

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

MASTER'S THESIS

**THE RELATIONSHIP BETWEEN COMPENSATION
AND EMPLOYEE JOB SATISFACTION: A STUDY AT A
HOTEL IN ZIMBABWE**

GREY RAPAI

NICOSIA

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Thesis Defense

**The Relationship Between Compensation and Employee Job Satisfaction: A Study at A
Hotel in Zimbabwe**

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ABSTRACT

The main purpose of venturing into this research was to dig deep the underlying compensation variables which are related to job dissatisfaction at Flamboyant Hotel. This explanatory research explored the relationship between one variable, (Compensation) which was sub divided into direct financial, indirect financial and non-financial has on the other (Job Satisfaction). In emphasizing some of the key issues covered in this study, some available literature was scrutinized and reviewed. The study was approached in a deductive manner and employed a quantitative method whereby a survey was conducted through the use of questionnaires. A combination of the Minnesota Satisfaction Questionnaire and the Bikita compensation questionnaire were used to obtain respondents' feelings towards different facets of the compensation system and the job. The population used for the study was 120. SPSS Version 23 was used for data presentation and analysis. ANOVA and correlation coefficients were employed to explore the link between and among variables. Results revealed that employees at Flamboyant Hotel were dissatisfied with their jobs. The majority of employees indicated poor satisfaction levels with the direct financial rewards they get from the company. The workers indicated better levels of satisfaction with the indirect financial compensation which covers housing allowance, social security and health insurance among others. In conclusion, results of the survey are discussed in an attempt to pave and clear the way for future researches on the enhancement of job satisfaction of hotel employees in Zimbabwe and beyond.

ÖZ

Bu araştırmanın temel amacı Flamboyant Oteldeki çalışanların iş tatminsizliklerinin altında yatan tazmin değişkenlerini ortaya çıkarmaktır. Açıklayıcı nitelikte gerçekleştirilen bu araştırma, - doğrudan finansman, dolaylı finansman ve finansman olmayan gibi alt metinlerde incelenen tazmin ile iş tatmini olarak isimlendirilen- iki değişken arasındaki ilişkiyi keşfetmeye yönelik uygulanmıştır. Bu çalışma kapsamında ele alınan temel meselelerden bazılarının vurgulanabilmesi için, literatürde mevcut olan çalışmalar irdelenmiştir. Bu çalışma tümdengelimli bir şekilde yapılmış olup, anket soruları üzerinden yürütülen bir nicel metot izlenmiştir. Ankete katılan 120 kişinin iş ve iş yükünün tazmini ile alakalı konulara yönelik hislerini ortaya çıkarmak için Minnesota İş Tatmin Ölçeği ile Bikita Tazmin Anketi sorularından oluşan bir kombinasyon soru bankası kullanılmıştır. ANOVA ve korelasyon katsayıları, değişkenler arasında bağ kurabilmek için kullanılmıştır. Çalışmanın sonucunda elde edilen bulgular, Flamboyant Otel çalışanlarının iş tatminsizlikleri olduğunu ortaya çıkarmıştır. Çalışanların büyük bir çoğunluğu, şirket tarafından edindikleri doğrudan finansmana yönelik tatmin seviyelerinin çok düşük olduğuna işaret etmişlerdir. Bununla birlikte, çalışanların dolaylı finansman anlamında, konut yardımı/ödenegi, sosyal güvenlik ve sağlık sigortaları bakımından diğer değerlere göre daha çok tatmin oldukları gözlemlenmiştir. Sonuç olarak, bu anket çalışması hem Zimbabwe hem de diğer ülkelerde bulunan otel çalışanlarının iş tatmininin artırılmasına ışık tutabilecek yolu açmak için yapılmıştır.

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LIST OF ABBREVIATIONS

JDI	Job Descriptive Index
MSQ	Minnesota Satisfaction Questionnaire
COM	Compensation
DFC	Direct Financial Compensation
IFC	Indirect Financial Compensation
NFC	Non-Financial Compensation
JS	Job Satisfaction

CHAPTER 1

INTRODUCTION

1.1 Research Background

Employee attitudes are very important to monitor, understand, and manage. They develop as the consequences of the feelings of quality or inequality in the reward system (Newman, Thanacoody and Hui, 2011). Managers are particularly concerned about job satisfaction. Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". When employees are satisfied they are motivated to work and are more productive, so management need information on employee job satisfaction in order to make sound decisions, in both preventing and solving employee problems. Lack of Job satisfaction may lead to increased absenteeism, turnover, and the undesirable behaviors, so employers should develop satisfaction among their employees.

Shrivastava and Purang, (2009) state that job satisfaction is an important aspect of great corporate success and a satisfied employee is more committed to work and conversely dissatisfaction can lead to a major drawback on a company's production as workers are less committed to work (Whitehill & Takezawa, 1968). Job dissatisfaction is the major contributor to low employee performance, company productivity and brain drain as shown by various researches that preceded this study. Empirical studies show the importance of job satisfaction and different consequences of this important work attitude. Budhwar and Debrah, (2001) emphasize that job satisfaction is a major indicator of employee feeling towards their job and can be used to predict employee behavior at work for example absenteeism. Judge and Hulin (2003), point out that it is common that job satisfaction can facilitate the association between personality variables and some non-standard work behaviors. Although the association of job satisfaction with other vital factors such the workplace conditions, employee welfare, workplace stress and social interference completely analyzed and searched, but the antecedents which positively impact job satisfaction still lack research and need to work. Especially despite a wide range of literature on the subject there is still a knowledge gap left by other researchers principally in the hospitality as well as the Zimbabwean context in general.

Spector (1997) claims that there is concrete evidence found in modern firms that suggests people work, not only for money but other reasons. This assertion motivated the researcher's investigation into components of job satisfaction related to financial and non-financial rewards. Dessler (2007), states that the implementation of Taylorism in an organization may result in increased productivity as coercion of employees make them work at a faster pace. Thang and Buyens (2008) point out that this increases employee dissatisfaction and leads to exhaustion, hence inspiring the researcher to focus this study on employee job satisfaction. Compensation is meant to reward employees for services they provide to a company and also plays a significant role in the satisfaction of workers; hence it is an important human resource management function (Torres and Kline, 2006). Proper compensation schemes to employees reduces or solve problems on high labour turnover, absenteeism, and low morale which disrupt the productivity of a company (Gall and Gall 1996). Amiri, Khosravi, and Mokhtari (2010) hypothesize that it is important to examine compensation as it is alleged to have an effect on job satisfaction of employees.

Stakeholders have difficulties in attempting to create a clear and appealing strategy that can be used for the implementation of a sound compensation plan for ensuring the preservation of job satisfaction (Petrescu and Simmons 2008), so this study critically investigates the relationship between compensation and its three components (direct financial, indirect financial, and non-financial) and job satisfaction.

Most modern Zimbabwean organizations embrace the concept of the 'economic man' as they have the earliest belief on job satisfaction and motivation. This concept suggests that money exerts action in people; resultantly it has led companies to formulate pay structures (Perkins and White 2008). Flamboyant hotel is the oldest, largest and one of the most popular hotels in Masvingo province in Zimbabwe. From 2009 up to date the hotel like most hotels in the country experienced a severe drop in occupancy numbers. The Zimbabwe Tourism Authority 2015 annual report reveals that the major cause to these sharp drops in occupancy statistics in the hospitality industry is mainly associated to reward management systems. This could be as a result of the introduction of a stronger American dollar into the economy which might have caused Zimbabwe to be an expensive destination for tourists from different countries. It became more challenging for Hotels to attract a highly skilled workforce and also to pay employees hence leading to dissatisfaction of

workers in the industry. In an attempt to stay in the market and survive, Flamboyant hotel tried to use different strategies to cope with the different obstacles from last few years. One of these strategies is reward management systems. In this study the researcher aims to investigate how much this strategy was effective.

1.2 Significance of the Study

The concept that most organizations trivialize the importance of compensation aggravates the birth of this research studying the relationship between compensation and worker job satisfaction. The impact of rewards on worker job satisfaction should be considered by management as it is an influential aspect in the compensation equation.

The job and its environment job are critical elements of a total compensation scheme. Compensation is an effective tool of employee satisfaction and if handled well can be the reason for a workforce that is proud and motivated. Compensation increases the level of communication, commitment and transparency and most importantly contribution of workers when there is balancing of the contribution-benefit equation. Most Zimbabwean hotels ignore the concept of equity on compensation hence resulting in job dissatisfaction. The study was also motivated by how organizations give limited attention to social, economic and political environments that their employees are subjected to when compensating. The harsh economic conditions that were experienced in Zimbabwe in 2008 led to employers rewarding their employees through coupons and vouchers and this led to dissatisfaction of workers. Hence job satisfaction is also affected by social, environmental, economic, and educational as well as gender dimensions. The fragmented compensating approach at Flamboyant Hotel saw the failure of an otherwise reasonable compensation policy in Zimbabwe's hospitality industry hence discontentment among employees. At Flamboyant Hotel, apparent job dissatisfaction was proven by collective industrial actions, high staff turnover, low morale and worsened service delivery. These are all characteristics of dissatisfied employees. This has resulted in the hotel becoming less competitive and having a negative brand image. After that the Flamboyant hotel started to implement reward system to improve situation at workplace. The hotel puts more focus on financial rewards and under estimates non-financial compensation. The significance of this research is hinged on showing how much this new system is effective, and also how much can be done to increase job satisfaction at

the workplace. So the current research's major goal is to critically analyze the underlying compensation variables that have contributed to the job satisfaction levels at the hotel.

The study was undertaken for some reasons below:

- Numerous stakeholders can find the information obtained very useful.
- Results of the research can be used by other organizations to establish if compensation strategies and systems which motivate workers at Flamboyant Hotel could also motivate their employees.
- The shortfalls of Flamboyant Hotel can be a basis for other companies in the hospitality industry to revise their pay structures and compensation systems with the aim of motivating employees and also on achieving job satisfaction.
- The findings of the research will enable the government to check and refine existing labour laws and policies on compensation so as to ensure equity and increased job satisfaction.
- The findings of this research can be useful to employer organizations and trade unions.
- The research findings will also give the researcher the opportunity to extract the gaps between theoretical aspects and practical activities on the ground.

1.3 Research Objectives

Generally, this research's objective is identifying compensation and job satisfaction relationships and the specific objectives are as follows:

- To find-out if there is a relationship between direct financial compensation and job satisfaction
- To determine if a positive relationship between indirect financial compensation and job satisfaction exists.
- To find relationship between non-financial compensation and job satisfaction.

So accordingly this study has one general hypothesis and three specific hypotheses as follow:

General Hypothesis: **H:** There is a positive relationship between compensation and job satisfaction.

Specific hypotheses

H (a): There is a positive relationship between Direct Financial compensation and job satisfaction

H (b): There is a positive relationship between Indirect Financial compensation and job satisfaction

H (c): There is a positive relationship between Non-Financial compensation and job satisfaction.

1.4 Research Question

What is the relationship between compensation and job satisfaction?

1.5 Definition of Key Terms

Compensation (COM): Employee rewards, direct or indirect. Constituted of bonuses, stock, benefits and wages (Ehrenberg & Milkovich, 1987)

Direct financial compensation (DFC):- basic wage for employee (per hour, per week, per month or annually) can be performance based.

Non-financial compensation (NFC): - These benefits' value is intangible. Earned from the job or employer

Indirect financial compensation (IFC): - Non-monetary benefits given to employees, including, health insurance, life assurance, company car and mobile and pension funds.

Job Satisfaction: - the level of fulfilment an employee gets from their job.

1.6 Organization of the Study

The research paper has five chapters with chapter one giving an introduction of the study, chapter two giving the literature review and chapter three giving the methodological approaches that were used. Chapter four presents the results and lastly chapter five will give conclusions as well as recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The chapter will give a literature review on the association between compensation and employee job satisfaction. It will highlight the major issues that are covered in the study. The chapter will examine the theoretical and the conceptual framework on the study. An understanding of the subject at hand will be drawn from the conceptual framework and the theoretical perspectives and paradigms will be given by the theoretical framework to get further insight into the topic under discussion. Job satisfaction is defined as, the individual's opinion and assessment of the total work environment, (Sempene, Rieger and Roodt, 2002). Walker (1998), defines Job satisfaction as "the real alignment that a worker has about his or her job." In addition, Lu, While and Barriball (2005) postulate job satisfaction as the over-all feeling about an environment. The employee's work or a connected assortment of attitudes concerning different sides of their work research also examined other factors apart from compensation that may have an effect on job satisfaction. Findings by other authors, practitioners and theorists will be examined to acquire a better understanding of the topic under discussion.

2.2 Job Satisfaction

Chughati and Perveen, (2013) define job satisfaction as issues that involve how employees feel at a work place or the employee's state of mind in relation to their work. Sypniewska, (2013) alludes that a worker's approach towards his fellow workmates, towards the company and when executing a task is job satisfaction. Locke (1976) gave the most widely used definition for job satisfaction as a positive emotional response displayed by the worker as a result of appraisal for job well done or for job experiences. The meaning displayed by Locke is important as it incorporates three important components: cognitive, job focused and effective. An emotional state specifies the existence of an effective and vital element to job satisfactions; the evaluative process of job satisfaction is represented by the appraisal element.

Job satisfaction has different meanings with people due to numerous factors like values, needs, individual characteristics and even expectations; Harputlu, (2014) asserts that job satisfaction

differs from company to company because of different factors that can be looked into such as the environment in which worker is exposed to, different opportunities as well as job characteristic.

2.3 Theories of Job Satisfaction

2.3.1 Content theories

2.3.1.1 Herzberg's. Two Factor Theory. (Motivator-Hygiene Theory)

There are two isolated groups of dynamics that have an effect on motivation and job satisfaction. Frederick Herzberg alludes that on one end lies factors, which when not available will lead to employee dissatisfaction. These factors are intricately connected to the job context. They have so much to do with the environment surrounding the job and are extrinsic to the actual job. On this side, these hygiene factors are responsible for avoiding dissatisfaction. Hygiene Factors are inclusive of:

Pay- salaries and wages are supposed to be reasonable and competitive within a given industry and the structures for salaries should be realistic and suitable.

Administrative and company policies-there should be transparency in company policies and these policies should be simple and not rigid; that is, it should accept breaks, flexible dress code as well as flexible working hours.

Fringe benefits-the benefits should contain health care plans, insurances and pensions that include both the worker and their families. These benefits should be reasonable and affordable to the worker.

Physical working conditions: workers should be exposed to a safe working space. The tools and equipment the worker uses should always be well-maintained and up to date. The working conditions should be hygienic, clean and safe always

Interpersonal relations- managers, workers and subordinates should have an appropriate and acceptable relationship

Job security- a job should provide a sense of security within the employee

Frederick Herzberg goes on further and states that on the other hand is a group of factors that if present, assist in individual motivation leading to increased effort and performance. These elements are called the motivators and are job linked. Influences of motivators can touch feelings of satisfaction or no satisfaction. They do not affect feelings of dissatisfaction.

These motivational factors include the following:

Recognition-when workers accomplish a task given to them by managers, managers should praise the employee to show recognition.

Sense of achievement- whenever they excel the job should provide to workers a sense of achievement.

Growth and promotional opportunities- when employees excel or do good for the company, the employer should motivate the worker through advancement or opportunities for growth.

Responsibility-employees need to have responsibility and accountability for their jobs always

Meaningfulness of the work- to enable good performance and to increase employee motivation, the task should always be challenging interesting as well as meaningful to the employee.

A key downturn for the theory is its failure allocate satisfiers and dissatisfiers among different occupational groups. The theory does not distinguish satisfiers and dissatisfiers for managers and waiters it disregards differences in environments and technologies. Herzberg believes that workers' responses to work environments are similar and that they are highly motivated by job challenge, achievement and advancement whilst others have job security and money as motivators.

2.3.1.2 McGregor's Theory of Employee Motivation.

Theory X and Y was developed by Douglas McGregor and these theories involve two independent assumptions between workers and employers. The chief notion of Theory X suggest that workers inherently dislike work and whenever possible they attempt to avoid it. This theory suggests that employees are lazy, must be controlled and they must be threatened with punished whenever necessary in order to achieve organization's goals. In contrary, theory Y assumes that if workers are devoted to their jobs, they have self-control (Gerçeker, 1998). Theory Y is more practical

asserting that with job involvement, responsibility and with more autonomy, employee satisfaction and motivation is enhanced (De Cenzo and Robbins, 1994).

Theory X Described

Managers abiding to this theory accept that employees are lazy naturally and whenever necessary they avoid work and therefore, managers should be strict, exercise control on workers and close supervision. What is needed in nature are structures and hierarchies. To ensure that there is effective management at every level, a narrow span of governance should be in place. This theory goes on to identify workers as individuals with little determination if there are no attractive rewards. Given the opportunity therefore, employees are said to avoid responsibility. Controls and threats personify this style of management.

This management style shifts the blame on workers on many occasions not on failures in systems, policies or lack of job training. In McGregor's theory X, there is belief within managers that the only reason for an employee for showing interest in the job that he/she is given is by earning money and that employees just think of themselves only.

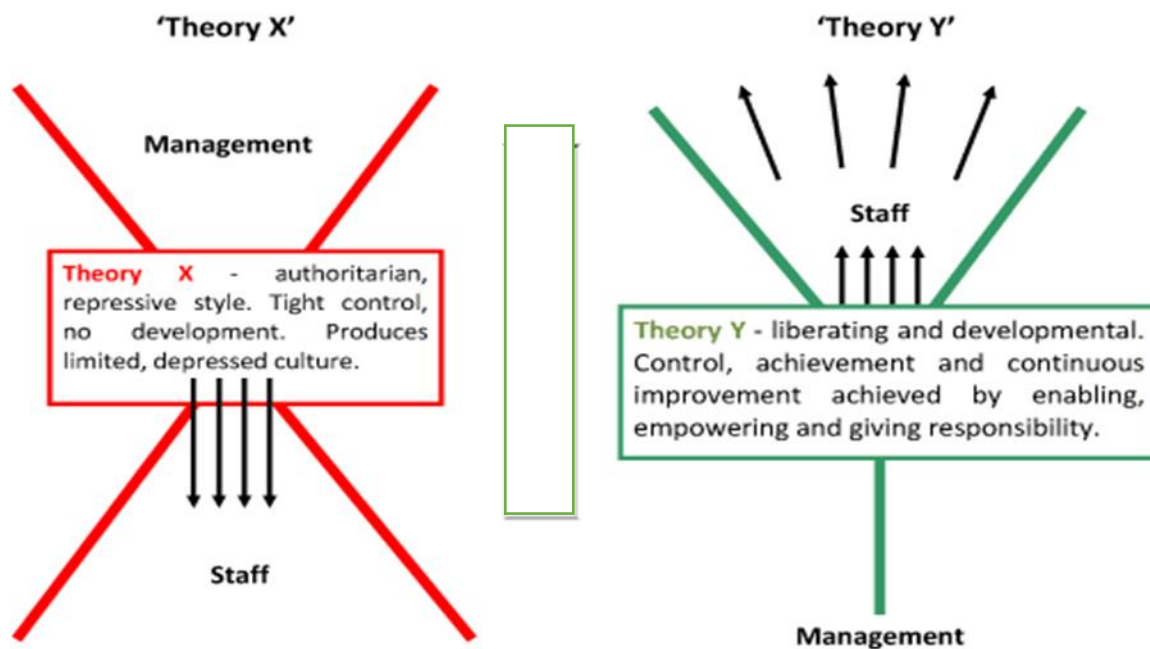
Managers who subscribe to Theory X have a negative perception towards their employees. Energizing employees, and structuring jobs is what Theory X manager assumes is his job. This theory usually results in unproductivity and high labour turnover as this theory hinders creativity by workers, reduces employee motivation as well as satisfaction. This is due to excessive management intervention.

Theory Y Described

Theory Y assumes that managers who subscribe to this style of management believe that the employee is naturally self-motivated, with ambitions and is eager to accept and to take responsibility as well as innovative decisions. Managers who believe in this theory also agree that employees practice self-control, have a sense of self-direction, autonomy and empowerment. Gerçeker, (1998) asserts that managers believe that subordinates enjoy their jobs. McGregor's theory Y also states that employees have a strong desire to be ambitious and to be creative in their

jobs. Employees working in less strict conditions tend to be more creative and innovative. Workers operating in conditions of tight controls and rigid rules tend to be less innovative and less motivated. According to this theory, workers want to excel in their jobs and the biggest motivation for employees is the satisfaction they achieve after a job well done. This theory also assumes that the management strive to remove all the hindrances preventing worker's self-actualization. In theory Y, McGregor asserts that employers should always have a positive attitude towards the employees and consider employee desires and views.

Figure 2.1 Visual Presentation of McGregor's Theory X and Y



Source: edu-article.blogspot.com

2.3.1.3 Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs classifies all forms of compensation offered to workers by employers. According to this theory, other workers prefer certain benefits before other benefits can be rendered. While the company views benefits as expensive and hard to implement, some are

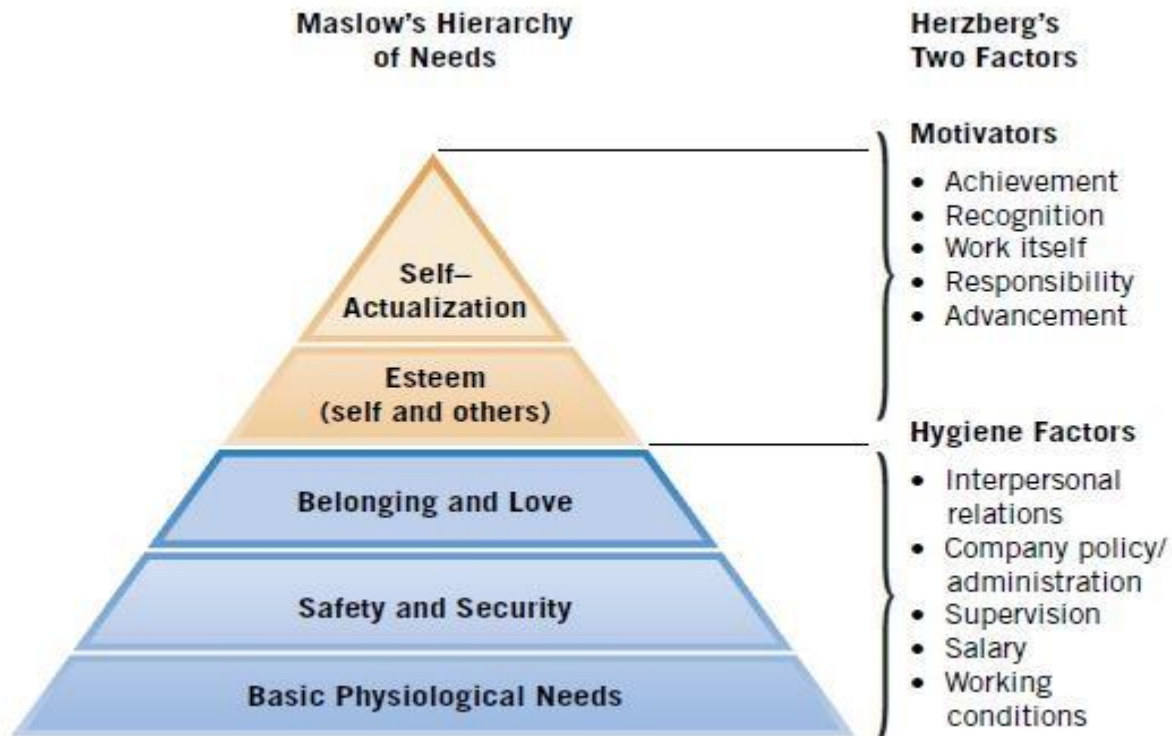
actually cheaper and easy to apply. This however calls for the combination of various benefits and rewards to meet diverse employee expectations and needs.

Table 2.1 Maslow's Hierarchy of Needs in the Job

NEED	EXAMPLE
Physiological	Cafeterias
	Vending machines
	Drinking fountains
Security	Economic
	Wages and salaries
	Fringe benefits
	Retirement benefits
	Medical benefits
	Psychological
	Provide job descriptions
	Avoid abrupt changes
	Solve employee's problems
	Physical
	Working conditions
	Heating and ventilation
	Rest periods
Belonging	Encourage social interaction
	Create team spirit
	Facilitate outside social activities
	Use periodic praise
	Allow participation
Self-esteem	Design challenging jobs
	awards and appreciation programs
	Delegate responsibilities
	Give training
	Encourage participation
Self-actualization	Give training
	Provide challenges
	Encourage creativity
	opportunity to advance

Financial bonuses are tricky by nature. Careful awarding of these benefits is important because if an employee perceives a bonus pay as a normal payment for achieving set targets, the bonus will fail to fulfil the need it's meant to. This impacts productivity. A salary is meant to fulfil the worker's basic needs that are deficient while a bonus will satisfy needs higher up the pyramid.

Figure 2.2 Maslow's and Herzberg's Ideas Compared



2.3.2 Process Theories

2.3.2.1 Vroom's (1964) Expectancy-Value Theory

Vroom's expectancy theory has a great impact of compensation in relation to employee job satisfaction. Vroom's impetus is placed on the importance of the process of cognitions. Vroom's (1964) Expectancy-Value Theory argues that the worker can do what he believes is right only if the reward he gets is of value to him. In this case therefore, if an employee is rewarded with an undesired reward after a job well done, there is no job satisfaction until he is given the desired and highly valued reward (Ugah and Arua, 2011). This underlines the need for dialogue between employee and employer to understand and align expectations.

Vroom's Expectancy-Value Theory does not show how workers are satisfied by actual rewards they get from employers but it focuses on what they value as rewards and personality traits which contribute much to expectancy and valence.

This research focused much on managers and pay evaluation Flamboyant Hotel warrant job satisfaction. Job dissatisfaction can increase if productive workers are rewarded less than unproductive ones and thus pay reviews can ensure job satisfaction. According to Liao (2011), personal behavior and individual perception is as a result of the concept of expectancy.

There are three important variables according to Vroom: Instrumentalities, expectations and valences result in certain rewards

Instrumentalities- this concerns with to what degree do workers believe that a certain level of performance will result in particular rewards of results.

Expectations- this is to what levels do the workers believe that the effort or exertion can lead to particular degree of performance

Valences- valences concerns with to what extent does expected rewards can be attractive or not. Unlike other theories, the expectancy theory takes into consideration details of the motivation process and it acknowledges that this approach is sophisticated. According to Vroom, this theory is not clear about other variables that motivate employees but however Vroom provides a process which lay bare individual differences in work motivation and job satisfaction. Lunenburg, (2011) asserts that this theory provides recommendations to ensure a successful motivation and job satisfaction identifying individuals' performance based on effort and performance-to-reward expectancy.

2.3.2.2 Equity Theory

This theory concerns about a cognitive process by which it looks at how other workers look and observe the efforts exerted by other people in order to produce results and how these people are rewarded (Adams, 1965). Adams believe that for job satisfaction, there is a state of equilibrium between the effort that people put or their contributions and the rewards that they get and Armstrong, (2005) puts that this state of balance is known as “psycho-economic equilibrium”. To support this, Petrescu and Simons (2008) stresses that the pay systems should be equal and fair and if not so, employees will question the rewarding system in relation to performance comparing to other employees in different organizations. Thus, the answers might be as follows;

- Reward to work ratio is better than colleagues
- The ratio of reward to work is the same as colleagues
- Reward to work ratio is smaller than work-mates

Figure 2.3 Diagrammatic presentation of Equity Theory

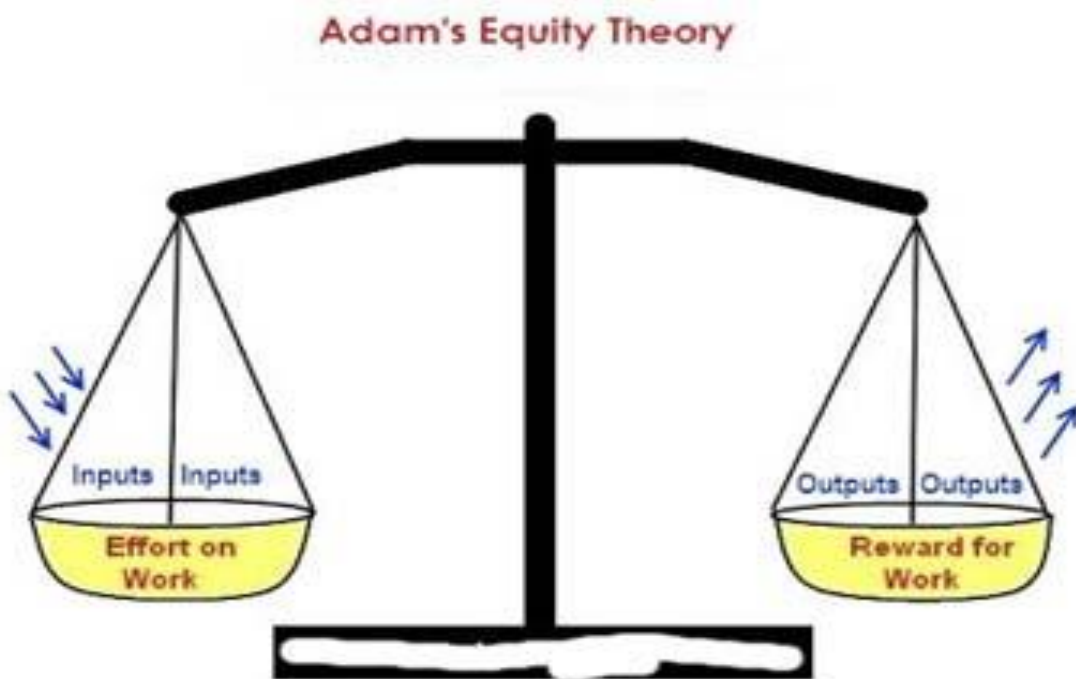


Table 2.2 Tabular Presentation of Worker Input and Output

Input Examples	Output Examples
The amount of hours an employee works	Salary
An employee's responsibilities at work	Bonus
An employee's work duties	Prizes
The work commitment shown by the employee	Recognition of the worker's contribution
An employee's loyalty	Positive work appraisals
A worker's flexibility such as accepting and doing task	Work promotions
The support that a worker has given to colleagues, the	Pension
	Employer flexibility
	Annual leave

In issues to do with compensation, it is hard to attain equity and fairness. Walker, (1998) confirms that the reason behind not achieving equity and fairness is because once an employees' needs are satisfied they are no longer satisfiers and the next need becomes a motivator and not the previous one. Therefore, in industrial relations, it is hard to balance inputs as well as outputs as there are different responsibilities that are found in the socio-economic process. Employees' obligations are not precise and specific as that of an employer; they are elastic and imprecise. Gender and age are some of the demographic factors that have affected the views towards equity and when individuals are said not to be equal, they act differently and are likely to:

1. Decrease their effort
2. Resign from the job
3. Try to change output
4. Make comparisons with other co-workers
5. They falsify the inputs and outputs values used in the comparison cognitively
6. Attempt to change the outcomes of colleagues

Figure 2.4 Employee Relational Equation

$$\frac{\text{Individual's Outcomes}}{\text{Individual's own inputs}} = \frac{\text{relational partner's outcomes}}{\text{relational partner's inputs}}$$

The company will suffer a very big loss through eroded market-share and the entire company is negatively affected if the above actions are taken into practice.

2.3.2.3 Affect Theory

Among other models of job satisfaction are the Locke's models of satisfaction known as the Affect theories. Aswathappa, (2008) asserts that this theory is valued if the satisfaction is achieved by a distinction between what the employee needs in a job and what he already has in it. According to this theory, an individual's value of a certain work aspect regulates how that person will be satisfied or not satisfied when the employee's needs are met. Thang and Buyens (2008) assert that in order to achieve job satisfaction, employers should detect the job facet that a worker values and wants and make sure that, that particular facet is met. In this way, job satisfaction is met according to the Affect theory.

2.3.2.4 Dispositional Theory

This theory seeks to prove that employees or persons have a hereditary character that can form, as the basis towards of a certain degree of satisfaction besides one's job. Judge and Durham, (1997) point out that there are four self-evaluations that are important in governing an individual's inclinations towards job satisfaction. These are; locus of control, self-esteem, neuroticism and self-efficacy. Self-esteem is the extent to which one likes or dislikes themselves and this model shows that higher level of self-esteem, and self-efficacy (what one believes in) leads to high job satisfaction. Internal locus of control, one has the capacity to control what happens to them and this increases job satisfaction as there is high job involvement. Job satisfaction is discussed in relation to different dispositions in this research.

2.4 Personal Factors Affecting Job Satisfaction

2.4.1 Gender

Various researches have been conducted in trying to find the relationship between job satisfaction and gender and their effects on productivity. Other investigations have pointed out that males are more satisfied by their jobs while others believe that females have a higher job satisfaction when compared to males. These debates about male and females have been culminated by their differences in gender social responsibilities and their expectations differ consequently. According to Hunter, (2007), because of social relationships and working conditions that are of value to females/women, job satisfaction is usually high on females compared to men. Contrary to that, men are mostly satisfied by being rewarded and being promoted at a work place. Men tend to value money and promotions while females value social relationships and good working conditions. On this regard, Spector, (1997) points out that these factors lead to a difference in expecting levels of females and men. Females have less expectations compared to men but they are satisfied more than men also.

2.4.2 Level of education

Researches have shown that job satisfaction is usually high on educated employees but however Green, (2000), argues that though the level of education increases job satisfaction, repetitive tasks that are usually carried out by educated workers might increase job dissatisfaction. Chughati and Perveen, (2013), think that there should be a balance between education and job requirements and thus failure to accommodate the two will result in job dissatisfaction. Adding to that, educated workers have also higher levels of expectations and this will lead to job dissatisfaction.

2.4.3 Seniority

By definition, seniority is the time a worker has worked at the company or the number of years he has worked at a company. There are different views on seniority in relation to job satisfaction. According to Green, (2000), seniority can increase job satisfaction as the worker is familiar with the working environment and the work content but however, others suggest that seniority increases boredom and increases dissatisfaction.

2.4.4 Age

Researches have shown that older workers have a higher job satisfaction compared to young workers. This is because younger workers find it difficult to balance between work and social life responsibilities and that they also burdened by furthering their education in order to be promoted at work, this alone increases dissatisfaction (Hunter, 2007). On the other hand, Novak (1993), suggests that older workers are satisfied because they are only concentrating on extrinsic rewards like the good working environments.

2.4.5 Marital status

Marital status has, to a greater extent, an effect on job satisfaction on employees, (Garrison and Muchinsky, 1997). Though there was not much studies that were carried out in studying the relationship between marital status and job satisfaction, the little studies conducted shows that married people are likely to have a greater job satisfaction compared to those unmarried workmates (Holtum, 2007). Increased responsibility is the factor that is believed to have caused an increase in job satisfaction (Watson, 1981).

2.5 Measuring Job Satisfaction

2.5.1 The Job Characteristic Model

The Job Characteristic Model was founded by Oldham and Hackman in 1970 and this is a non-financial compensation model and was designed as an attempt to increase job satisfaction and intrinsic motivation to a worker or employee. According to Oldham, whenever jobs rate relatively high on the 5 score job dimensions, employees get intrinsic compensation and job satisfaction. These 5 job dimension satisfaction are:

Feedback- feedback is all about the degree to which executing a task offers a straight forward and clear information to workers about how best the task has been undertaken.

Task identity- this is the extent to which the duty needs completion since one is involved in the task from the beginning to the end.

Skill variety- this is the extent to which a task comprises of a diversity of dissimilar activities.

Autonomy- autonomy includes the extent to which the task offers workers with self-determination, independence and the choice to prepare and define their work in the way in which the job is to be carried out.

Task significance- this is the extent to which the task is significant and includes an important effect on the business and society.

Improved performance, reduced absenteeism, low turnover and increased job satisfaction are the benefits of the above characteristics.

Rather than emphasizing on the significance of core job requirements, the research at Flamboyant Hotel looked much on examining the value systems of workers and how these influence workers job dissatisfaction or satisfaction. Thus, the model did not look at personal differences and their impact on productivity at work.

2.5.2 The Job Descriptive Index (JDI)

This index was first founded by Smith, Kendall and Hulin (1969) and the main purpose of the index was to measure job satisfaction to employees. This index was amended in 1985,1997, and 2009.this instrument, the JDI is a tool containing 72 items that are used to measure about 5 job aspects of job satisfaction which are: supervision, promotion, pay, work and co-workers. It also shows the merits and demerits of each facet identifying the areas that need adjustments. Respondents are asked to fill the blanks as these individual index has a checklist containing adjectives and expressions. The blanks that are supposed to be filled are as follows:

“N” (disagreement)

“Y” (agreement)

“?” (Cannot decide)

Main Objectives of the JDI (example)

- **Nature of Work itself**

Not interesting

Attractive

Can see results

- **Compensations and benefits**

Reasonable

Well paid benefits

Not good

- **Attitudes towards supervisors**

Have knowledge about the job

Nearby when needed

Not oversee enough

- **Relations with other Co-workers**

Motivating

Smart

Unfriendly

- **Promotions opportunities**

Promotions on competency

Rare promotions

Better opportunities

Apart from the five score on the JDI covered above, there is job dissatisfaction but however the Job Descriptive index is adaptable and any respondent is capable of using it. However, the five factors covered do not exhaust all aspects of job satisfaction.

2.5.3 The Minnesota Satisfaction Questionnaire (MSQ)

Weiss, (1967) postulate that Minnesota Satisfaction Questionnaire (MSQ) is a tool that was devised in order to measure job satisfaction at work. This tool is a satisfaction scale that has been used by most researchers measuring job satisfaction, (Saner and Eyupoglu, 2012). Minnesota Satisfaction Questionnaire is a self-administered questionnaire with two forms. The first is a 100-item long type version and another, a 20 item short paper. The 20 item shorter version is a more detailed tool compared to other scales that measure satisfaction. The 100-item long type paper contains five items representing each aspect and the 20-item paper has a single facet. The main intention of the Minnesota Satisfaction Questionnaire is to measure satisfaction in three forms namely; Intrinsic Satisfaction, Extrinsic Satisfaction and General Satisfaction. Researchers usually calibrates all items and combine into one combined score or adding intrinsic and extrinsic satisfaction when using the short form. Extrinsic satisfaction are related to the environment in which the worker is exposed and not the job and intrinsic satisfaction is related to the job itself and how the worker feels about the job. Minnesota Satisfaction Questionnaire (MSQ) prefers subscales with improved reliability than single items.

Workers are requested to value satisfaction from different types of their jobs on a 5-point Likert scale from 1-5 as follows.

Very satisfied	5
Satisfied	4
Neutral	3
Dissatisfied	2
Very dissatisfied	1

Having collected different scores from an individual at a workplace, replies are collected aggregated and the average is recorded. This is how job satisfaction is measured. The lower the score the higher the employee dissatisfaction and the higher the score means the higher the employee satisfaction.

2.6 Compensation

Compensation can be defined as the sum total of all the rewards that the employers provide to employees for the labour rendered to them (Mondy et al, 1999). Compensation according to Walker (1998) is what an employee is given as a salary, bonus and other benefits such as monetary interchanges that employees get as a result of improved performance. Cole, (1997) further defines compensation as a direct monetary payouts and that the constituents of compensation include salaries, bonuses, commissions and wages paid to employees. Financial compensation by character includes indirect monetary compensation like the pension schemes that are not part of direct financial compensation. In addition, non-monetary rewards are inclusive of the job itself and the overall job environment. The provision of equal and fair compensation are the main challenges that companies encounter on issues to do with pay and salary issues and the services rendered by the employee should be paid for reasonably.

Sarwar and Abugre (2013) define job satisfaction as the sum total of both favorable and unfavorable emotions which workers come across during their work. Sarwar and Abugre go on to say that there are numerous determining factors of job satisfaction which can be non-financial and financial compensation. In support to this, Judge and Hulin, (2003) say that job satisfaction includes cross-sectional emotional and psychological reactions on an individual's job and these individual reactions possess different attributes such as cognitive, emotional and behavioral components.

2.6.1 Direct Financial Compensation

According to Yaseen (2013), direct financial compensation can best be describe as a reward given to employees at a regular basis upon work done. These compensations includes wages, salaries, commissions and bonuses.

2.6.1.1 Pay for Performance

There are several factors which influence the individual financial compensation, the paramount factor is the employee performance on a specific job. The higher performance yields high employee job satisfaction.

2.6.1.2 Merit Pay

Armstrong (2005) averred that merit pay is established upon the outcomes from performance appraisal. Theoretically, merit pay is defined as pay rise awarded to employees basing on the performance rating revealed in the appraisal. However practically, it is normally an adjustment in disguise of cost-of-living. The employees tend to suffer from high taxes since these merit pay increases are considered as additional to employees' base pay and it is taxable.

2.6.1.3 Variable Pay

According to Marchington and Wilkinson (2005), variable pay is described as compensation given basing on the performance. Bonus is the most common type of variable pay. The bonus can also be referred to as the one-time reward, basically it is not added to the employee's base pay. IPMZ (1999) alludes that from 1988 to date, there was a drastic increase from 58% to 78% of domestic organizations issuing variable pay to its employees. This increase was stimulated by the increase in domestic as well as international competition, the maintenance of high levels of performance and management of labor costs become essential. The issuing of variable pay ascertain the accomplishment of these factors. It is also noted that the variable pay ensures an increase in productivity as well job satisfaction.

2.6.1.4 Time Rates

The time rates is initiated to give a predetermine rate for specific hours worked by employees, for instances US\$ 2.90 per hour. The time rate is most preferable in a scenario were the pay by result systems is undesirable. Employees will be compensated according to the working hours. This system does not factor in quality and output volume. The system is based upon the assumption that

higher base rate will influence employees to put greater effort towards productivity. The merits of using time rates includes the fact that the remunerations are fixed and predictable, hence this reduces cases of quarrels over rate fixers and allowances. This increases job satisfaction among employees. However, the weakness associated with this system is that it neglects the direct incentives in relation to the effort or results.

2.6.1.5 Skill based pay

This type of compensation implies that workers are rewarded according to knowledge and skills relating to the job (Mondy et.al, 1999). This belief was taken from the fact that those with knowledge contributes much to the development of the company and the add value to the firm and should be rewarded accordingly. Therefore, the firm will only pay for the skills that are needed. This system is a people based approach on compensation and not necessarily job based approach.

The main purpose of this skills based pay is to encourage employees to attain skills that will add value to the company and at the end increases competitiveness. This type of a system is expensive and also it is hard to implement as some of the employees will be paid for the skills that they will not use at the company.

2.6.2 Indirect Financial Compensation

Bateman and Snell (2009) assert that indirect financial compensation can be explained as all financial rewards that are not fused in direct compensation and typically are assumed to formulate the employer-employee social contract. Some scholars came up with a assertions linking indirect financial compensation or benefits and job satisfaction. Employees' benefits can be voluntary or legally acquired, regardless of them being intangible or tangible, Armstrong (2005). Contemporary writing exploration around this matter shows that indirect financial compensation is much for the enticement of the desired quality of staff. Not just that but also increasing productivity, avoiding basic shortages such as housing and transport facilities, commitment and subsequently employee job satisfaction. All this benefits in fulfilment of workers' needs and job satisfaction by contributing to medical aid requirements, recognition, security needs in old age, assistance with

personal issues and problems and also the opportunity to achieve status resulting in job satisfaction, Pinnington and Edwards (2000). However in this compensation struggle, firms end up investing much towards worker benefit putting themselves in unnecessary uncontrollable costs.

2.6.3 Non-Financial Compensation

Non-financial compensation consists of workers' prospects of promotion, affable co-workers, recognition, career development and task autonomy Lunenburg (2011). In exchange for employee skills, time and effort, many organizations offer non-financial compensation to create the necessary job satisfaction within workers. Jenaibi (2010) asserts that constant levels of employee job satisfaction cannot be created by financial compensation alone. This signals the importance of adopting measures that satisfy a number of workers desires in a workplace. These include good working conditions, the yearning for more satisfactory job security, status, satisfying work, and good social relationships within the workplace. The job and environment are the very notions that workers are more concerned with. In a study at the GMB union of 400 businesses in 17 countries, basic pay was rated 4th for the males surveyed and ranked 7th for the women, Monappa and Saiyadain, (1979). The survey deduced that women felt that it was much better to work for an employer who they respected, to operate in a healthy, clean workplace and having a say in how they perform their duties

2.6.3.1 The Job

According to Yeltan, (2007), some jobs can be so appalling and monotonous and employees feel discouraged to go to work. The ideal situation involves individuals who have jobs that afford them chances to showcase their talents and skills and offer a variety in the job, independence and management feedback and performance appraisals on their performance. Mentally challenging tasks are ideal characteristics in a job. A number of theories mention the job itself a vital cog in the total reward system.

2.6.3.2 The Job Environment

The undertaking of a challenging and difficult job or task in an untidy workplace cannot be pleasing to many people. The work place should be enticing and satisfying to ensure attainment of

employee job satisfaction. There are also other factors which contribute to satisfaction of employees' during undertaking daily duties. "These include status symbols, workplace flexibility, work groups or teamwork, favorable working conditions and sound policies" (Sun, 2002). On the same note, there are other cases which are unpredictable which distract employee concentration such as mere crowding, conversations and noise from telephone ringing (Bridger & Brusher, 2011)

2.6.3.3 Workplace Flexibility

The flexibility of working conditions enables families related to employees in coping up with stressful work as well juggling home related activities. Stoney (1999) alludes that flextime includes allowing employees to choose working hours which are favorable to them within certain confines. In an empirical research done by Towers and Perrin, results indicated that about 90% of firms which provides flexible working arrangements as one of their employee benefit experienced a surge in employee job satisfaction (Mondy et al 1999). The paramount objective of flexible working time is to minimize conflicts among job requirements and employee needs. The flextime gives employees leverage to choose working hours which they find favorable and feel they can perform best. It also boost morale among employees as well enhance employee job satisfaction. Unfortunately, flextime is not compatible and favorable to all organizations. It is unfavorable to organizations with limited line operations but can be suitable to firms operating several shifts. Employers have found challenges though with flextime. Supervision, planning and control of workers can prove to be costly and a burden logistically.

2.6.3.4 Congenial Co-Workers

In many cases, the work is noted to avail time to interact socially. Mutually supportive and friendly employees are key to job satisfaction. Some employees are self-sufficient, and might end up feeling lonely and crowded in contemporary team-oriented organizations. The culture associated with most Zimbabwean firms has of late embraced individualism. However to the contrary some people to a bigger extent, crave the need for acceptancy by other workmates (Armstrong, 2005). The creation of effective and harmonious work groups by managers becomes a basic requirement in the attempt to archive and maintain employee job satisfaction.

2.6.3.5 Status Symbol

Status symbols can be referred to as organizational rewards issued in form of office size, desk size and quality, location, private secretaries, floor covering, and executive “perks”. Jin and Lee, (2012) concluded that status symbols convey a message to all other employees the important or senior position of the individual within the organization, hence this type of non-financial compensation enhances job satisfaction. However, organizations found it essential to dispense these symbols with care. Due to corruption and nepotism, several firms found personnel responsible for allocating these symbols diverting them to wrong personnel, hence it might negatively influence job satisfaction and employees’ performance.

2.6.3.6 Sound Human Resource Policies

Human resource management practices and policies which shows a great concern of its employees can be recognized as a positive reward (Ozturk, 2014). The organizational policies should factor in employees’ wellbeing in place of disrespect, doubt and lack of confidence which results in positive outcomes for both the organization and employees. Labour laws, as they are spelt-out in the Labour Act Cap (28:01), should be adhered to.

2.6.3.7 Comfortable Working Conditions

In the modern era, Zimbabwean firms are neglecting the provision of good working conditions, despite the fact that they form part of non-financial compensation and they are vital to organizational productivity. It is every workers desire to work in an organization which offers good working conditions. It very essential to effectively manage environmental factors such as temperature, light and noise which influence performance (Sun, 2002). Employees favor to be attached with organizations located near their places of residents. The work place should also have hygienic and fairly modern facilities. Adherence to statutory regulations such as the Occupational Health and Safety Act (OHSA) and Factories and Works Act is important for organizational prosperity.

2.7 Pay Structures

There are several factors regarding pay structures which are expected by employees. These include non-discriminatory and unequivocal pay systems, fair promotion policy, salaries consistent with their expectations. The pay structure should be fair, clear and it should award employees in relation to a proper job evaluation. According to Armstrong (2005), pay structure constitute the pay scale or grades in relation to a specific job or collection of jobs. For instance, the hotel industry, where a pay structure normally stipulates the maximum and minimum pay rate of each and every grade in relation to the jobs associated with that grade.

The initiation of pay structures was motivated by the development and enhancement of job evaluation exercise. The pay structure is designed in a manner that it shows different pay rates for various and diverse jobs as well factoring in the scope relating to pay progression based on competence, skill, performance and services provide. The pay structure was designed to outline a rationally crafted framework in which fair, consistent and equitable reward policies are administered. In sum, the pay structure outlines the pay prospects for every worker and this enhances job satisfaction.

In the process of modifying, updating or designing a pay structure, the principles outlined below should be taken into consideration:

- The pay structure should be compatible or in favor of employees' needs and wants. The pay structure is encouraged to be flexible so as to encompass or embrace both changes in external and internal environment, for instances labor crisis and market rates (Monappa and Saiyadain, 1979). The market rate can also be referred to as an average pay in which most firms within the same industry are offering on a specific job. In most cases, firms strive to be a pay leaders rather than being a pay follower. When a company designs a pay structure, pay rates should be set above those of its rivals. The organization should make use of available market surveys and pay rates stipulated by Pay Review Bodies just before designing a favorable and applicable pay structure. However, Zimbabwe is in the middle of economic hardships and pay structures are determined by the capacity and ability of an organization to meet its remuneration obligations. The labor costs are noted as the largest portion of operating cost for every organization, hence the profitability and liquidity position is directly influenced by salary levels offered.

- However, Zimbabwe is in the middle of economic hardships and pay structures are determined by the capacity and ability of an organization to meet its remuneration obligations. The labor costs are noted as the largest portion of operating cost for every organization, hence the profitability and liquidity position is directly influenced by salary levels offered. Organizations with reliable cash flows find it easy to appear “generous” with rewards and satisfy its workers. Meanwhile firms that have liquidity challenges struggle to meet their compensation responsibilities as articulated in section 6(1a) of the Labour Act Cap (28:01).

- It is imperative that a pay structure factors in the cost of living of individuals in an economy. In brief, a living wage is more favorable. This factor is very essential as the salaries and wages will comply with fluctuations in inflation and adjustments in cost of living (COLA). This calls for wage negotiations and determinations to be set in line with factors such as inflation and the poverty datum line. This ensures effectiveness of a pay structure and determine better job satisfaction.

- The pay structure has to be established in accordance with government rules and regulations in terms of minimum wages and salaries as well as specific industrial regulation. Government intervention in employee wages date back to as far as the Master-servant ordinance No 5 of (1902). In recent years, the state has continued to mediate in pay matters and guarantee equity in compensation.

- An effective pay structure also have to give scope for compensating or rewarding productivity, for instance the organizations should recognize high flyers. The organization should focus on rewarding performance and accomplishments. Individual value has to be established in relation to rewards and management has to pay for performance.

2.7.1 Internal and External Equity

Robbins and Coulter (1999) averred that internal equity strives to strike a balance among the compensation awarded for specific job profile and the comparison of superiors and juniors' compensations according to the hierarchy. Fairness is fortified through human resource practices such as job ranking, job classification, factor comparison, levels of management, and level of status. Through market assessment and evaluation of industry standards and competitors' standards enables an organization to create favorable a compensation scheme, hence attaining external equity and this equity yields high levels of job satisfaction among employees.

2.8 The Behaviorists' View

In an attempt to establish why workers behave the way they do, many theories, philosophies and models have been developed about Job satisfaction and compensation. While stating that satisfying and motivating workers to work more effectively is never easy, Vroom and Deci (1970) agree that efforts to achieve satisfaction and motivation are key. To highlight and show compensation elements that are vital factors to job satisfaction, quite a number of theories have been conceptualized by several scholars. Using rewards to get workers to work harder is easier for employers to apply, hence most have resorted rewards for evoking certain worker responses.

Reinforcements are events meant to inspire and fortify particular behaviour. In a company environment, reinforcement is done through compensation. The reinforcement theory entrenched in "law of effect" propounded by Thorndike. Actions that yield a satisfying result in a given circumstance are highly probable to reoccur in the same circumstances and responses yielding discomforting results have a lesser probability of recurring in the same circumstances. This results in strength and frequency reduction.

Fasokun et al (2005) on the other hand concurs with Skinner who has shown that reward is not necessarily the singular motivator of actions but fear of failure and avoidance of punishment are factors to consider as well. After reinforcement, either negative or positive, employees in an organization respond differently to environmental stimulus. Holtum, (2007) agrees with Skinner's assertion that consequences shape behavioral patens and perpetuation.

Radical behaviorism discards the notion of cognitions and maintain that the only legitimate center of study are overt behaviours. Variables that are dominant are connected to stimulus and response, which means that an individual worker's mental processes influences their job satisfaction due to rewards. The compensation scheme was evaluated systematically to ascertain its effectiveness and to determine how far it goes in value addition and applicability to Flamboyant Hotel employees' needs both currently and in future to ensure employee job satisfaction, their perceptions and opinions should be sought and considered.

On the other hand Individual intricacies and personality are disregarded by operant conditioning practices. This is consistent with most hospitality organizations which have rigid reinforcement approaches that overgeneralize individual behaviour.

Moreover operant conditioning falls short in addressing particular characteristics like needs, desires and preferences. The different significance that various forms of rewards included in this research at Flamboyant Hotel are operant conditioning's other weakness.

Operant conditioning disregards the fact that the job itself can be a huge reinforcement or motivating factor for the employees unlike the overemphasis that is placed on external rewards. The theory is too inclined in its tendency to control behavior through the manipulation of lower-level needs while falling short in taking into account that certain people can possess higher level needs as satisfiers and motivators. A myopic focus on one type of compensation is tantamount to endless squabbles relating to a company's compensation system.

2.9 Chapter Summary

Job satisfaction is an important and constituent in the satisfaction and motivation of employees. Job satisfaction stretches further than the just concepts and philosophies relating to high wages. It's key in efforts to escape distributive and procedural bias matters. It is the perceived disparities that are harbored by employees in relation to their effort-reward ratios that personify job satisfaction. While this concept makes great strides in clarifying matter of dissatisfaction, it has also proven to be useful in providing solutions. The interest of managers is vested in the need to control the workforce. This is true considering that some Human resource Management agendas promote unitarism bringing to light genuine acts of control and the right to manage. The way

managers treat workers has a huge bearing on employee overall job satisfaction. The way employees perceive fairness between the efforts they put against the rewards they get is enshrined in the felt-fair concept, job arrangement and content, a feeling of equilibrium in the compensation itself and unambiguous career growth chances.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

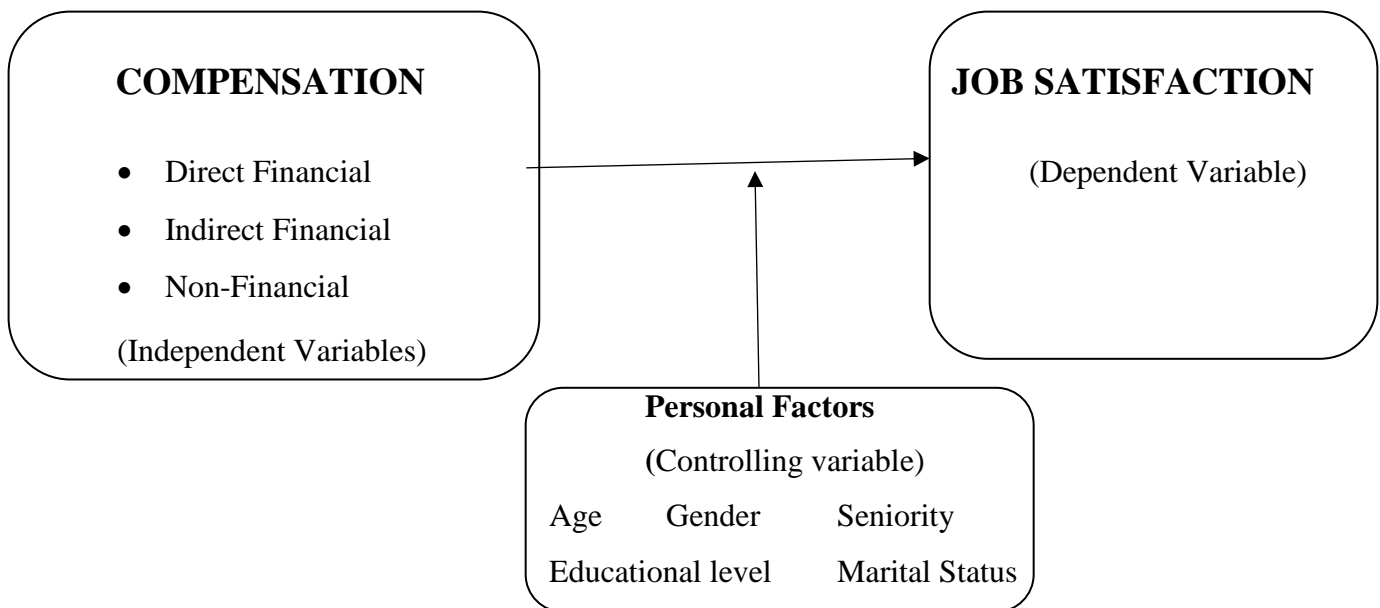
The relationship between compensation and Job satisfaction will be established in this explanatory research. One variable, compensation, will be further dissected into non-financial, indirect financial and direct financial compensation. The deductive approach will be employed and the method used will be quantitative in nature. A survey is conducted and SPSS version 23 used for data presentation and analysis. Illustrations will be in form of graphs, tables, charts and diagrams

3.2 Research Approach

This research carries characteristics of a business or management study, it bares elements of a positivist research and incorporates an approach which is deductive in nature. (Hussey and Hussey, 1997; Robson, 1993)

3.3 Research Model

Fig 3.1 Research Model



3.4 Data Sources

Primary data is the main source in this research and the technique for gathering data is self-administered questionnaires. Validity of information is enhanced through the use of primary data because it is gathered from the original source. Data gathered through this way is however time consuming, however, the researcher made use of an array of social media such as Facebook, WhatsApp, Twitter and E-mails.

3.5 Sampling Design

3.5.1 Population

A population is representative of a pool of components or subjects which the researcher deems to carry the needed information or data and pertaining particular insinuations that may be drawn (Dowson, 2002). The sampling frame was taken from Flamboyant Hotel and the research was confined to all of the hotel's employees. One hundred eight (108) employees participate in the study through judgmental sampling.

3.5.2 Target Population

Target population comprised of 120 employees. All workers participated in the process of data collection. In a deliberate attempt to encompass and represent all age groups, gender and hierarchical levels, the researcher used all employees as a population. Elements of overall compensation, non-financial compensation, direct financial compensation and indirect financial compensation were the focus of this study in ascertaining the relationship that exists between these variables and hotel employee job satisfaction.

3.5.3 Sampling Method.

Dowson (2002) asserts that a sample is a percentage or segment of the population. A (full sample) meaning all the workers at Flamboyant hotel were used as a sample. The researcher picked a full sample population after assessing conditions on the ground. This was done basing on Gall and Gall (1996) assertion that in cases where other techniques like random sampling may be inadequate to articulate the major elements; judgmental sampling may be the best method to use.

3.6 Research Instruments

Media or methods that aid a researcher in collecting information from respondents is called the research instrument. (Choi et al, 2004). To gather data for this research, questionnaires were utilized. Radhakrishma (2007) reiterates the critical importance of research instruments in organizing and collecting important information for use in the study.

3.6.1 Questionnaires

Leedy (1983) describes a questionnaire as a universal implement for observing data even when the researcher is geographically limited. The questionnaire works as a translator from research objectives to precise questions and answers. Some characteristics of a good questionnaire are, easy to categorize, administer, tabulate and analyze. A good questionnaire should be brief, unambiguous and items should be logical and sequential. Easier questions should precede harder ones. Since questionnaires involve first person views and responses and are in writing, their validity is guaranteed (Mafini and Poee, 2013). To measure job satisfaction, this research made use of the Minnesota Satisfaction Questionnaire (MSQ). Intrinsic and extrinsic satisfaction is measured using 20 characteristics of a job.

Going from 1, (“Strongly disagree”) to 5, (“Strongly agree”) the five point Likert scale was employed to measure all compensation variables

To measure Job satisfaction, the MSQ was used. The questionnaire has a five-point Likert scale where 1 is “Very dissatisfied” and 5 is “Very Satisfied” and according to Radhakrishma (2007), it is the most widely administered rating approach globally. The MSQ is extensively understood to be a far much easier technique to collect data (Haque and Taher, 2008).

3.6.2 Validity and Reliability of Questionnaires

The purported validity of an instrument is its capability to measure precisely what it is projected to measure. Face validity, internal validity and content validity characterize the validity of the measurement tool. Yin (1994) described internal validity as the depth to which a particular causative relationship can be obtained in which certain situations are proven to lead to other different conditions.

In addition, the reliability of the measurement tool is tested by Cronbach's alpha. Yin (1994) defines reliability as how far a tool used for assessment yields constant and reliable results. The results of the validity and reliability of the measurements is reported in the results chapter.

Table 3.1 Job Facets of the Short Form Minnesota Satisfaction Questionnaire

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

Source: Saner and Eyupoglu (2012)

3.7 Pilot Study

Lau and Sholihin (2005) state that a pilot study is a miniature version/trial run conducted before the full scale. This is done to assess and monitor study feasibility, cost, time and adversarial events. This process improves methodology during the actual study and deals with any problems likely to be encountered. (Yin, 1994). Before embarking on the full scale study, 20 respondents were picked to take part in a pilot study whose aim was to ascertain the probable amount of time each respondent might take to complete the questionnaires. Reliability was also tested during the pilot stage. According to (Radhakrishna, 2007), the pretest feedback received is used in minor adjustments and corrections. Unclear statements and ambiguous questions were also corrected.

3.8 Ethical Considerations

According to Carr (2006), Ethics are an accrual of fundamental principles that govern what is deemed bad or good human conduct. Ethics are concerned with reasons for acting as opposed to refraining from acting, giving approval or denying it, having believe in something or not accepting something due to virtues or malice, bad and good rules. The researcher was guided by these factors and abided by the ethics during this research. Whether it is data collection, analysis or the final reporting, ethical guidelines apply for each method, process and stage of the research. The main goal of any research, its effects, including those on participants or community should abide by these ethics.

Considerations to be taken into account are:

- Clarification and explanation of the study should be given to respondents.
- Anonymity should be guaranteed to participants.
- Respondents' volunteered information should have confidential assurance.
- Consideration and recognition of participants' right to discontinue or decline the research should be given.

3.9 Chapter Summary

The chapter highlighted the research procedure adopted in the development of this study. Research design, instruments, population, sampling and techniques used for data collection were outlined in this section. The information collected was presented analytically and discussed in the next chapter. (Chapter 4)

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The specific objectives of the study focused on determining the relationships that all forms of compensation have with the level of job satisfaction among Flamboyant workers in Masvingo. It also sought to identify the relationship between Demographics, Direct financial, indirect financial, Non-Financial and overall job satisfaction. Throughout this chapter, results of the research will be discussed. Questionnaires were used to obtain data from respondents.

4.2 Response Rate

The population for the study was 120 respondents and 108 were dully completed and submitted for analysis. The response rate was 90%. Table 4.1 shows the response breakdown. The 90% response rate is good enough to validate the results of the research. According to Mugenda (2003), response rates higher than 50% are sufficient to evaluate a study. This assertion was supported by Cooper and Hedges (1994) who maintained that a response rate of 50% or more is satisfactory in the evaluation of a study. Based on this, the researcher concluded that the 90% response rate obtained from this study was adequate in the formulation of decisions and generalization of the population under study.

The table below interprets the data on response rates.

Table 4.1 Response Rate

Respondents	Questionnaires administered	Questionnaires returned	Response rate (%)
Employees	120	108	90
Total	120	108	90

4.3 Reliability Analysis of the Instrument

In this research, the Cronbach's alpha statistics was used to examine reliability and validity of questionnaire instrument. To measure consistency on items on a questionnaire, the reliability test is conducted. Field, (2009) states that the most commonly used measurement tool is the Cronbach's alpha with a general minimum of 0.7. The questionnaires had items measuring satisfaction, compensation, direct financial compensation, indirect financial compensation and non-financial compensation. The rest of the questions asked for respondents' general information.

Table 4.2 Case Processing Summary

		N	%
Cases	Valid	108	100.0
	Excluded	0	.0
	Total	108	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.2 shows the number of questionnaires that were submitted for Analysis

Table 4.3 Reliability and validity Statistics for Questionnaire Items

Cronbach's Alpha	N of Items
.898	34

Table 4.3 above reveals a Cronbach's coefficient of 0.898 for the 34 items measured in questionnaires and this means the 0.7 minimum level of coefficient alpha was achieved, (Nunnally, 1978). The results indicate adequate levels of internal reliability between Compensation and job satisfaction items. This validates the reliability of the scales used in this study.

4.4 Validity of the Measurement

The researcher conducted strategies to show the validity of the study measurements. In the first step, face validity was measured and showed that the items measured relate to every variable. In the second step content validity was tested, which focused on whether the content of the measurements cover the full domain of variables or not. The results confirmed content validity too. Internal validity was also examined and the results show that the effects of the dependent variable (Job Satisfaction) is due to the independent variables (Compensation), so internal validity is achieved. In addition the Fisher test (F) in every analysis result was significant ($P < 0.001$), which is reported in the ANOVA analysis result section

4.5 Descriptive Statistics of the Study

4.5.1 Demographic Analysis of Respondents

In the study questionnaire, the demographic section sought to capture respondents' personal information such as gender, education, marital status, age, tenure in the present job, Salary, Position and department. Such information is critical in the validation of the research. Using SPSS, standard deviation and mean scores as computed by the descriptive statistics for individual items were drawn from distributed questionnaires and presented in the table below.

Table 4.4 Respondents' Demographic Information Summary

Demographic	Characteristics and Classification	Frequency (n)	Percentage (%)
Gender	Male	77	64.2
	Female	31	25.8
Age	18-25	8	6.7
	26-35	31	25.8
	36- 45	36	30
	46 - 55	29	24.2
	55 - 64	4	3.3
Marital Status	Single	21	17.5
	Married	73	60.8
	Separated	4	3.3
	Widowed	4	3.3
	Divorced	6	5.0
Education	“O” level	57	47.5
	“A” level	7	5.8
	Diploma	26	21.7
	Undergraduate	11	9.2
	Masters Degree	7	5.8
Tenure	1 year or less	7	5.8
	2 - 5 years	21	17.5
	6 – 10 Years	25	20.8
	11 - 15 years	24	20.0
	16 years or more	31	25.8
Salary	\$200 - \$350	43	35.8
	\$351 - \$500	32	26.7
	\$500 - \$1000	16	13.3
	Above \$1000	17	14.2
Position	Non Managerial	90	75.0
	First Level Manager	10	8.3
	Middle Manager	5	4.2
	Top Manager	3	2.5
De partme nt	Front Office	18	15.0
	Administration	18	15.0
	Housekeeping	16	13.3
	Food & Beverages	44	36.7
	Repairs & Maintenance	12	10.0

Table above displays descriptive statistics calculated as percentages and mean scores for individual items that were evaluated through the questionnaire.

Table 4.5 Mean Scores for Variables

	Mean	Std. Deviation	N
COM	3.3367	.40737	108
DFC	2.4537	.76183	108
IFC	3.8364	.60886	108
NFC	3.5667	.42668	108
JS	3.3481	.57082	108

Table 4.5 indicates a low mean score (2.4537) in direct financial compensation while the other forms of compensation indicated a more satisfied workforce, with Indirect Financial compensation having the highest mean of 3.8364. Flamboyant Hotel has a policy of adhering to government stipulated minimum salaries while attracting desirable skilled workers by offering incentives such as good working conditions and subsidized health care and other benefits both voluntary and statutory.

Table 4.6 Mean Scores for Direct Financial Compensation

Item No	Description	Mean	Std. Deviation
4	I feel satisfied with my monthly take home pay	2.4722	1.09765
5	My pay is reliable and timeous	1.9722	0.96149
6	The organization administers my pay in a good manner	2.9167	1.30509
	Average for items 4,5 and 6	2.4537	1.12141

Note: Scale range from “1=strongly disagree” to “5=strongly agree”

Table 4.6 shows that direct financial compensation recorded mean score values of between 1.9722 and 2.9167. Item number 5 had the lowest mean, ($M = 1.9722$, $SD = 0.96149$). This indicates dissatisfaction in the consistency employees are receiving their salaries. Overly, Direct Financial Compensation had a mean score of 2.4537 indicating that respondents are not satisfied with aspects such as Salaries, Bonus and Commissions they receive as compensation. This is consistent with Pinnington and Edwards (2000) assertion that Direct Financial Compensation has a strong bearing on overall employee job satisfaction.

Table 4.7 Mean Scores for Indirect Financial Compensation

Item No	Description	Mean	Std. Deviation
7	I am satisfied with the retirement plans I get.	3.4907	1.24176
8	The organization pays vacations, holidays and leaves	4.1759	.56085
9	I am satisfied with the Social Security plans set for me satisfactory.	3.9907	.75499
	Average for items 7,8 and 9	3.8364	.85253

Note: Scale range from “1=strongly disagree” to “5=strongly agree”

Table 4.7 indicates a much higher mean score for Indirect Financial Compensation recording 3.8858 and average S.D. 0.85253. Employees who submitted their responses indicated that they were mostly satisfied with the compensation relating to vacations, holidays and leaves. This item had a mean score of 4.1759. Flamboyant Hotel subsidizes employee contributions to health insurance, social security plans better than any other hotel in Masvingo making its employees a satisfied lot.

Table 4.8 Mean Scores for Non-Financial Compensation

Item No	Description	Mean	Std. Deviation
10	There is variety in my job. It entails me to do several things, making use of different talents and skills	3.6852	.90325
11	There is autonomy in my job. It lets me decide on how to do the work.	3.3796	1.07406
12	I receive enough recognition for the work I do	2.8519	1.27386
13	My job gives me opportunities for promotion and upward movement	3.4815	.92202
14	My job is very important. It is a significant post	4.8148	.51425
	Average for items 10, 11, 12, 13 and 14	3.5667	.93745

Note: Scale range from “1=strongly disagree” to “5=strongly agree”

Table 4.8 above shows the outcomes relating to non-financial compensation. Employees view their jobs as significant and very important. This is shown by the very high mean score of 4.8148 in item 14. Overall, the mean range of 2.8519 to 4.8148 was noted for Non-financial compensation related questions. Management at Flamboyant hotel will need to take Maslow’s Hierarchy of needs further into their daily routines as shown by the results that employees need more recognition in their jobs. Overall, respondents showed good satisfaction in Non-financial compensation averaging a mean of 3.6426. Findings from this study deviate from a study by Wang (1998) which showed that workers in Hong Kong hotels were more satisfied with financial rewards as compared to non-financial compensation.

Table 4.9 Mean Scores for Job Satisfaction

Item No	Description	Mean	Std. Deviation
1	Being able to keep busy all the time.	4.2315	1.01029
2	The chance to work alone on the job.	3.5185	0.81437
3	The chance to do different things from time to time.	3.9444	0.87364
4	The chance to be “somebody” in the community.	3.7778	0.89998
5	The way my boss handles his/her workers.	3.2963	1.11288
6	The competence of my supervisor in making decisions.	2.9907	1.18002
7	Being able to do things that don’t go against my conscience.	3.2315	0.83841
8	The way my job provides for steady employment.	3.6944	0.93187
9	The chance to do things for other people.	3.4815	0.83701
10	The chance to tell people what to do.	2.9167	1.39508
11	The chance to do something that makes use of my abilities.	3.8148	1.06909
12	The way company policies are put into practice.	2.9352	1.01644
13	My pay and the amount of work I do.	3.1759	1.13425
14	The chances for advancement on this job	3.5741	0.9783
15	The freedom to use my own judgment.	3.3333	1.04121
16	The chance to try my own methods of doing the job.	3.213	0.98636
17	The working conditions.	3.9815	0.78516
18	The way my co-workers get along with each other.	3.0463	0.95099
19	The praise I get for doing a good job.	3.3981	0.78466
20	The feeling of accomplishment I get from the job.	4.0278	0.84785

Table 4.10 Mean Score for Overall Job Satisfaction

Item	N	Mean	Std. Deviation
Overall Job Satisfaction	108	3.3481	.57082
Valid N (listwise)	108		

Tables 4.9 and 4.10 display the results from the Minnesota Satisfaction Questionnaire. Table 4.10 summarizes the results giving overall mean and standard deviation. A total mean score of 3.3481 was noted and a standard deviation of 0.57082. Saner and Eyupoglu (2011) who cited Pearson and Seiler (1983) maintain that a job satisfaction mean tally of below 3.50 is considered to be on the dissatisfied part of a “satisfaction-dissatisfaction” scale. This entails that mean scores of 3.50 and above are considered “satisfied” on the “satisfaction-dissatisfaction” scale. The outcome of this research show an overall mean score of 3.3481 meaning that employees of Flamboyant Hotel are dissatisfied with their jobs. In comparison to the others, items 10 and 12 had lower mean scores, 2.9167 and 2.9352 respectively. The reason for a lower score in item 10 might be resulting from the fact that the majority of the respondents were shop floor workers of which management personnel would score higher.

4.6 Analysis of Findings

In order to confirm the significance of data gathered, the four hypothesis developed were tested. In addition, correlation test was conducted to detect the nature of relationship among compensation variables and job satisfaction. Correlation is a statistical inference that investigates the linear relationship between two given variables. A positive (+) correlation means that an increase in one variable will also result in growth of another variable and a negative (-) correlation suggests that if one variable increase another variable will decrease. Correlation test enabled the researcher to decide whether to accept or reject the alternative hypothesis and a conclusion was given.

4.6.1 Results of Pearson's Correlations coefficients

Table 4.11 Pearson's Correlations coefficients

		COM	DFC	IFC	NFC	JS
COM	Pearson Correlation	1	.712**	.675**	.759**	.404**
	Sig. (2-tailed)		0	0	0	0
	N	108	108	108	108	108
DFC	Pearson Correlation	.712**	1	0.186	.265**	.287**
	Sig. (2-tailed)	0		0.054	0.005	0.003
IFC	Pearson Correlation	.675**	0.186	1	.363**	.290**
	Sig. (2-tailed)	0	0.054		0	0.002
	N	108	108	108	108	108
NFC	Pearson Correlation	.759**	.265**	.363**	1	.294**
	Sig. (2-tailed)	0	0.005	0		0.002
	N	108	108	108	108	108
JS	Pearson Correlation	.404**	.287**	.290**	.294**	1
	Sig. (2-tailed)	0	0.003	0.002	0.002	
	N	108	108	108	108	108

Note: **p<0.05, COM= Compensation, DFC = Direct Financial Compensation, IFC = Indirect Financial Compensation, NFC = Non-Financial Compensation, JS = Job Satisfaction

Table 4.11 above displays results obtained after the correlation test was employed and indicates a significant correlation between the compensation variables and job satisfaction. The computation shows that all compensation variables, COM, DFC, IFC, and NFC relate to job satisfaction (JS) positively and significantly. This means an increase in a component of compensation will ultimately lead to an increase in job satisfaction among respondents at Flamboyant hotel. Thus, hypothesis H: = there is a positive relationship between Compensation and job satisfaction was accepted by the researcher. In agreement with these findings, Robbins and Coulter (1999) also noted that employee job satisfaction is a product of a good compensation scheme. Gall and Gall (1996), also weighed in concurring that there is a direct link between compensation and job satisfaction.

The Hypotheses are:

H: There is a positive relationship between compensation and job satisfaction.

H (a) There is a positive relationship between Direct Financial compensation and job satisfaction

H (b) There is a positive relationship between Indirect Financial compensation and job satisfaction

H (c) There is a positive relationship between Non-Financial compensation and job satisfaction

Table 4.16 ANOVA Results: Education level and Job Satisfaction

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
O' Level	57	3.2632	.48177	.06381	3.1353	3.3910	2.00	4.50
A' Level	7	3.6357	.84741	.32029	2.8520	4.4194	2.50	4.90
Diploma	26	3.4923	.59644	.11697	3.2514	3.7332	1.95	4.85
Undergraduate	11	3.3409	.72347	.21813	2.8549	3.8269	1.90	4.60
Masters	7	3.2286	.54761	.20698	2.7221	3.7350	2.65	4.05
Total	108	3.3481	.57082	.05493	3.2393	3.4570	1.90	4.90

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.632	4	.408	1.264	.289
Within Groups	33.233	103	.323		
Total	34.865	107			

One way analysis of variance was computed to establish if the job satisfaction levels varied between different educational levels in respondents. Results showed no evidence of significant differences in the level of satisfaction between the different groups. The mean scores ranged between ($M = 3.2286$ and 3.6257) while Standard deviation ranged between ($SD = .48177$ and $.84741$). The significance level of 0.289 was beyond 0.05 which shows that there was no significant relationship between the educational level and employee job satisfaction.

Table 4.17 ANOVA Results: Marital Status and Job Satisfaction

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Single	21	3.6095	.62502	.13639	3.3250	3.8940	2.50	4.85
Married	73	3.2767	.52249	.06115	3.1548	3.3986	1.90	4.90
Separated	4	3.3875	.54524	.27262	2.5199	4.2551	3.05	4.20
Widowed	4	3.8500	.61779	.30890	2.8670	4.8330	3.25	4.50
Divorced	6	2.9417	.55625	.22709	2.3579	3.5254	1.95	3.60
Total	108	3.3481	.57082	.05493	3.2393	3.4570	1.90	4.90

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.812	4	.953	3.161	.017
Within Groups	31.052	103	.301		
Total	34.865	107			

A One way analysis of variance was used in determining whether there was a difference in job satisfaction drawn on marital status lines. Indications from the analysis show no major differences among groups. However the “divorced” respondents showed the least amount of satisfaction among all groups, ($M = 2.9417$, $SD .55625$). The most satisfied group was the “widowed” group ($M = 3.8500$, $SD = .61779$) Results from this research diverge from Saner and Eyupoglu (2012) assertion that marital status has a bearing on job satisfaction.

Table 4.18 ANOVA Results: Age and Job Satisfaction**Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 - 25 Years	8	4.0813	.63016	.22279	3.5544	4.6081	3.15	4.90
26 - 35 Years	31	3.1726	.50889	.09140	2.9859	3.3592	1.90	4.15
36 - 45 Years	36	3.2819	.47931	.07988	3.1198	3.4441	2.65	4.85
46 - 55 Years	29	3.4603	.53039	.09849	3.2586	3.6621	1.95	4.50
56 - 64 Years	4	3.0250	.85684	.42842	1.6616	4.3884	2.10	4.10
Total	108	3.3481	.57082	.05493	3.2393	3.4570	1.90	4.90

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.196	4	1.549	5.565	.000
Within Groups	28.669	103	.278		
Total	34.865	107			

One way ANOVA was used to decide if levels of job satisfaction varied among different age groups within the respondents. Indications from the analysis show greater satisfaction within the 18 – 25 age group. (M = 4.0813, SD .63016) Results also reveal no major differences in employee job satisfaction among the other age groups. Despite the 18 – 25 years old age group indicating a comparatively higher mean score of satisfaction in indirect financial compensation and job satisfaction, there wasn't any distinct differences in satisfaction levels among the different age groups. These findings support (Sun, 2002) assertion that age plays a small role in job satisfaction. Ting (1997) however states that age influences one's feeling towards job satisfaction.

Table 4.19 ANOVA Results: Gender and Job Satisfaction**Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	77	3.3026	.55836	.06363	3.1759	3.4293	1.90	4.85
Female	31	3.4613	.59480	.10683	3.2431	3.6795	1.95	4.90
Total	108	3.3481	.57082	.05493	3.2393	3.4570	1.90	4.90

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.557	1	.557	1.720	.193
Within Groups	34.308	106	.324		
Total	34.865	107			

To determine whether the two gender classes differed in job satisfaction levels, a one way analysis of variance was used. The ANOVA indicated insignificant differences among females and males' levels of job satisfaction. Females showed slightly more satisfaction ($M = 3.4613$, $SD = .59480$) while males recorded less satisfaction ($M = 3.3026$, $SD = .55836$) Results show that while both genders are more satisfied with indirect financial compensation, females are more satisfied with this aspect in relation to the other forms of compensation.

4.7 Chapter Summary

This chapter was dedicated to data presentation as well as analysis, and discussion of the outcomes from the study. Findings were presented in form of frequency tables, ANOVA tables and correlation tables. Discussion of findings was in tandem with the research objectives. Chapter five will give a summary of the whole study including conclusions and recommendations.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This research aims to identify different forms of compensation and then explore the relationship between three components of compensation and job satisfaction among employees at Flamboyant hotel in Masvingo, Zimbabwe. This chapter unveils the discussion, theoretical contribution, managerial implication, limitations, recommendations for future studies, and conclusion.

5.2 Discussion

The results show that there is a positive relationship between compensation and employees job satisfaction. Compensation is a fundamental component of human resource management. It covers economic reward in the form of wages and salaries as well as benefits, indirect compensation or supplementary pay (Ojo, 1998). Compensation emanates basically from the fact that it provides income to workers and constitutes an important cost item to the employer (Martocchio, 2011). Direct financial compensation is defined as the money directly paid to employees in exchange for their labor such as salaries, wages, tips or commissions. The results show that there is a positive relationship between direct financial compensation and employees' satisfaction among Flamboyant hotel employees. Indirect financial compensation aspects such as paid vacations, leaves and holidays also indicated a degree of satisfaction among Flamboyant hotel workers. Moreover, the results show that there is a relationship between non-financial compensation and job satisfaction. Through non-financial compensation, employees feel that their job is very important and give them a feeling of great satisfaction on their job. The results of this study are consistent with works of Bhattacharya and Sengupta, (2017), Lai, (2012), Perkins and White, (2008), and Yaseen (2013).

5.3 Theoretical Contribution

The current study has very important theoretical contributions in the field of study variables. Many researchers have found that job satisfaction can be influenced by some certain factors such as:

those related to work setting, factors related to specific aspects of the job and factors attributed to employees' involvement in the organization (Baron, 1986) in different sectors and societies. But as far as the researcher knows, none of them focused on the relationship between compensation in general and its three components (direct financial, indirect financial, and non-financial) with job satisfaction on the population in Zimbabwe. Therefore the results of this comprehensive study theoretically contribute to the job satisfaction, compensation, and reward strategy literature by examining the aforementioned relationships.

5.4 Managerial Implication

The findings obtained from the present research provide several useful practical implications for managers and researchers in different industries but specifically the hospitality industry.

Employees are the most important resource of any given organization and it is not only right but also legally and morally correct to pay workers fairly. Commensurate to their performance, experience and qualifications, employees should be well compensated. (Direct financial, indirect financial or non-financial). This will enhance job satisfaction and consequently productivity and profitability are achieved. The hotel needs to ensure not only timely salary payments but also that these salaries are administered in a manner that is transparent ensuring fairness, equity and convenience. Fairness should be in terms of in relation to what job one is doing as well as their level of skill and education. Equity relates to what one gets compared to colleagues in similar roles either within the same company or those doing similar jobs in other organizations in the same sector. Vital information pertaining to compensation issues should be timely and clear. Working environments should be suitable for the kind of job performed. In general, all working spaces should be clean, comfortable and harm free.

The result of the study shows that direct financial compensation positively relates to the employees' satisfaction. So managers can put some offers for employees in terms of their performance such as increasing wages, salaries, bonuses, tips and commissions. Such direct financial compensations increase employees' satisfaction and motivate them to work better.

Indirect financial compensation can be very effective and be used to increase the employees' productivity at workplace, hence managers should seriously consider them. Companies can offer

a defined benefit plan, which promises to pay a certain amount of retirement benefits to an employee upon the employee's retirement. Another example of indirect financial compensation which can be effective in increasing employees' job satisfaction is defined contribution plan. It stipulates that the company will contribute a certain amount of money each year to the employee's individual retirement account.

Finally non-financial compensation can be another effective strategy to increase employees' motivation and satisfaction at the workplace. Flextime allows employees to work hours outside of the standard 9 to 5 time frame. This can be a huge benefit to parents who need to take their kids to daytime appointments. It also is beneficial to employees who work best in the early mornings or late evenings, and others who might need time to attend to personal matters without having to take sick days. Another example is telecommuting options. Letting employees telecommute from home every now and then goes a long way toward restoring their peace of mind. Thanks to the internet and technological advances in corporate communications, employees can still handle their duties even if they don't travel further than from their bedroom to their home office. In addition, employee perks is another example of non-financial compensation which can be considered in making employees satisfied. Offers such as health club memberships, onsite gyms and regular health screenings, also providing employee cafeterias with low-cost or free meals, and babysitting services to relieve some parental burdens. Companies recognize that a healthy workforce is more productive and takes fewer sick days.

5.5 Limitation and Recommendations

There are some limitations which should be noted and considered for future research.

Firstly, refers to the sample size which somewhat is small. In addition this study is conducted in only one hotel in Zimbabwean. So the proposed model and results cannot be generalized outside the scope of the study sample. In future studies, it will be interesting to expand the size of the sample and to increase the population which will have a positive effect on the generalization issue and increase the validity of the results.

Secondly, one of the important limitations of this study refers to the validity of measurements. Despite the face validity and reliability of the study measurements, their external validity needs

further research and study. So the recommendation for future study is to focus further on the different types of validity of the measurements and use of different indexes to show the validity of study measurements.

Thirdly, the methodology of this study is based on quantitative research method. Questionnaire was used to collect data and to analysis the data using of SPSS software, so its recommended for future studies using of other research methods such as qualitative, pre-post analysis, comparative studies, or conceptual study to understand deeply about these important variables and also the casual relationships between them.

Lastly, the data of this study were collected at one time point, which may cause a negative effect on respondents while filling the questionnaire, therefore recommendations to future researchers is to spend more time to collect data and it's better to collect data in several stages and periodically to increase the respondent validity to improve the accuracy, credibility, validity, and transferability of a study and decrease of creating any common method bias.

5.6 Conclusions

This research was conducted to explore more about different aspects of compensation and the relationship they have with job satisfaction among employees of Flamboyant Hotel in Zimbabwean. Findings supported all the study's hypotheses which propose that there is positive relationship between compensation including its components and job satisfaction. Results have shown that popular compensation types at Flamboyant such as the non- financial are instrumental in improved job satisfaction among workers.

The findings of the research will enable the government to check and refine existing labor laws and policies in general and specifically on compensation to ensure equity and increased job satisfaction and ultimately GDP growth. The use of this information is critical in formulation or review of different compensation systems and strategies. The findings contribute to the knowledge basket for employer organizations and trade unions that can identify issues which relate to employee satisfaction covered in the study. In the end, managers of hotels should create equitable compensation systems. Absence of sound and lucrative compensation methods demotivates employees and normally leads to employee job dissatisfaction. For Human Resource Managers,

the recommendation is to ensure equity and fairness in compensation. Proper assessment of personalities, value systems and individual employee needs and vocations will allow the managers to compensate workers basing on personal preferences and increase employees satisfaction.

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APPENDIX 1: BIKITA COMPENSATION QUESTIONNAIRE

Grey Rapai is a Masters student at Near East University in North Cyprus. He is undertaking a course leading to a degree in Tourism and Hotel Management. The study is focused on the relationship between compensation and job satisfaction. It aims to determine the role of all forms of compensation in employee job satisfaction. You have been selected to participate in the study by completing the questionnaire attached which will take about 8 minutes. Please be assured that the information provided will be used strictly for academic purposes by the researcher. Your assistance in completing the attached questionnaire will be greatly appreciated. You do not have to disclose your personal details.

Section A**Personal Information**

Gender	Male	<input type="radio"/>	Female	<input type="radio"/>
Age:	18-25	<input type="radio"/>	26-35	<input type="radio"/>
	36- 45	<input type="radio"/>	46 - 55	<input type="radio"/>
	55- 64	<input type="radio"/>	65 - Above	<input type="radio"/>
Marital status	Married	<input type="radio"/>	Single	<input type="radio"/>
	Separated	<input type="radio"/>	Widowed	<input type="radio"/>
	Divorced	<input type="radio"/>		
Education Level	Ph.D.	<input type="radio"/>	Masters Degree	<input type="radio"/>
	Undergraduate	<input type="radio"/>	Diploma	<input type="radio"/>
	“A” level	<input type="radio"/>	“O” level	<input type="radio"/>
Tenure in present job	1 year or less	<input type="radio"/>	2 - 5 years	<input type="radio"/>
	6 – 10 Years	<input type="radio"/>	11 - 15 years	<input type="radio"/>
	16 years or more	<input type="radio"/>		
Income	\$200 - \$350	<input type="radio"/>	\$351 - \$500	<input type="radio"/>
	\$500 - \$1000	<input type="radio"/>	above \$1000	<input type="radio"/>
Position in Company	Top Manager	<input type="radio"/>	Middle Manager	<input type="radio"/>
	First Level Manager	<input type="radio"/>	Non Managerial	<input type="radio"/>
Department	Front Office	<input type="radio"/>	Administration	<input type="radio"/>
	Housekeeping	<input type="radio"/>	Food & Beverages	<input type="radio"/>
	Repairs & Maintenance	<input type="radio"/>		

Section B

Bikita Compensation Questionnaire

Dear respondent: Please use the rating scale below to respond to the following statements related to your compensation. It is important that you respond to each statement. Thank you for your time.

Ask yourself: How agreeable am I with my compensation?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Equity					
<i>(Compare with other companies or colleagues)</i>					
My salary is fair compared to other staff with the same level of responsibility in other hotels					
I cannot seek employment in another hotel because what I am paid currently is adequate					
My pay and benefits are commensurate with my skills and experience					
Direct Financial Compensation					
<i>(Salaries, Wages, Bonus Commission)</i>					
I feel satisfied with my monthly take home pay					
My pay is reliable and timeous					
The organization administers my pay in a good manner					
Indirect financial compensation					
<i>(Housing, Social security, Health insurance, Vacation)</i>					
I am satisfied with the retirement plans I get.					
The organization pays vacations, holidays and leaves					
I am satisfied with the Social Security plans set for me satisfactory.					
Non- Financial compensation					
<i>(Recognition, status symbol, Promotion, Co-workers)</i>					
There is variety in my job. It entails me to do several things, making use of different talents and skills					
There is autonomy in my job. It lets me decide on how to do the work.					
I receive enough recognition for the work I do					
My job gives me opportunities for promotion and upward movement					
My job is very important. It is a significant post					

APPENDIX 2: JOB 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				Very
On my present job, this is how I feel about.....		Dissat	Dissat	N	Sat	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	Seat	Very Sat