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WORKPLACE ENVIRONMENT INFLUENCE
ON EMPLOYEE SATISFACTION IN STAR
RATED HOTELS IN KISUMU CITY, KENYA

Michael Murimi



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Corresponding Author's Email: njue2010@gmail.com

ABSTRACT

Purpose: This paper present findings of a study whose purpose was aimed at establishing the effect of workplace settings on satisfaction of employees in star rated hotels in Kisumu City, Kenya.

Methodology: Cross-sectional survey reserach design was adopted. The sample size for study was 184 employees sampled from a taget population of 396 employees through stratified random sampling . A pretest study was used to validate the structured questionnaires used to collect data and were distributed to the sampled size. Reliability was ensured by use of Cronbach's Alpha test. Responses from respondents were coded and analyzed descriptively while inferential statistics were also used.

Findings: The results of the study revealed that workplace settings significantly affect employee satisfaction ($p= 0.005$). Regression analysis results ($R^2 = 0.417$), illuminated that attributes of a job explains for 41.7% changes to employee satisfaction in star rated hotels.

Unique Contribution to theory, Practice and Policy: The study applauds significantly contributes to the literature on hotel approaches, practices and strategies that revolve about improving employees' workplace circumstances so as to advance employee satisfaction in hotel sector. The study recommends that hotels should develop and improve workplace policies that are aimed at contributing to employee satisfaction as way of improving quality service and performance.

Key words: *Hotel physical settings, Job characteristics, hotel work settings, employee satisfaction, star rated hotels, Kisumu City.*

1.0 INTRODUCTION

Employees satisfaction with their job is an erratic and versatile idea with many definitions and means different to different people. It refers to feelings of employees regarding their profession and diverse perspectives on the same, which means that satisfaction with job addresses those levels to which desires would what's more equal those reliable honors (Spector, 1997)

Further, it is the employees' contributions that prompt appreciation, compensation benefits, accomplishment of employee diverse objectives and promotions that boost satisfaction feelings (Kaliski, 2007).

Workplace settings incorporates numerous things including but not limited to, physical settings, job characteristics and aspects of organizations (Briner, 2000). Workplace settings have become an vital part of doing work in an organisation (Chandrasekar, 2011). Hence, workplace environment is the interlinkage between people employed to work, organisation and environment. Kenyan Hospitality Sector economic survey reveals that this sector contributes approximately 10 % of GDP , and about 9.3% contribution to employment (Kenya National Bureau of statistics, 2016). It is projected that it will slowly rise by 3% p.a towards the year 2026, the sector employment contributions stands at 9.5% (KNBS, 2016). A report produced by Industrial Development Corporation (IDC) showed that the city of Kisumu is emerging is likely to present predictions for the formation high profile, but reasonably priced hotels (IDC, 2012). Kisumu City lies in the Lake Region and host about 695 hotel rooms whose occupancy rate of 31% current beds are 958 with occupancy averaging 26% (KNBS, 2012). This will rise gradually.

The problem at hand is in 2014, International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) uncovered that workplace in hotel division in Kenya and some other developing countries was described by lopsided working hours, end of the week moves, split night and convoluted and pressure working circumstances (Tourism Concern, 2014). The report lights up those workers are encountered by work instability and limited open doors for advancement. The reports highlights reflect a situation that submits that there could be low degrees with work satisfaction among employees in those sectors.

Despite such reports, hotels are grappling with ideas of improving work conditions in the industry and this has kept on picking up force in Kenya where numerous hotels are contributing on giving favorable workplace to their workers (Mokaya & Gitari, 2012), (United Nations Global Compact, 2012) . Although hospitality facilities have grasped the idea of improving occupation conditions, there is restricted exact information demonstrating the impact of the workplace settings on work fulfillment among employees working star rated hotels in Kisumu City, Kenya.

Therefore, this study was meant to investigate the extent of hotel employees' satisfaction with their work, the influence of workplace surroundings towards employee satisfaction and the linkage between the workplace settings and satisfaction of employees in star rated hotels in Kisumu City, Kenya.

2.0. REVIEW OF THE LITERATURE

2.1. Hotel physical settings and employee satisfaction

Hotel physical settings is a factor of workplace that affects the human sense, interpersonal relations and subsequently productivity (Smith, 2017). Physical settings include factors like, hotels design and period since establishment, hotel's layout, set-up of various workstations, design of equipment and furniture, spacing, ventilation, temperature, lighting, vibration, radiation, noise, air quality (Manisha & Sarode, 2014). Physical designs affects employees satisfaction (ASID, 1999) and influences productivity of employees (Ismail, 2010).

Over 50% variability of productivity of employees is accounted for by workstation designs (Amjad & Hameed, 2009). Further, (Ismail, 2010) physical situations aspects like levels of comfort, temperature have a huge effect on efficiency of employees in work. There is a significant linkage between the work, work circumstances and employee satisfaction (Roziyana, 2012). (Leblebici, 2012) reaffirms that workplace quality significantly impacts on productivity of employees.

There were few studies seeking to establish whether physical settings affects employees satisfaction in star rated hotels in Kisumu City, Kenya hence the need for this study. the proposed tested hypothesis was;

Ho: hotel physical settings has statistically no significant effect on employees satisfaction in star rated hotels.

2.2. Job characteristics and employee satisfaction

A model on job characteristic commonly initialized as (JCM) stipulates that every activity has five significant employment estimations (Hackman, & Oldham, 1975), (Thomas, 2004). These estimations include; expertise assortment which implies the degree an occupation fuses an arrangement about unmistakable activities, besides how they incorporates the usage of a measure of various talents ensuring abilities. Task identity; is associated with the levels which the business indulges fulfillment of a whole, what's progressively conspicuous confirmation bit on work with an undeniable end. Task criticalness: how much those specific occupations were be basic and incorporates a genuine responsibility of the affiliation or specific social request all things considered. Self-governance: the levels at which work accommodates freedom, agent noteworthy opportunity, more consideration for arranging the round in what's all the more making sense of the techniques used inside doing it. Information: the degree on which doing the value of exertion practices stretches prompt and away from workers in respect to how incredible the specific occupation needs have been conveyed.

An analysis on relationship for employees on versatile temporary frameworks, exhibited that workers particularly regard those odds associated with these frameworks, for instance, an extended independence by the way they play out their undertakings and extended correspondence with colleagues (Thomas, 2004). Continuously remembered for less gathering fill in additionally job turns and furthermore assisting human resource sharpens show up and should help commonly insignificant of the extended work satisfaction beginning with constantly involved to high execution working environment associations (Thomas, 2004). On higher inclusion of employees on high execution workplace and workers occupation fulfillment utilizing worker information

from a survey on Working Conditions from Europe offshoot states, disclosures revealed that specific impact might be directed by those guaranteeing employees in ready to change temporary frameworks, demonstrating that masters particularly worth those odds associated with these frameworks. Further, disappointment with working conditions extremely affects inspiration of workers (Poulston, 2009). Occupation conditions have an impact on employment fulfillment of workers (Shidhaye, Divekar, Goel & Shidhaye, 2011).

Moreover, an investigation on connection between working settings and workers fulfillment with about 60 respondents, 30 respondents were working in customary work circumstances while the rest 30 respondents were working in inconvenient work settings. Data were assembled using surveys. The revelations demonstrated that experts who work in run of the mill working settings are progressively happy with their job contrasted with the other group (Bakotic & Babic, 2013). Another study was conducted where the wellbeing, burnout, and business related pressure on employment fulfillment in growing nations was investigated, where 1200 respondents and surveys were used to gather information. The outcomes uncovered that fatigue and work environment security hazards profoundly influence representatives' psychological well-being and occupation fulfillment of workers (Khamisa, Oldenburg, Peltzer & Dragan, 2015).

In conclusion, highlighted studies uncovered a solid connection between job qualities and employee fulfillment. The greater part of those investigations was done in different divisions other than hotels and in different nations. Few were done in hotel sector henceforth, the inclination to discover job characteristics and its impacts on work fulfillment among hotel employees. The tested hypothesis was;

Ho: Job characteristics have statistically no significant effect on employee satisfaction in star rated hotels.

2.3. Hotel work Settings and employees satisfaction

Hotel work settings are the keystone factors in realizing psychological and proficient work security (Ahida & Sumaya, 2015) they are connected to day activities (Awases, 2006). These factors may be construed as a web of official and un official interface between coworkers; or the work relationship existing among employees (Yusuf & Metiboba, 2012). Previously, coworkers' relationship tend to affect employees morale (Clement, 2000); (Stanley, 2003).

Organizational factors like support, innovation and involvement significantly affected employees job satisfaction (DeStefano, Potter, Clark, & Gavin, 2005). Employees working conditions affects how motivated or dissatisfied workers can be with those who supervise them (Poulston, 2009). Workplace aspects and proper communication system entice, retain, and inspire employees to be more productive (Ajala, 2012).

Human work settings in an organization provides awareness various ways of increasing employee satisfaction (Tio, 2014). Stressors, boredom, workload, overtime and fatigue increases dissatisfaction in the place of work (Ruchi & Surinder, 2014). Absence of pressure related to work contributes significantly employee satisfaction (Imrana, Anita, Ramesh, & Manohr, 2015).

(Ahida & Sumaya, 2015) stated that workload, accessibility to hotel recourses and support from supervisors significantly affects how employees deliver in their work.

While work situations and leadership have positive impacts on employee satisfaction, culture of organisation has insignificant impact on the same (Gichinga, 2016). With few such studies in star rated hotels, it is essential to find out if hotel settings affected employee satisfaction in star rated hotels in Kisumu City, Kenya. The tested hypothesis was;

Ho: hotel work settings has statistically no significant effect on employees satisfaction in star rated hotels.

2.4. Theoretical fundamentals to this study

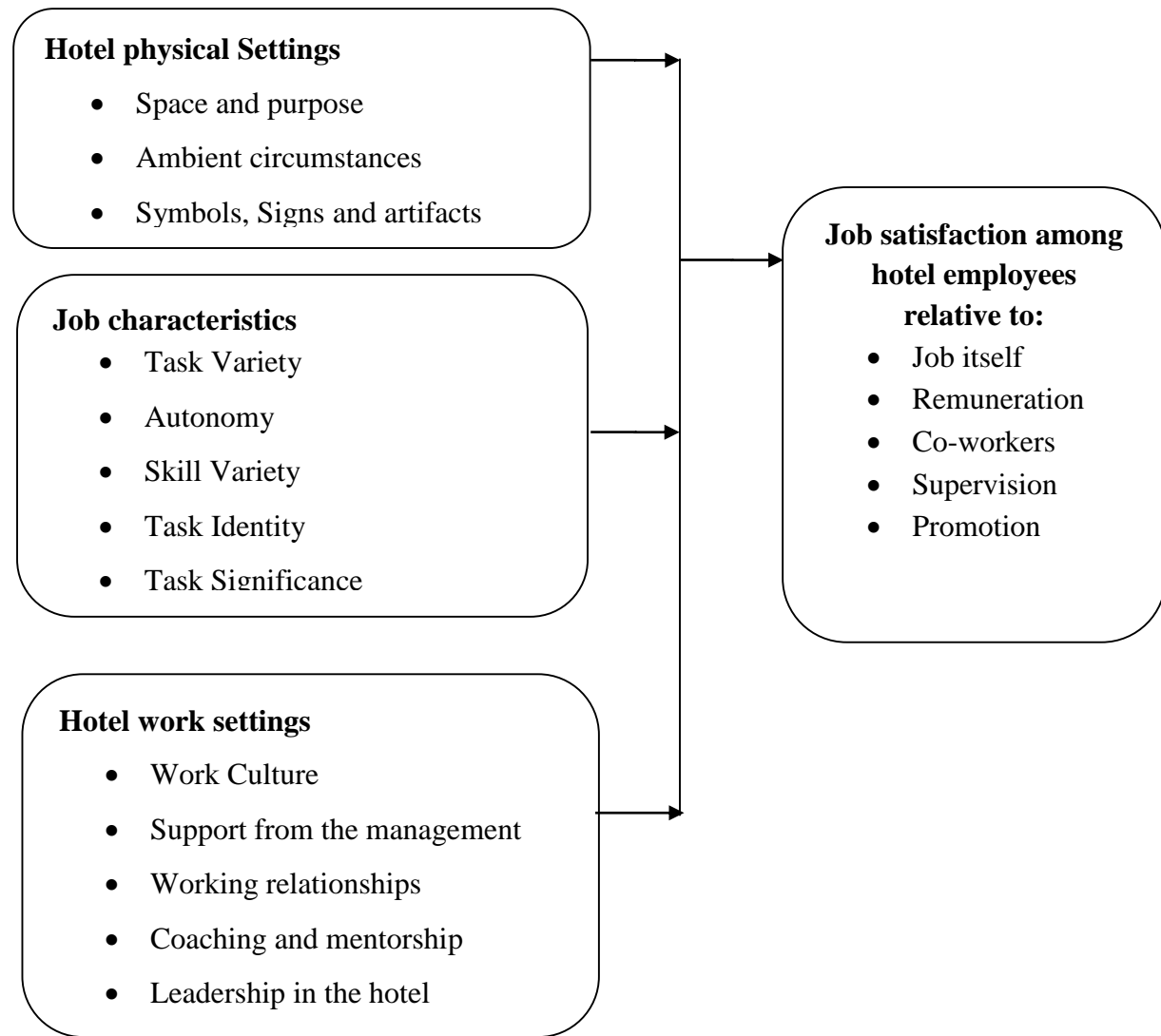
To comprehend that which makes a few workers in hotel sector happier with their occupations than their partners and what concealed procedures represent worker's affections for the equivalent, the investigation depended on information and theory of learning Range of Affect (Locke, 1976). The theory hypothesizes that worker fulfillment is directed by an irregularity between the requirements of workers to achieve in their work and that which has been given to them in aid of their job (Locke, 1976). In addition, the theory communicates that the sum of a worker's regards for a given component of work for example, the degree of freedom when working, directs how employees are with their employments or how frustrated they become when wants are or are not fully met (Locke, 1976). Moreover, when employees value a particular element of an occupation, as much satisfaction might be a more prominent sum fundamentally influenced both positively (when wants and need met). Besides, adversely (when wants and needs are not met), appeared different in relation to specific situation that does not regard that highlight.

This theory informs the current study in the essence that if employee valued particular aspects their jobs, for instance, hotel physical settings, work environment, job characteristics spikes their satisfaction. When all aspects of their workplace have been enhanced then this may translate to more satisfaction among employees in hotels.

2.2.The Study's Conceptual framework

Figure: 1.1. Displays the important variables of workplace settings and satisfaction of employees in star rated hotels in Kisumu City, Kenya.

Independent Variable



Dependent Variable

Figure. 1.1. Conceptual Framework

Source: Author (2020)

3.0. METHODOLOGY

Cross-sectional design was adopted to enhance gather the data on work qualities and workers' fulfillment among hotel employees in Kisumu City. A sample size of 199 respondents calculated using a sample size formula recommended by (Yamane, 1967) from a target population of 396 employees working star rated hotels was used. Stratified random sampling was used to cluster the respondents collect highly representative samples from each stratum through simple random sampling. Structured questionnaires with close ended questions were used to obtain data for this investigation. Attributes of the activity were estimated utilizing the specialist's adjusted questionnaire on Work Design (WDQ) created by (Morgeson & Humphrey, 2006).

For hotel work settings, a closed ended questionnaire established by (Miemie & Marianne, 2014) was adopted and researcher modified it. While hotel physical settings (Yunkyong, 2007) close ended questionnaire's was adopted and modified by the researcher. The subsequent section contained twenty five items on job satisfaction variable, estimated utilizing abridged index on job description created by (Balzer, Bachiochi, Robie, Sinar & Parra, 2000) though altered by the author.

Hotel employees were requested to react to every inquiry as per Likert five-point scale, scoring from highest "strongly agree", "agree", "neutral", "disagree", to least "strongly disagree". Higher tallies represented respondent's concurrence with questions. In addition, Cronbach's alpha test was done to ensure reliability. The examination discoveries are extricated by SPSS measurable programming at both enlightening and scientific levels. To present the results figures and tables were used while parametric factual tests using SPSS IBM 22 programming were utilized.

4.0. FINDINGS

The findings reveal the discoveries showed 43.5% aged somewhere in the range of 21 and 30 years and 35.9% aged somewhere in the range of 31 and 40 years in this way beneficial for hotel sector workforce. Also 32.6% and 33.7% of workers had certificate in technical courses and diploma respectively. Respondents operated in different sections of the hotel and (41.3%) earned between 150-350 US dollars every month. 52.2% had worked for fewer six years and 52.7% of employees were on short term contracts.

4.1. Respondents responses on job characteristics

Table 4.1.1.

Respondent on job characteristics

Respondents results on job characteristics	Mean
My job gives me impressive open door for autonomy and opportunity as I do it	4.09
My job entails doing various distinctive things	4.01
The after effects of my job are probably going to essentially influence the survival of other people.	3.96
My chores include finishing a bit of tasks that has a obvious start and end.	3.80
My tasks exercise gives instant and clear facts about the feasibility (for instance quality and amount) of my activity performance.	3.97
The activity expects me to use a varied range of abilities so as to finish the work.	4.07
Mean	4.04

Outcomes uncovered that hotel workers are fully satisfied with job qualities with a normal mean of 4.03 out of 5 as summed up in table 4.1. Dominant part of the employees (85.9%) enrolled fulfillment with just (14.1%) were impartial.

4.2. Respondents responses on satisfaction with hotel physical settings

Table 4.2.1:

Table on respondents' satisfaction with hotel physical settings

Respondents on hotel physical settings	Mean
General level of lighting in this facility is appropriate for work	4.28
Temperature levels in this facility are is comfortable and regulated when need be	4.28
Wall treatments and interior décorations are appealing to workers	4.30
Aroma around and within this facility makes me feel good while at work	4.21
Floor treatments and its environment (wood, tile, carpeting) facilitate smoth working	4.28
Space's layout in this facility necessitate employees to work easily.	4.14
Equipment and tools provided make working interesting.	4.20
I enjoy provided clean employee rest and change rooms.	4.16
The aisles set between furnitures facilitate easier pass through easily because they are wide.	4.09
My work station and space is always clean and pleasant.	4.14

Signs and symbols provided provide adequate direction to workers and guests	3.97
An employee can stroll within this facility and find what they are aimed at	4.24
Mean	4.19

A mean of 4.19 satisfaction out of total 5 was registered. 92.4% of employees were highly satisfied physical settings of hotels only 5.6% registered poor satisfaction with this aspect.

4.3. Respondents responses on satisfaction with hotel work settings

Table 4.3.1:

Table on respondents' satisfaction with hotel work settings

Respondents on hotel work settings	Mean
Good work relations and employee positive behavior are supported by the management of this facility.	3.75
Management of this facility support employees and offers resources that necessitate them to work.	3.61
The work done by employees in this facility is reasonable	3.66
The facility has enough resources ranging from equipment, space and staff to meet demands of the work done	3.59
Employee training and staff development programmes provided the facility are satisfactory	3.46
There is close coaching and mentorship to all employees in this facility	3.38
Leadership in this hotel emphasizes on humanity in their pursuit for results	3.84
Mean	3.6390

Source: Author's (2020)

From the outcomes a mean 3.64 out of 5 was registered with 64.7% of employees are satisfied with hotel work settings only 24.4% registered neither satisfaction nor dissatisfaction and 10.9% were least satisfied.

4.4. Respondents responses on satisfaction of employees in hotels

Table 4.4.1.

Respondents' responses on a number of aspects of employee satisfaction

Respondents satisfaction with their work	Mean
My work makes me have best feelings of satisfaction and achievement	4.02
My daily tasks are interesting and energizing	3.61
I have a feeling that I truly accomplish something advantageous in my work	4.21
I get a great deal of delight and happiness when delivering services in this facility	3.74

The work I do is by one way or another challenging	3.93
Mean	3.90
Respondents responses on satisfaction with remuneration	
My pay is reasonable contrasted with other staff with a similar degree of obligation in other comparative hotels.	2.80
I have a feeling that my pay is a complete remuneration as anticipated from me in this facility	3.84
The benefits I land are sufficient for my current living expenditures	2.77
I feel satisfactorily compensated for my endeavors as an employee in this facility	3.32
My job accommodates consistent compensation	3.67
Mean	3.28
Respondents responses on satisfaction with supervisor	
My boss is satisfied with my daily work performance and empowers me to do better	3.92
My boss isn't a trouble to my scheduled tasks	2.64
My chief effectively tunes in to my suggestions	3.61
By and large, my supervisor does a decent job.	3.85
My overseer gives me ordinary noteworthy recommendations on what I can do to improve.	3.92
Mean	3.59
Respondents responses on job satisfaction with coworkers	
My colleagues are helpful	4.30
The assurance with my associates is very high	3.91
Dominant part of my colleagues or colleagues play out their duties intelligently	4.01
My colleagues put exertion in their work	1.79
My colleagues get well alongside each other	4.05
Mean	3.612
Respondents responses on employee satisfaction with promotions	
There are chances for progression on this job	3.60
Contemplating the following a year, there are less odds of advancement in my job	3.23

Advancement openings in this lodging goes to the individuals who merit them	2.76
Advancement openings aren't constrained and they are genuinely satisfactory in this facility	3.54
I am happy that this hotel has an advancement policy	3.39
Mean	3.30

Generally scores with high means showed workers' fulfillment with different parts in their occupations. Most facets had above 3.5 and a normal mean of 3.53 out of 5. Most workers (69%) are satisfied with their work while (25%) workers were nonpartisan with just 6% were least happy with their work. The discoveries uncover that workers are exceptionally satisfied with their work regardless of enrolling low levels of satisfaction with perspectives like advancement, compensation, and disregarding fluctuation with age, work area, sexual orientation and occupation levels. Most of employees are happy with the oversight, present state of occupation and colleagues. The findings uncovered that employees level of fulfillment with their occupation stand at 79.9%; supervision at 65.2%; colleagues at 67.9%, compensation at 41.3% enrolled fulfillment and advancement at 49.5%. These results affirm Locke's declarations that representatives in place of work are fulfilled by various aspects in their occupations. Also, there was an inconsequential contrasts in the degrees of employment fulfillment against compensation, advancement, age, sex, occupational level. On compensation, findings bolster the discoveries of (Yogesh & Ashutosh, 2012) who uncovered workers disappointed with present pay results to un-fulfillment with their occupations.

4.5. Results of Pearson Correlations

Table 4.5.1.

Coefficient of Pearson on employee satisfaction

		employee Satisfaction	Hotel Physical settings	Job Characteristics	Hotel work settings
Pearson Correlation	Employee Satisfaction	1.000	.414	.250	.634
	Hotel Physical settings	.414	1.000	.200	.531
	Job Characteristics	.250	.200	1.000	.263
	Hotel work settings	.634	.531	.263	1.000
Sig.(2-tailed)	employee Satisfaction	.	.000	.000	.000
	Hotel Physical settings	.000	.	.003	.000
	Job Characteristics	.000	.003	.	.000
	Hotel work settings	.000	.000	.000	.
N	employee Satisfaction	184	184	184	184
	Hotel Physical settings	184	184	184	184
	Job Characteristics	184	184	184	184
	Hotel work settings	184	184	184	184

Notes: **Correlation are significant $p < 0.05$ (2-tailed).**

Pearson correlation is accomplished to discover whether a connection exists between hotel physical setting, work attributes, hotel work settings and employee fulfillment. The outcome is exhibited in the above (Table 4.5.1). A positive connection subsists between hotel physical settings ($r = 0.414$), work characteristics ($r = 0.250$), and hotel work settings ($r = 0.634$) on employee satisfaction $p < 0.05$. This means that factors at hand significantly affect employee satisfaction.

Further, the results of the Pearson correlation were used to reject or accept the hypothesis. Therefore we reject the null hypothesis which stated;

H₁: Hotel physical setting has statistically no significant effect on satisfaction of employee in star-rated hotels

H₂: Job characteristics has statistically no significant effect on satisfaction of employees in star-rated hotels

H₃: hotel work setting has statistically no significant effect on satisfaction of employee star-rated hotels.

Alternative hypothesis were therefore accepted that; hotel physical setting, job attributes and hotel work setting impacts employee fulfillment. This finding gives adequate proof to reason that predictor factors influences occupation satisfaction among workers in star rated hotels of Kisumu city, Kenya. There is need to better hotel workplace settings to boost employees satisfaction.

On hotel physical setting the results concur (Amjad & Hameed, 2009) (Leblebici, 2012); (Roziyana, 2012) findings that physical settings influences not only employee satisfaction but contributes to productivity of employees and organisational performance. On job characteristics the results concur (Babic & Bakotic, 2013), (Chandrasekar, 2011), (Poulston, 2009), (Shidhaye, Goel, Divekar, & Shidhaye, 2011); (Thomas K. , 2004) that characteristics of job has a strong linkage with employee satisfaction.and finally on hotel work setting the findings concur with (Ajala, 2012), (DeStefano, Clark, Potter, & Gavin, 2005), (Thomas, 2004), (Tio, 2014) which revealed that work setting have a close linkage employee satisfaction.

4.6. Results of Regression Analysis

Table 4.6.1.
Summarized results of the regression model

Model	R		Adjusted R ²	Std. Error of the Estimate	Change Statistics					
	R	R ²			F Change	Sig.	R ² Change	F Change	df1	df2
1	.646 ^a	.417	.407	.44743	42.923	.000	.417		3	180

Notes a. Predictors: (Constant), hotel physical settings, Job Characteristic, hotel work settings b. Dependent Variable: Employee Satisfaction

The results of Regression analysis generated a model where predictor factors were hotel physical settings, work attributes and hotel work settings as independent and employee satisfaction as dependent variables as shown above refer (Table 4.6.1). R squared (R²) implies that the estimations of connection coefficients between the independent variable and employee satisfaction as used in the model. R squared (R²) is the proportion of inconstancy in worker fulfillment with their work that is represented by independent factors. The model, R squared (R²= 0.417) reveals the following that independent factors represent 41.7% variety for employee fulfillment.

The balanced R² uncovers how well the model sums up and its worth ought to be in a perfect world a similar worth or a nearby value to R squared. For this situation, the estimation of adjusted R squared was 0.407, indicating that if data was acquired from whole populace instead of the sample as it the case for the investigation it represent near 40.7 percent least variance on employee satisfaction. While testing the significant of the change in R squared utilizing the F-proportion,

change measurements was utilized. This made R squared to be modified from zero to about 0.417 with F ratio ascending to a 42.92 which was significant at 0.05.

4.7. ANALYSIS OF VARIANCE

Table 4.7.1

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	25.78	3	8.59	42.92	.000 ^b
Residual	36.04	180	.200		
Total	61.81	183			

Notes a. Predictors: (Constant), hotel physical settings, Job Characteristics, hotel work settings b. Dependent Variable: Employee Satisfaction.

ANOVA test to show if the model anticipated the results using mean refer (Table 4.7.1). F-proportion value shows improvement in forecast in that outcomes are fitting the model definitely, comparative with incorrectness that occurs in the model. F-proportion value was 42.92 ($P < .05$) which is liable to occur by possibilities. The capacity to anticipate satisfaction of employees was altogether upgraded by this model.

4.8. Coefficients of Employee job satisfaction

Table 4.8.1.

Coefficients Employee job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Beta	Beta	T	
1. (Constant)	1.47	.32		4.66	.000
Hotel physical setting	.109	.07	.10	1.48	.140
Job Characteristics	.080	.06	.08	1.39	.165
Hotel work setting	.360	.04	.56	8.19	.000

Notes: a. Dependent Variable: Job Satisfaction

The above table demonstrated that the β values show the contribution of job characteristics on this model. The values β indicates that employee satisfaction is connected to predictors (hotel physical setting, job characteristics, and hotel work settings). The positive linkage exists between satisfaction of employees and predictors as revealed by positive β values.

The model is therefore proposed as;

$$JS = 1.47 + .109 HPS + .080 JC + .360 HWS \dots \dots \dots \text{model 1}$$

- Where, ES=Employee Satisfaction
- HPS= Hotel Physical settings
- JC=Job characteristics
- HWS= hotel work settings

Further, t-test was conducted to recognize if characteristics of job had noteworthy influence to this model. The findings reveal that hotel physical setting ($t = 1.483, P < .05$), Job characteristics (t

=1.394, $P < .05$) and hotel work setting ($t = 8.185$, $P < .05$). T-test results for predictor were all significant. In this way, hotel physical setting, job characteristics and hotel work setting have a huge contribution to work fulfillment of hotel employees. The discoveries demonstrated that job attributes had critical commitment to this model. Regression analysis coefficients of predictors were utilized to discover solid influence to the dependent variable as exhibited previously.

Hotel work setting standardized beta was 0.560 the highest of the three, meaning strong significance impact on employee satisfaction, then, hotel physical settings standard beta was 0.100 with significant impact on employee satisfaction while job characteristics standard beta was 0.08. Further, findings reveal that hotel work setting had a positive (8.19) t-value, revealing a negative linkage between hotel work setting and employee satisfaction. From findings, the conclusion was that hotel work setting, hotel physical setting and job characteristics contributed 56.0%, 10.0%, 8.0% changes respectively to employee satisfaction. This means that the factors account respective percentage changes on satisfaction of employees in star rated hotels in Kisumu city, Kenya.

Holding all variables steady for the model, the measure of progress in employee fulfillment, given a difference of just one-unit in estimation of predictors is 1.467. The coefficient of unstandardized figure for hotel physical setting was 0.12, job characteristic was 0.80 and hotel work setting was 0.36. One unit increase on each predictor factor would yield stated amount of increment on employee satisfaction.

5.0. Findings and Conclusion

The outcomes uncovered that workers are pleased with attributes of their employments with a normal average score of 4.04 out of 5. It was revealed that (85.9%) of employees were fulfilled. The correlation (Pearson correlation) uncovered positive association between hotel physical settings ($r = 0.414$), work characteristics ($r = 0.250$), and hotel work settings ($r = 0.634$); $p < 0.05$.) On satisfaction of employees. The discoveries underpin contentions that employee working in adaptable work frameworks esteem the openings that joins these frameworks, as expanded self-sufficiency while performing duties (Thomas, 2004). Further, the discoveries agree with the discoveries of the studies by (Bakotic & Babic, 2013), (Poulston, 2009), (Shidhaye, et.al., 2011) which uncovered a solid connection between attributes of workplace and worker fulfillment.

Definitively, the results of regression analysis summed up straightforward association between independent and dependent variable. The outcomes uncovered that the predictors hotel physical setting, job characteristic and hotel work settings represent 41.7% change for employee fulfillment. Nonetheless, different factors not considered in the investigation represented 58.3%. Capacity to foresee worker work fulfillment was essentially enhanced by this model because F-proportion was (42.92) significant at ($P < .05$).

β values for independent variable was (0.80) and there was a positive connection among indicators and result. T-test findings indicated that hotel physical setting ($t = 1.483$, $P < .05$), characteristics of the job ($t = 1.394$, $P < .05$) and hotel work setting ($t = 8.185$, $P < .05$). Study results uncovered that workplace attributes show a noteworthy commitment to work fulfillment. The ramifications of discoveries are that for hotel sector to improve job fulfillment of their employees, it is basic to consider job attributes. In any case, endeavors to improve work fulfillment ought to be centered on upgrading levels of nature of this variable. The results concur with (Shidhaye, Divekar, Goel & Shidhaye, 2011) whose feeling were that, states of the work environment impacts employment fulfillment and can be expanded by improving the norms identified with workplace.

6.0. Recommendations

Most workers in these hotels are lowly satisfied pay compensation packages, the sector should embrace policies that can enhance equitable remuneration among employees in same cadre within the hotel sector and harmonize that across other sector. The sector should encourage harmonized promotion policies to be adopted by individual hotels within the sector this may help enhance satisfaction of employees which in return enhances productivity and performance of hotel sector. Management of hotels should improve workplace through employee training as a way of boosting their satisfaction. Finally, employees' unions should focus on collective bargaining agreement with focus on improving workplace conditions and satisfaction of employees working in hotel sector in Kenya.

The future research may focus on effect of other workplace variables on employee satisfaction in other entities like non-classified hotels, restaurants in hospitality sector. Other studies may also focus workplace settings influence on productivity, performance and welfare of employees.

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