



**EMPLOYER-EMPLOYEE RELATIONSHIP AND ITS IMPACT ON EMPLOYEES
ATTITUDE AND ORGANIZATION EFFECTIVENESS.**

Submitted by

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This research Project was submitted in partial fulfillment of the requirement for the degree of Bachelor of Science in Hospitality Management.

DECLARATION

This is my original work and has not been submitted anywhere else, to any university for an award of degree or certificate to the best of my knowledge.

Sign.....

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This project has been submitted for review with my approval as University Supervisor.

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ABSTRACT

The main purpose of this study was to investigate employer-employee relationship and its impact on employee's attitude and organizational effectiveness in the hospitality industry. The study aimed at assessing the impact of employer-employee relationship on employee's attitude. It also aimed at assessing the employer- employee attitude on the organizational effectiveness. This study employed a descriptive design. The study was conducted in restaurants within Nairobi. The population of the study comprised of the restaurant employees. The population size examined was 45 and the sample size that the researcher used 41. Random sampling techniques was used to ensure that each element of the population was used. Primary data was collected using a questionnaire. Data collected was presented qualitatively based on visualization and pie chart.

The study found that most of the employees are youth. The study also found out that a larger percentage of the employees have attained tertiary education. The study further found that there exists a good relationship between the employers and the employees. This is shown by the large number of respondents who agreed that the management provides them with all the resources they need, that the management listens to their complaints, listens to and puts in to consideration their ideas and suggestions. Many of the employees also agreed that they satisfied by their places of work and the working environment. Most of the respondents had good relationship with their fellow employees and that they would recommend their organization as a good place to work.

The study concluded that employer-employee relationship plays an important role in influencing the employee's attitudes towards their work, and generally affects the overall organizational success. It is therefore necessary for both parties understands the elements that make up the employer- employee relationship for the relationship to be healthy.

The study recommends that organization should ensure that they provide a conducive working environment to that maintains a good relationship between the employers and the employees.

ACKNOWLEDGEMENT

My sincere gratitude goes to my supervisor Dr. Lucy Gikonyo for her time and constant support.

I would also like to thank Strathmore University for giving me a conducive environment and resources for my Research Project. Special thanks also goes to my family and friends for the support they have provided me with throughout this project.

Above all, I give thanks to God for his grace.

DEDICATION.

I dedicate this research to my parents, the late Mr. Zephaniah Opiyo Okello and Mrs. Ruth Akinyi Ochieng for their love, care and support to my studies, both financially and morally.

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CHAPTER 1

INTRODUCTION.

1.1 Background.

Currently, both manufacturing and service industry form the core of the economy. For these businesses to be successful, the frontline employees play an important role to ensure that the set objective of the organization are achieved effectively by maximizing the use of the available limited resources to maximize revenue. These depends on employees' attitude toward the organization (Managers et al., 2011). The greater their attitudes towards their work, the greater their work will be. Employees job performance has been defined as how employee's fulfill their job duties and execute their required tasks (Susanty & Miradipta, 2013). Employees attitude also affects their performance at work. According to Ajmal et al (2015) employee attitude mainly describes their level of commitment and willingness to offer quality service that will lead to the achievement of job objectives and goals. There are three major dimensions of employee attitude, they include, affective, behavioral and Cognitive (Ekhsan et al, 2013). Employees with affective attitude usually aim at producing a desired result by attempting to understand the needs of their customers so as to satisfy them. Positive affective are usually interested in their work, very social, energetic and outgoing, while the negative affective are usually uncomfortable with their work and tend to complain a lot (Tekell, 200 8). The cognitive attitude focuses on the employees' belief about the right and wrong concept within their work environment and the behavioral attitude show employees' intension and decision making, will and power (Ekhsan et al, 2013). However, the employee attitude is significantly influenced by the kind of relationship that the employees have with the employer.

Excellent customer service is becoming the core competitive advantage in the hospitality industry and as a result most hoteliers are putting more efforts to ensure that their employees are comfortable enough to display good attitudes which improves their output in the organizations, and provide superior services to the company's clients (Ekhsan et al., 2013). It is the responsibility of the management and the entire organization to ensure that there is a conducive environment and conditions that cultivate the positive attitude in the employees. Finally, it is evident that the relationship employees have with their employer, and their attitude affects the performance of the organization. If the relationship is positive, it also fosters a positive attitude among the employees,

and in turn they are motivated in their duties. This leads to overall organizational improvement in its efforts to achieve the set goals.

One of the largest and most complex industry is the hospitality industry due to the variety of sub-industries that it encompasses. Hospitality may include spa, hotels, motels, bars, inns, conference rooms, motels, restaurants (Ph, Crina, & Cohuț, 2017). Restaurant being one of the sub-industry in the hospitality industry originate from a French term “restorer of energy”. The term was used to describe public places that offered soup and bread (Amaral et al., 2013) . Today any public place that specializes in the sales of food for consumption on or off-premise can be described as a restaurant. Since this industry is seen as labor intensive, the employee attitudes and their contribution to create and deliver quality for customer is definitely significant (Tsaur, Chang, & Wu, 2004). The recent increase in competition has necessitated the need to put in place several strategies to improve service quality. Customers’ perception on quality service and their satisfaction in the process of service production is influenced by employee attitudes (Oguzi Turkay & Serkan Sengul, 2014). A study on employees’ attitudes and performance among hotel employee’s shows that when employees feel good about their job, are valued, supported and their opinions and grievances being heard and solved by the organization turnover rate reduces. Those employees who feel that work conditions are below standards and do not play fair have very poor attitude towards their work and work environment and organizations with this kind of employee’s may have very high turnover rates. This study therefore seeks to examine the impact of restaurant employee attitudes on quality service delivery on customer (Kattara, Weheba, & El-said, 2008).

1.2 Problem of the statement.

The attitude of an employee at work relates to the quality of service offered to consumers. Attitude has significant effect on the behavior and performance of a person at work. They reflect a person's likes and dislikes towards their duties, activities and their working environment. According to (Arimie, 2019) they also determine the relationship that is likely to be formed in the process of delivering service, the satisfaction or dissatisfaction of the customer to whom the service is offered and the general performance of the organization financially. Business can also be positively or negatively affected by employees' attitudes (Farouk, 2014). According to Since attitudes affect employee's work, it makes the interest to study and know about attitudes and their effects on the organization. In Kenya research related to employee's attitude has been done. (Wanjiku, 2013) conducted a research on the employee factors and perceived service quality in hotel industry, she found out that employees factors affect service quality and that low job satisfaction, slow career advancement and unfavorable working conditions were the major factors influencing employees turnover which interfered with the internalization of standards by the employees resulting to lower quality of service and reduced customers satisfaction thus making an establishment less competitive. Besides that, the behavior and attitude of employees and the management were found to play an important role in employee's turnover. Job dissatisfaction is one of the aspects that affect the performance of good performing organizations in the competitive business environment. Poor relations between the employer and employees among organizations operating in the globally and locally markets has become the challenge (Kanana, 2016).

There have been many causes of conflict between employers and employees in the business world. Many of them are poor policies formulated by the management, deaf ears to employees complains, poor communication, unfaithful employees, fraudulent employees and disobedience. According to Karanja (2011) it is important for the organization to value the relationship that exists between the employees' and the employees as for as productivity and improved customer relationship is concerned. The researcher also mentioned that poor relationship between the employee and their employer results in reduction in productivity and increased employees' turnover rate. According to (Sepulaand & Shirandula, 2017) found out that management and employees' commitment are prerequisite to successful service quality this is because satisfied employees are more committed to delivering quality service. According to organizational commitment is important in measuring employees' attitude in the organization and this tends to vary with the organization's climate.

Therefore, the aim of this study is to examine employer-employee relationship and its impact on employees' attitude and organizational effectiveness. The researcher also adds that employers who encourage their employees to take part in decision making can help the employee to cultivate a positive attitude because the employee feel recognized, heard and also satisfied with their work. Therefore, the aim of this research is to examine employer-employee relationship and its impact on employee's attitude and organizational effectiveness.

1.3 Research Objectives.

1.3.1 General Objectives.

The general objective of this study was to examine the employer-employee relationship and its impact on employee's attitude and organizational effectiveness in the hospitality industry.

1.3.2 Specific Objective.

- i) To identify the attitudes of the employees towards their work.
- ii) To establish the relationship between employees and their employers.
- iii) To examine the effect of employee attitude on their general performance.

1.3.3 Research questions.

- i) What is the employee attitudes towards their work?
- ii) What is the employees' perception on the existing relationship between them and the employer?
- iii) Does the employee attitude towards their work affect their general performance?

1.4 Scope of the study.

This study focused on employer-employee relationship and its impact on employee attitude and the organizational effectiveness in the hospitality industry. it tries to find out the attitude of employees towards their duties, the kind of relationship that exists between the employers and the employees. It also examines effects of the employee attitude on their performance.

1.5 Significance of the study.

The significance of this study is to help identify the relationship that exists between employers and employee and how it affects employees' attitudes.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION.

2.1.1 Attitudes of employee towards their work.

Work attitude refers to how employees feel about their work and how much they are committed towards it. Attitudes are good predictors of behaviors (Hettiarachchi & Jayarathna, 2014), this is because they provide an idea of how and why an employee behaves in a certain way and their intentions in an organization. Employees who possess a positive work attitude help resolve conflict and work together with others in the organization in achieving set objectives and goals while employees with negative job attitudes help to predict undesirable behavior such as discrimination, absenteeism, aggression and sexual harassment which may destroy an organization's reputation and productivity generally (Kattara et al., 2008). Many studies have shown a strong relationship between employee attitude and workplace productivity. Employees who are positively motivated will work hard and complete the assigned task before the set deadline, while maintaining high standards for work ethics (Arinze, Onoh, Chioma, & Arinze, 2018).

In the workplace an employee can either have positive or negative attitudes about specific work tasks, products or services, co-workers or the company as a whole (Arinze et al., 2018). Organizational justice and psychological contracts also influence employees' attitudes. Organizational justice has been defined as the fair treatment employees get from their employers while a psychological contract refers to an employee's expectations, beliefs and obligations as perceived by their employers, for instance, fair payment for work done, reward for extremely performing well, conducive working environment with fair policies and procedures and employee opportunities for development and training. There are three categories of organizational justice, that is, procedural, distributive and interactional (Judge & Kammeyer-mueller, 2012).

Procedural justice determines fairness in the way in which policies and processes are carried out, if these policies are placed in such a way that they favor some employees as others are being disfavored, then this will affect some employees' attitudes in the organization. Some employees feel that they are being ignored in relation to others or their grievances are not being addressed like other

employees it demoralizes them and these may result in negative attitude of the employees. On the other hand, if employees feel appreciated and fairly treated with all their concerns addressed accordingly they feel motivated to work and that results in a positive attitude. Distributive mainly deals with resource allocation in the organization. Unfair distribution of firms resources among staffs, such that others strain in performing their duties as others are comfortable. These may result in a negative attitude of some employees (Judge & Kammeyer-mueller, 2012)

2.1.2 Employees perception of the existing relationship.

How employees and employers relate is of special importance in the business. We can never talk of the relationship without any of them. It is this relationship that forms the basis of business. It is important that this relationship is kept healthy for smooth running of business. In this study, for instance, many respondents strongly agreed that they were happy at their places of work. This implies that there is a good working relationship between them and their employers. However, when an employee feels uncomfortable because of a sour relationship with his/her employer, this affects their attitude and equally their productivity. In the event where an employer dismisses employees concerns, disregards their ideas and contributions, formulates unhealthy rules and polices, the employee feels unfairly treated, and this lowers down their moral for the job. According to (2011) employer-employee relationship is important because he employer relies on the employee to accomplish given functions for the business to run smoothly. Inversely, the employee depends on the employer for financial compensation and other benefits for the work done. The success of the business as a whole is a function of this relationship. When there is conflict between employer and the employee things do not work normal if it is the employer feeling that the employee is at fault it may lead to disciplinary action from the employer which in turn the employee may not feel comfortable with them. It could end up in a situation where the employer finally dismisses the employee of the employee gets tired and quits on their own. On the other hand, if it is the employee feeling that the employer is at fault it may lead to reluctance on the side of the employee and slow working spirit especially when they feel that the employer is not doing enough to provide a good relationship. This may result to a go-slow on the part of the employees and consequently affect productivity of the organization. In this case as well the employee might finally quit due to continued bad relationship with the employer. It is seen that a bad employee-employer relationship leads to increased employee turnover.

2.1.3 Employee attitude on their general performance.

According to Rahab Employee performance is mainly task relate activities and their ability to undertake them as expected. In order for an employee to perform well the manager should understand some factors that affect their employees and that which motivates them to perform better this is because there are various factors that affect employees' performance. There are those who are motivated to perform better due to intrinsic motivation, other work well good benefits and others due to favorable environment.

Attitude is usually based on many factors that an employee brings to the organization. When employees are in their workplace their attitudes will affect their performance and motivation to work hard and help their organization achieve its goals. Employee with positive attitudes were committed to ensure that organization achieves its goals while the employees' with negative attitude had inferior performance. Employees attitude also affects their perceptions about their job and how their organization value them. If an employee feels that the organization is working for really care about their well-being, then the employee attitude will be positive but when an employee feels that the management for the company in which is working for does not treat them as important asset then their morale tends to go down, there may also be high turnover rate and high absenteeism.

According to Imran (2014) the attitude of the line manager also had an adverse effect on employee performance and their attitudes. It was also found out that the line manager's can influence their employee performance trusting and instilling a level of confidence in them. According to yusif there are different attitudes that affect employees' productivity in their work place which included employee engagement, job satisfaction, employees' theft, organization commitment, employee lateness and employee absenteeism. Employees, engagement, job satisfaction and organizational commitment influenced their performance negatively while organization commitment, employees' theft and employee absenteeism influenced their performance negatively. The positive employees' attitude in organization is an indication that the employee was fully satisfied with their place of work while the negative attitude indicated that employees were not comfortable at their place of work.

2.2 EMPIRICAL LITERATURE

The reason why some of the organization thrive well in the business world is because they ensure that their employees' are comfortable at work by providing all the necessary resources the employees' will need in delivering services to customer, listening to their opinions, creating equal opportunities for all, supporting them in various projects relating to the business and their personal life, acknowledging their special achievements and formulating employee friendly rules and policies. However, there are some cases where organizations fail to meet their employees' expectations. In the business world, organizational success depends on the relationship the employers have with their employees, which in turn define the employees' attitude towards their duties. Therefore, if the relationship between the employer and the employees is bumpy, it will affect how the employees approach their duties, and their productivity as well. Some of the factors negatively affecting employer-employees include poor working environment, sexual harassment, inequality and discrimination, unaddressed grievances among others. All this issues contribute to employees' attitude.

In 2016, Chand (Chukwuyem 2019) found out that Employer-employee relation as pointed out by is the harmonious atmosphere in which both parties practice the act of working in such a way that they effectively communicate and work pleasantly, thereby recognizing each other's needs and value leading to enhanced motivation and morale of the employee.

2.3 THEORETICAL FRAMEWORK.

The theoretical framework is said to introduce the theories and concepts applicable to the area of study (Crawford, 2019). The theory that I used was The Pluralist theory of industrial relations. This theory says that the workplace conflict is inevitable. The theory operates in the basis that business operation are complex social structures that are made of various interest groups. Out of these interest groups, the management and the employee are two. From the nature of the factory system, the management and the employees will always have different values and objectives in mind. As a result, there will be different points of authority in the organization who will always be prone to conflict over the organization tasks and allocation of rewards. When the inevitability of the conflict is identified and accepted, the believers of this perspective regard conflict as healthy organizational activity. This is because, through conflict, the employees are sharing their grievances and bringing to the surface instead of keeping it within. Also, when conflicts arise, the management are given a stir to look for a new way of handling the issue ensuring the best results possible.

The pluralists believe that when managers acknowledge the existence of competing authoritative source, the industrial issues are better addressed on a collective basis. This theory simply means organizational conflicts are inevitable because of the difference in value that exists between the employees and the employer. But when this conflicts are resolved then the employee and employers can provide a peaceful environment which can enable them to achieve their objectives and goals successfully.

2.4 CONCEPTUAL FRAMEWORK.

A conceptual framework is used to show the relationship between different variable and the theoretical construct.

Figure 1.





CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION.

This chapter presents the methods, means, tools and the instruments that were used to carry out the study. The accuracy of the data in this study is based on the research design and tools that the researcher used in data collection.

3.2 Research Design

In this research, the researcher used a descriptive design that aims at examining the impact of restaurant employees' attitude on quality service delivery on customers. Descriptive design is concerned with finding out who, what, when, where of a phenomenon or a population (Grimes & Schulz, 2002). The dependent variable was employees' attitude and the independent variable was quality service delivered.

3.3 Population and Sampling Techniques

3.3.1 Population

According to Taherdoost (2018) population is a comprehensive group of individual, object or institution who have a common characteristic that the researcher is interested in studying. This common characteristic is what distinguishes them from other individual, objects and institution. The study targeted the hotels and restaurants employees within Nairobi.

3.3.2 Sampling Techniques.

According to Devarajan et al (2008) a sample is a small group obtain from the main group while the process of selecting the accurate representation of a group, sample or unit from the population of interest is called sampling. The study used random sampling technique to ensure that each element of the population sample was included in the study. The population size was 45 and the sample size that the researcher used was 41 so as to be able to produce better and more accurate estimates about the population. The confidence level of the sample size was 90% and the precision level was 10%. The population the study is heterogeneous.

3.4 Data Collection Method.

The researcher used survey research design through administration of questionnaire to the target audience. The type of data used was primary data. An online questionnaire was used by the researcher to obtain information from the respondents'. Primary data was collected with the help of a structured online questionnaire consisting of close questions on employee's attitude on quality service delivery on customers. Likert scale which measure attitudes was used. Scale with 5 degrees of relative agreement with values of 1 to 5 was used in the study. The first part consisted of the respondent's demographics while the second part consisted of employees' responses relating to the study. The data will be distributed via e-mail and WhatsApp. The respondents will be given two weeks to fill in the questionnaires and give responses to help in the investigation of the study.

3.5 Data Analysis and interpretation.

According to Ogino & Tanaka (2014) data analysis is the process of bringing order, structure and meaning to the mass of collected data. The data obtained will be presented qualitatively based on visualization and pie charts. The pie chart was used to represent the data.

3.6 Limitation of the study.

The researcher may receive very low feedback from the overall questions asked, incomplete feedbacks, the researcher failing to include key issues in the questionnaire which means that she will not be able to do an accurate investigation, the respondent may be bored giving feedback especially when the questions are many. Time limitation, because the respondents may be too slow to respond to researcher's questionnaire thus making it difficult to finish the study on time.

3.7 Ethical Consideration

Ethical considerations are set of moral and legal principles about how researchers should conduct themselves when dealing with research participants, other researchers and colleagues, the users of the research and society in general (Naranjo, 2014). In ethical consideration, the researcher should treat the information obtained from the respondent with confidentiality by ensuring that the information is used for the study at hand and not for any other business. Prioritize respect for the dignity of the participant, this means that the researcher should fully respect the opinions made by the researcher provided that it relates to the topic of the study. Obtain consent to the participants

prior to the study, the researcher should request for assistance from his or her respondents early in advance before commencing her research to ensure that they voluntarily and willingly give their opinions. They should not be forced to fill the questionnaires. The researcher should also ensure that the participant is not exposed to any harm. Privacy of the participants participating in the research should be ensured. Use of offensive, discriminatory language in formulation of questionnaire should be avoided. Acknowledging the work of other peoples by putting references

CHAPTER 4

4.0 RESULTS AND FINDINGS

4.1 Introduction

The chapter presents result from data analysis and findings. The purpose of the study was to investigate the impact of restaurant employee attitude on quality service delivery on customers. The study was conducted in restaurants within Nairobi. The data collected was analyzed through visualization method. Data was collected from forty-one (41) out of forty-five (45) targeted respondents, indicating a 90% response rate. The results and findings were represented as shown.

4.2 Demographic Background

4.2.1 Respondents Age Brackets

The study aimed at determining the age brackets of the respondents, 46.3% who were the majority were between 21-25 years, 31.7% were between 26-30 years, 19.5% were between 31-40 and 2% were above 40 years'. This indicates that the majority were in the youthful age.

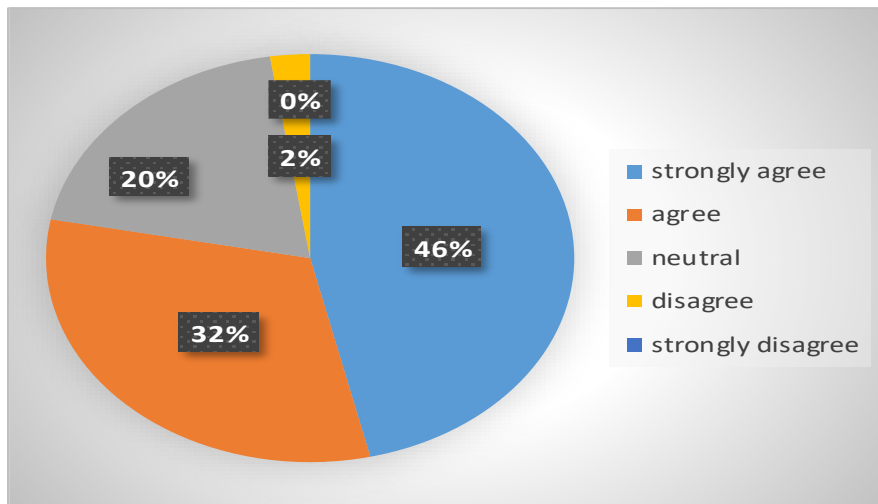


Figure 4.2.1 Respondents Age

4.2.2 Respondent Gender

Out of the 45 respondents, 41.5% of the respondents were female while 58.5% of the respondents were male. This shows that both genders were represented in the study however there was gender disparity.

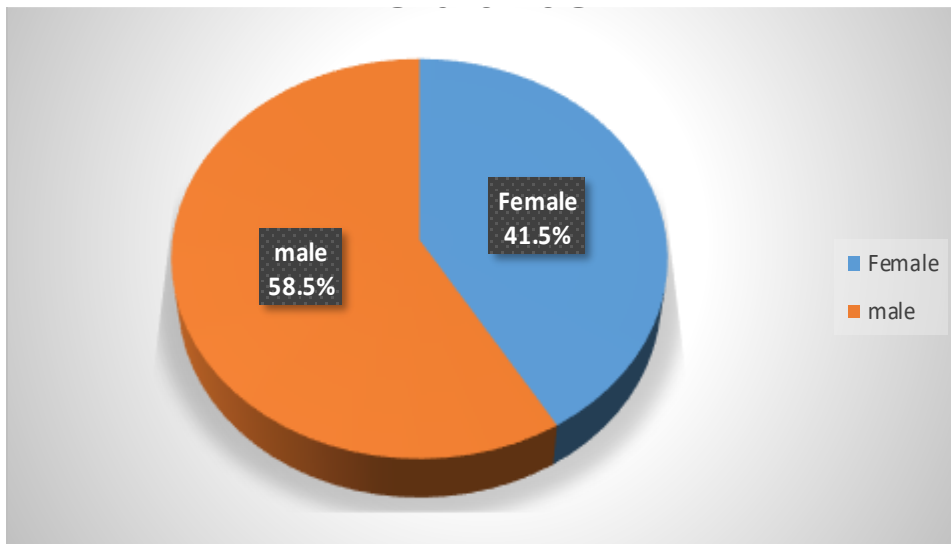


Figure 4.2.2 Respondents Gender

4.2.3 Respondent's Education level

The study aimed at examining the respondents' education level. According to the findings 10% of the respondents had finished their secondary school, 39% of the respondents had done certificates and diploma and 51% of the respondents were Undergraduates.

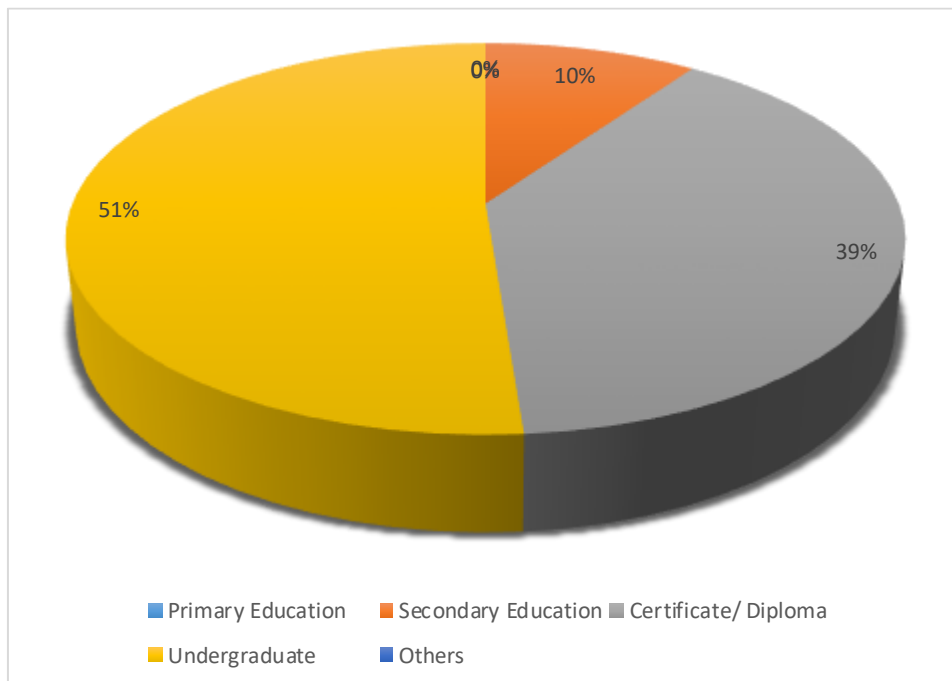


Figure 4.2.3 Respondents Level of Education

4.2.4 Respondent length of service

The study also sought to investigate the number of years the respondents had continually worked in the organization, 50% who were the majority had worked for a period between 1-5 years, 35% had worked between 6-10 years, 10% had worked for a period between 11-15 years, 5% had worked for a period over 15 years.

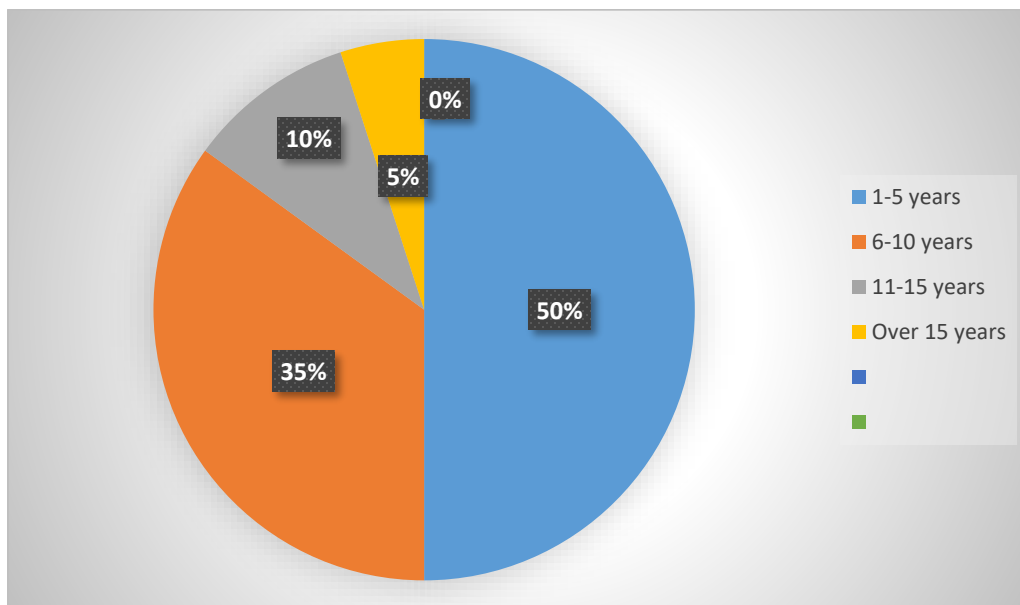


Figure 4.2.4 Respondents Length of service

4.3 Employees Attitudes Towards their Work

4.3.1 Employee contribution of new ideas

On investigating employees' attitudes toward their work, the study found out that 61% who were the majority indicated that they strongly agreed that they feel encouraged to come up with new ideas, 14% indicated that they agreed that they were encouraged to come up with new ideas, 10% indicated that they were moderately encouraged to come up with new ideas, 10% disagreed of being encouraged to come up with new ideas while 5% also strongly disagreed of being encouraged to come up with new ideas.

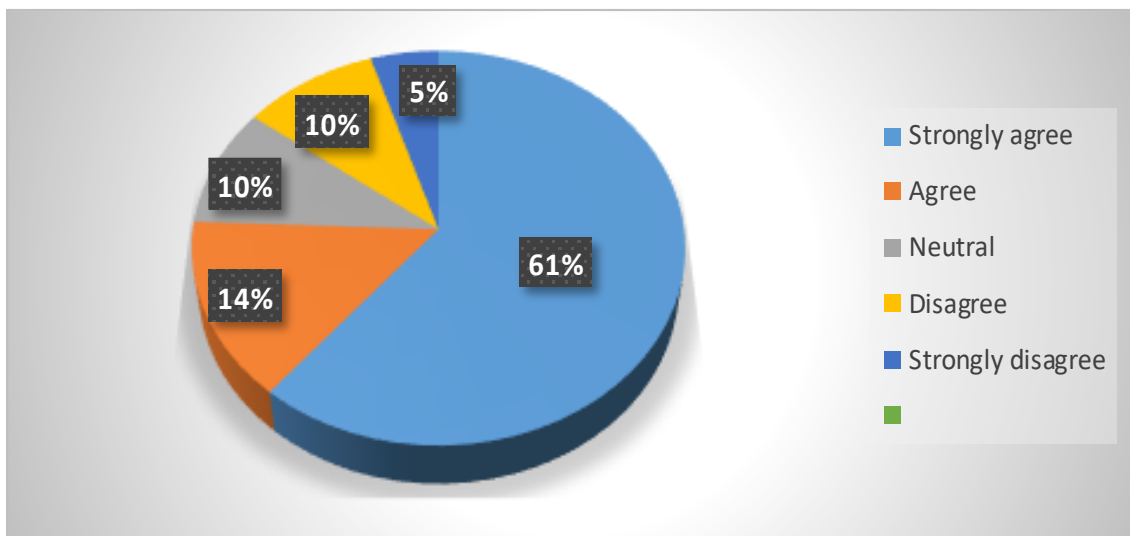


Figure 4.3.1 Employees contribution of new ideas

4.3.2 Level of Personal Satisfaction

The study also aimed to assess how employees were satisfied with their work of delivering their services to customers. According to the respondents, 48.8% strongly agreed that they are satisfied with their job, 39% agreed that they were satisfied with their job, 7% of the respondent were neutral about their satisfaction level and 5% of the respondents disagreed on their satisfaction level at work.

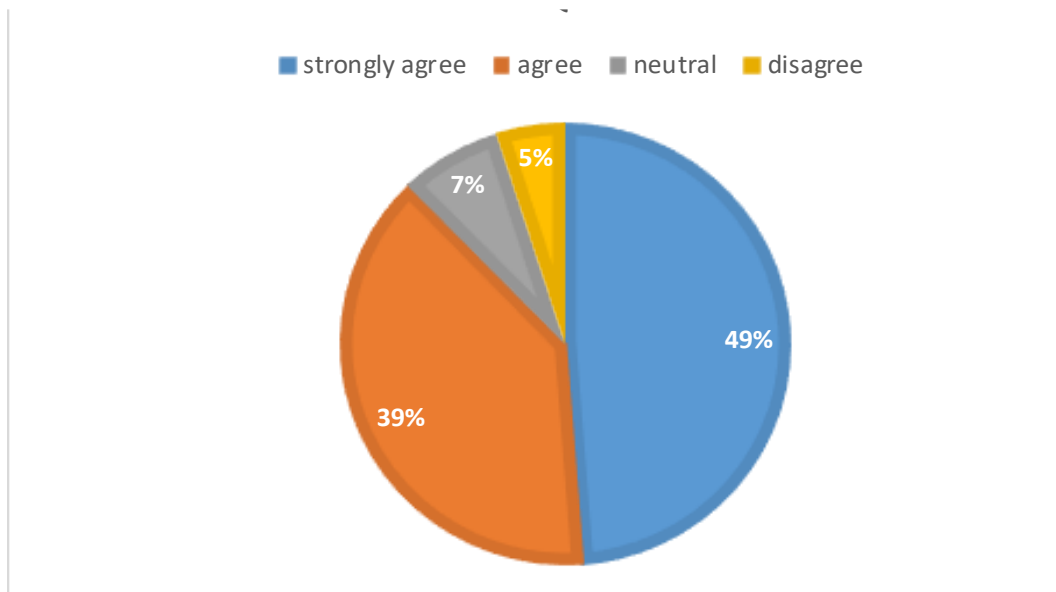


Figure 4.3.2. level of personal satisfaction

4.3.3 Employee Accountability

The study also seeks to determine the extent to which employees could correct customers' dissatisfaction without contacting the management. According to the findings, 51.2% of the respondents strongly agreed that they were at a position of taking action in correcting customers' dissatisfaction without contacting the management, 29.3% agreed that they corrected customers' dissatisfaction without contacting the management, 14.5% of the employees were neutral on their chances of taking corrective action whenever a customer was dissatisfied while 5% of the respondent disagreed on being given the chance to take corrective action on dissatisfied customers and as a result they had to contact the management before taking the corrective actions

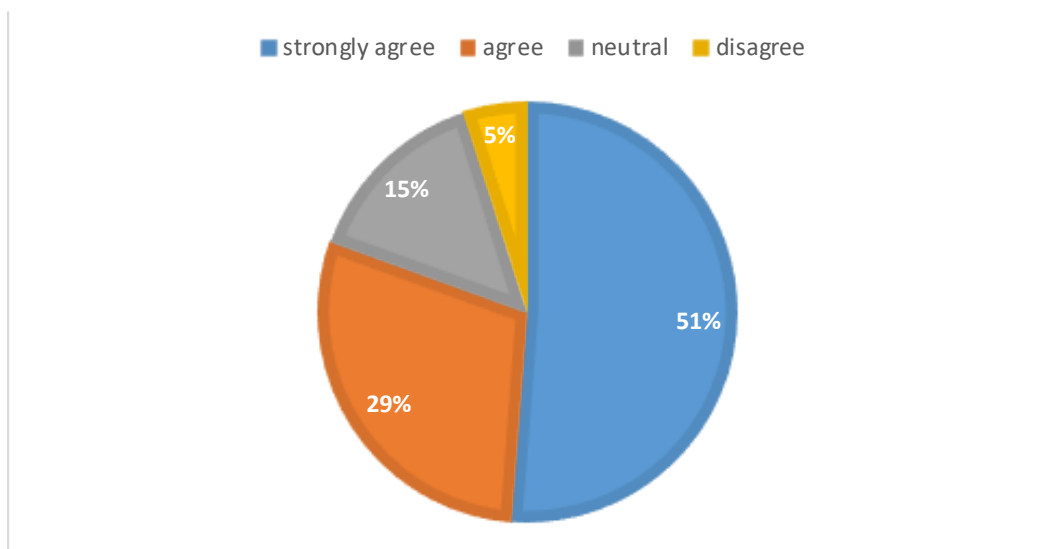


Figure 4.3.3 Employee Accountability

4.3.4 Resources Provision

The study also seeks to determine whether the respondent’s department provided the necessary equipment, resources and supplies to perform their work. According to the findings, 78% of the respondents agreed that their department ensured that they had the necessary Resources to perform their tasks, 10% of the respondent agreed that their department ensured that they have the resources they need to perform their task, 10% of the respondents somewhat agreed of being provided with the necessary resources to perform their task while 2% of the respondents disagree for being provided with the resources necessary to perform their tasks.

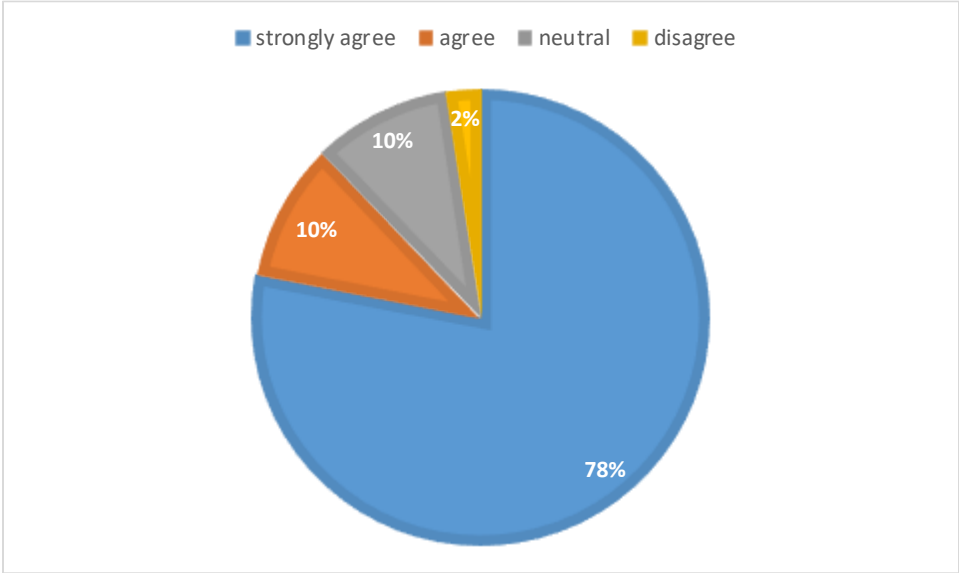


Figure 4.3.4 Resource Provision

4.3.5 Respondents skills and ability Utilization

The study seeks to determine whether the respondents utilized their skills and ability in their organizations. According to the findings, 78% of the respondents who were the majority strongly agreed that they were utilizing their skills and abilities, 10% of the respondent agreed that their abilities and skills were being utilized, 10% of the respondents were neutral of whether their skills do abilities were being utilized while 2% of the respondents disagreed that their skills and abilities were not being utilized.

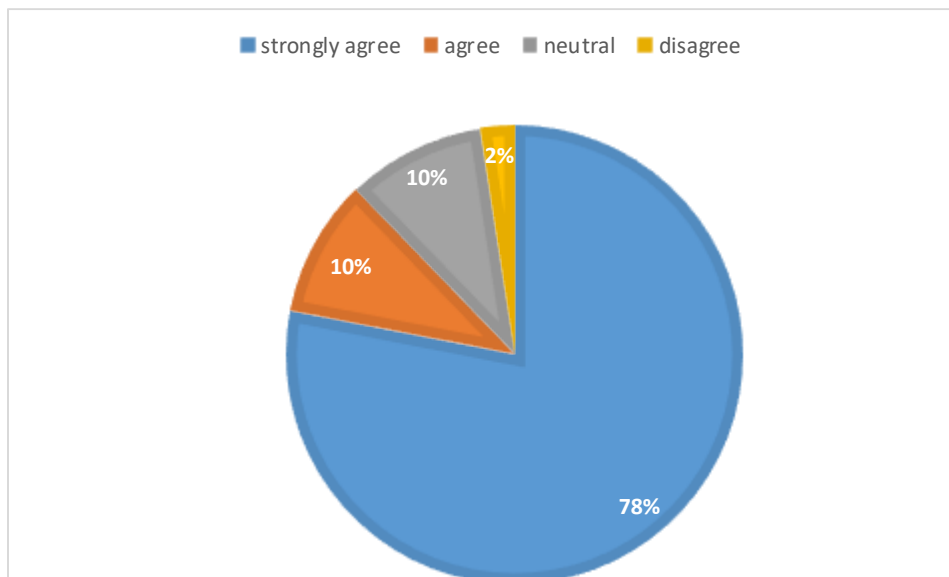


Figure 4.3.5 Skills and ability utilization

4.3.6 Organization Support

On investigating whether the respondents received enough support from their organization, the researcher found out that, 48.8 % of the respondent strongly agreed that they received enough support from the management, 46.3 of the respondents agreed that they received enough support from the management, 3% of the respondents somewhat agreed with the statement and 2% of the respondents disagreed.

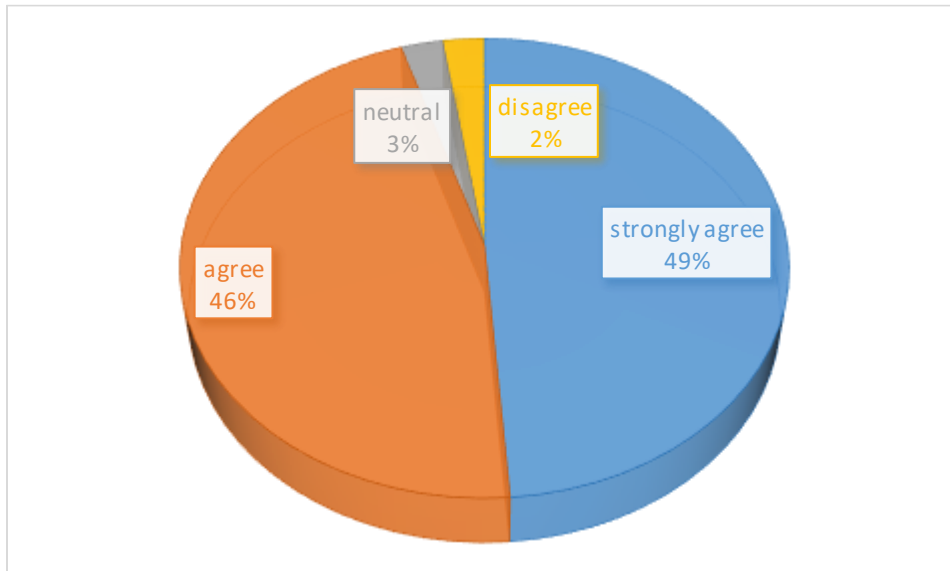


Figure 4.3.6 organization support

4.3.7 The Management Acts on my suggestions

According to this statement “The management make changes based on my suggestion and feedback”, the researcher found out that,39% of the respondent strongly agreed with the statement, 29.2% of the respondent agreed with the statement, 26.8% of the respondents disagreed with the statement and 5% of the respondent disagreed with the statement.

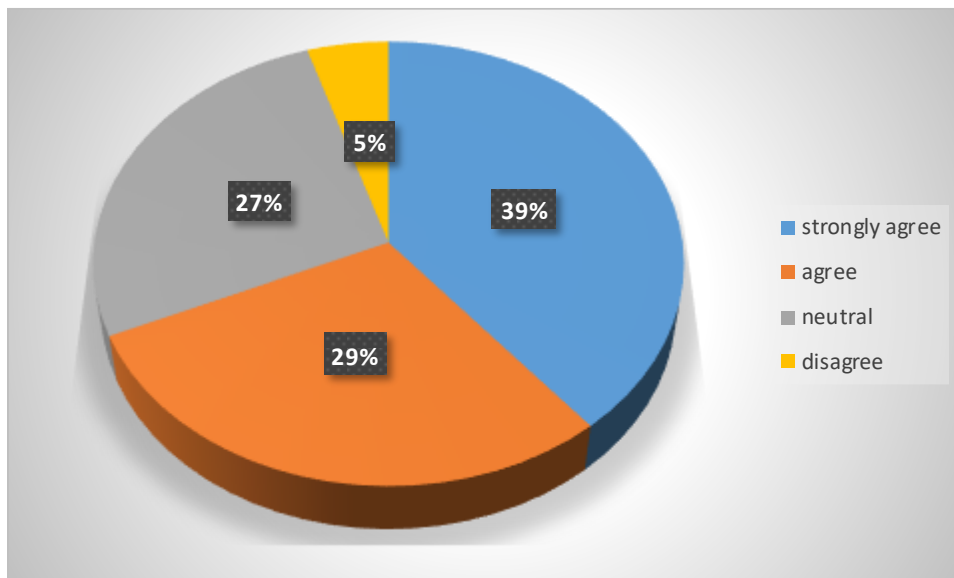


Figure 4.3.7 Management action on employee suggestions

4.3.8 Respondent Acknowledgement On Performing well.

The study also seeks to investigate whether the respondents were acknowledged whenever they perform their task well. According to the findings, 46.3% of the respondents who were the majority agreed that they were acknowledged whenever they perform with excellence, 41.5% of the respondents strongly agreed to be acknowledged by their organization while 12.2% of the respondent were neutral on being acknowledged by their organizations whenever they do a good job.

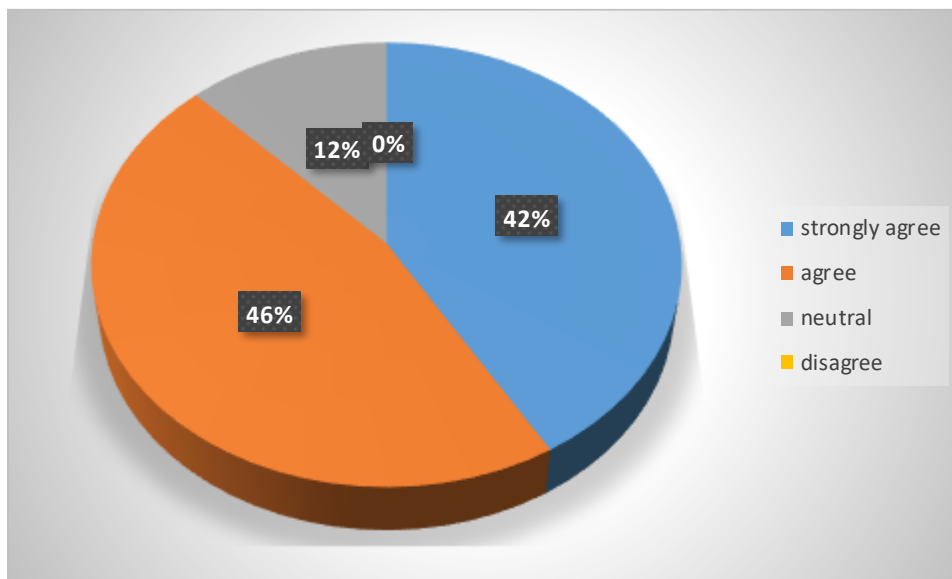


Figure 4.3.8 Acknowledgement on good performance

4.3.9 Organization's Policies

On examining whether the organization rules make it easy for the respondent to do a good job, the researcher found out that, 41% of the respondents strongly agreed that their organization policies were favorable for them hence it enabled them to do a good job, 22% of the respondents agreed that their organization policies allowed them to do a good job while 37% of the respondents somewhat agreed that their policies were not conducive.

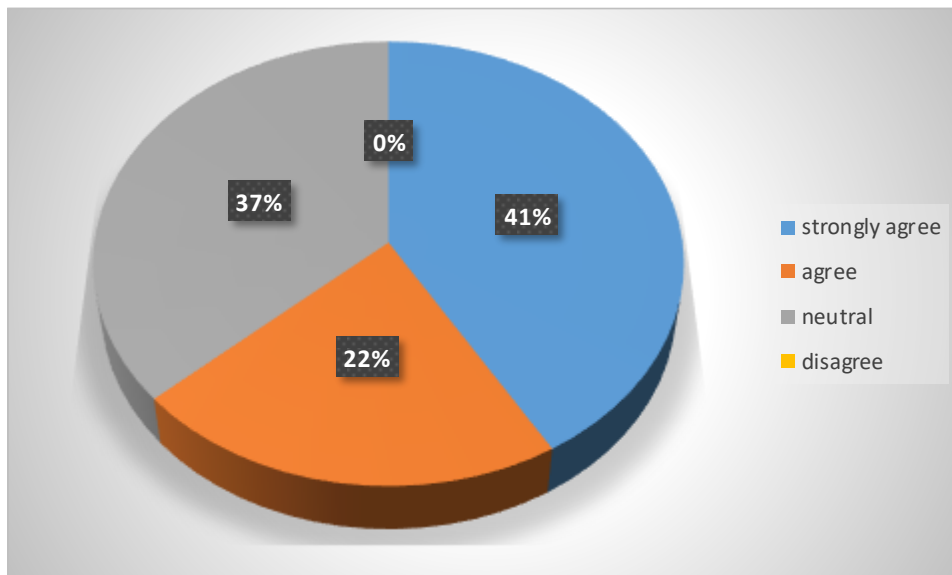


Figure 4.3.9 Organizational policies

4.3.10 Employees job description

The study also seeks to determine whether the employees had clearly defined job description. According to the findings, 48.8% of the respondent strongly agreed that they had a well-defined job description, 39% of the respondents agreed that they had a well-defined job description, 9.8% of the respondents were neutral about their job description while 2.4% of the respondents disagreed of not having a job description.

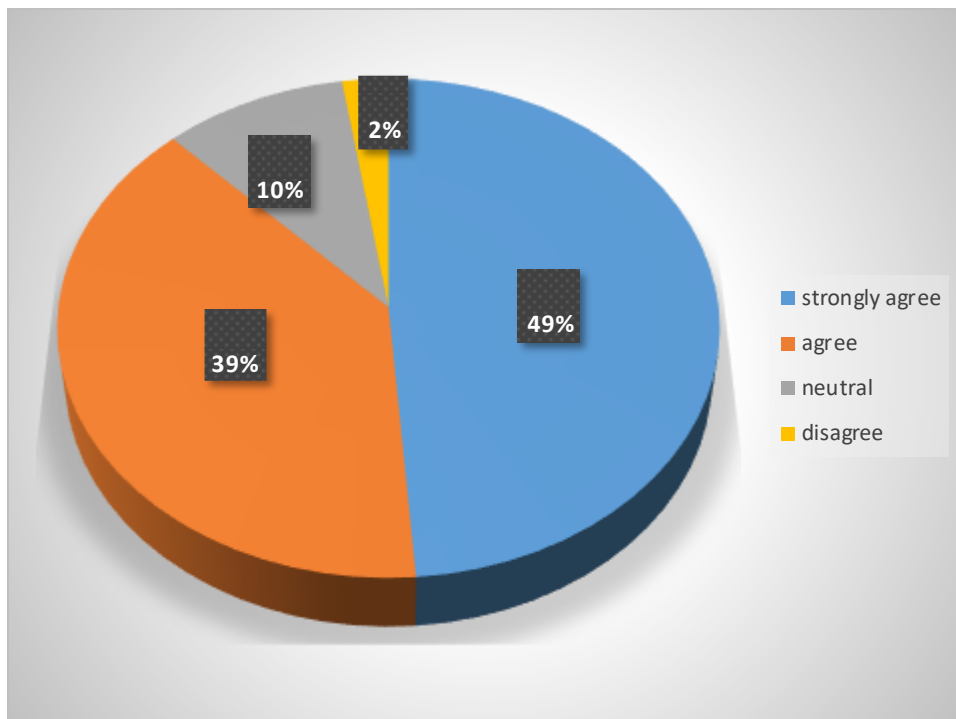


Figure 4.3.10 Employee job description

4.3.11 Relationship between the respondents and their colleagues at work

The study sought to evaluate the relationship that exist within the staffs, that is, their ability to work well together. According to the findings, 59% of the respondents strongly agreed that they were able to work well with their employees, 37% of the respondents agreed that they were able to work well with their employees while 2% of the respondents were neutral concerning their relationship with their colleagues while 2% of the respondents disagreed in having good relationship with their colleagues.

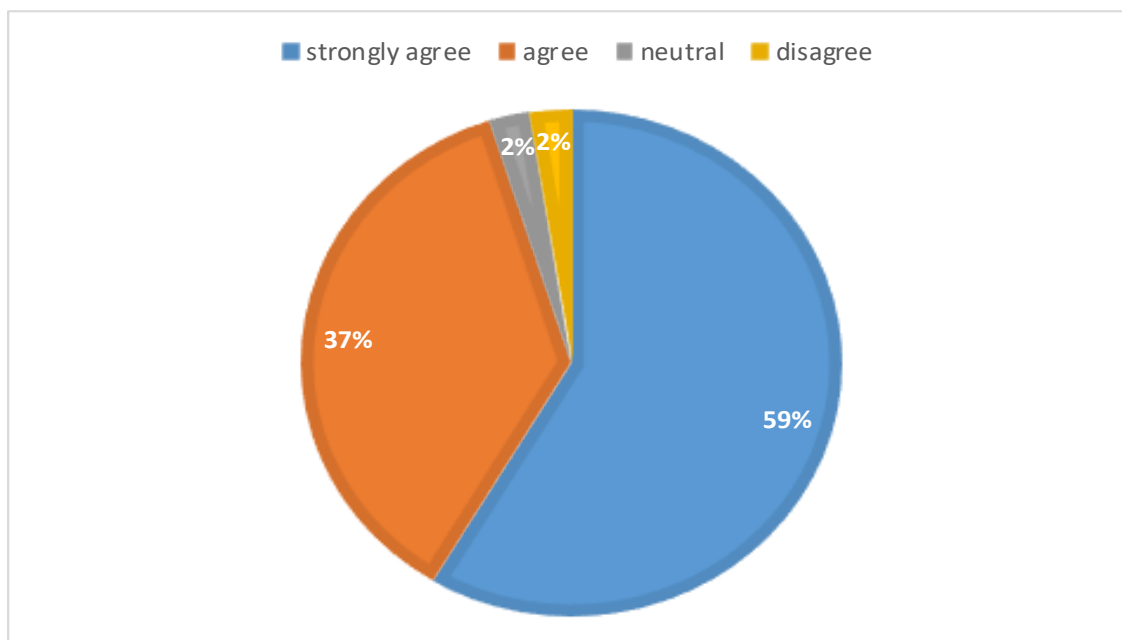


Figure 4.3.11 Employee relationship

4.3.12 Communication across all levels

On investigating on how easy it was for the respondents to communicate and receive feedback from their senior staff. According to the findings 39% of the respondents strongly agreed that they had the opportunity to communicate to their senior employees and receive feedback from them, 37% of the respondents agreed to have the opportunity of communicating and receiving feedback from their senior staffs, 17% of the respondent were neutral while 7% of the respondents disagreed on having the opportunity to communicate to their senior staffs.

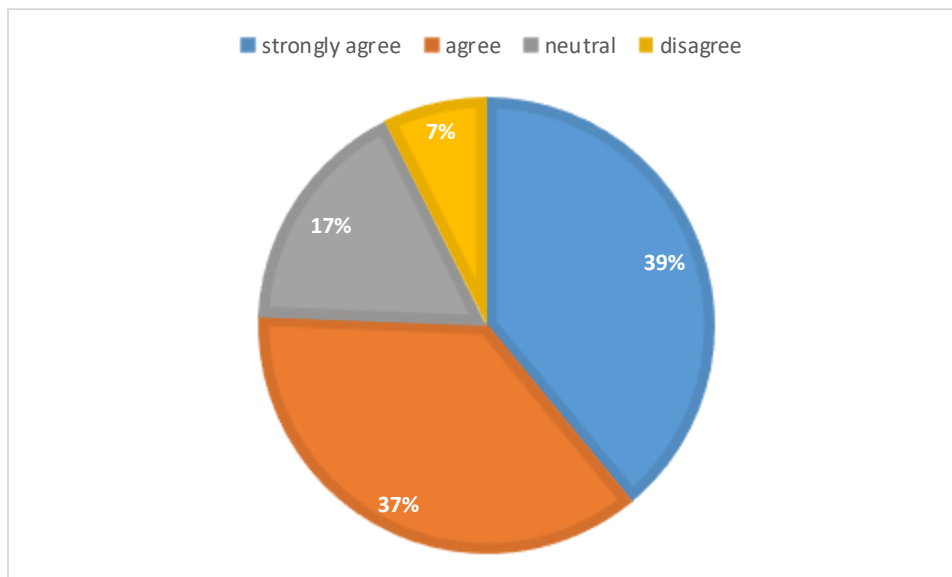


Figure 4.3.12 Employees' communication

CHAPTER 5

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the entire study and makes drawings based on the results and findings obtained, which reflects the true picture of the Hospitality and tourism industry. It also presents conclusions and recommendation for further studies.

5.2 DISCUSSION

From the study it was found out that most of the respondents are in their youthful stage falling in the range of 26-30 years of age while a few of the respondents were above 45 years of age. This indicates that the majority are largely in the youthful age. As a result of this young employment there is a potential likelihood of frequent employer and employee conflicts. This is an age bracket that is very aggressive and will always lose their temper at the slightest provocation and especially when they are corrected. This can lead to confrontations with the employer. The young employees may have big ambitions and expectations that the employers may not be ready to fulfill at the moment. The young employees also have a different perspective of work and working conditions. For instance, the employees may demand for large salaries that do not conform to their duties and experience. If the employer does not honor their demands, they may feel unfairly treated and fuel unnecessary conflicts. Some employers also have the tendency of looking down upon some employees, and formulating demeaning and humiliating policies due to their young age. Again this is a potential source of a stiff employer and employee conflict. This is because at this age they have hardly worked for any long and therefore they may not know how to handle certain circumstances and tasks. This may lead to customers' dissatisfaction when they feel that they have not been attended to as they expected. At this age also there is lack of maturity which is very important in public relations. From the findings the number of male respondents was slightly higher than that of the female respondents with a 58.5% compared to 41.5% of the female respondents indicating that the industry has more male players than women. Gender has become a very sensitive topic in the recent days, especially when it comes to women. When female

employees feel that their capability is being questioned on gender basis, it can create a very sharp disagreement between them and the employer. Also in the world where violence against women has been rampant especially sexually, female employees may demand for the company to have a well defended code of conduct that protects them from any type of harassment. If the management fails to keep this demand in place, it may bring a bad relationship between the female employees and the company. Occasionally, some employers get involved in violence against female employees, like asking for undue favors, of which if refused the employers use threats and blackmail against their victims. This often leads to a very cold, or at times a totally spoilt relationship between the employee and the employer.

Generally, most of the respondents have attained tertiary level of education with over 70% indicating that they have attended a college or a university however a substantial percentage of 29.8% indicated secondary education as the highest level of education. This shows that most employees in the industry are well educated. In this case, the most likely cause of conflict may be when the employee feels that given the education level that he or she has attained, the level of compensation provided does not match their education. Employees will always demand for increased pay that matches their education, irrespective of the amount of tasks they handle. Employers on the other hand will tend to pay compensation based on the amount of work an employee handles. This is already a recipe for a conflict as the two parties have different perspective of this issue. There are also cases, where despite the employee having attained a level of education and experience that warrants an increase in the pay, the employers turn a blind eye deliberately in an effort to avoid high salary expenses. In this case the employees will feel undercompensated and it is most likely that they will feel demoralized in their duties, and consequently they could quite their duties for better places.

A good number of the respondent have hardly worked for more than 5 years and this is shown in the 70.7% of respondents who have worked for not more than 5 years. The industry is largely dominated by youthful participants because the percentage shrinks with increase in the number of years worked with a percentage of only 5.5% for those who have worked for more than 15 years. This shows that most of the employees lack the required experience to handle complex operations in the industry and it also means that they have not developed required attitude and as a result this may affect their performance. Given their little experience, for example, in most times they may

make reckless mistakes that could have been avoided, they may lack the ability to do some duties and the employer may not take it lightly, especially considering that the employees are paid to work. The employer may develop lack of trust for the employee and thus a conflict will be born. Given that the employer focuses on company success and growth, when assigning duties that need special attention and knowledge, the management may lock out employees that do not possess the experience needed for the task. These employees may feel discriminated against, and start pointing blame fingers at the employer and this will ruin the cordial relationship that should exist between the two parties.

From the research, it came out that 51.2% of the respondents have the opportunity to come up with new ideas and innovation in their places of work, however, there is a small number who feel that they are not given the chance to contribute their ideas. It then means that the employers have cultivated a good relationship between them and the employees. It is evident when the respondents agree that their employers allow them to bring on board their inputs in terms of research in order to contribute to the firm's goals and objectives. This way employees feel valued and proud that they have contributed to development of the company and therefore their attitude towards their work is always positive and they will always work to give their best in return this earns the firm positive publicity and general growth of the business even financially.

From the findings almost all the respondents indicated that they are satisfied with their work with a percentage of 87.8%. A negligible percentage however were not satisfied with their work. This means that majority of this employees are contented with their working conditions and environment, salaries awarded, workload assigned to individuals and rules and policies. It therefore means that the mood to their work is always positive and hence their attitude to work as well. Obviously, one has to be happy with their job for them to be satisfied with their work. It therefore means that the employees' job satisfaction is arising from the good relationship they enjoy between them and their employers.

The study shows that most of the respondents are held responsible for their duties with 80.5% indicating that they are allowed to make decisions and take responsibility for the same. This means that there is independency among employees in that they can make initiatives on their own especially when it comes to corrective measures. This makes them feel trusted and motivated to work more and this way they build positivity in their work. The employer takes the trust that they

have in the employees and allow them to be responsible. This improves the good relationship between the employer and the employee. This is confirmed by the large number of respondents who indicated that their jobs make good use of their abilities and skills, this is shown by the 87.8% response in favor of the same. This means that most of the employees are assigned duties that are in line with their skills and qualification. This means that they are doing duties that they are conversant with, which gives them professional satisfaction and exceed customers' expectations. If for the example, employees' feel that their job does not fully utilize them and their skills, they feel underemployed, underutilized and wasted. This will in turn ruin their appetite for work and therefore affect the relationship they have with their employer. The eventual effect is that the performance of the company will be compromised. In cases where the employer feels that it is not possible to trust some employees with responsibility, and that when the employees are taking on such responsibilities they have to be closely supervised, it brings a feeling of not being trusted on the side of the employees, especially if the employee feels that they are well experienced. It leads to a cold relationship, and eventually the employer and the employees read from different pages. A good percentage of 87.8% of the respondents said they have a clearly defined job description. This enables the employees to plan their calendar so as to accomplish their duties well and on time. This also helps the employees to develop in their line of profession and therefore improve on the quality of service they offer. If employees do not have clearly stated job descriptions in most cases they will work in confusion and they may not perform well. For instance, they may not like some of the random duties they are assigned, some of which may not even relate to their qualification. This way the employees' will develop a negative attitude towards the organization and the duties, and in most cases they will tend to work reluctantly. This will definitely raise a conflict between them and the employer

The study found out that all the respondents have access to any type of support they need from the management in discharging their duties. 95.1% of the respondents agreed to this. This means that their organizations' does not only concentrate on their business but they also have their employee well-being in mind. as a result, it ensures that employees have full concentration while at work and are fully committed to ensure that the organization's set objectives are fully achieved. This is another factor that influences the relationship between the employers and the employees. The employees can have positive attitude knowing that they have management support.

From the study 68.3% of the respondents indicated that the management actually works on their recommendations and suggestions on how to improve the company's operations and objectives. However, some of them were not sure if the management ever acts on their suggestions as shown by the 26.8% of the respondents. Employees are the frontline people in the industry, they interact with customers in different capacities. Therefore, they are able to notice any shortcomings and pitfalls to avoid in their service delivery, they are able to notice customers' preferences and suggest the same to the management. When the management acts on their recommendation they feel very important and this uplifts their working spirit and hence they develop positive attitude towards their work. This is a major milestone in maintaining a good relationship between the employers and the employees. Also 87.8% of all the respondents indicated that their employers acknowledge their exemplary performance and special achievement. A smaller number of the respondents felt that their employers hardly recognize their hard work and achievements. Whenever employees' efforts are appreciated they feel themselves as part of the team and this gives them the spirit to work hard because somebody appreciates their effort, this way they remain positive and forecast. For the employees not being appreciated even in their special performance it makes them lose the morale to work and they become reluctant because however hard they work nobody acknowledges their efforts. This also affects the relationship the employer and the employees enjoy

All the respondents indicated that they work and relate quite well with their colleagues in their places of work. This is shown by the 95.1% response. This means that all the employees work in harmony with each other and they assist one another in achieving the organizational goals. It also means that they support one another in their respective duties. In addition, it could indicate that the management is always fair in its relationship with the employees' especially regarding assignment of duties, awarding of salaries and favors. This gives them the willingness to continue working for the organization, and thus positively impacting their performance and service delivery to the customers. The ultimate result is company grows.

According to the findings 39% of the respondents strongly agreed that they have the opportunity to communicate to their senior employees and receive feedback from them, 37% of the respondents agreed to have the opportunity of communicating and receiving feedback from their senior staffs, 17% of the respondent were neutral while 7% of the respondents disagreed on having the opportunity to communicate to their senior staffs. This indicates that there is free flow of

information across all the levels of management. This leads to high performance because communication is key to every organization. Important information is passed to the relevant people in good time and they act on it in good time as well. This freedom also provides the employees with the channel to communicate important ideas, messages and even grievances that they may have. Of all the factors that influence the relationship between employers and employees, communication is prime.

On examining whether the organization rules make it easy for the respondent to do a good job, the researcher found out that, 63% of the respondents agree that their organization policies were favorable for them hence it enabled them to do a good while 37% of the respondents were that their policies were not conducive. This means that employees' performance is also influenced by the type of leadership that the organization exercises. For instance, if an organization imposes policies that the employees feel are unfavorable and force the employees to abide by them it may lead to low working spirit and demoralization this will obviously lead to a negative mentality among employees' and affect the quality of service they deliver to customers and affect the organizations performance. This may also cause conflicts between the management and the employees'.

5.3 CONCLUSIONS

From the study the following conclusions are obvious.

Employees age has an impact on their performance, which affects their relationship with their employers. The youth age is energetic and are able to handle duties more effectively as compared to aged workers. For instance, task or jobs that are more manual are best done by young energetic staff. Employers in the hospitality industry seem to operate in conformity to this. This is shown by the large number of respondents who indicated their age to be below that years of age.

It is important for employers to accept employees' input when trying to improve operations in the firm. Some employees' have very important and effective ideas that could have a very big impact on the firm. First, when their ideas are accepted and acted upon the employees feel motivated and valued and also they feel as being part of the organization. Secondly, this idea will improve the company's operations, reputation among other benefits. This is shown by the impressive percentage of the respondents who agreed that their employers allowed them to come up with new ideas to improve the company, and those who said that their employers actually act on their recommendations.

Working environment also plays an important role when it comes to employee's performance. Employees' need to have all the resources they need for their duties, all the assistant they need and a conducive working environment. When employees are comfortable in their work they give their best. From the research, most of the respondents indicated that their employers provide them with all the resources they need, they listened to their grievances with others saying that their employers' have given them a clearly defined job description.

Communication is key for organizational success. Most of the organizational operations depends on information conveyed between different sources and people. A company with a good communication system makes it easy for information to pass to the relevant recipients in good time for the correct action to be taken. This is business related information, instructions within the organizations', customers' complaints and employees' complaints. From the research, most of the respondents agreed that they had the opportunity to communicate to their employer concerning

business related issues and they would receive feedback from them as well and they were happy that these improved their working place

5.4 RECOMMENDATIONS

This study recommends that the management in the hospitality industry (Restaurant and Hotels) should provide conducive working environment to its staffs as this can determine employee's behavior and the quality of service they are likely to offer. Too tight policies can spoil the relationship between the employer and the employees thereby hindering employees from giving customers the best service and this will lead to customers' dissatisfaction and further reduced profit generation. They should also allow employees to air their view, this is because being the frontline employees they know the challenges they are facing and therefore, their view is of utmost importance as far as organization performance is concerned.

The study also recommends that the management should come up with a reward system to appreciate those employees' who are sincerely working to ensure that the organizations' set objectives are effectively achieved. This is in a bid to keep a sound relationship between the employer and the employees for the good of the organization. This helps the employees to keep up to the high standards of productivity. It also adds to their self-confidence as they prepare for bigger challenges and it also gives them a sense of belonging to the workplace. Failure to acknowledge employees' efforts result in the employees becoming careless with their work, the employees disconnected to the organization. Therefore, it is important to always recognize your employee's efforts.

The study also recommends that upon hiring, the human resource personnel should hire for service inclination and service competencies which are the passion an employee has in offering service to customers' and the abilities and skills employees have to do a job respectively. This is because an employee might be competent but he or she is not interested in the field or department they are serving and this may lead to poor service and customers' dissatisfaction.

The study also recommends that organizations should have good and open communication systems where information can freely flow across different department and levels of management for affective running of organization.

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APPENDICES

Appendix 1: Questionnaire

Please tick the section that best suits your response

SECTION A: TELL US ABOUT YOURSELF.

AGE
21-25 years
26-30 year
31-35 years
Over 40 years
Total
GENDER
Male
Female
Total

EDUCATION LEVEL
Primary education
Secondary education
Diploma/ certificate
Total
NUMBER OF YEARS WORKED
1-5 years
6-10 years
11-15 years
Over 16 years

SECTION B: MY ATTITUDE TOWARDS MY WORK.

Please tick the box that best represent your response

1- Strongly agree 2- Agree 3- Neutral 4- Disagree 5- Strongly disagree

DESCRIPTION	STRONGLY AGREES	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
I feel encouraged to come up with new ways of doing things					
My work gives me a feeling of personal satisfaction					
My department provides the equipment, supplies					

and resources necessary for my work duties					
I have clearly defined quality goals					
When a customer is dissatisfied, I can correct the problem to their satisfaction					
My job makes good use of my skills and abilities					
The management of my organization is supportive.					
The management makes changes based on my suggestions and feedback					
I feel encouraged to offer suggestions and improvement					
I am provided with all the training necessary for me to perform in my job.					
I am recognized when I perform well					

The organization rules makes it easy for me to do a good job					
I have an accurate job description.					
My co-worker and I work well together					
HOW WOULD YOU RATE YOUR ORGANIZATION AS A PLACE OF WORK:	Definitely No	Definitely yes	Probably No	Probably Yes	
I feel I can easily communicate with all members from all levels of this organization					
I would recommend my organization as a good place to work					

THANK YOU FOR PARTICIPATING

