

ASSESSMENT OF JOB SATISFACTION LEVELS AMONG EMPLOYEES OF SELECTED HOTEL ESTABLISHMENTS IN OYO STATE, NIGERIA

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ABSTRACT

Employee job satisfaction is essential in the hospitality industry, as it directly has a significant impact on hotel's success and profitability. Understanding the factors that impact job satisfaction such as work environment, leadership, compensation and work-life balance can help hotels enhance performance and reduce employee turnover. This study assessed the job satisfaction levels among employees of selected hotel establishments in Oyo State, Nigeria. A multistage sampling technique was employed to select and administer semi-structured questionnaires to seven hundred and eighty-seven (787) employees of 38 hotels in the 10 LGAs of Oyo State. The analysis was performed using SPSS statistical software and the result of the demographic characteristics was presented descriptively in the form of tables while inferential test evaluated relationship among the key variables. Findings revealed that majority of the respondents were males (57.8%) between 25 and 54 years of age (68.9%). Moreover, 73.1% of the respondents were unsatisfied with the pay received from the hotels while least percentage of the respondents (0.9%) were very satisfied. The Pearson correlation coefficient is 0.072 with a p-value of 0.044. This indicates a weak positive correlation between job satisfaction and employee engagement methods. Since the p-value (0.044) is below 0.05, this correlation is statistically significant at the 0.05 level. The findings highlight the need for hotel management to prioritize employee welfare, provide opportunities for growth and development, and foster a positive work environment to enhance job satisfaction. The study has contributed to the frontier of knowledge in hotel management as it relates to policy making on job satisfaction in the hotel industry.

Keywords: Job satisfaction, Hotel establishments, Employees, Profitability.

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1 | Introduction

The hotel industry is a service-oriented industry that relies heavily on the behavior and attitudes of employees to provide friendly and courteous services to customers (Gunawardana *et al.*, 2024). In an industry where service is highly personalized, guest satisfaction can only be achieved when workers are happy and satisfied with their jobs

(Barreto & Mayya, 2024). Job satisfaction is a critical factor in the hospitality industry, as it directly impacts employee turnover, productivity, and overall service quality (Abdulrab & Hezam, 2024). Job satisfaction encompasses an individual's satisfaction or fulfillment with their work or profession, influenced by several of factors like the nature of the work, relationships with coworkers and superiors,

compensation, prospects for growth, work-life balance, and organizational culture (Wai *et al.*, 2024). Job satisfaction is closely linked to employees' positive feelings toward their work, defined by Aziz *et al.* (2021). However, globally, hotel work remains demanding, with employees facing long hours, burnout, and, at times, physical injuries (Wallace & Coughlan, 2023). Compounded by low pay and limited benefits, these conditions lead to high turnover and serious psychological issues, including stress, burnout, and even substance abuse (Hallett *et al.*, 2024). Such workplace challenges underscore the need for supportive management and leadership styles that can mitigate stress and boost employee satisfaction, which ultimately contributes to organizational success (Reyaz, 2024). In Africa, Amissah *et al.* (2016) found that hospitality industry employees in Ghana face low pay, limited work-life balance, long working hours, and communication gaps, all of which contribute to low job satisfaction. Despite its importance, job satisfaction among hotel employees in Nigeria has received limited attention. Research has shown that hotel employees in Nigeria face various challenges, including poor working conditions, inadequate training, and limited career advancement opportunities (Ghani *et al.*, 2022). These challenges can significantly impact job satisfaction levels, ultimately affecting the quality of service provided to customers (Talaja *et al.*, 2023). The pressing issue centers on unresolved job satisfaction concerns that hamper employee performance in Oyo State's hospitality industry. Hotel managers need to better understand what motivates and satisfies their employees in order to increase job satisfaction and reduce employee turnover intentions. Studies have shown that organizations with more satisfied employees tend to be more effective (Okatta *et al.*, 2024). Employees who are satisfied with their jobs are more likely to provide excellent service, leading to increased customer satisfaction and loyalty

(Barreto & Mayya, 2024). This study aims to address this gap by assessing job satisfaction levels among employees of selected hotel establishments in Oyo State, Nigeria. Specifically, the study seeks to identify the factors that influence job satisfaction among hotel employees and provide recommendations for improving job satisfaction levels among hotel employees in Oyo State.

2 | Methodology

2.1 | Description of the Study Area

Oyo State was created in February 3, 1976 out of the old Western State, located in South West Nigeria, Oyo State covers 28,454 square kilometers. It is bounded in the south by Ogun State and in the north by Kwara State, in the west by the Republic of Benin while in the east it is bounded by Osun State. The study was carried out in Oyo state Nigeria. The study area lies between latitude 7° 3' and 9°12' North of the equator and longitude 2°47' east of the meridian, characterized by two climatic seasons. The state is made up of thirty- three (33) local government areas in four (4) agricultural zones (Ogbomosho, Ibadan/Ibarapa, Oyo and Oke-Ogun) and with three (3) senatorial districts (Oyo North, Oyo Central and Oyo South senatorial district) with a population of 7,010,864 people (National Population Commission, 2016) and fifth (5th) largest listing of Nigeria's 36 states ranked in order of their total population. Oyo state is bordered in the North by Kwara state, in the South by Ogun state, in the East by Kwara and Osun states and in the West by Republic of Benin. The favourable climate of the area encouraged about 70 % of the inhabitants to engage in farming activities. The state has some tropical rain forest in the south around Ibadan, the state capital, but is covered mostly by a “derived” savanna that is largely the result of clearing and burning the former forest cover to provide land for cultivation.

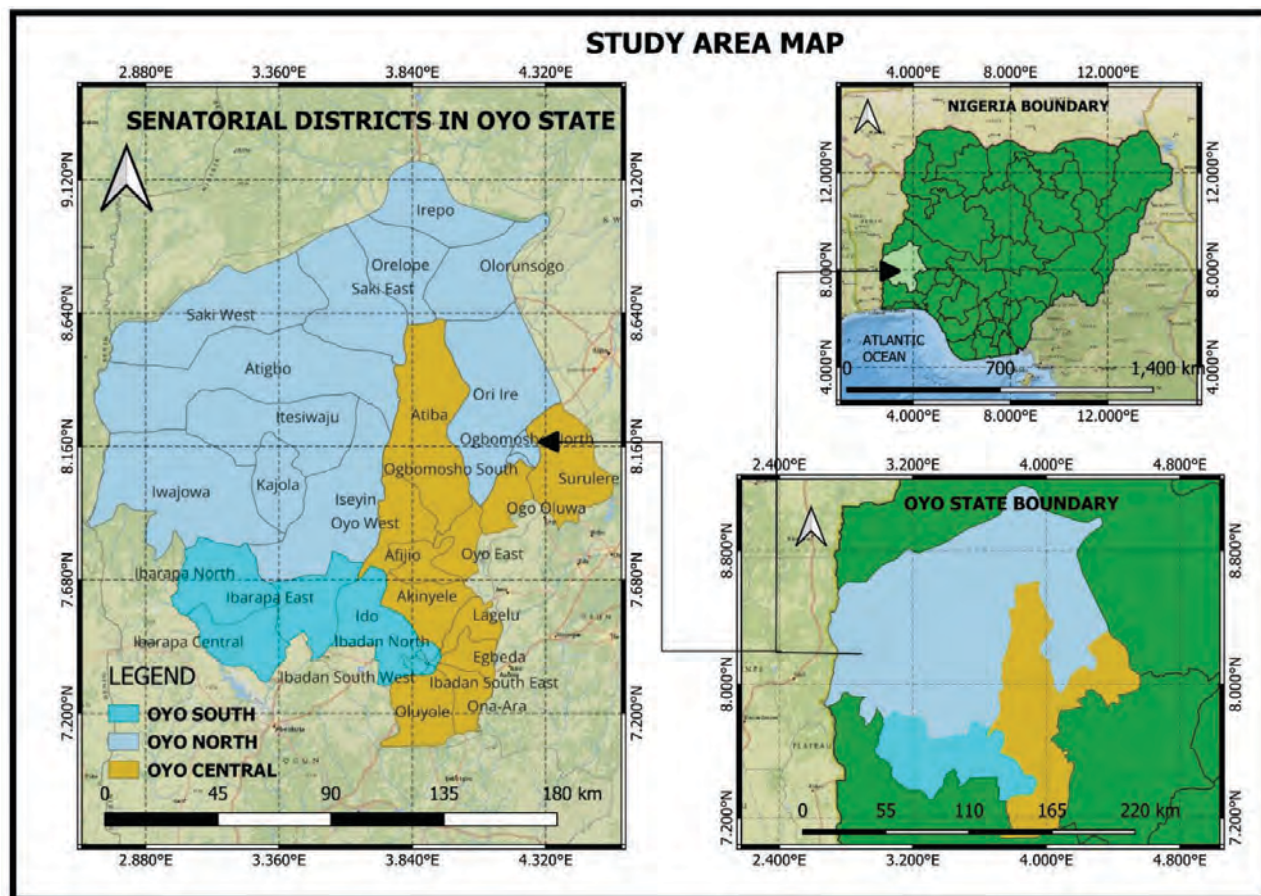


Figure 1: Map of Oyo showing the study areas

2.3 | Data Collection

The questionnaires were carefully constructed to gather information aligned with the research objectives. Well-structured questionnaire was self-administered to employees of the selected hotels to acquire information on the socio-demographic attributes of employees and levels of satisfaction of employees.

2.4 | Sampling Technique

This study adopts a mixed-methods approach, combining qualitative and quantitative techniques to holistically assessed the job satisfaction levels among employee of the selected hotel establishments in Oyo State, Nigeria. A multi-stage sampling method was employed to select respondents systematically, ensuring representation across three-star to five-star hotels

in Oyo State.

The stages will be in the following:

Stage 1: Selection of three senatorial districts within Oyo State.

Stage 2: Random selection of 30% of local government areas (LGAs) per district, focusing on accessibility and density of registered hotels.

Stage 3: Purposive selection of 10% of hotels within these LGAs based on functionality, star rating, and patronage. A total of 38 hotels were selected, ensuring a balance across star ratings and operational scales.

2.5 | Population and Sampling Procedure

The statistical population were employees of the selected hotels. The study surveyed seven hundred and eighty-seven (787) employees of 38 hotels in the 10 LGAs of Oyo State using structured

questionnaires, stratified to reflect diverse job roles (managers, supervisors, and front-line staff) while ensuring proportional representation by demographic categories. The employees were selected based on their willingness to participate in the study. The sample size was determined using the Yamane (1967) formula of sample size determination for a known population.

2.6 | Data Analysis

Statistical analysis was conducted using SPSS 21. Descriptive statistics summarized demographic characteristics and level of job satisfaction, while inferential tests (Pearson's Correlation) evaluated relationships among key variables.

3 | Results

3.1 | Socio-Demography Characteristics of Hotel Employees

Table 1 shows the demographic profile of the employee at the selected hotels. The Majority of the respondents were males (57.8%) between 25

and 54years of age (68.9%). Also, the highest percentage of respondents were single (51.7%) and more than half of the respondents were Christians (81.4%). In addition, the highest percentage of the respondents (78.9%) had tertiary education and the majority of the respondents were Nigerian residents (95.7%). Furthermore, highest percentage of the respondents (74.1%) earned ₦50,000 or less monthly. Also, the results reveal that majority of the respondents (57.0%) fall between household size of 1-15. Results indicate that the highest percentage of respondents (72.4%) have been working for 5years or less in the hotels, while the majority of the respondents (87.2%) were full-time staff in the hotels. Also, the results reveal that the highest percentage of respondents (28.5%) work in food and beverage service department.

3.2 | Levels of Employee Job Satisfaction in the Selected Hotels

Table 2 shows the level of satisfaction of

Table 1 | Socio-demographic characteristics of hotel employees

VARIABLES	FREQUENCY (N=787)	PERCENTAGE (%)
Gender		
Male	455	57.8
Female	332	42.2
Age		
0-14	3	0.4
15-24	169	21.5
25-54	542	68.9
55-64	50	6.4
65 and above	23	2.9
Educational background		
No formal education	42	5.3
Adult education	26	3.3
Primary education	10	1.3
Secondary education	88	11.2
Tertiary education	621	78.9
Marital status		
Single	407	51.7
Divorced	33	4.2

Widow	14	1.8
Married	333	42.3
Monthly Income		
Below 50,000	583	74.1
₦ 51,000-₦100,000	185	23.5
₦ 101,000-₦ 150,000	8	1.0
₦ 151,000-₦200,000	8	1.0
₦ 200,000 and above	3	0.4
Nationality		
Nigerian	753	95.7
Foreigner	34	4.3
Religion		
Christianity	641	81.4
Islam	134	17.0
Traditionalist	6	0.8
Others	6	0.8
House hold size		
1-15	449	57.0
5-10	305	38.8
Above 10	33	4.2
Year of service in this hotel		
Less than 5 years	570	72.4
5-10 years	172	21.9
10years and above	45	5.7
Current employment status		
Full-time	686	87.2
Part-time	68	8.6
Casual	33	4.2
Department		
Food and beverage	224	28.5
Maintenance	107	13.6
Administration	176	22.4
Housekeeping	131	16.6
Room service	144	18.3
Others	5	0.6
Job position		
Manager	72	9.1
Cook/chef	70	8.9
Supervisor	193	24.5
Food and beverage Manager	54	6.9
Storekeeper	70	8.9
Others	328	41.7

respondents in the selected hotels.

The mean value ranged from 4.04 to 3.62. "I am satisfied with the safety policies and procedures for handling hazardous materials or equipment at the hotel" had the highest mean value 4.04 followed by

"Relationship with immediate supervisors is valuable in discharging topnotch services" with a mean value of 4.00. "I am pleased with the safety training and awareness sessions of the hotel, ensuring that employees are up-to date on the least

safety procedures and regulations" with a mean value of 3.99, "My supervisor is approachable and open to hearing my concerns and feedback" had mean value of 3.96, "Workload of this hotel is fair compared to others hotels with a mean value of 3.93, "The hotel promotes a healthy work-life balance, with opportunities for flexibility in work hours and location" with a mean value of 3.92,

"The leadership team communicates effectively with employees and expectations" with a mean value of 3.90, "I am satisfied with the hotel recognition and appreciation practices align with my personal values" with a mean value of 3.89. "The hotel provides me with virtually no opportunities for growth and development" had the lowest mean value of 3.62.

Table 2 | Levels of Satisfaction of respondents in the Selected Hotels

Variables	Very Satisfied	Satisfied	Uncertain	Unsatisfied	Very Unsatisfied	Mean	Standard Deviation
Compensation/Pay							
1.I am satisfied with my salary and this will aid my way of service delivery	7(0.9%)	88(11.2%)	87(11.1%)	575(73.1%)	30(3.8%)	3.68	0.76
2. I do receive overtime compensation therefore; I don't get tired at duties	4(0.5%)	25(3.2%)	134(17.0%)	502(63.8%)	122(15.5%)	3.91	0.69
Promotion							
1.I am pleased with the promotional policy of this hotel and it will aid my service delivery	8(1.0%)	26(3.3%)	174(22.1%)	501(63.7%)	78(9.9%)	3.78	0.70
2. There is provision for undue promotions if diligently discharge your duties	6(0.8%)	18(2.3%)	131(16.6%)	502(63.8%)	130(16.5%)	3.93	0.69
Relationship							
1.The relationship between me and the co-workers is appreciable and relevant in given best service delivery	18(2.3%)	27(3.4%)	90(11.4%)	560(71.2%)	92(11.7%)	3.87	0.75
2.Relationship with immediate supervisors is valuable in discharging topnotch services	12(1.5%)	24(3.0%)	88(11.2%)	488(62.0%)	175(22.2%)	4.00	0.77
Nature of work							
1.With the working Schedule of this hotel I cannot be tired while working	14(1.8%)	19(2.4%)	193(24.5%)	466(59.2%)	95(12.1%)	3.77	0.76
2.Workload of this hotel is fair compared to others hotels	9(1.1%)	16(2.0%)	123(15.6%)	512(65.1%)	127(16.1%)	3.93	0.71
Recognition and appreciation							
1. I am satisfied with the hotel recognition and appreciation practices align with my personal values.	15(1.9%)	31(3.9%)	123(15.6%)	477(60.6%)	141(17.9%)	3.89	0.81

2. The hotel provides a supportive environment where employees are encouraged to express gratitude to each other.	11(1.4%)	65(8.3%)	98(12.5%)	525(66.7%)	88(11.2%)	3.78	0.80
Safety at the work place							
1. I am pleased with the safety training and awareness sessions of the hotel, ensuring that employees are up-to date on the least safety procedures and regulations.	14(1.8%)	31(3.9%)	75(9.5%)	497(63.2%)	170(21.6%)	3.99	0.79
2. I am satisfied with the safety policies and procedures for handling hazardous materials or equipment at the hotel	12(1.5%)	24(3.0%)	113(14.4%)	413(52.5%)	225(28.6%)	4.04	0.83
Training and development							
I am satisfied with the adequate support from the hotel for training and development opportunities to support my career growth.	10(1.3%)	51(6.5%)	95(12.1%)	548(69.6%)	83(10.5%)	3.82	0.75
Leadership							
1. The leadership team promotes a positive and inclusive work environment.	12(1.5%)	36(4.6%)	80(10.2%)	442(56.2%)	217(27.6%)	4.04	0.83
2. The leadership team communicates effectively with employees and expectations.	10(1.3%)	37(4.7%)	115(14.6%)	487(61.9%)	138(17.5%)	3.90	0.78
Job Security							
1.I am satisfied with the job security of this hotel	14(1.8%)	60(7.6%)	91(11.6%)	529(67.2%)	93(11.8%)	3.80	0.81
2. The hotel financial stability and outlook provide a sense of security and stability.	8(1.0%)	39(5.0%)	135(17.2%)	487(61.9%)	118(15.0%)	3.85	0.77
Work Environment							
1. Satisfied with present working condition (heat, noise, light, cleanliness, space, ventilation, etc.)	22(2.8%)	39(5.0%)	136(17.3%)	501(63.7%)	89(11.3%)	3.76	0.82
2. The hotel promotes a healthy work-life balance, with opportunities for flexibility in work hours and location.	8(1.0%)	38(4.8%)	68(8.6%)	570(72.4%)	103(13.1%)	3.92	0.70
3. The physical work environment is safe, comfortable, and well-maintained.	11(1.4%)	26(3.3%)	143(18.2%)	517(65.7%)	90(11.4%)	3.82	0.72
Supervisor Support							
1. My supervisors provide me with the resources and guidance I need to do my job effectively.	9(1.1%)	46(5.8%)	108(13.7%)	552(70.1%)	72(9.1%)	3.80	0.73

2. My supervisors promotes a culture of recognition and appreciation for my contributions and achievements	4(0.5%)	37(4.7%)	138(17.5%)	487(61.9%)	121(15.4%)	3.87	0.74
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3. My supervisor is approachable and open to hearing my concerns and feedback	5(0.6%)	56(7.1%)	66(8.4%)	497(63.2%)	163(20.7%)	3.96	0.79
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Supportive Coworkers

1. I am satisfied with the adequate support from co-workers to help me to do the job well	17(2.2%)	31(3.9%)	123(15.6%)	526(66.8%)	90(11.4%)	3.81	0.77
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2. My work group encourages an open exchange of information and ideas	14(1.8%)	44(5.6%)	100(12.7%)	543(69.0%)	86(10.9%)	3.82	0.77
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Growth and Development

1. I am pleased with opportunities for growth and development that are appropriate and beneficial to my career.	14(1.8%)	35(4.4%)	81(10.3%)	520(66.1%)	136(17.3%)	3.96	1.31
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2. The hotel provides me with virtually no opportunities for growth and development.	11(1.4%)	84(10.7%)	183(23.3%)	427(54.3%)	82(10.4%)	3.62	0.86
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Ethnics and Values

1. The hotel is committed to promoting equality and fairness in its policies and practices, regardless of race, ethnicity, religion, gender.	13(1.7%)	37(4.7%)	227(28.8%)	473(60.1%)	37(4.7%)	3.62	0.72
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2. The hotel values my cultural background and encourages me to bring my unique perspective and experiences to my work.	12(1.5%)	43(5.5%)	104(13.2%)	516(65.6%)	112(14.2%)	3.86	0.78
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Communication

1. I am satisfied with the opportunities for employees to provide feedback and share ideas for improvement.	16(2.0%)	41(5.2%)	122(15.5%)	515(65.4%)	93(11.8%)	3.80	0.79
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2. Are you satisfied with various channel of communication used by the hotels such as face to face meetings, email or internal communication platforms.	10(1.3%)	36(4.6%)	97(12.3%)	496(63.0%)	148(18.8%)	3.94	0.78
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Job Stress

1. The hotel promotes a positive work-life balance, encouraging me to prioritize my well-being and manage job stress effectively.	11(1.4%)	44(5.6%)	230(29.2%)	396(50.3%)	106(13.5%)	3.69	0.82
2. My workload is manageable and allows me to balance my work and personal responsibilities effectively.	7(0.9%)	35(4.4%)	180(22.9%)	402(51.1%)	163(20.7%)	3.86	0.82

Relationship between employee engagement methods and their job satisfaction

value of 0.044. This indicates a weak positive correlation between job satisfaction and employee engagement methods. Since the p-value (0.044) is below 0.05, this correlation is statistically significant at the 0.05 level.

Table 3 reveals the relationship between employee engagement methods and job satisfaction: The Pearson correlation coefficient is 0.072 with a p-

Table 3 | Relationship between employee engagement methods and their job satisfaction

Correlations		Employee engagement methods	Job satisfaction
Employee engagement methods	Pearson Correlation	1	0.072*
	Sig. (2-tailed)		0.044
	N	787	787
Job satisfaction	Pearson Correlation	0.072*	1
	Sig. (2-tailed)	0.044	
	N	787	787

*. Correlation is significant at the 0.05 level (2-tailed).

4 | Discussion

4.1 | Socio-Demography Characteristics of Hotel Employees

Findings from this study showed that more males than females were respondents in the selected hotels. This is in line with the findings of Bello *et al.* (2021) who stated that majority of employees of the hotels were males. The study also showed that highest percentages of respondents were within the youthful and energetic age range of 25-54 years. Since youth are agile they tend to have the strength and focus on how to satisfy their need and people. This agreement is in line with the findings of Lanka (2020) who reported that employees in the hotel

are quite young within the age bracket of 25-34years. The study showed that highest percentages of the respondents have tertiary education. This agreement is in line with the findings of Olasehinde *et al.* (2021) who reported that majority of hotels staff had tertiary education. Furthermore, majority of the respondents were single which could influence their attitudes, behaviors, and priorities as supported by Herbert *et al.* (2021) who stated that majority employees who worked in the hotels at Sibu, Sarawak were single. The studies showed that majority of respondents earned between ₦50,000 or less monthly, which indicate limited financial resources and purchasing power. This is inconsistent with the findings of

Elizabeth *et al.* (2023) who reported that employees in Premier Hotel earned below 20,000 as monthly income. Findings from this study also showed that majority of the respondents were Nigerians. This agreement is in line with the findings of Jude *et al.* (2023) who envisaged that majority of employees in the hotel reside in Nigeria. The studies also revealed that majority of the respondent in the selected hotels were Christians. This is in line with the findings of Adetola and Adeosun (2024) who reported that majority of the employee in the hotel were Christians. Findings from this study revealed that respondents within the range of 1-15 household size ranked the highest percentages. This negates the findings of Musa *et al.* (2020) who stated that respondents had household size of 5-7 persons. The study also revealed that highest percentages of respondents have been working for 5 years or less in the hotels and majority of the respondents were full-time staff which means hotels may need to develop and implement effective employee retention strategies to reduce turnover and improve job satisfaction. This is in line with the findings of Chen and Liu (2020) who reported that employees in China have five-year experience with the hotel. Findings from this study also showed that highest percentage of respondents work in food and beverage service department in the hotels. This is inconsistent with the findings of Sukhmeet and Jyoti (2020) who stated that majority of employees work in the room services department of the hotel.

4.2 | Levels of Employee Job Satisfaction in the Selected Hotels

The findings showed that highest percentages of the respondents were unsatisfied with the overtime compensation received from the hotels while least percentage of the respondents were very satisfied. To increase the level of organizational commitment, hotel managers in Oyo State need to

invest in strategies leading to employee satisfaction with their job, such as the bottom-up management approach, involving the employees in decision making, instituting financial rewards, and fringe benefits, as well as making working hours flexible. This negates the findings of Ato and Franklin (2018) who reported that employees in the hotel were satisfied with their salary. The results also show that the highest percentage of the respondents were unsatisfied there is no provision for undue promotions while least percentage of the respondents were very satisfied. Hotels should establish a clear promotion policy, outlining criteria and timelines for career advancement. This negates the findings of Ato and Franklin (2018) who stated that employees claimed that promotions were given to staff as a form of reward. The results showed that the highest percentages of the respondents were unsatisfied that the hotel did not provide a supportive environment to express their gratitude to each other, while least percentage of the respondents were very satisfied. This result is in line with the findings of Yang *et al.* (2022) found that recognition influences employees' positive psychological functioning and well-being through the emotion of pride. The results show that highest percentages of the respondents were unsatisfied with communication leadership team of the hotel, while least percentage of the respondents were very satisfied which shows that the leadership team of the hotel is not communicating effectively with employees. This result is in line with the findings of Njue and Mbataru (2019) who reported that employees of the hotel were not confident with the level of leadership. The results show that highest percentages of the respondents were unsatisfied with the workload which did not allow them to balance their work and personal responsibilities effectively, while least percentage of the respondents were very satisfied. This indicates that the workload is unmanageable, leading to an imbalance between work and personal life. This is

inconsistent with the findings of Bello *et al.* (2021) who reported that adequate acknowledgement or appreciation of staff by hotel managers when work is really good serves as motivation for job performance of hotel staffs. The hypotheses of this study revealed that there is a weak positive correlation between job satisfaction and employee engagement methods. This correlation is statistically significant. The managerial implication of this result is that to effectively improve job satisfaction, hotels should adopt a comprehensive strategy that includes engagement methods alongside other factors like compensation, career development, and workplace culture. This is in line with the findings of Achmad *et al.* (2023) who reported that satisfied employees are important element for determining the level of service quality and hotel success or failure and thus, inferring that there is a significant positive relationship between employees' job satisfaction and engagement methods

5. | Conclusion

This study assessed the job satisfaction levels among employees of the selected hotel establishments in Oyo State, Nigeria. Findings from this study concludes that employees are very much dissatisfied with the work itself, supervision, recognition, pay, nature of work, safety at the workplace, job security, work environment, job stress, leadership, training and development and promotion chances. The study also concludes that there is a weak positive correlation between job satisfaction and employee engagement methods. Findings from this study will help hotel management prioritize improving working conditions, enhancing leadership quality, providing competitive compensation, and creating career development opportunities to boost job satisfaction. Hotel management should encourage open communication with employees, soliciting their feedback and concerns to improve job satisfaction and overall well-being.

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