

## JOB SATISFACTION OF EMPLOYEES IN PRIVATE TOURISM ORGANIZATIONS IN OSUN STATE, NIGERIA

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### Abstract

*Job satisfaction is an aggregate of employees' consideration on the sort of work they accomplish, the tasks that make up their activities and work conditions. This study surveyed the job satisfaction of employees in private tourism organizations in Osun State, Nigeria. The technique used in selecting two hundred and eighty six employees in the study area was achieved by using the multistage sampling method. Primary data were picked up on employees' job satisfaction via a structured questionnaire. Descriptive statistics and mean score were used for to analyse the data. Major employees' intrinsic (motivator) factors identified were: responsibility ( $\bar{x} = 4.31$ ), the work itself ( $\bar{x} = 4.15$ ) and recognition ( $\bar{x} = 4.13$ ) while major employees' extrinsic (hygiene) factors identified were: security ( $\bar{x} = 4.2$ ), quality of supervision ( $\bar{x} = 4.2$ ) and relationship with peers ( $\bar{x} = 4.12$ ). The result showed that there was a substantial difference ( $F = 15.973$ ,  $p < 0.05$ ) in the job satisfaction of employees through the segments of the private tourism organizations. The study established that the job satisfaction of employees are not the similar crosswise the private tourism organizations in the study area. It was suggested that the studied organizations should create better opportunities for personal growth of employees in their organization by ensuring that their work load is manageable.*

**Key words:** employees, tourism, organization, job satisfaction

### INTRODUCTION

Job satisfaction is the mentalities, emotions, and discernments that people have about their work [4]. Satisfaction with work having two basics is said to be a natural fulfillments with the activity while other is said to be the extraneous [14]. Physical aspects of wages, work, and advantages remembered for pay are said to be the outward fulfillments with employment. There is a complete scope of both these variables through which fulfillment of an individual is influenced for their work wherein nature of supervisory help, alliance inside gatherings and the measure on which people achievement and disappointment rely upon their activity are incorporated [4].

Achievement with work having a few features, for example, a concurrence with existing employment, pay approaches, supervisory help, nature of the work-life, contribution, commitment towards the association and hierarchical environment. It has been checked from numerous scientists

that in order to decide work fulfillment, pay strategies, working conditions and hierarchical situations have major and significant commitments [7; 8; 9; 10]. These highlights are said to be interlinked in spite of the fact that happiness with one element doesn't affirm the satisfaction with the various perspectives [8; 10].

It has additionally been proposed by numerous specialists that through a joint effort with people, for example, their immediate supervisors in connection with the workplace, representatives' can set up the degree of fulfillment among them and can raise the odds of remaining with the association [15 and 16].

This implies if a representative is dedicated and completely faithful to his/her chief, it will clearly impact his fulfillment with employment and it can raise the likelihood to remain with. This finding goes next to each other with the findings of [22] and [23], who distinguished that great relations with

administrators are connected with an individual activity fulfillment which has a direct bearing over worker plan to remain with or stop. The definition substance having a solid effect on sentiments which is designated, "influence". These evaluative segments portray an individual positive or negative inclination towards something which is said to be a mentality [3]. At whatever point a worker feels disappointed with his/her activity then there are the greatest odds of that representative to stop or leave.

Conspicuously, numerous researchers' recognized that to define job satisfaction, payment guiding principle, job operational settings and organizational environments are principal and key providers [16; 8; 7; 10; 9; 16 and 15]. They submitted that through the association with individuals, for instance, their close administrators and superiors with respect with the work environment, workers' can come about the level of gratification in the midst of them and this could upturn the odds of continuing with the organization [21].

On the other hand, the interconnectivity with the unambiguous job satisfaction having a continuous comportment over employee on to quit or stay with has a restored affiliation with directors [19 and 1].

It is conversely of note that managerial undertakings can influence meaningfully on job satisfaction. In various developing countries, mostly in the Sub-Saharan Africa, this facts is often required, making forecasting a thought-provoking workout and charge. There is a deficiency in information at present on job satisfaction of employees in the private tourism sector in Nigeria since the inception, which has made working scheme a harsh obligation and ineffective. It is on the other hand of importance to execute an investigation if the enhancement and the purposes of the organizations in the sector are to be accomplished.

To achieve the general aim of the study, it is necessary to job satisfaction of employees in the private tourism sector in Osun State, Nigeria. The following specific objectives were considered. To:

(i)examine the employees' intrinsic (motivator) factors in private tourism organizations.

(ii)examine the employees' extrinsic (hygiene) factors in private tourism organizations.

Hypotheses of the study.

H<sub>01</sub>: There is no significant difference in job satisfaction among stakeholders in the private tourism organizations.

## MATERIALS AND METHODS

The study was carried out in Osogbo metropolis in Osun State, Nigeria. Osogbo is the capital city of Osun State. Osogbo doubles as headquarter to Osogbo and Olorunda Local Governments in the State. The town is inhabited by Yoruba speaking people and predominant traditional occupations of the people are farming, herbal medicine, art and crafts. The people of Osogbo practice Christianity, Islam and Traditional religions. It is a community that pays high premium to cultural activities and this is reflected in their Osun-Osogbo annual festival that gives Osogbo prominence as an internationally acclaim cultural tourist destination in Nigeria. Osogbo is located within the rain forest belt in south-western part of Nigeria. It has two predominant climate seasons: the wet season which is usually experienced between the months of April – October, and the dry season which covers the months of November – March with intermittent dry cold weather (hamattan). The geographical coordinates of Osogbo is 7° 46' 0" North, 4° 34' 0" East. Within Osun State, Osogbo maintains boundaries with: Egbedore and Ede North Local Governments in the west, Irepodun and Boripe Local Governments in the north, Obokun Local Government in the east and Atakunmosa Local Government to the south. Osogbo is accessible by roads and rail. [2] and [2] asserted that Osogbo is a prominent tourist destination in Nigeria and has high level of private sector involvement. Tourism private sector in the study area provides tourist services such as accommodation, food and drink, souvenirs, event management, transport and varieties of attractions. Hence, tourism is

an important sector through which job is being created to the community.

A research design is the plan containing the structure and the strategy of investigation that are conceived in order to obtain answers to research questions and to control the variance [5]. Conclusive research design was adopted. It is descriptive and cross-sectional. This study adopts probability method (simple random) to draw representative sample from the population. Data were collected with structured questionnaire and personal observation. Data obtained were subjected to quantitative analysis. [18] cited [17] recommended conclusive research design for studies that seek to assist the decision maker in determining, evaluating and selecting the best course of action to take in a given situation.

Due to the heterogeneous nature of the tourism sectors in the population, multi-stage sampling technique involving purposive and simple random was used. Osogbo, the study area was purposively selected because the town is a prominent tourism destination in Osun State and Nigeria and also has the only world heritage site in the southern part of the country.

The study population consisted of employees 7 Hotels from the Hotel Sector, 3 Attraction Centres from the Attraction Sector, 3 Restaurants/Eateries from the Restaurants/Eateries Sector and 4 Events Management Centres from the Events Management Sector. The structured questionnaire with closed and open-ended questions was used to collect the data of employees in the private tourism organizations. The sampling procedure for selection in the tourism sectors was simple random process.

The sampling procedure is as follows.

For the hotel sector, twenty one (21) hotels were identified and seven (7) were randomly selected. The employees' population in the selected hotels were one hundred and ninety eight (198). None of the selected hotels had more than thirty (30) employees. One hundred and thirty three (133) employees were randomly selected as sample size for the sector.

For the events Sector, there were eleven (11) organizations in the sector and four (4) were randomly selected. The total population in the selected events management organizations were eighty-seven (87) employees and sixty (60) were randomly selected.

For the restaurant sector, three (3) restaurants were randomly picked out of eight (8) that were identified in the study area. The selected restaurants have a population size of seventy two (72) employees out of which forty eight (48) were randomly selected.

For the attraction sector, three (3) attraction organizations were randomly selected out of seven (7) that were identified. The total population of employees in the selected organizations were sixty eight (68). Simple random was used to select forty five (45). In all, a set of two hundred and eighty six (286) questionnaires were administered but only two hundred and forty seven (247) were validly returned. This constituted about 58% of the sample frame and about 86% of the sample size. These recovered set of survey instrument were further used in the later examination. This research survey instrument used reports embraced from earlier studies.

Respondents were requested to agree on a 5-point Likert-type scale the extent to which they agreed with the comments. Queries in the instrument (questionnaire) were worded to tap the level of respondents' agreement to determine their intrinsic or motivator factors and extrinsic or hygiene factors. A little statements were undesirably worded and later reverse-scored to check response predisposition. Job satisfaction was measured on a 14-item job satisfaction scale. This was revised from the study of [6 and 11]. Mean score and Analysis of Variance were further used to analyse the data collected and test the stated hypothesis respectively.

## RESULTS AND DISCUSSIONS

On the source of the approach presented above, the levels of respondents' job satisfaction (Intrinsic (motivator) factors is as shown in Table 1 below. The result revealed that the job satisfaction of employees in private tourism organizations in Osogbo was

high, going by the mean values attracted by each of the intrinsic factors. However, the feeling of ‘Responsibility in the Job’ has the highest mean value of 4.13 while ‘Job Complexity’ has the lowest mean value of 3.46. Going by Herzberg’s Two Factor theory, the intrinsic factors are the ‘satisfiers’ and are the core or indigenous variables to motivation for job performance. These factors brings the benefits and satisfaction to employees mostly on the long run. With this result, the implication is that the employees in private tourism organizations in Osogbo are inherently motivated on the job and satisfied with it. An employee that enjoys recognition, responsibility, achievement, advancement in career, growth and enjoys job challenges will be very happy with the job and this will inspire him for a better performance on the job place. This argument is equally in consonance with Maslow’s Theory of Needs Hierarchy.

Table 1. Levels of employees’ intrinsic (motivator) factors

Intrinsic (motivator) factors	$\bar{x}$	$\sigma$
Responsibility	4.31	0.57
Work itself	4.15	0.61
Recognition	4.13	0.67
Achievement	4.1	0.79
Advancement	4.05	0.79
Growth	4.02	0.77
Job complexity	3.46	1.22

Source: Field Survey, 2019.

Table 2 showed that security (safe and comfortable working environment) and quality of job supervision (trust in organization leadership) have the highest mean of 4.20 each among the extrinsic factors, followed by relationship with peers (4.12), relationship with supervisors (4.10), organization policy and administration (4.07), work load (4.06) while salary issue is the least with a mean of 3.36. On a broad note, the employees could be said to have extrinsic satisfaction in their job except on the issue of salaries. Extrinsic factors according to Herzberg can satisfy at one time and dissatisfy at another. They are extraneous or are of less importance to influencing job satisfaction. For instance, the least position of

salary in this result may bring dissatisfaction to the employees but may not affect the overall satisfaction level of individuals. It was maintain in [12] that people with high-level of self-control, responsibility and high level of challenge derive more satisfaction from the job. So, employees may be given good welfare and salary packages yet may remain unsatisfied with the job.

Table 2. Levels of employees’ extrinsic (hygiene) factors

Extrinsic (hygiene) factors	$\bar{x}$	$\sigma$
Security	4.2	0.5
Quality of supervision	4.2	0.58
Relationship with peers	4.12	0.6
Relationship with supervisor	4.1	0.61
Organization policy and administration	4.07	0.63
Personal life	4.06	0.74
Salary	3.36	1.42

Source: Field Survey, 2019.

Table 3 showed the Analysis of Variance of job satisfaction of employees among the sectors of private tourism organizations in Osogbo, Osun State, Nigeria. The study tested the hypothesis for the substantial change in the employees’ job satisfaction through the sectors of private tourism organizations sampled for the study. The result disclosed a weighty variance ( $F = 15.973$ ,  $p < 0.05$ ) in the employees’ job satisfaction through the sectors of private tourism organizations.

Table 3. Differences in job satisfaction of employees across the sectors of private tourism organizations

Job Satisfaction			
	Between Groups	Within Groups	Total
Sum of Squares	8.601	43.617	52.217
df	3	243	246
Mean Square	2.867	0.179	
F	15.973		
Sig.	0.000		
Decision	Significant		

Note: The mean difference is sig. @ the 0.05 level.

Source: Own results based on Field Survey, 2019.

The inference is that the satisfaction of employees with their job across the sectors of private tourism organizations is not the same but significantly varies across their respective

organizations. Therefore, the null hypothesis is rejected while the alternative is accepted. This assertion supports the findings of [13; 15; 16; 20].

## CONCLUSIONS

This study had contributed to research by understanding the intrinsic and extrinsic factors of motivation in a well-structured organization such as the sectors of private tourism organizations. From the result of the examination, the findings conveyed the pragmatic help that the major inherent elements of job satisfaction are work itself and responsibility; similarly, quality of supervision on the job and job security are the main hygiene elements of job satisfaction. Furthermore, the job satisfaction of employees' levels are not the same atwart the private tourism organizations in the sector. Positioned on the responses of this study, it is recommended that private tourism organizations should improve on the intrinsic factors of job satisfaction by making their job intellectually challenging and creating better opportunities for personal growth in their organizations. Also, should enhance the extrinsic factors of job satisfaction by paying enough for the job done and ensuring that their work load is manageable. These are towards having an optimum job satisfaction of employees in the sectors of private tourism for a better organizational sustainability, performance and efficiency.

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