



NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
TOURISM AND HOTEL MANAGEMENT
MASTER'S PROGRAMME

MASTER'S THESIS

**JOB SATISFACTION IN ZIMBABWE HOSPITALITY INDUSTRY: CASE STUDY OF
VICTORIA FALLS**

Kudakwashe Ernetty MURIDZI

NICOSIA

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PREPARED BY

Kudakwashe Ernetty MURIDZI

20135348

SUPERVISOR

ASSOC. PROF. DR. TULEN SANER

NICOSIA

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Thesis Defence

Job Satisfaction in Zimbabwe Hospitality Industry: Case Study of Victoria Falls

We certify the thesis is satisfactory for the award of degree of
Master of TOURISM AND HOTEL MANAGEMENT

Prepared by

Kudakwashe Ernetty Muridzi

Examining Committee in charge


Assoc. Prof. Dr. Fulen Saner

Near East University

**Department of Tourism and Hotel
Management**


Assoc. Prof. Dr. Mustafa Sagsan

Near East University

**Department of Innovation and
Knowledge Management**


Assoc. Prof. Dr. Serife Zihni Eyupoglu

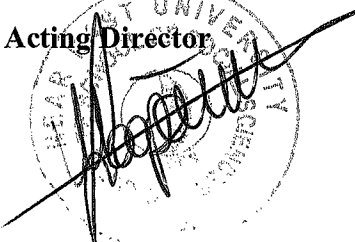
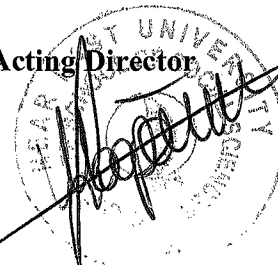
Near East University

Department of Business Administration

Approval of the Graduate School of Social Sciences

Assoc. Prof. Dr. Mustafa SAGSAN

Acting Director



YAKIN DOĞU ÜNİVERSİTESİ

NEAR EAST UNIVERSITY

SOSYAL BİLİMLER ENSTİTÜSÜ

GRADUATE SCHOOL OF SOCIAL SCIENCES

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STUDENT NO : 20135348

PROGRAME : TOURISM AND HOTEL MANAGEMENT

I KUDAKWAGHE, E. MURIDZI, hereby declare that this dissertation entitled
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INDUSTRY; CASE STUDY OF VICTORIA FALLS”

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ÖZ

Bu çalışmanın amacı, Zimbabwe'deki otelcilik sektöründe çalışanların iş tatminleri konusunda ampirik bir çalışma yapmaktır. Çalışmada yirmi maddeden oluşan Minnesota İş Tatmini ölçeği kullanılmıştır. Çalışanların memnun olup olmadıklarına yönelik beşli Likert ölçeğine dayalı yanıtlar vermeleri istenmiştir. Çalışmanın popülasyonunu Victorya Şelale Bölgesi'ndeki dört ve beş yıldızlı çalışanların tümü oluşturmaktadır. 409 çalışana yapılan anket sonucunda %89 oranında geri dönüş olmuştur. Tanımlayıcı istatistiki analiz sonucunda farklı iş tatmini düzeyleri elde edilmiştir. ANOVA testi ile de iş tatmini ile iş tatmini faktörleri arasında bir ilişki olup olmadığına bakılmıştır. Çalışanların işlerinden tatmin olmadığı sonucuna varılmıştır. Ayrıca güvenlik istihdam, yaratıcılık, farkındalık ve başarı gibi alanlarda da çalışanlar iş açısından tatmin olmuşlardır.

Anahtar kelimeler: Hizmet sektörü, iş tatmini, Zimbabwe Victorya Şelale Bölgesi, Turizm Sektörü

ABSTRACT

The purpose of this study is to provide empirical evidence of job satisfaction in Zimbabwe hospitality industry to establish whether job satisfaction exist among employees in the services sector. The study instrument used was the short-form Minnesota Satisfaction Questionnaire (MSQ) which measures job satisfaction using 20 facets of the job. Each of the MSQ is a statement that describes a facet, and employee is asked to indicate how satisfied he or she is for each one. The population for this study consisted of hotel employees of four and five star hotels in Victoria Falls, Zimbabwe. A total of 409 hotel employees took part in the study thereby giving 83% response rate. Data analysis consisted of the computation of descriptive statistics in order to examine the different job satisfaction levels of four and five star hotel employees and ANOVA in order to understand the relationship between job satisfaction and factors influencing job satisfaction Results show that the hotel employees were moderately dissatisfied with their job. Additionally 5 out of 20 job facets namely security, compensation, creativity, recognition and achievement satisfied the hotel employees.

FOREWORD

I want to acknowledge the following people for making it possible for me to undertake this study successfully. First my thesis advisor Assoc Prof. Dr. Tulen Saner for the endless support she gave me. I also want to express my gratitude to Dr Zanamwe, Mr. Mrewa and Mr. Tsanga for their assistance. I'm also indebted to advice and help from Assoc Prof. Dr. Mustafa Sagsan and individuals whose names I did not mention. I say thank very much. I also want to thank the Zimbabwe Tourism Authority and the Victoria Falls four and five star hotels for the data and the comments, which improved this study. I also want thank my parents for their encouragement and financial support which was invaluable. I also want to thank the Almighty for seeing me through the period of this study.

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LIST OF ABBREVIATIONS

JDI	Job Descriptive Index
JSS	Job Satisfaction Survey
MSQ	Minnesota Satisfaction Questionnaire
RETOSA	Regional Tourism Organization of Southern Africa
UNWTO	United Nations World Tourism Organization
ZTA	Zimbabwe Tourism Authority

CHAPTER 1: INTRODUCTION

1 Introduction to the study

Most developed countries have accumulated a great deal of their wealth from tourism, while least developed countries are looking up to tourism development to play a meaningful role in economic development.

Globally tourism plays a leading role in driving economic growth, creating jobs and alleviating poverty. According to forecasts by the United Nations World Tourism Organisation (UNWTO), International tourist arrivals are expected to triple over the next two decades. Projections show that about 1.6 billion tourists will be visiting foreign countries by the year 2020, from just over 400 million in 1999. This will further increase the pressure on the natural, cultural and socio-economic environment of popular destinations.

According to UNWTO Barometer (2013) tourism is generating in excess of US 1.2 trillion in revenue and 1,035 billion tourist arrivals. South Africa is only enjoying 2% of this share both in terms of arrivals and revenue. Regional tourist arrivals are expected to grow at an average rate of 5.5% per annum in line with the UNWTO Vision 2020 projections for Africa. Tourist arrivals in Southern Africa are expected to grow from the current estimated 21million to over 35million arrivals in 2020.

Lam et al. (2001), indicates that, the hotel industry is a service and people-oriented business. To be successful in a competitive market, it is important that hotel managers know how their employees feel at work and what they want. The amount of effort that an employee expends toward accomplishing the hotel's goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires.

In addition, Massad, Heckman, and Crowston (2004) cited in Kerman (2013) also recognize that the service provided by employees help to build a good relationship with customers and in some cases, increases their loyalty. Bruke, Graham and Smith (2005) stated that when individual purchase a particular service, the employee directly influences the customer's perception of the quality of the transaction. Moreover, depending on the personal experience, a non- satisfied customer would buy service elsewhere and share the negative experiences with others. In

contrast, a satisfied customer may result in a positive word of mouth recommendation and loyalty (Torres and Kline, 2006).

Today's work environment is undergoing a major shift; factors such as globalisation, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people. In light of this, Dissatisfaction amongst human resources is undesirable and dangerous in any profession. Satisfied and committed human resources are the most significant assets of any organisation (Shrivastava and Purang, 2009).

In addition, the vast majority of research conducted in the field of job satisfaction has been conducted in North America, the UK and other parts of Western Europe. Evidence from developing or less developed nations is unfortunately seriously lacking and is a gap which needs to be filled. In a service system, customers are not the only ones who may experience problems, with the job satisfaction of employees being just as important as customer satisfaction in the dimension of organizational performance (Comm and Mathaisel, 2000). Employees are the internal customers of organizations and they satisfy the current and working environment and are willing to cooperate with the organization to accomplish its goals (Chen et al, 2006).

The tourism industry has been recognised as a potential service industry in contributing to economic standing since Zimbabwe is well endowed with abundance of natural resources particularly suitable for sustainable tourism. For the success of this service sector, it is very important to manage human resource effectively and to understand whether human resources are satisfied or not. In addition, it is also of paramount importance to note how job factors such as pay, working conditions, relationship with boss, personnel policies and the work itself affect the job satisfaction of workers. Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. It appears that the concern for employees' job satisfaction in the services sector has been minimal. Very few studies of this nature have addressed this gap. How then can it be established whether job satisfaction exists among employees in the services sector?

1.1 Objectives

The main purpose of this study is to examine the job satisfaction in the services sector as measured by the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, and Lofquist (1967).

The specific objectives are:

- To identify which aspects of the job are sources of satisfaction and which are sources of dissatisfaction for hotel employees.
- To establish the importance of job aspects as perceived by employees
- To determine the employees' job satisfaction levels towards the job aspects,
- To contribute to the body of knowledge regarding job satisfaction in Zimbabwe for future research

1.2 Keywords

Job satisfaction: in general, it is how content an individual is with his or her job

Services sector: The portion of the economy that produces intangible goods. Employees in this sector produce services rather than products, for example housekeeping

1.3 The structure of the study

This study is organized in seven chapters, a brief outline of which is presented next.

Chapter 1

This chapter introduces the background and rationale for the study. In addition, it outlines the main aim, objectives and the structure of the thesis.

Chapter 2

This chapter presents job satisfaction as a concept and its relationship with employee satisfaction. Furthermore the works of other scholars will be explained in detail, what they have written previously about job satisfaction, and various theories by renowned theorists. Different authors have different approaches towards defining job satisfaction. In a nutshell it is a critical review of the existing literature on job satisfaction

Chapter 3

This chapter illustrates an overview of Zimbabwe which encompasses the country's geographical location, tourism overview and the study area.

Chapter 4

This chapter provides an insight to empirical issues in measuring job satisfaction, in literature and the most widely used is the Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1967).

Chapter 5

The chapter discusses the research design process of this study. At the outset, the chapter defines the research problem and presents the theoretical framework of the study. Next, the chapter indicates in detail the chosen methodology which includes the study instrument, sample and statistical methods.

Chapter 6

This is the results, findings and discussion chapter of the study. The chapter presents an analysis of job satisfaction insights and discusses the key themes identified with the relevant literature.

Chapter 7

This last chapter draws conclusions by a critical synthesis of the discussions in the preceding chapters. The study's conceptual framework is revised, along with the level of achievement of the objectives set.. Moreover, the chapter provides recommendations for further academic studies in the area of job satisfaction.

CHAPTER 2: LITERATURE REVIEW

2 Definition of Job Satisfaction

This chapter introduces job satisfaction as a concept and its relationship with employee satisfaction. Furthermore, the works of other scholars will be explained in detail, what they have written previously about job satisfaction, and various theories by renowned theorists. Different authors have different approaches towards defining job satisfaction.

Job satisfaction has been defined by many scholars, and the main definition is the differences that exist between the expectations about the job, and the actual attribute of the job as indicated by Heslop et al. (2002). In addition, Saner (2015) notes that the widely used definitions in job satisfaction literature are those of Locke (1976), Dawis and Lofquist (1984), and Porter, Lawler, and Hackman (1975). Locke (1969) is one of the scholars who defined job satisfaction by mentioning that; job satisfaction is the pleasant feelings that result from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings that result from the appraisal of job such as, frustration or blocking the achievement of the values (Schwepker, 2001). Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfils the individual's needs, and Porter, Lawler, and Hackman (1975) defined job satisfaction as one's reaction against his/her occupation or organization.

In addition, Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is, job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioural components.

According to Aziri (2011), one of the most often cited definitions on job satisfaction is the one given by Spector (1997) according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction is formed by the intrinsic and extrinsic satisfaction factors. The intrinsic factors are related to the ability utilization, activity, achievement, authority, independence, moral values, responsibility, security, creativity, social service, social status, and variety. Whereas the extrinsic job satisfaction factors are advancement, company policy, compensation, recognition, supervision-human relations, and supervision-technical. Both intrinsic and extrinsic factors can be summarised in the table below.

Table 2.1 Intrinsic vs. Extrinsic Work Value

Intrinsic Values	Extrinsic Values
Interesting work	High pay
Challenging work	Job security
Learning new things	Job benefits
Making important contributions	Status in wider community
Responsibility and autonomy	Social contacts
Being creative	Time with family
	Time for hobbies

Source: Mukesh Kumar (2013) <http://www.slideshare.net/MukeshKumar249/job-satisfaction-22867861>

In general, it can be said that job satisfaction is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved (Oshagbemi, 2000). Additionally, job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. It implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income/compensation,

promotion/advancement, and the achievement of other goals that lead to a feeling of fulfilment Kaliski, (2007)

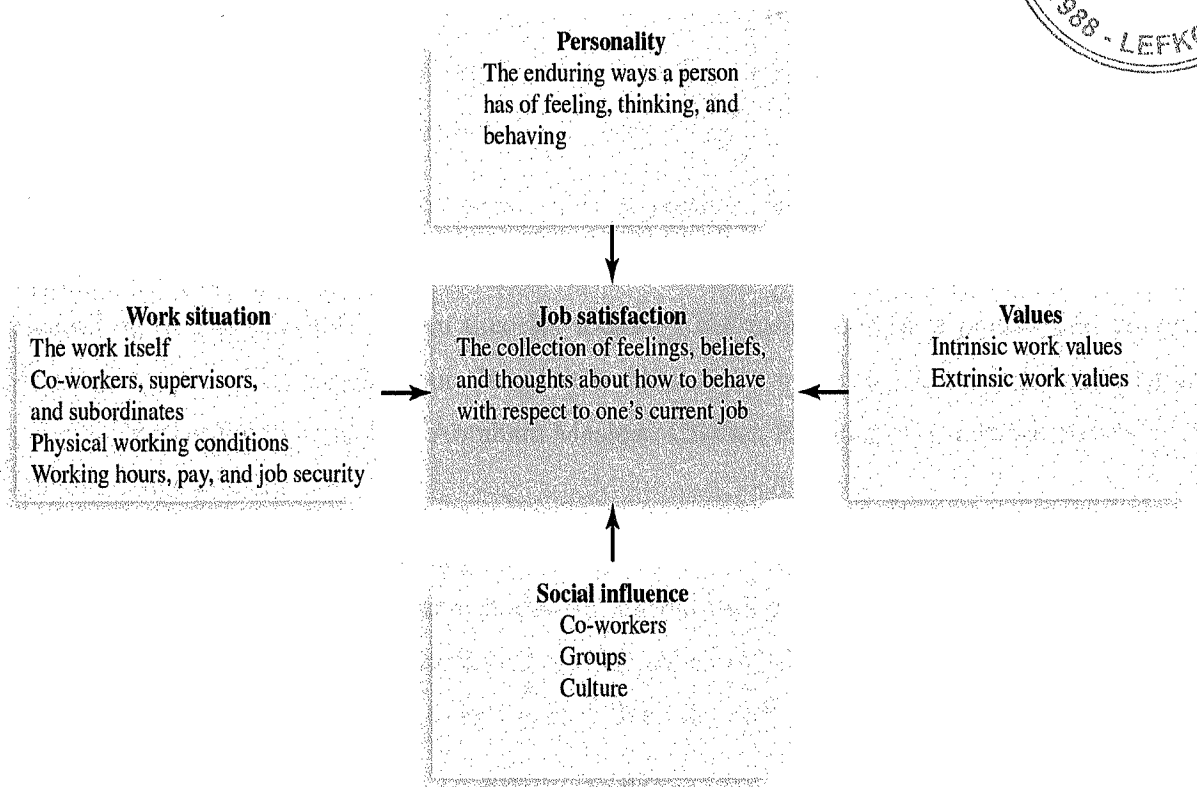
Davis et al. (1985) indicates job satisfaction as a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place.

Job satisfaction can also be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay George et al.(2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for instance, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Job Satisfaction is simplified diagrammatically below:



Source: Mukesh Kumar (2013) <http://www.slideshare.net/MukeshKumar249/job-satisfaction-22867861>

2.1 History of Job Satisfaction

The assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s, Latham and Budworth(2007). The first study of job satisfaction dates back as far as 1935 with Hoppock who conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with coworkers and supervisors. More than 70 years of research is a clear indication of the necessity to have a clear understanding of attitudes towards work and how these attitudes have a powerful effect on a variety of aspects related to organizational behaviour. Komhauser (1930) indicates that, although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published,

2.2 Theories of Job Satisfaction

According to Judge and Klinger (2014), several theories concerning causes of job satisfaction have been proposed in the organizational literature.

There are three types of theories of job satisfaction namely content, process and situational.

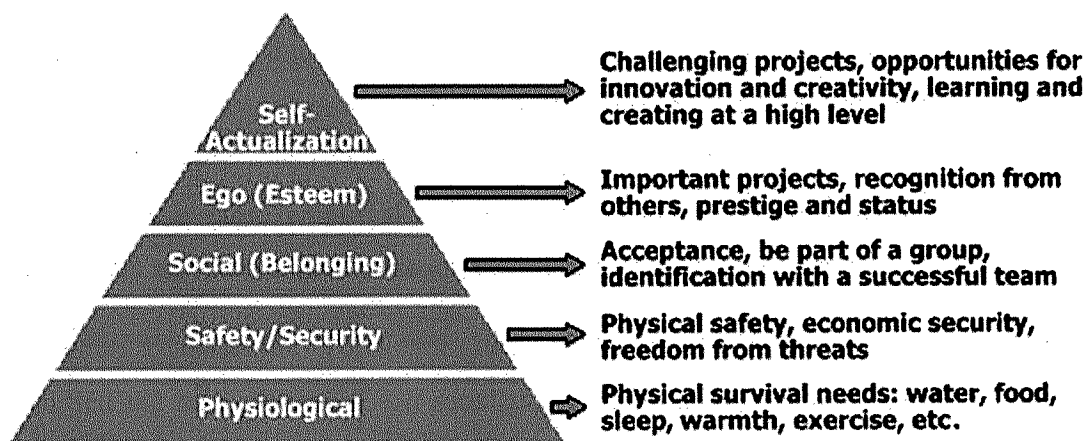
2.3 Content Theories

According to Stotz (2014) content theories focus on the factors within a person that energize, direct, sustain and stop behaviour. In addition they look at the specific needs that motivate people. Content theorists include Abraham Maslow, Clayton P. Alderfer, Frederick Herzberg and David C. McClelland.

2.3.1 Maslow's hierarchy of needs

When discussing human needs, growth, and self-actualization, one cannot look far before finding Abraham Maslow and his "hierarchy of needs". Maslow's (1954) traditionalist views of job satisfaction were based on his five-tier model of human needs.

Figure 1 Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs is shown above. The pyramid illustrates the five levels of human needs. The most basic are physiological and safety/security, shown at the base of the pyramid. As one moves to higher levels of the pyramid, the needs become more complex.

Source: Google images <https://raeanna91.files.wordpress.com/2011/02/maslows-needs-pyramid.jpg>

At the lowest tier, basic life sustaining needs such as water, food, and shelter were identified. The next level consisted of physical and financial security, while the third tier included needs of social acceptance, belonging, and love. The fourth tier incorporated self-esteem needs and recognition by one's peers, and at the top of the pyramid was reserved for self-actualization needs such as personal autonomy and self-direction. According to Maslow, the needs of an individual exist in a logical order and that the basic lower level needs must be satisfied before those at higher levels. In simpler terms peoples' needs are insatiable and there can be unending demands. Once needs in one level are met, people will demonstrate their desire for the next level of needs. Maslow's theory helps to understand different types of needs of people

2.3.2 Herzberg's Two Factor Theory

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement, opportunities, Management, Work groups and Work conditions. When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view as indicated by Aziri (2011). In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

In addition, Feinstein and Vondrasek (2001), states that Herzberg was one other scholar who had submitted the main theory of job satisfaction. He divided the needs of the employees to two which were; hygiene and motivation. Hygiene factors satisfy the employees in certain conditions such as supervision, interpersonal relations, physical working conditions, salary benefits among others. These factors are summarised in the table below:

Table 2.2 Job Satisfaction Factors (Herzberg, 1976)

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

Source: Aziri (2011) Job satisfaction: A literature review

However it has been mentioned that these factors not fully satisfy the employees, and they only reduce the dissatisfaction level as indicated by Furnham et al. (2002).

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

According Newstrom (2007), Herzberg pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions above all, employee satisfaction and motivation have always been important issues. After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies

in front of them. Satisfied employees tend to be more productive, creative and committed to their employers.

However, Frederick Herzberg theorized that employee satisfaction has two dimensions, which are the hygiene and motivation dimensions. The hygiene issues, such as salary and supervision, decreases employees' dissatisfaction with the work environment motivation, such as recognition and achievement, these make workers more productive, creative and committed. Hertzberg, who is considered by many to be a pioneer in motivation theory, interviewed a group of employee to find out what made them satisfied and dissatisfied with the job. He asked the employees essentially two sets of questions: Think of a time when you felt especially good about your job. Why did you feel that way? Think of a time when you felt especially bad about your job. Why did you feel that way?

It was from the findings of these interviews that Herzberg went on to develop his theory, that they were two dimensions of job satisfaction; motivation and hygiene. Hygiene issues, according to Herzberg cannot motivate employees but can minimize dissatisfaction if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions They are issues related to the employees' environment. Motivators on the other hand, create satisfaction by fulfilling individuals need for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and achievement. Once the hygiene issues has been addressed, said Herzberg, the motivators would promote job satisfaction and encourage production (Aziri, 2011).

Herzberg further explained that although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which satisfaction and motivation are even possible (Forsyth, 2000).

According to Herzberg, the first factor is company administration. Organization policies can be a great source of frustration for employees. For example the policies are unclear or unnecessary or if not everyone is required to follow them when some categories or class of staff are supposed to go through some unpleasant company policy whereas another group of workers are exempted Although employee will never feel great sense of motivation or satisfaction due to your policies,

you can decrease dissatisfaction in this area by making sure your policies are fair and apply to all. Also, make printed copies of your policies and procedures manual easily accessible to all members of your staff (Herzberg 2008).

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

Salary is the third factor, even though salary cannot be said to be a motivator for employees, but every worker do want to be paid fairly. For instance, a surgeon who happens to be a medical doctor will not be happy to receive the salary of a cleaner in the same hospital; he must be paid what corresponds to his level of professionalism. If individuals believe they are not compensated well, they will be unhappy working for the employers (Herzberg 2008). Frederick Herzberg theorized that employee satisfaction depend on two sets of issues: hygiene issues and motivators. Once the hygiene issues have been addressed, he said, the motivators create satisfaction among employees. Hygiene issues (dissatisfaction), company and administrative policies, supervision, salary, Interpersonal relations, working conditions-motivators (satisfier), Work itself, achievement, recognition, responsibility and advancement.

2.3.3 ERG Theory

Clayton Alderfer revised Maslow's theory in 1972. He reduced the levels in the hierarchy from five to three and termed these Existence needs, Relatedness needs and Growth needs. His most significant contribution, however, was to alter Maslow's concept of a one-way progression up the hierarchy, to one that allowed for regression to lower levels if these needs are no longer being met (Newstrom ,2007). This is a more realistic approach as it recognises that, because a need is met, does not mean it will always remain met. For example, if one is to remove all the air from the room occupied by an individual, would the individual be motivated to keep learning?

Table 2.3 A comparison of Maslow's, Herzberg's and Alderfer's Models

Model of Maslow's Hierarchy of needs		Herzberg's two-factor model	Alderfer's E-R-G Model
5. Self-actualisation and fulfilment needs	Motivational factors	Work itself Achievement Possibility of growth Responsibility Advancement recognition	Growth needs
4. Esteem and status needs			Relatedness needs
3. Belonging and social needs	Maintenance factors	Status Relations with supervisors Poor relations Relations with subordinates Quality of supervision	Existence needs
2. Safety and security needs		Company policy and administration Job security	
1. Physiological needs		Working conditions Pay	

Source: Newstrom (2007)

Newstrom (2007) concludes that eventually all the three models indicate that before a manager tries to administer a reward, he or she finds it useful to discover which need or needs dominates a

particular employee at the time. This therefore means that all need models provide a foundation for the understanding and application of behaviour modification.

2.3.4 Motivational Drives

According to Business balls (2016), David C. McClelland is chiefly known for his work on achievement motivation, though his research interests extended to personality and consciousness. David McClelland pioneered workplace motivational thinking, developing achievement-based motivational theory and models, and promoted improvements in employee assessment methods, advocating competency-based assessments and tests, arguing them to be better than traditional IQ and personality-based tests. His ideas have since been widely adopted in many organisations, and relate closely to the theory of Frederick Herzberg.

David McClelland is most noted for describing three types of motivational need, which he identified in his 1961 book, *The Achieving Society*:

1. achievement motivation
2. authority/power motivation
3. affiliation motivation

Table 2.4 Motivational Drives

Achievement	A drive to accomplish objective and get ahead
Affiliation	A drive to relate to people effectively
Power	A drive to influence people and situations

Source: Newstrom (2007)

2.4 Process Theories

Process theories provide a description and analysis of how behaviour is energized, directed, sustained and stopped. Four process theories are predominant: Reinforcement, expectancy, equity, and goal setting. Research studies have supported reinforcement and goal setting theories and furthermore viewed them as most helpful in application. Whereas expectancy and equity theories have become a part of compensation curricula and are considered in the design of compensation plans (Stotz, 2014).

To shed more light, process theories attempt to explain job satisfaction by looking at expectancies and values (Gruneberg, 1979). This theory of job satisfaction suggests that workers' select their behaviors in order to meet their needs. Within this framework, Adams' (1963) and Vroom (1982) have become the most prominent theorists. J. Stacy Adams' suggested that people perceive their job as a series of inputs and outcomes.

Inputs are factors such as experience, ability, and effort, while outcomes include things like salary, recognition, and opportunity. The theory is based on the premise that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others.

2.4.1. Vroom's Expectancy Theory

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

The expectancy theory developed by Victor Vroom is however the approach to motivate that attempt behaviour in terms of individual goal and choices and the expectations of achieving objectives. The theory assumes that people can determine which outcome they prefer and can make realistic estimate of their chances of obtaining them. The expectancy theory offers a comprehensive view of motivation and integrates many of the elements of the needs, equity and reinforcement theories, and the theory states that motivation is the function of expectancy. Expectancy refers to a person's perception of the probability that effort will lead to a person's sense of how it is necessary to be successful. In other words, It refers to a person's perception of the value of the projected outcomes that is how much the person likes or dislikes receiving those outcomes (Fajana, 2002).

In short, valence is the value of the goal to be achieved, for example, an individual with high esteem needs will attach a high cadence to promotion. Instrumentality refers to an individual's perception of the probability that certain outcomes, positive or negative will be attached to performance. In simpler terms, it deals with the probability that certain actions will lead to reward as a person who perceives that he or she will receive greater pay or benefit for producing well his high instrumentality as indicated by (Fajana, 2002).

Newstrom (2007) summarises expectancy theory in an equation below:

$\text{Valence} \times \text{Expectancy} \times \text{Instrumentality} = \text{Motivation}$

Valence = how much one wants a reward

Expectancy = one's estimate of the probability that effort will result in successful performance

Instrumentality = one's estimate that performance will result in receiving the reward

2.4.2 Equity Theory

Equity theory, as reviewed by Walster, Berscheid and Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam J.S' (1965) theory, Huseman, Hatfield and Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills. Output (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli and so on.

The main issue of paramount importance in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. In any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and therefore becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and low performance (Newstrom, 2007).

Equity is multidimensional in nature. For instance, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it. From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others (Ball, 2014).

To substantiate the above, Newstrom (2007) puts the formula as shown below:

One's own outcomes = Other's outcomes

One's own inputs Other's inputs

Table 2.5 Key Factors in Equity Assessment

One's inputs(also compared with others inputs)	One's outcomes(also compared with others outcomes)
Job effort	Pay
Education	Benefits
Seniority	Fun at work
Performance	Flexibility
Job difficulty	Social rewards
Other inputs	Psychological rewards

Source: Newstrom (2007)

According to Adams (1963), when a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him.in support of this, equity theory further identifies four mechanisms for job satisfaction (dissatisfaction) as follows:

1. Employees seek to maximize their outcomes (rewards minus outcomes).

2. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. That is, systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems.
3. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets 'too much' and the person who gets 'too little' feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated.
4. Employees who perceive that they are in an inequitable relationship attempts to eliminate their dissatisfaction by restoring equity. This could be done by either by distorting inputs, outputs, or leaving the organization.

Thus the theory has wide-reaching implications for employee morale, efficiency, performance, productivity and turnover. It also shows why employees see themselves the way they are treated in terms of their surrounding environment, teams, and systems collectively and not in isolation hence they should be managed and treated accordingly. In addition, the totals of employee inputs-outputs must be measured including their personal values. Schultz and Schultz (2010) further elongated equity theory to include the behavioural responses patterns to situations of equity or inequity. These response patterns are: benevolent (satisfied when they are under paid compared with co-workers), equity sensitive (believe everyone should be fairly rewarded) and entitled (employees believe that everything they receive is their just due (Dugguh et al 2014).

2.5 Situational Theories

The situational occurrences theory emerged in 1992, when Quarstein, McAfee, and Glassman stated that job satisfaction is determined by two factors that is:

- Situational characteristics
- Situational occurrences.

Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative. Positive occurrences might include extra vacation time (Quarstein et al, 1992)

2.5.1 Job Characteristics Model

According to Kotrba (2007), several researches have investigated the importance of situational factors in predicting job satisfaction and moreover job characteristics model (JCM) is a classic example of a situational approach to job satisfaction.

The job characteristics model (JCM) argues that jobs that contain intrinsically motivating characteristics will lead to higher levels of job satisfaction (Hackman and Oldham, 1976). Five core job characteristics define an intrinsically motivating job:

1. task identity- degree to which one can see one's work from beginning to end
2. task significance- degree to which one's work is seen as important and significant
3. skill variety- extent to which job allows one to do different tasks
4. autonomy- degree to which one has control and discretion over how to conduct one's job
5. Feedback- degree to which the work itself provides feedback for how one is performing the job.

According to this theory, jobs that are enriched to provide the secure characteristics are likely to be more satisfying and motivating than jobs that do not provide these characteristics. More specifically, it is proposed that the core job characteristics lead to three critical psychological states experienced meaningfulness of the work, responsibility for outcomes, and knowledge of results which, in turn, lead to outcomes such as job satisfaction. There is both indirect and direct support for the validity of the model's basic propositions that core job characteristics lead to more satisfying work. In relation to indirect evidence, research studies across many years, organizations, and various types of jobs show that when employees are asked to evaluate different facets of their job, such as supervision, pay, promotion opportunities, coworkers, and so

forth, the nature of the work itself generally emerges as the most important job facet (Gudge and Church, 2000; Jurgensen, 1978).

In support of this, major job satisfaction facets-pay, promotion opportunities, coworkers, supervision, and the work itself, satisfaction with the work itself is almost always the facet most strongly correlated with overall job satisfaction, as well as with important outcomes such as employee retention (Weiner, 2000). Research directly testing the relationship between workers' reports of job characteristics and job satisfaction has produced consistently positive results. For instance, Frye (1996) reported a true score correlation of .50 between job characteristics and job satisfaction.

Initially a purely situational model, the JCM was modified by Hackman and Oldham (1976) to account for the fact that two employees may have the same job, experience the same job characteristics and yet have different levels of job satisfaction. The concept of growth need strength (GNS) - an employee's desire for personal development was added as a moderator of the relationship between intrinsic job characteristics and job satisfaction. According to this interactional form of the model, intrinsic job characteristics are especially satisfying for individuals who score high on GNS. Empirical evidence substantiates this position. The relationship between work characteristics and job satisfaction is stronger for high-GNS employees (average $r = .68$) than for low-GNS employees (average $r = .38$) (Frye, 1996). However, it should be noted that task characteristics are related to job satisfaction even for those who score low on GNS (Judge and Klinger, 2014).

2.6 Effects of job satisfaction on employee performance

Importance of job satisfaction can be viewed in two contexts:-

- To join and remain a member of an organization.
- To work hard in pursuits of high level task performance. Performance:

Job Satisfaction can be influences:-

- Absenteeism
- Turnover.

CHAPTER 3: OVERVIEW OF ZIMBABWE

3 General background of Zimbabwe

The Republic of Zimbabwe is located in Southern Africa. It is a landlocked country. South Africa borders the country to the south, Zambia bounds it to the northwest, Botswana edges it to the southwest and Mozambique borders it to the east. Zimbabwe covers a total area of 150,871 sq. miles. The total population of Zimbabwe is 13 061 239, according to the Zimbabwe population census 2012. Census in Zimbabwe is done after every 10 years hence next census will be in 2022. Harare is the capital and most populous city of Zimbabwe. With a population of 1.485 million census (2012)

According to RETOSA (2004), Zimbabwe is endowed with unique tourism products which are described as Africa's paradise Zimbabwe is also known for its dramatic landscape and diverse wildlife, much of it within parks, reserves and safari areas. On the Zambezi River, the majestic Victoria Falls make a thundering 108m drop into narrow Batoka Gorge, where there's white-water rafting and bungee-jumping. Downstream are magnificent wildlife reserves, Matusadona and Mana Pools national parks, home to hippos, rhinos and birdlife. Zimbabwe tourism authority (ZTA, 2004) indicates that, however being a unique and fascinating holiday destination, Zimbabwe's tourism industry has the potential to become one of the most important pillars of the country's overall economic development if all the available resources are fully utilized.

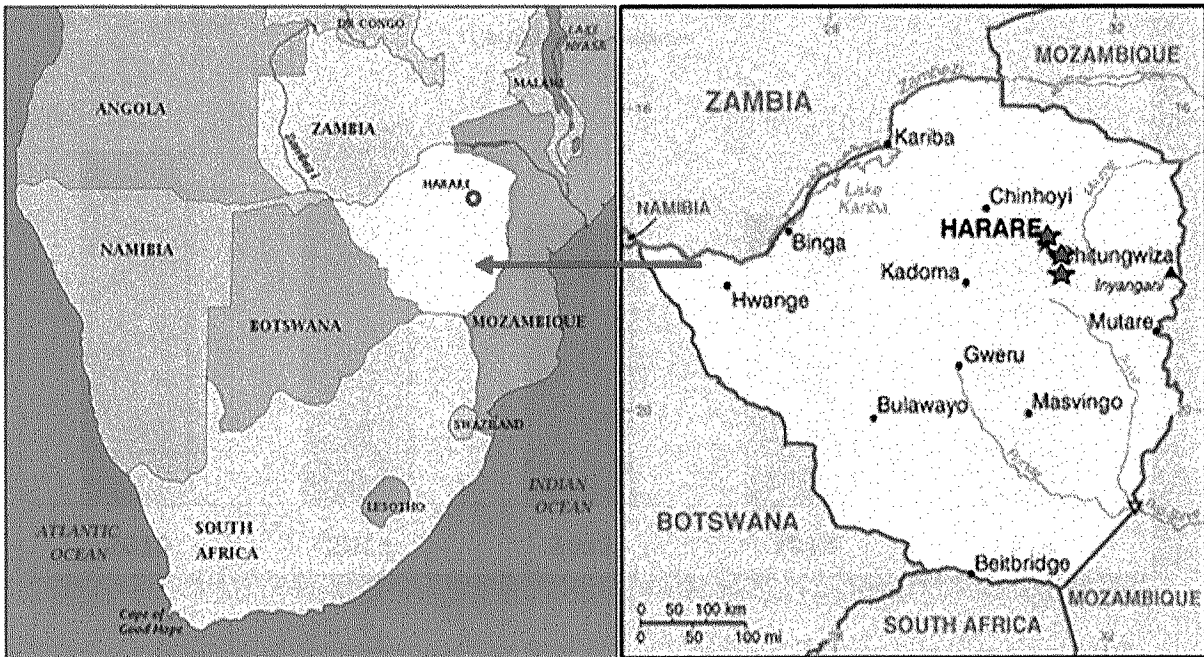
In addition, tourism is a major global phenomenon contributing to economic development. Moreover tourism provides a major economic development opportunity for many countries and a means of improving the livelihoods of its residents. According to the Tourism Policy in Zimbabwe, tourism industry is contributing 10% to GDP. The sector is generating foreign currency of currently \$749million, and tourist arrivals are currently 2,5million estimate and the sectors contribution to employment, is currently 300 000 direct and indirect employees.

However, Tourism is a 'people' business (service sector), and tourists respond to a genuine sense of welcome from staff working in tourism as well as everyone they meet in host communities. It is important to build on intrinsic strengths and optimize the aspect of tourism

Figure 2 Map Showing Location of Zimbabwe in the Southern Part of Africa and the Zimbabwe Map

Southern Africa

Zimbabwe



Source: Google maps <http://pubs.sciepub.com/ajcmr/1/1/5/image/fig1.png>

3.1 Tourism overview

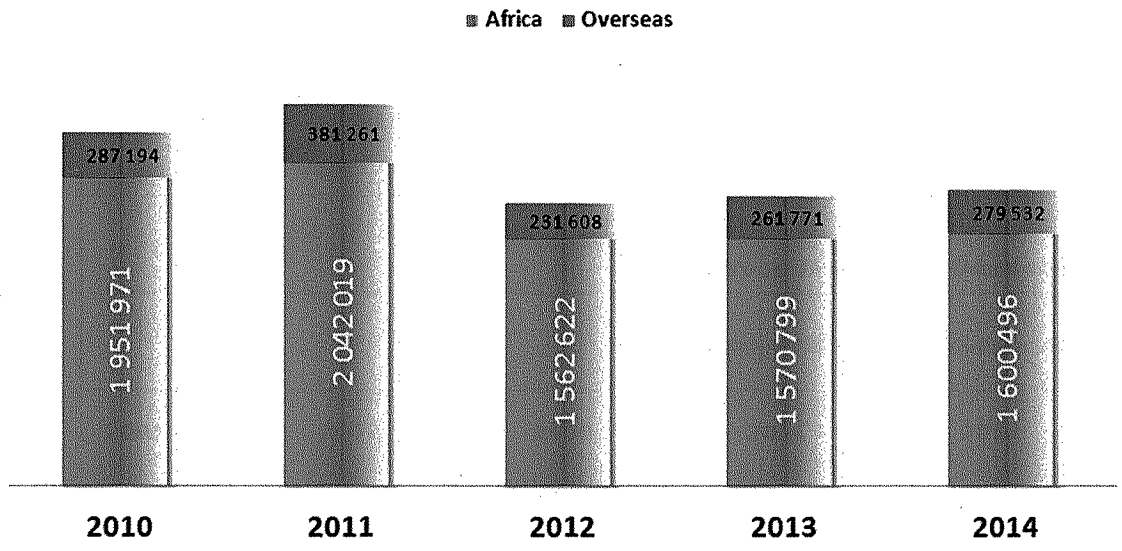
Tourism is one of the key economic drivers in Zimbabwe, riding on remarked improvement in the domestic market and participation by the locals in tourism.

Zimbabwe's traditional markets such as United Kingdom, Germany, United States of America (USA), Canada, France, Netherlands and Italy are among the top 10 world outbound countries. In recent years due to Government efforts, Japan and China have also been among the country's major source markets.

Zimbabwe has a fairly developed Tourism Infrastructure with an abundant array of tourist facilities in place. However, new investments and investments in the tourism infrastructure and superstructure are necessary to spruce up the standards of the facilities which have suffered

decline over the years. With the project increase in tourist arrivals, there is need for more investment in accommodation sector particularly three to five start hotels, luxury lodges and conference facilities in major cities and resorts.

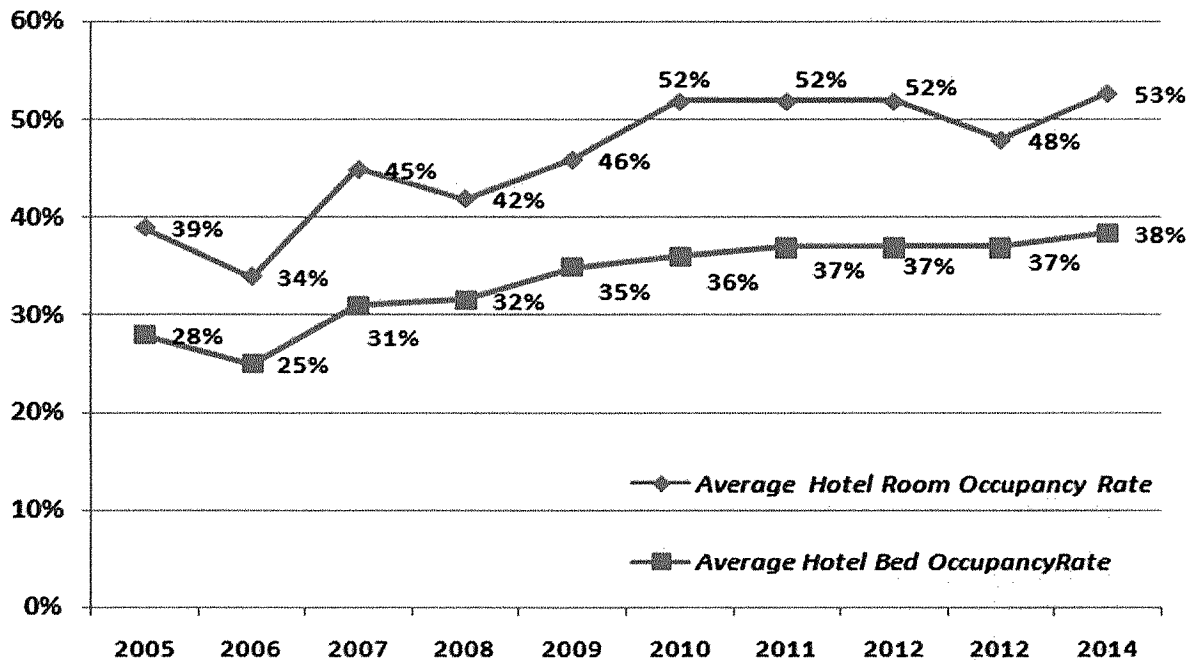
Figure 3 Tourist Arrivals in Zimbabwe from 2010-2014



Source: ZTA (2014) Tourism trends and statistics

Figure 3 above is showing the number of tourist arrivals in Zimbabwe from 2010-2014 overseas versus Africa. Therefore Africa remains the major source market for Zimbabwe.

While domestic tourism forms the backbone of tourism in every successful destination this is not the case in Zimbabwe due to the prevailing economic challenges. Many Zimbabweans have not had an opportunity to undertake holiday travel within the country largely as the majority of the people are living below the poverty datum line. Furthermore, there has been lack of awareness on existing tourism products and affordable packages, (VISION 2020 National Tourism Turnaround and Growth Strategy, 2014)

Figure 4 Average Room and Bed Occupancies

Source: ZTA (2014) Tourism trends and statistics

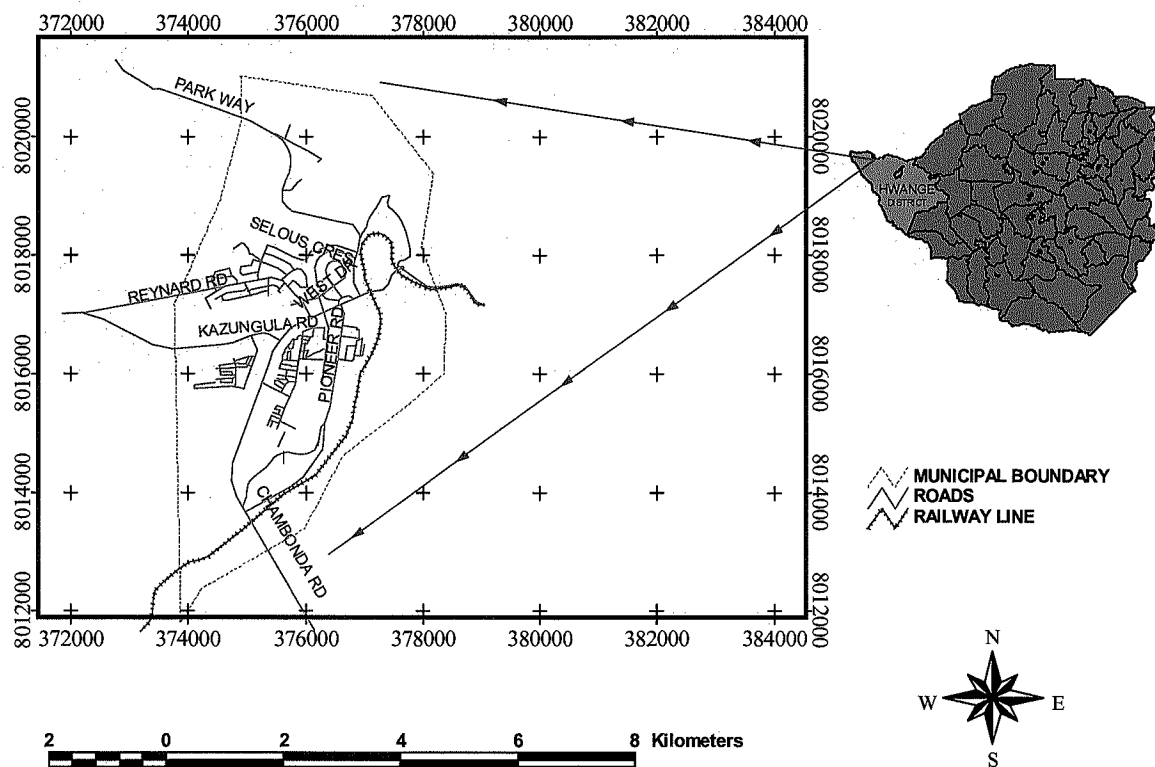
Figure 4 indicates that the average room and bed occupancies rates were on a steady rise from 2008 to 2010, but remained constant from 2010 to 2012 before dipping by 2 percentage points in 2013.

3.2 General background of Victoria Falls town

The town is geographically located in the peripheral northern section of Hwange District (Matebeleland North Province) and it is in close proximity to the Zambian border. According to the 2012 Population Census, the town had a population of 33,060. Victoria Falls Airport is located 18 km south of the town and has international services to Johannesburg and Namibia. A 54 000-hectare Zambezi National Park borders the municipal boundary of the town to the west and south. In the southern part, along the Masuie River, the town shares a common border with Monde Communal Lands. The north-eastern part of the town comprises mainly the Victoria Falls Park, which possesses the rainforest area with beautiful riparian woodlands and the majestic waterfalls on the mighty Zambezi River Chenje et al (1998). The Victoria Falls were created at a

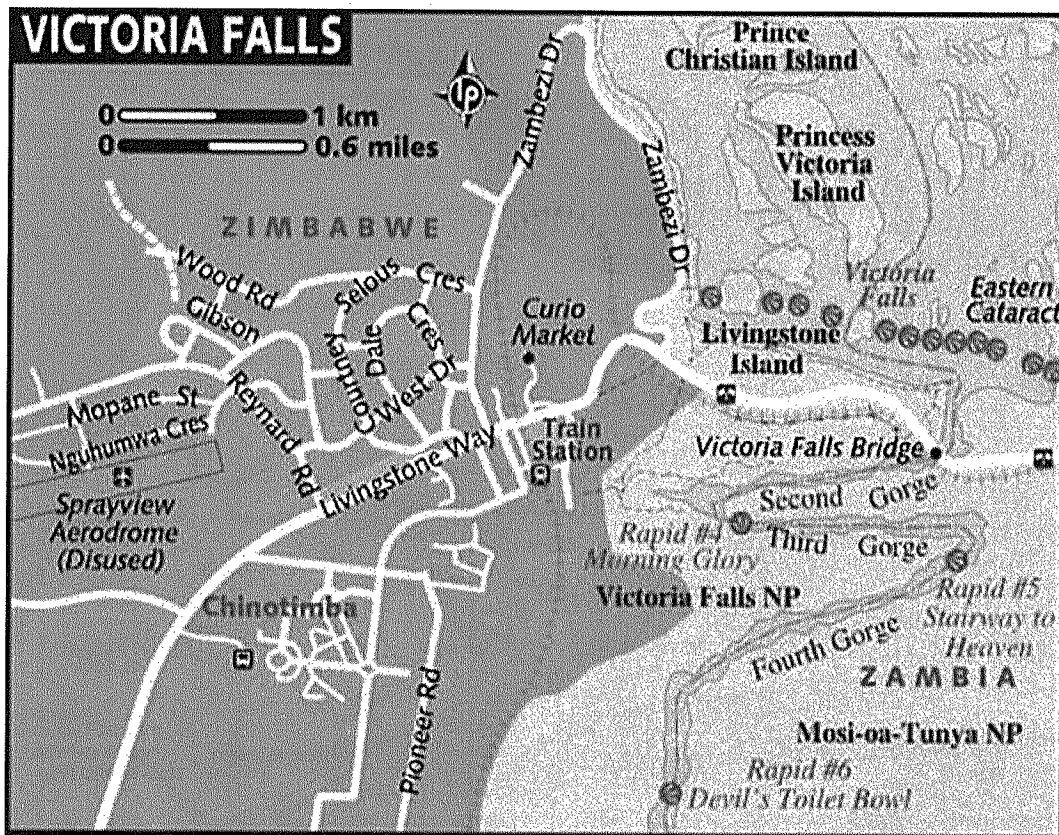
fault line and are one of the seven (natural) wonders of the natural World. They are simply the greatest curtain of falling water on earth, extending 1.7 km in width and 108 metres at their highest point RETOSA (2015). The average flow is 550 000m³ and peak flood water passes at the rate of 700 000 cubic metres per minute The Falls are also known as Mosi-oa-Tunya which means "smoke that thunders" after the large amount of mist or smoke that is generated from the water plummeting over the cliff and into the gorge.

Figure 5 Location of the Study Area



Source: Digitized Aerial Photograph of Victoria Falls (1998) and Zimbabwe District Map
Coordinates are in UTM zone 35 of the WGS-84 projection system (Spheroid)

Figure 6 Destination Guide and Interactive Map of Victoria Falls

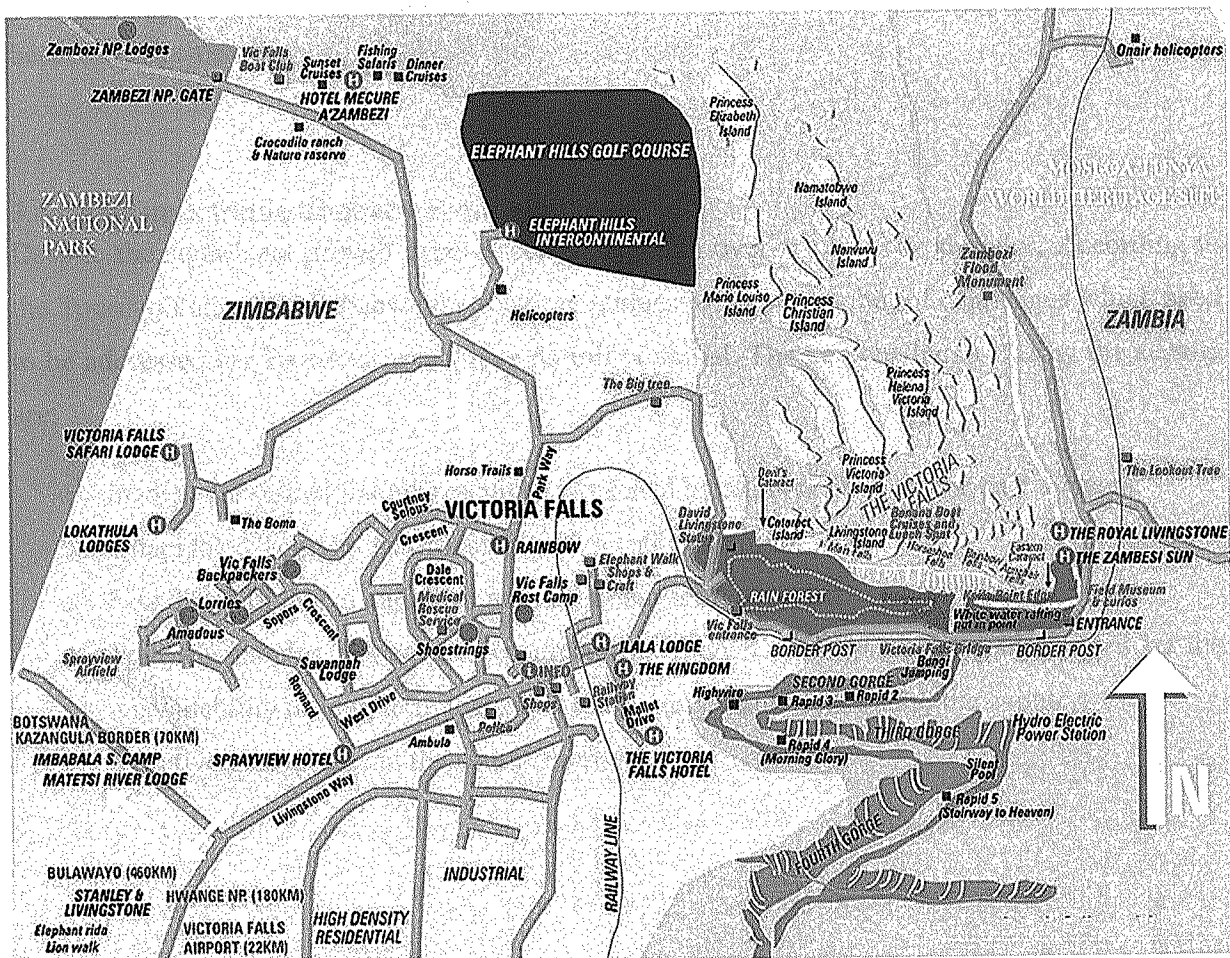


Source: Google maps <https://www.afrizim.com/Image/maps/zimbabwe/victoria-falls/Vic-Falls-Guide.jpg>

3.3 Hotels in Victoria Falls

Over 1,5million tourists visit Zimbabwe, approximately 450 000 according to ZTA, visit Victoria Falls.in light if this, Victoria falls town is well endowed with quite a number of hotels ranging from unrated to five star hotels. One of the most popular hotel in town is the Victoria Falls Hotel, popularly known as "the grand old lady of the falls", is a luxurious 5-Star Hotel on a World Heritage site overlooking the magnificent Victoria Falls, One of the Natural Wonders of the World. Established in 1904, and recently redecorated. This gracious colonial style hotel as indicated by the African sun group of hotels, is set in the lush tropical gardens and epitomizes the romance of grand travel, offering total relaxation Victoria Falls presents a spectacular sight of awe inspiring beauty and grandeur on the Zambezi River. Below is a map of hotels in Victoria Falls

Figure 7 Map Showing Locations of Hotels in Victoria Falls



Source: Google maps <https://www.afrizim.com/Image/maps/zimbabwe/victoria-falls/Vic-Falls-Guide.jpg>

The table below shows four and five star hotels in Victoria Falls

Table 3.1 Four and Five Star Hotels in Victoria Falls

Hotel name	Four star	Five star
Victoria falls hotel		✓
The kingdom at victoria falls	✓	
Elephant hills continental	✓	

Source: copy of database as at June 2015 (tourism resorts in Zimbabwe)

According to ZTA, Victoria Falls hotel is up market holiday makers, Elephant hills hotel is mostly comprised of conferencing and The Kingdom at Victoria Falls is comprised of gambling because it has a casino.

3.4 Challenges facing Zimbabwe tourism sector

Despite the significant growth experienced in Tourism over the last two decades, According to the Tourism Policy in Zimbabwe the sector continues to face a number of challenges which need to be addressed for the sector to achieve its full potential. The key challenges facing the sectors are;

- a. Inadequate skilled human resources worsened by skills flight over the past 10years.
- b. Dilapidated Tourism facilities in need of refurbishment
- c. Few direct flights to and from major tourism source market
- d. Tourism remains inadequate resourced and funded. This has been compounded by the unavailability of long term loans due to liquidity challenges facing the country;
- e. Negative perceptions in the source market

CHAPTER 4: MEASUREMENT OF JOB SATISFACTION

4 An assessment of Job Satisfaction

Most researchers recognize that job satisfaction is a global concept that is comprised of, or indicated by, various facets. The most typical categorization (Smith, Kendall and Hulin, 1969) considers five facets of job satisfaction: pay, promotions, coworkers, supervision, and the work itself. Locke (1976) adds a few other facets: recognition, working conditions, company and management. In addition, it is common for researchers to separate job satisfaction into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors (Judge and Klinger, 2014).

An insight to empirical issues in measuring job satisfaction, in literature, the two most extensively validated employee attitude survey measures are the Job Descriptive Index (JDI) by Smith et al (1969) and the Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al, 1967). The JDI assesses satisfaction with five different job areas: pay, promotion, coworkers, supervision, and the work itself. This index is reliable and has an impressive array of validation evidence. In contrast the MSQ has the advantage of versatility-long and short forms are available, as well as faceted and overall measures (Judge and Klinger, 2014).

According to Judge and Klinger (2014), as for overall measures of job satisfaction, Brayfield and Rothe's (1951) job satisfaction scale is commonly used. It has been vindicated in previous researches for example like that of, Judge, Bono and Locke (2000), they used a reliable (that is internal consistencies [α] at .80 or above) five-item version of this scale. The five items are:

1. I feel fairly satisfied with my present job.
2. Most days I am enthusiastic about my work.
3. Each day at work seems like it will never end
4. I find real enjoyment in my work.
5. I consider my job to be rather unpleasant.

4.1 Measurement of Job Satisfaction

Most research on Job satisfaction is done with questionnaires as indicated by Spector (1997), below are the questionnaires most popular with researchers:

- Minnesota Satisfaction Questionnaires (MSQ)
- Job Descriptive Index (JDI)
- Job Satisfaction Survey (JSS)

4.2 Minnesota Satisfaction Questionnaire (MSQ)

Developed in 1967 by Weiss, Dawis, England, and Lofquist, the Minnesota Satisfaction Questionnaire (MSQ) has become a widely used instrument to evaluate job satisfaction (Spector, 1997).

MSQ measures by means of:-

- Working Conditions.
- Chance of Advancement.
- Freedom to use one's own Judgment.
- Praising for doing a good job.

The MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies, and in generating information about the-reinforce in jobs. The MSQ can be used in an individual or group setting, and standardized instructions for administration are provided. The 1963 version of the MSQ uses a standard five-point response scale. Response choices are "Very Satisfied", "Satisfied", "N" (Neither Satisfied nor Dissatisfied), "Dissatisfied" and "Very Dissatisfied."

The 1967 version adjusted for this by changing the response options to "Not Satisfied," "Somewhat Satisfied," "Satisfied," "Very Satisfied," and "Extremely Satisfied. This modification resulted in a symmetrical scale score distribution that centered on the "satisfied" category and evidenced larger item variance.

Table 4.1 Job Facets of the Short Form MSQ

Facet	Description
Activity	Being able to keep busy all the time
Independence	The chance to work alone on the job
Variety	The chance to do different things from time to time
Social status	The chance to be “somebody” in the community
Supervision/human relations	The way my boss handles his/her workers
Supervision/technical	The competence of my supervisor in making decisions
Moral values	Being able to do things that don’t go against my conscience
Security	The way my job provides for steady employment
Social service	The chance to do things for other people
Authority	The chance to tell people what to do
Ability utilization	The chance to do something that makes use of my abilities
Company policies and practices	The way company policies are put into practice
Compensation	My pay and the amount of work I do
Advancement	The chances for advancement on this job
Responsibility	The freedom to use my own judgment
Creativity	The chance to try my own methods of doing the job
Working conditions	The working conditions
Coworkers	The way my co-workers get along with each other
Recognition	The praise I get for doing a good job
Achievement	The feeling of accomplishment I get from the job

Source: Saner and Eyupoglu (2012)

4.3 Job Descriptive Index (JDI)

According to Spector (1997), The Job Descriptive Index (JDI) was first discussed in Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969). Scale is designed to measure employees' satisfaction with their jobs by looking at five important aspects or facets of job satisfaction which are present job, Job Descriptive Index (JDI) measured by means of:-

- The work itself – responsibility, interest and growth.
- Quality of Supervision – technical help and social support.
- Relationship with co-workers – social harmony and respect
- Promotions opportunities - chances for further advancement.
- Pay - adequacy of pay.

4.4 Job Satisfaction Survey (JSS)

The Job Satisfaction Survey was developed by Paul Spector in 1985 to assess employee attitudes about the job and aspects of the job. The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards, operating procedures, co-workers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items. Responses to each question range from "strongly disagree" to "strongly agree", and questions are written in both directions (Spector, 1997).

CHAPTER 5: METHODOLOGY

5 Research Methodology

To investigate Job Satisfaction in the services sector, the following research methodology was employed.

5.1 Study instrument

To measure the job satisfaction of employees in the services sector (four and five star hotels), the short-form Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, and Lofquist, 1967) was utilized. The Minnesota Satisfaction Questionnaire (MSQ) is one of the most widely used instruments in the measurement of job satisfaction (Scarpello and Campbell, 1983). In addition its validity and reliability has been proven over the 40 years that it has been in use as indicated by Saner and Eyupoglu (2011). It has been used to measure job satisfaction in a variety of sectors. The short-form MSQ is composed of twenty facets, each facet represented with just one satisfaction item.

The short-form MSQ measures three satisfaction scales, namely intrinsic satisfaction, extrinsic satisfaction, and overall job satisfaction. Respondents four and five star hotel employees were asked to express the extent of their satisfaction with each of the 20 facets of their job on a five-point Likert scale ranging from 1 (very dissatisfied) to 5 (very satisfied). The questionnaire was accompanied with a personal information (demographic factors) form in order to determine the demographic variables of the employees that participated in the study (Saner and Eyupoglu, 2013)

5.2 Sample

The population for this study comprises three hotels in Victoria Falls, two four star hotels and one five star hotel. All employees of the three hotels add up to 495 hence a total number of 495 hotel employees were contacted with 409 responding to the Minnesota satisfaction questionnaires. This resulted in 83% response rate. Victoria Falls Town has been selected as the study area because according to the Zimbabwe Tourism Authority (ZTA), it is the flagship destination in the country and presumed to be the main beneficiary of a sizeable fraction of tourism developments and inflows of tourist arrivals. There are two five star hotels in Zimbabwe one of them is Victoria Falls hotel which lies in Victoria Falls and the other is Meikles hotel

which is located in the capital city Harare. In more modern terms Victoria Falls is known as the greatest curtain of falling water in the world and are a UNESCO world heritage site.

5.3 Statistical methods

The statistical package for the social sciences (SPSS) version 13.0 was used to analyse the data collected. Analysis consisted of the computation of descriptive statistics in order to examine the different job satisfaction levels of four and five star hotel employees and ANOVA in order to understand the relationship between job satisfaction and factors influencing job satisfaction. Pearson and Seiler (1983) indicates that mean scores below 3.50 are considered to be more on the “dissatisfied” side of the “satisfaction-dissatisfaction” scale with mean scores above 3.50 being more on the “satisfied” side of the scale. In addition below 3 is considered as “dissatisfaction”. The internal consistency of the questionnaire was obtained using Cronbach’s alpha coefficient. Therefore the reliability of the Minnesota Satisfaction Questionnaire (MSQ) used in this study is 90.8% indicating that it is highly reliable.

CHAPTER 6: RESULTS AND DISCUSSION

Of the 409 responding hotel employees 55.5% were male and 44.5% were female. The gender frequency is illustrated in table 6.1 below:

Table 6.1 Gender Frequency

	Frequency	Percent
Male	227	55.5
Female	182	44.5
Total	409	100

6.1 Job facets mean scores and standard deviations of the Minnesota Satisfaction Questionnaire.

Job facets mean scores and standard deviations will assist in identifying the aspects of the job that are sources of satisfaction and those which are sources of dissatisfaction for hotel employees. They also establish the importance of job aspects as perceived by employees. In addition they determine the employees' job satisfaction levels towards the job aspects.

Table 6.2 Mean Scores of Activity

Gender	N	Mean	Std. Deviation
Male	227	3.11	1.26
Female	182	3.34	1.17
Total	409	3.22	1.23

Activity is about being able to keep busy all the time. Data for the study was collected during the peak season hence table 6.2 above indicates that employees both male and female were not satisfied with this aspect of job satisfaction with a total mean of 3.22. This is evidenced by Pearson and Seiler (1983) who notes that that mean scores below 3.50 are considered to be more on the “dissatisfied” side of the “satisfaction-dissatisfaction” scale. This may possibly be explained by the fact that peak period meant increase in workload hence it became hectic to employees. In consistency with the literature, Dugguh, et al (2014) mentions that, granting

additional authority to employees in their activity, giving them enough job freedom and power so that they feel they 'own' the results are ways of giving them responsibility. Therefore activity and responsibility are interwoven.

Table 6.3 Mean Scores of Independence

Gender	N	Mean	Std. Deviation
Male	227	3.38	1.14
Female	182	3.44	1.14
Total	409	3.40	1.13

Independence denotes the chance to work alone on the job and it can also imply freedom from control of others. Table 6.3 above illustrates the total mean of both male and female being 3.40 which is below 3.50 showing that hotel employees are more on the dissatisfaction side. In consistency with the literature, Dugguh, et al (2014) indicates that there are a number of core job characteristics that impact on job outcomes. He puts it across as Job Autonomy which denotes the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out. Therefore less independence for employees may lead to dissatisfaction.

Table 6.4 Mean Scores of Variety

Gender	N	Mean	Std. Deviation
Male	227	3.38	1.17
Female	182	3.45	1.14
Total	409	3.41	1.16

Variety is the chance to do different things from time to time, being able to diversify. Table 6.4 above shows that employees are not satisfied with this aspect of job satisfaction. Their total mean score is 3.41. In support of this, the job characteristics model (JCM) argues that jobs that contain intrinsically motivating characteristics will lead to higher levels of job satisfaction. Of which variety is one of the core job characteristics of an intrinsically motivating job. Hackman and

Oldham (1976), puts it across as skill variety meaning the extent to which job allows one to do different tasks.

Table 6.5 Mean Scores of Social Status

Gender	N	Mean	Std. Deviation
Male	227	3.44	1.03
Female	182	3.47	1.05
Total	409	3.45	1.04

Social status is the chance to become “somebody” in the community. An individual’s standing in relation to other people in the society. Table 6.5 above indicates the mean score of 3.45 of hotel employees which is more of the dissatisfaction side of the “satisfaction-dissatisfaction side” It is congruent with the literature, Job characteristic theory (Hackman and Oldham 1976) cited in Dugguh, et al (2014) notes that Task Significance is the degree to which the job has substantial impact on the lives or work of people in other departments in the organization or in the external environment. If an employee fails to get social status they will be subject to dissatisfaction.

Table 6.6 Mean Scores of Supervision/Human Relations

Gender	N	Mean	Std. Deviation
Male	227	3.41	1.04
Female	182	3.39	1.02
Total	409	3.40	1.03

Supervision/human relations denote the way one’s boss handles his/her workers, in other words it is treatment of people in a professional context. In this scenario, the total mean score in table 6.6 is 3.40 showing that the hotel employees are more dissatisfied. The literature is in support of this, Herzberg (2008) stated that supervision is very important in order to decrease dissatisfaction on the work place; employers of labour must begin by making wise decision when appointing someone to the role of supervisor and be aware that good employees do not always make good

supervisors. The role of a supervisor is extremely difficult; it requires leadership skills and the ability to treat all employees fairly

Table 6.7 Supervision Technical

Gender	N	Mean	Std. Deviation
Male	227	3.41	1.01
Female	182	3.37	0.99
Total	409	3.39	1.00

Supervision Technical indicates the competence of one's supervisor in making decisions and also making work done. The total mean score in table 6.7 above is 3.39 indicating more of dissatisfaction on the employees. In consistency with the literature, Dugguh, et al (2014) indicates that, there should also be positive feedback and a set means of evaluating or appraising employees. The way an employee perceives a supervisor's behaviour can positively or negatively influence job satisfaction.

Table 6.8 Mean Scores of Moral Values

Gender	N	Mean	Std. Deviation
Male	227	3.41	1.04
Female	182	3.37	1.07
Total	409	3.39	1.05

Moral values denote being able to do things that don't go against one's conscience, noble mean conforming to a standard of what is right and good. The total mean score of 3.39 in table 6.8 above illustrates more of dissatisfaction among the hotel employees. Literature reveals that, Herzberg (2008) stated that, if you want people to be motivated to do good job, give them a good job to do. This would increase satisfaction rather than dissatisfaction.

Table 6.9 Mean Scores of Security

Gender	N	Mean	Std. Deviation
Male	227	3.54	1.07
Female	182	3.52	1.04
Total	409	3.53	1.06

Security is the way one's job provides for a steady employment thus state of being free from threats like retrenchment. The total mean score of employees is 3.53 as shown in table 6.9 above. Pearson and Seiler (1983) indicate that the scale with mean scores above 3.50 is more on the "satisfied" side of the "satisfaction-dissatisfaction" scale. This finding is consistent with such studies as Maslow's hierarchy of needs (1954) where safety/ security occupy the second stage of the hierarchy of human needs. Both economic and physical security are needed by employees and also freedom from threats. In terms of security also the findings indicate that male employees are more satisfied than females with a higher mean score of 3.5419 than that of females.

Table 6.10 Mean Scores of Social Service

Gender	N	Mean	Std. Deviation
Male	227	3.46	1.04
Female	182	3.43	1.09
Total	409	3.45	1.06

Social service is the chance to do things for other people or it can imply activity aiming to promote the welfare of others. This job aspect indicates that hotel employees are more dissatisfied with their total mean score of 3.45 as shown in table 6.10 above. Aligned with literature, Sharma and Jyoti, (2009) cited in Saner and Eyupoglu (2015) indicates that job satisfaction is central to the work lives of employees and for effective use of personnel within organizations., our job is not only a main source of income but also an important part of our life that contributes to our social standing. If employees get the chance to do things for other people, this will decrease job satisfaction.

Table 6.11 Mean Scores of Authority

Gender	N	Mean	Std. Deviation
Male	227	3.36	1.18
Female	182	3.33	1.07
Total	409	3.35	1.13

Authority denotes the chance to tell people what to do. in simpler terms it is the power or right to give orders, make decisions, and enforce obedience. From the findings employees are more dissatisfied with this job aspect their total mean score is 3.35 as shown in table 6.11 above. In consistency with literature, Saner and Eyupoglu (2015) indicate that, employees' job satisfaction can be predicted by employees' evaluation of the work climate, levels of organizational support and the employment situation when an employee is satisfied at work, he or she is likely to be more stable, productive and accomplished towards organizational goals

Table 6.12 Mean Scores of Ability Utilization

Gender	N	Mean	Std. Deviation
Male	227	3.47	1.18
Female	182	3.47	1.08
Total	409	3.47	1.13

Ability utilization is the chance to do something that makes use of one's abilities. It can be competence in an activity or occupation because of one's skill, training or other qualification. The hotel employees are more dissatisfied with this job aspect. From the findings their total mean score is 3.47 as shown in table 6.12 above. In consistency with literature, Shrivastava and Purang, (2009) cited in Saner and Eyupoglu (2015) indicates that, today's work environment is undergoing a major shift; factors such as globalisation, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people. Therefore ability utilization should be taken into consideration for more productivity and less turnover.

Table 6.13 Mean Scores of Company Policies and Practices

Gender	N	Mean	Std. Deviation
Male	227	3.33	1.11
Female	182	3.30	1.00
Total	409	3.31	1.06

Company policies and practices is the way company policies are put into practice or the way organizational policies are implemented. From the findings employees are more dissatisfied with a total mean of 3.31 shown in table 6.13 above.. This is consistent with literature, according to Saner and Eyupoglu (2011), Company policies and practices may also relate to an employee's job security which contributes significantly to job satisfaction. In addition dissatisfaction with company policies and practices may lead to low satisfaction as indicated by the results.in support of this; Herzberg (2008) indicates that organization policies can be a great source of frustration for employees. For example if the policies are unclear or unnecessary or if not everyone is required to follow them when some categories or class of staff are supposed to go through some unpleasant company policy whereas another group of workers are exempted Although employees will never feel great sense of motivation or satisfaction due to company policies, dissatisfaction can be decreased in this area by making sure that the company policies are fair and apply to all. Also, make printed copies of the policies and procedures manual easily accessible to all members of your staff.

Table 6.14 Mean Scores of Compensation

Gender	N	Mean	Std. Deviation
Male	227	3.49	1.09
Female	182	3.53	1.03
Total	409	3.51	1.06

Compensation simply denotes one's pay and the amount of work done, it can also be evaluated as income.. The results indicate that the hotel employees are more satisfied with this job aspect. Table 6.14 above, show that the total mean score is 3.51. The reason for satisfaction may be that, since data was collected during the peak period it meant more tourist arrivals hence more tips to

employees. In support of this, Herzberg (2008) states that salary is another factor, even though salary cannot be said to be a motivator for employees, but every worker do want to be paid fairly. For instance, a surgeon who happens to be a medical doctor will not be happy to receive the salary of a cleaner in the same hospital; he must be paid what corresponds to his level of professionalism. If individuals believe they are not compensated well, they will be unhappy working for the employers

Table 6.15 Mean Scores of Advancement

Gender	N	Mean	Std. Deviation
Male	227	3.43	1.19
Female	182	3.35	1.10
Total	409	3.39	1.15

Advancement denotes the chances of advancement on the job, promotion or elevation to a higher rank or position. Opportunities for advancement in the hospitality industry is more on the dissatisfaction side of the “satisfaction-dissatisfaction side” Table 6.15 above indicates the total mean score of 3.39 of hotel employees. In consistency with literature, Saner and Eyupoglu (2015) indicate that job satisfaction is central to the work lives of employees and for effective use of personnel within organizations. Hence dissatisfaction can be a probable reflection of various items that may contribute to the low satisfaction experienced by hotel employees; such as inadequate time to further studies due to high workloads such as recurring shifts, pressure from tourists during peak periods only to mention a few.

Table 6.16 Mean Scores of Responsibility

Gender	N	Mean	Std. Deviation
Male	227	3.48	1.07
Female	182	3.46	1.05
Total	409	3.47	1.06

Responsibility is the freedom of one to use his/her own judgment. the state or fact of being accountable to something The study indicates that for the facets of responsibility hotel

employees are more dissatisfied with this job aspect. Table 6.16 above indicates a total mean score of 3.47. In support of this Dugguh, et al (2014) states that, responsibility is taken action for ones actions. Granting additional authority to employees in their activity, giving them enough job freedom and power so that they feel they 'own' the results are ways of giving them responsibility. As employees grow, they can be provided opportunities for added responsibility by adding challenging and meaningful work.

Table 6.17 Mean Scores of Creativity

Gender	N	Mean	Std. Deviation
Male	227	3.55	1.14
Female	182	3.55	1.05
Total	409	3.55	1.10

Creativity is the chance of one to try his/her own method of doing the job or it can imply being innovative. From the findings total mean score is 3.55 as shown in table 6.17 above. This is congruent with the literature; Herzberg (2008) indicates that satisfied employees tend to be more productive, creative and committed to their employers.

Table 6.18 Mean Scores of Working Conditions

Gender	N	Mean	Std. Deviation
Male	227	3.52	1.08
Female	182	3.52	0.93
Total	409	3.52	1.01

Working conditions is the environment in which people work in and all existing circumstances affecting labour in the workplace, including job hours, physical aspects, legal rights and responsibilities. The findings from this study indicate that hotel employees are more satisfied with their working conditions the total mean score is 3.52 shown in table 6.18 above. In consistence with the literature, Herzberg (2008) indicates that the environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing.

Table 6.19 Mean Scores of Coworkers

Gender	N	Mean	Std. Deviation
Male	227	3.51	1.04
Female	182	3.46	0.96
Total	409	3.48	1.00

Coworker is the way one's coworkers get along with each other thus workmates at work typically someone in a similar role or at a similar level within an organization. Results indicate that employees are more dissatisfied with their interpersonal relationships. Table 6.19 above indicates the total mean score of 3.48. To shade more light Herzberg(2008) indicates that part of the satisfaction of being employed in any organization is the social contact it brings to the worker, it could be during lunch break together or coffee break, by allowing employees a reasonable amount of time for socialization this will help them develop a sense of teamwork

Table 6.20 Mean Scores of Recognition

Gender	N	Mean	Std. Deviation
Male	227	3.67	1.13
Female	182	3.63	1.14
Total	409	3.65	1.13

Recognition is the praise one gets for doing a good job, compliment or acknowledgement for job well done. From the findings table 6.20 above indicates employees are satisfied with this job aspect evidenced by their mean score of 3.65. Pearson and Seiler (1983) indicates that mean scores above 3.50 are more on the "satisfied" side of the "satisfaction-dissatisfaction" scale. This is consistent with the literature, according to the review on Herzberg's motivation theories by the Harvard business school, Herzberg pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions above all employee satisfaction and motivation have always been important issues. After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and

retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers (Herzberg, 2008).

Table 6.21 Mean Scores of Achievement

Gender	N	Mean	Std. Deviation
Male	227	3.74	1.13
Female	182	3.79	0.90
Total	409	3.76	1.03

Achievement is the feeling of accomplishment one gets from the job especially by superior ability, special effort or great courage. From the findings, females are way more satisfied with this job aspect than males. Females mean score is 3.79 and 3.74 is mean score for males respectively. The total mean score is 3.76 as shown in table 6.21 above. In support of this Lam, et al (2001), indicates that, the hotel industry is a service and people-oriented business. To be successful in a competitive market, it is important that hotel managers know how their employees feel at work and what they want. The amount of effort that an employee expends toward accomplishing the hotel's goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires. In light of this, Dawis and Lofquist (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfils the individual's needs.

In coherence with the literature, Saner (2015) notes that the widely used definitions in job satisfaction literature are those of Locke (1976), Dawis and Lofquist (1984), and Porter, Lawler, and Hackman (1975). Locke (1969) is one of the scholars who defined job satisfaction by mentioning that; job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings that results from the appraisal of job such as, frustration or blocking the achievement of the values (Schwepker, 2001).

6.2 Overall job satisfaction

Table 6.22 Mean Value of Job Satisfaction

	N	Mean	Std. Deviation	Std. Error Mean
JS	409	3.45	0.65	0.03

As indicated in Table 6.22 above, the overall job satisfaction mean score for the hotel employees is 3.45. According to Pearson and Seiler (1983) cited in Saner and Eyupoglu (2011), mean scores below 3.50 are considered to be more on the “dissatisfied” side of the “satisfaction-dissatisfaction” scale with mean scores above 3.50 being more on the “satisfied” side of the scale. In this respect, hotel employees are more dissatisfied with their job. This can be explained by the recently signed Labour Amendment Bill into law less than a week after it was stamped through Parliament. The legal experts said the major changes on the Labour Law were made to Section 12 of the original Act, and in the process, removed the common law position that allowed the termination of contracts on three months’ notice.

The hasty changes to the labour law country were triggered by a July 17 Supreme Court judgment giving employers the same rights as workers in the cancellation of contracts. Approximately 25 000 people lost their jobs in the past 40 days alone as employers took advantage of the ruling to streamline their workforce in the midst of a debilitating economic crisis. While employers have angrily reacted to the retrospective clause,

Part 18 of the new law’s Section 12 on transitional provision reads: “Section 12 of the Labour Act [Chapter 28:01] as amended by this Act applies to every employee whose services were terminated on three months’ notice on or after the 17th July, 2015”. (<https://www.newsday.co.zw/2015/08/27>).

In addition this current law made employees insecure about their jobs. This therefore can be a sound reason to explain the dissatisfaction part of the overall job satisfaction in this study, because every employee never knew what tomorrow will bring.

Table 6.23 Job Facets Mean Scores and Standard Deviations.

Variable	Male			Female			Total		
	N	M	SD	N	M	SD	N	M	SD
Facet									
Activity	227	3.11	1.26	182	3.34	1.17	409	3.22	1.23
Independence	227	3.38	1.14	182	3.44	1.14	409	3.40	1.13
Variety	227	3.38	1.17	182	3.45	1.14	409	3.41	1.16
Social status	227	3.44	1.03	182	3.47	1.05	409	3.45	1.04
Supervision/ human relations	227	3.41	1.04	182	3.39	1.01	409	3.40	1.03
Supervision/ technical	227	3.41	1.01	182	3.37	0.99	409	3.39	1.00
Moral values	227	3.41	1.04	182	3.37	1.07	409	3.39	1.05
Security	227	3.54	1.07	182	3.52	1.04	409	3.53	1.05
Social services	227	3.46	1.04	182	3.42	1.09	409	3.45	1.06
Authority	227	3.36	1.18	182	3.33	1.07	409	3.35	1.13
Ability utilization	227	3.47	1.18	182	3.47	1.08	409	3.47	1.13
Company policies and practices	227	3.33	1.11	182	3.30	1.00	409	3.31	1.06
Compensation	227	3.49	1.09	182	3.53	1.03	409	3.51	1.06
Advancement	227	3.43	1.19	182	3.35	1.10	409	3.40	1.15
Responsibility	227	3.48	1.06	182	3.46	1.05	409	3.47	1.06
Creativity	227	3.55	1.14	182	3.55	1.05	409	3.55	1.10
Working conditions	227	3.52	1.08	182	3.52	0.93	409	3.52	1.01
Coworkers	227	3.51	1.04	182	3.46	0.96	409	3.48	1.00
Recognition	227	3.67	1.13	182	3.63	1.14	409	3.65	1.13
Achievement	227	3.74	1.13	182	3.79	0.90	409	3.76	1.03

Table 6.23 above is a summary of all the 20 job facets mean scores. Activity occupies the lowest mean score of 3.22 whereas achievement has the highest mean score of 3.76. In substantiation, the data for the study was collected during the peak period which is December. In Zimbabwe, December is termed the festive season hence during this time there will be an influx of tourists for example it similar to what happens in the Mediterranean region for instance in Cyprus during summer time. In light of this activity is about being able to keep busy all time and the employees are dissatisfied with this job facet this may possibly be explained by the fact that workload will be too much and recurring shifts during this period of the year to match with the tourist arrivals. Lam, et al (2001), indicates that, the hotel industry is a service and people-oriented business hence under this hectic situation goals need to be met, showing hospitality and providing good services to the people.

In contrast achievement is the feeling of accomplishment one gets from the job. Hotel employees were highly satisfied since there is an influx of tourists during the festive season it can possibly mean that tips were high such that one would not worry about the bonus they were not given in November 2016. Locke (1969) is one of the scholars who defined job satisfaction by mentioning that; job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings that results from the appraisal of job such as, frustration or blocking the achievement of the values. In addition being praised for the job well done motivates every employee, that's why they had this feeling of accomplishment despite keeping busy all the time during the peak period.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

The aim of this study was to provide empirical evidence on job satisfaction in Zimbabwe hospitality industry, case study of Victoria Falls which is the flagship destination of the entire country. The results show that data collected and analysed from the four and five star hotel employees indicate dissatisfaction of the overall job satisfaction of hotel employees with a mean score of 3.45 which is less than the satisfaction mean of 3.50 and above according to Pearson and Seiler (1983)

Only 5 out of 20 job facets namely security, compensation, creativity, recognition and achievement satisfied the hotel employees. Job facet mean scores helped in identifying the aspects of the job that are sources of satisfaction and those which are sources of dissatisfaction for hotel employees hence this imbalance of 5/20 show dissatisfaction of employees with their jobs. Basically it was found out that the most important job factor that contributes to job satisfaction for hotel employees is not really the monetary incentives or benefits, but the recognition and esteem or fame the job gave them. However, the monetary factor could not be ignored; it also serves as a major factor that gives the hotel employees the job satisfaction they have.

To substantiate this, according to the review on Herzberg's motivation theories by the Harvard business school, Herzberg (2008) pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions above all, employee satisfaction and motivation have always been important issues.. Although employees do want to be paid fairly for their job, money is not said to be the solely effective way to motivate individual. Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required.

An important literature finding for organizations to note is that job satisfaction has a relationship with employee satisfaction which is tenuous. This serves as a piece of information to managers, businessmen and researchers as indicated by Dugguh, et al (2014). Herzberg (2008) states that Hygiene issues can only dissatisfy if they are absent or handled improperly by employers. He further explains that when an organizations policy is unclear or unfair, it can stand in the way of employee satisfaction

I would recommend that, further researches should be made into the focus of this study so as to analyse the issue of job satisfaction more adequately among hotel employees. This issue of job satisfaction was not taken seriously in Zimbabwe up to July 2015 when serious retrenchment took place all over the country. Therefore such researches should go deeper into the factors motivating the hotel employees and the factors that could motivate and increase the job satisfaction among hotel employees. The sample size of such studies should essentially include more hotel workers probably from different hotels all over Zimbabwe so as to cater for the limitation of the sample size and restriction of the population to only hotel employees in four and five star hotels.

Implications to managers are that, owners of hotels and the management staff representing the owner of the business should recognize employees as partners in the business both should work towards a better working environment. Dugguh, et al (2014) indicates that, superior-subordinate communication is also an important influence on job satisfaction in organizations. The way an employee perceives a supervisor's behaviour can positively or negatively influence job satisfaction.

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

In conclusion, dissatisfaction amongst human resources is undesirable and dangerous in any profession. Increase in satisfaction leads to reduction in turnover, Satisfied and committed human resources are the most significant assets of any organisation,

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APPENDIX: SHORT FORM MINNESOTA SATISFACTION QUESTIONNAIRE

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.