with difficult and unpleasant ways with number of physical illness. Pulak (2012) insisted that the nature of hospitality and hotels, requires employees to face unpleasant experiences which makes them to do hard work and ask employees to do jobs in odd hours. Ricardo et al (2007) goes further to state that stress affects the ability of an individual to cope and it affects the perception of an individual about the person abilities that he or she possesses.

2.5 THEORETICAL FRAME WORK

Bratton and Gold (2007) frame work on Employee Motivation and Welfare will form the theoretical underpinnings of the current study. Bratton & Gold (2007) Model suggest that the employees in an organization needs to be taken care of, their housing facilities, their medical covers, the model goes on to describe that the employees who are motivated in their work offer satisfactory services since they love their job. This model was used extensively in the study to investigate the working conditions, employee's welfare and motivation in Eton hotel.

production; duration of work, work schedule, working time, work pace, excessive strain.

Some jobs only allow specific requirements e.g. age, sex, qualifications, health, physical and mental conditions. Difficult working conditions influence employee performance, so it is necessary to eliminate uncomfortable working conditions.

Working conditions as a factor of Job Satisfaction, do not considerably determine overall job satisfaction to make significant difference between workers who work in normal working conditions and workers who work in the overall job satisfaction. Working conditions are an

important factor of the overall job satisfaction of workers who work in the difficult working conditions, it is necessary to improve the working conditions of a worker, improving it improves

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research design

Research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem research. The type of research design used here is the census design, since the variables in question have been compared with the employee own emotions toward their jobs.

3.2 Study Area

The area under study is Eton Hotel in Thika which is an industrialized town that has a lot of consumers, thus the setting up of many hotels.

3.3 Target population

In the research conducted, a target of 30 out of 30 employees in the hotel have been tested on their working conditions, employee welfare and motivation as effectors of job satisfaction

3.4 Sampling Techniques

The technique used is census, since all 30 the employees will be questioned. It's the basic sampling technique where we select a group of subjects or a sample for study from a larger group or population.

3.5 Sample size

The sample is 30 employees.

3.6 Measurement of Variables

A variable is a concept which can take on different quantitative values. The variables that have been measured using quantitative methods and these variables are not measured at one specific level only. How variables are measured depends on how it is conceptualized. The level of measurement used is the Ordinal level, whereby internal consumer's satisfaction was measured in relation with their job at Eton Hotel.

3.7 Research Instruments

The research instrument was the use of questionnaire to test the employees on the variables. Interviews will be also used where necessary for firsthand information is the best.

3.8 Pre-Testing

Pre-testing is a process of testing materials, variables before they are used in live examination. A questionnaire will be used in a pretesting technique that is commonly used following initial questionnaire drafting. This technique has been effective in conducting the pretest in order to come out with the satisfying results.

3.9 Validity and Reliability

The research instrument used to conduct this research is the questionnaires. These will be distributed to the employees for the answering. They are valuable because they will be stored. They can be relied upon because they will have the answers of individualistic employees.

3.10 Data Collection Techniques

The study will be conducted at Eton Hotel and the collection method that will be most appropriately used is the use of questionnaires and surveys, for the employees to give their direct answers as the source. Observing has also been another technique of collecting data.

3.11 Data Analysis

This is the process of systematically applying statistical and logical techniques to describe and illustrate, condense, recap and evaluate data. Hypothesis testing was used to analyze the data. Descriptive statistics was used; The Mean was calculated together with the Standard Deviation. The Hypotheses were rejected since the correlations were positive and statistically significant.

3.12 Logistical and Ethical Considerations

The study will be conducted at Eton Hotel, where by the use of questionnaires and surveys are the techniques of collecting data, but also interviews will be used where necessary. The Data has been analyzed in an effective way that has produced effective results.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

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

4.2 RESPONSE RATE

A total of 30 questionnaires were distributed and all were returned with a 100% response rate. However out of the 30 questionnaires 6 of them had incomplete data leaving 24 useful ones.

4.3 RESPONDENTS DEMOGRAPHIC

Table 4.1 reports the descriptive statistics of the respondents in the conducted study.

The majority of the respondents at 54% were 16 females and 46% were 14 males. 40% 12 were between the age of 18-25, 20% 6 were between the age of 26-30, 24% 7 were between the age of 31-36 and above 36 were 5 at 16%.

Table 4.1 Respondents Demographic profile

	Frequency	%
Sex		
Male	14	46.2%
Female	16	53.8%
Age		
<25 years' old	12	40.3%
26-30 years' old	6	20.2%
31-35 years' old	7	23.7%
>36 years' old	5	15.8%

4.4 DESCRIPTIVE RESULTS

This section presents the descriptive results of the working conditions.

4.4.1 Results of working conditions

The descriptive results comprising of the Mean, Mean ranking and the Standard deviation are illustrated.

Table 4.2 Descriptive results of working conditions.

	Mean	SD
The working conditions are good	2.60	1.52
Working hours are acceptable	3.03	0.73
Enough breaks in work	4.16	0.54
Is work under pressure	2.83	1.83

This demonstrated that the respondents agreed with all the items of working conditions.

4.4.2 Descriptive Results of Employee welfare

Table 4.3 presents the descriptive results of the analysis of data collected on Employee Welfare respondents.

	Mean	SD
Quality of food provided to employee	3.23	0.77
Are housing facilities adequate	2.76	1.64
Medical Insurance sufficiency	4.23	0.57
Is my job secure	3.46	0.86

This demonstrates that the respondents in the study agreed with the items measuring employee welfare.

4.4.3 Descriptive Result of Employee motivation.

The results of the analysis of data collected on the Employee Motivation are presented in the table below.

Table 4.4 Analysis of Respondents of Employee Motivation

	Mean	SD
Employees are often motivation	3.13	0.75
Employees love the method of motivation	2.93	1.08
Working hours motivate employees	4.36	0.59
Wages motivation employees	3.73	0.93

This demonstrated that the respondents agreed with the items of employee motivation.

4.5 HYPOTHESES TESTING

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

Table 4.5

	Correlation	p value	Decision rule
Working conditions	.392*	.000	Reject H ₀ 1
Employee welfare	.411*	.000	Reject H ₀ 2
Employee motivation	.425*	.000	Reject H ₀ 3

Note: * Correlation is a significant of the 0.01 level (2- tailed)

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents a summary of the findings of the study, conclusion and recommendation. At the end of the chapter areas for further research are provided.

5.2 SUMMARY OF MAJOR FINDINGS

The majority respondents (40%) were within the age range of 31-45. The majority of respondents (54%) were female while the remaining (46%) were male. The university graduates were (47%) and they had the skills, (30%) were college graduates. The majority (57%) confirmed that working conditions affect job satisfaction in Eton hotel. Majority of (60%) confirmed that employee welfare affects job satisfaction. Also about (70%) confirmed that employee motivation affects job satisfaction at their organization.

5.3 CONCLUSION

The hotel should improve on the working conditions in order for the conditions to favor their employees that they may do their work efficiently. The employee welfare should be looked at to enhance contentment of the employees, more washrooms should be looked at to enhance contentment of the employees, more washrooms should be built and each employee should have a locker to put their belongings and a cafeteria should be put in place for employees to be taking their meals there. The hotel should motivate their employees by increasing their salary and giving a promotion to hard workers. Recognition should also be enhanced to motivate the employees.

5.4 RECOMMENDATIONS

5.4.1 WORKING CONDITIONS

Working conditions need to be considered and addressed. It's the conditions that set the pace for work. If the conditions are hard, it becomes hard for the employees to cope up, but if the conditions are favorable the employees seem to be favored and can give the best of their services. The hours for working have to be considered so as not to wear out employees, also shifts need to be well set so as favor the employee as they work in the hotel. The hotel also has to work on employee hygiene so as to create a good serene environment for workers.

5.4.2 EMPLOYEE WELFARE

The welfare of the employees is the most important factor to consider for without employees the organization is as well as nothing. The welfare of employees is key, and needs to be addressed so that the employees are comfortable. The washrooms of the employees need to be increased, because the existing ones are not enough for them. Employees need privacy and by them getting locker rooms will have addressed their privacy of property. A cafeteria also needs to be constructed for the employees to be taking meals comfortably.

5.4.3 EMPLOYEE MOTIVATION

Motivating employees is something that is very vital in an organization. In order for an organization to flourish always, it needs to have motivated employees. The salary of the employees should be increased even though not a lot but at least an increase will show a difference. Hard working employees will be promoted to better levels, thus making employees work hard in order to be promoted. Recognition of employees also motivates them for they all would want to be recognized for a few things they have done and brought the best they can offer to the hotel.

5.5 SUGGESTION FOR FURTHER STUDY

This study relevantly focuses on three factors that thought to be the most challenging factors facing employees at Eton hotel. In actual fact the factors mentioned are not the only factors employees at hotels but there are more other factors. There are numerous factors bearing this research study but were not the focus of this study. It is therefore insinuated that further studies can be carried out, on other effectors of job satisfaction in hotels in Kenya.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Dear Participant.

I am Alex Kamuyu Wateri and I am kindly requesting for your participation in answering these questions in order to help with my research. I am pursuing Bachelor of Hospitality at Gretsia University, Thika.

I will be conducting a research on Factors that affect Employee job satisfaction. These factors include; Working conditions, Employee welfare and Motivation as effectors of job satisfaction. Your participation will be highly appreciated, for it will play a big role in my research. The information collected will be strictly for academic purposes and will be confidential. The findings and recommendations will be used for the benefit of improving conditions to ensure Job satisfaction.

Yours Sincerely,

Alex Kamuyu Wateri.

QUESTIONNAIRE

This study will assist Eton Hotel solve factors affecting job satisfaction.

PART ONE: BIO DATA

Please tick in your preferred box in a scale of 5-1

5-strongly agree 4-agree 3-neutral 2-disagree 1-strongly disagree

1. Gender: Male _____ Female _____
2. Age: 18-28 _____ 29-39 _____ 40-55 _____
3. Occupation: Executive worker _____ Subordinate worker _____ Other
(specify) _____

PART TWO: working conditions, employee welfare and motivation as effectors of job satisfaction in Eton hotel Thika.

SECTION A: Working conditions and its relation to job satisfaction

Please tick in your preferred box in a scale of 5-1

5-strongly agree 4-agree 3-neutral 2-disagree 1-strongly disagree

Working conditions and its relationship to job satisfaction

Working conditions	5	4	3	2	1
The working conditions good					
Working hours are acceptable					
Enough breaks in work					
Work under pressure					

SECTION B; Employee welfare and its relation to job satisfaction

Employee welfare	5	4	3	2	1
Food provided to employee					
Housing facilities are adequate					
Medical insurance are efficient					
My Job is secure					

SECTION C Motivation and its relation to job satisfaction.

Motivation	5	4	3	2	1
Employees are often motivated					
Employees love the method of motivation					
Working hours motivate the employees					
Wages motivate the employees					

APPENDIX 3

BUDGET PLAN

ITEM	DESCRIPTION	UNITS	QUANTITY	UNIT PRICE (Ksh)	TOTAL (Ksh)
1.Stationery	Pens	2	2	70	1310
	Pencils	1	1	20	
	Erasers	2	2	20	
	Calculators	1	1	800	
	Foolscaps	1rim	300	400	
2. Services	Printing and photocopying	3	3	250	920
	Binding	3	3	150	
	Printing questionnaire	1	1	20	
	Photocopying questionnaire	50	50	500	
3.Transport	Transport			1600	2900
	Lunch			800	
	Training research assistant			500	

