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Impact of Hospitality Management Practices on Employee Job Satisfaction

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Abstract: ***This study investigated the impact of hospitality management practices on employee job satisfaction within the Tamale Metropolis using a quantitative research approach and a survey design, with primary data collected from 283 respondents. The findings revealed that while service protocols are generally clear, employees face challenges adhering to them, highlighting the need for simplification. The quality of training programs was positively perceived, but their infrequent occurrence suggests a need for more regular opportunities to enhance skills and satisfaction. Training and development were found to significantly improve job satisfaction, whereas recognition and reward systems did not have a substantial effect in this context. Employees also reported facing challenges such as high workloads, limited resources, inadequate communication from management, lack of supervisory support, and inflexible work schedules, all of which contribute to job dissatisfaction. The study recommends simplifying service protocols, increasing the frequency of training programs, improving recognition systems, addressing workload issues, and fostering more supportive management to enhance employee morale and productivity.***

Keywords: ***Hospitality Management, Employee Job Satisfaction, Training and Development, Workload, Recognition Systems.***

1. INTRODUCTION

The hospitality industry, despite its significant contribution to the global economy, faces numerous challenges that can hinder its growth and sustainability. One of the primary concerns is the variability and inconsistency in hospitality management practices across different organizations and regions. While some establishments excel in providing exceptional service and maintaining high operational standards, others struggle with inefficiencies and poor management practices. This disparity can lead to uneven customer

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experiences, affecting the overall reputation and competitiveness of the industry (Ali and Anwar, 2021).

Employee job satisfaction is a critical component of successful hospitality management. However, many employees in the hospitality sector report low levels of job satisfaction due to various factors such as inadequate training, lack of recognition, and poor working conditions. These issues not only impact employee morale and productivity but also contribute to high turnover rates, which can be costly and disruptive for businesses. Furthermore, dissatisfied employees are less likely to deliver high-quality service, leading to negative customer experiences and diminished brand loyalty (Wang et al., 2020).

Another significant challenge within the hospitality industry is the prevalence of job-related stress and burnout among employees. The nature of hospitality work often involves long hours, irregular schedules, and high-pressure environments, which can take a toll on employees' mental and physical health. Additionally, employees frequently face demanding and sometimes difficult customers, adding to their stress levels. These conditions can lead to decreased job satisfaction, higher absenteeism, and lower overall performance, further exacerbating the problems faced by the industry (Bangwal and Tiwari, 2019).

Moreover, the rapid pace of change in customer expectations and technological advancements requires hospitality organizations to continuously adapt and innovate their management practices. Failure to do so can result in a competitive disadvantage, as businesses that lag in adopting new technologies or improving their service offerings may lose market share to more agile competitors. Therefore, it is crucial for hospitality managers to stay abreast of industry trends and continuously seek ways to enhance their management practices to meet the evolving needs of customers and employees (Dorta-Afonso et al., 2021).

Despite the recognized importance of effective management practices, there is a lack of comprehensive research on the specific challenges and best practices within the hospitality industry. Many studies focus on broader aspects of management or customer service without delving into the unique dynamics and needs of hospitality organizations. This gap in the literature makes it difficult for industry practitioners to develop targeted strategies to address their specific issues and improve their operational and employee management practices. Therefore, this study aimed to investigate the impact of hospitality management practices on employees' job satisfaction within Tamale metro.

Research Objectives

1. To assess the level of hospitality management practices in hospitality sector.
2. The evaluate the effects of Hospitality management practices on employee job satisfaction.
3. To identify the challenges face by the employees in the hospitality industry related to management practices.

2. LITERATURE REVIEW

Effective scheduling, workforce management, employee recognition and reward programs, and hospitality management improve organizational performance and employee satisfaction. Hospitality management practices that improve service and efficiency increase customer

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satisfaction and loyalty, according to Chua et al. (2020). Chua, et al. (2020) agreed that strategic management is essential for service excellence and business success. Hospitality management benefits from modern technology. Such technologies boost operational efficiency and guest satisfaction, according to Wong et al. (2021). Ramli (2019) added that employee training and development are key to high service quality. Sobaih and Hasanein (2020) found that matching management practices to customer expectations boosts guest satisfaction and repeat business. Service quality requires structured operational procedures, according to Ramli (2019). Effective management boosts job satisfaction and performance, according to Sobaih and Hasanein (2020). Comprehensive management frameworks increase employee engagement and guest satisfaction, say Ali et al. (2020). Strategic management practices link operational efficiency to competitiveness. Ali et al. (2020) say these practises improve performance and efficiency. Service standards must be communicated for operational success, according to Ozturk et al. (2021). Employee empowerment and decision-making improves service and customer experiences, according to Kurdi et al. (2020).

Recognition and rewards motivate and satisfy workers. This programme significantly impacts employee engagement (Huertas-Valdivia et al., 2019). Kurdi et al. (2020) found that timely, meaningful recognition motivates and retains. Motivation increases when rewards match personal values, according to Ali et al. (2020). Sobaih and Hasanein (2020) noted that reward system transparency builds employee trust.

Wong et al. (2021) found that recognition by organizations reduces turnover and improves performance. Chua et al. (2020) found that monetary and non-monetary rewards increase satisfaction. Sobaih and Hasanein (2020) found that individual and team recognition programs boost job satisfaction. Fair rewards motivate and boost morale, according to Ramli (2019). Wong et al. (2021) say regular feedback and performance recognition improve workplaces. Reward fairness affects motivation and commitment, Ramli (2019) found. Effective scheduling and workforce management are essential to operations. Meyer and colleagues found in 2002 that flexible scheduling boosts job satisfaction and reduces turnover. Sobaih and Hasanein (2020) say fair scheduling boosts morale and productivity. Ramli (2019) says advanced scheduling technologies boost management efficiency and lower costs. Participatory scheduling boosts employee engagement, say Chua et al. (2020). Aligning scheduling with business needs and employee preferences boosts productivity, according to Ali et al. (2020). According to Wong et al. (2021), good workforce management boosts motivation and performance. Sobaih and Hasanein (2020) say transparency about expectations and schedule changes builds employee trust and satisfaction. Scheduling stability and predictability reduce stress and boost job satisfaction, according to Kurdi et al. (2020). These findings stress the importance of integrating management, recognition, and scheduling strategies to improve employee and organization outcomes.

Theoretical Framework

Expectancy Theory, developed by Victor Vroom in 1964, offers a comprehensive framework for understanding employee motivation and behavior in organizational settings. The theory posits that employees are motivated to act in a way that they believe will lead to desired outcomes, based on their expectations of the relationship between their efforts, performance, and rewards. This theory is particularly relevant to hospitality management, employee

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recognition, and efficient scheduling and workforce management, as it provides insights into how these practices can influence employee motivation and satisfaction. According to Expectancy Theory, motivation is influenced by three key components: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased effort will lead to improved performance. Instrumentality is the belief that good performance will be rewarded, and valence is the value an individual places on the rewards offered. In the context of hospitality management, effective scheduling and recognition programs can impact these components by aligning employee efforts with organizational goals and ensuring that rewards are perceived as valuable and attainable (Vroom, 1964). The application of Expectancy Theory to workforce management highlights the significance of clear communication and goal setting. By ensuring that employees understand how their efforts was be evaluated and rewarded, managers can enhance the expectancy component and foster a more motivated and engaged workforce. Research indicates that transparent communication about performance expectations and reward systems is essential for maintaining high levels of employee motivation and satisfaction (Baker et al., 1988; Eisenberger & Rhoades, 2001).

3. APPROACH AND METHODOLOGY

A quantitative approach was used that allowed for the precise measurement of variables such as management practices and employee job satisfaction. By using structured instruments like surveys, the research collected data that was both quantifiable and amenable to rigorous statistical analysis. This approach was beneficial in providing objective, reliable, and generalizable findings that informed evidence-based strategies for enhancing customer loyalty through social media engagement in the hospitality industry. Moreover, the quantitative approach facilitated the use of advanced statistical methods to analyze the data, offering insights into the causal relationships and mediating effects among the studied variables. For example, regression analysis, structural equation modeling, and mediation analysis were employed to test hypotheses and validate theoretical frameworks. The emphasis on numerical data and statistical rigor ensured that the findings were not only robust but also replicable, thereby contributing to the existing body of knowledge with empirically supported conclusions. Validation and statistical analysis of study variables are fundamental to quantitative studies, which seek to prove hypotheses (Bairagi and Munot, 2019). It involves a methodical and scientific strategy for measuring information (Ibrahim and Aljarah, 2024). Quantitative data is a representation of a population in the form of numerical variables. As stated by many authors (Akbar et al., 2019), quantitative research makes use of statistical methods to investigate interrelationships among a number of factors.

The population of this study comprised hotels in Tamale metro, a key region known for its vibrant hospitality sector in Ghana. By focusing on hotels in Tamale metro, the research targeted a specific and relevant context where social media engagement played a critical role in attracting and retaining customers. The hospitality industry in Tamale metro was diverse, including various types of accommodations ranging from budget lodgings to luxury hotels. This diversity within the population ensured that the study captured a wide range of perspectives on the effectiveness of social media engagement in influencing customer loyalty.

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Given that there are approximately 50 hotels in Tamale, a sample size calculator or statistical formulas were used to determine an adequate sample size. Assuming a 95% confidence level and a 5% margin of error, the required sample size was approximately 44 respondents. This calculation ensures that the sample is large enough to provide reliable and valid results while being manageable for data collection purposes. By targeting at least 44 hotel managers and social media staff, the study aimed to achieve a representative sample that could offer valuable insights into the relationship between social media engagement and customer loyalty in the hospitality sector in Tamale. A sample size of approximately 283 respondents from hospitality industry in Tamale metro were needed to achieve a 95% confidence level with a 5% margin of error for a population of 2967. The data collection procedure for the study involved questionnaires. A design was developed based on the research objectives, consisting of structured questions using a Likert scale or multiple-choice format. The questionnaire was pre-tested to ensure clarity and comprehensibility.

Data analysis for this study involved several statistical techniques to examine the relationships between social media engagement, brand awareness, service quality perceptions, and customer loyalty. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the overall patterns in the data. Inferential statistics, such as correlation and regression analysis, were employed to test the hypotheses and determine the strength and direction of the relationships between the variables. Structural Equation Modeling (SEM) was used to assess the mediating effects of brand awareness and service quality perceptions. SEM allowed for the examination of complex relationships between multiple variables simultaneously, providing a more nuanced understanding of the mediating processes. The use of SEM was particularly advantageous for this study, as it could model the direct and indirect effects of social media engagement on customer loyalty through the mediating variables. This analytical approach ensured a rigorous examination of the theoretical framework and the empirical data, leading to robust and actionable insights.

4. RESULTS AND DISCUSSIONS

Level of Hospitality Management Practices in Hospitality Sector.

Table 1.1 provides insights into various aspects of service protocols within the hospitality sector. The mean scores for the items related to service protocols range from 3.55 to 3.80, indicating a generally positive perception among respondents. The highest mean score of 3.80 is for the clarity of service protocols, suggesting that employees find the protocols clear and understandable. The lowest mean score of 3.55 pertains to the ease of adhering to protocols, reflecting some challenges faced by staff in following these procedures. Standard deviations are relatively consistent across items, ranging from 0.80 to 0.95, which suggests a moderate level of agreement among respondents about these aspects of service protocols. Overall, while service protocols are seen as clear and adequate, there are areas such as ease of adherence that could benefit from improvement to enhance overall job satisfaction. This finding supports Ramli (2019), who highlights the necessity of structured operational procedures for consistent service quality. The moderate scores for clarity and impact on job satisfaction are consistent with Ozturk et al. (2021), who emphasize the importance of clear communication of service standards to achieve operational success.

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Table 1. 1: Service Protocols

Item	Mean	Standard Deviation
Communication of Service Protocols	3.75	0.85
Consistency in Following Protocols	3.60	0.90
Clarity of Service Protocols	3.80	0.80
Adequacy of Service Protocols	3.70	0.85
Ease of Adhering to Protocols	3.55	0.95
Impact of Protocols on Job Satisfaction	3.65	0.90

Table 1.2 reveals key insights into the training and development (T&D) practices within the hospitality sector. The mean scores for training-related items range from 3.40 to 3.75, with the highest mean of 3.75 indicating that respondents perceive the quality of training programs positively. However, the frequency of training programs has the lowest mean score of 3.40, suggesting that employees may feel that training opportunities are infrequent. The standard deviations range from 0.85 to 1.00, indicating some variability in responses, particularly around the frequency of training programs and accessibility. Training and development scores in Table 1.2 reveal that while the quality and relevance of training are viewed positively, there are concerns about the frequency and accessibility of these programs. This is in line with Ramli (2019), who underscores the importance of employee training in delivering high service quality. The lower mean score for the frequency of training reflects the need for more frequent and accessible training opportunities, which aligns with Wong et al. (2021), who argue that effective training programs are crucial for operational efficiency and employee performance.

Table 1. 2: Training and Development

Item	Mean	Standard Deviation
Frequency of Training Programs	3.40	1.00
Quality of Training Programs	3.75	0.85
Relevance of Training Programs	3.70	0.90
Accessibility of Training	3.50	0.95
Support for Career Development	3.60	0.90
Impact of T&D on Job Satisfaction	3.55	0.85

Table 1.3 provides an overview of the recognition and reward (R&R) systems within the hospitality sector. The mean scores for the various aspects of R&R systems range from 3.40 to 3.60, with the highest mean score of 3.60 indicating that the types of recognition are viewed positively. However, the lowest mean score of 3.40 pertains to the frequency of recognition, suggesting that employees feel recognition is infrequent. The standard deviations range from 0.85 to 1.05, reflecting some degree of variability in perceptions, particularly regarding the frequency and adequacy of rewards. The overall impact of R&R systems on job satisfaction, with a mean score of 3.55, indicates that while recognition and rewards have a moderate positive effect on job satisfaction, there is room for improvement in the frequency and transparency of these systems to enhance overall employee satisfaction and motivation. This finding resonates with Huertas-Valdivia et al. (2019) and Kurdi et al. (2020), who

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emphasize that timely and meaningful recognition significantly enhances motivation and retention. Additionally, the need for fairness and transparency in reward systems, as highlighted by Ramli (2019) and Sobaih and Hasanein (2020), is evident in the lower scores for fairness and transparency in the current study. Overall, these findings underscore the importance of integrating efficient management practices, effective training, and fair recognition systems to optimize employee satisfaction and organizational performance, as emphasized in the literature.

Table 1. 3: Recognition and Reward Systems

Item	Mean	Standard Deviation
Frequency of Recognition	3.40	1.05
Fairness of Reward Systems	3.55	0.95
Types of Recognition	3.60	0.90
Adequacy of Reward Systems	3.50	1.00
Transparency in Recognition and Reward	3.45	0.95
Impact of R&R on Job Satisfaction	3.55	0.85

Effects of Hospitality Management Practices on Employee Job Satisfaction

Table 1.4 presents the path coefficients for the relationships between recognition and reward, service protocols, and training and development on job satisfaction. The analysis of the path coefficients reveals the following insights. The path coefficient for this relationship is $\beta = 0.033$ with a t-statistic of 0.056 and a p-value of 0.560. This indicates that recognition and reward have a negligible effect on job satisfaction, as evidenced by the low t-statistic and high p-value, which are both well above the conventional thresholds for statistical significance (e.g., $t > 1.96$ and $p < 0.05$). This suggests that, in this study, recognition and reward do not significantly impact job satisfaction, contrary to findings by Huertas-Valdivia et al. (2019) and Kurdi et al. (2020), who argue that recognition programs generally enhance job satisfaction and motivation.

The path coefficient here is $\beta = 0.180$, with a t-statistic of 3.113 and a p-value of 0.002. This indicates a statistically significant positive effect of service protocols on job satisfaction. The t-statistic exceeds the critical value for significance, and the p-value is well below 0.05, affirming that improved service protocols are associated with higher job satisfaction. This supports Ramli (2019) and Sobaih and Hasanein (2020), who argue that well-structured service protocols contribute to better job satisfaction by providing clear guidelines and expectations.

The path coefficient is $\beta = 0.455$, with a t-statistic of 6.642 and a p-value of 0.000. This strong positive relationship indicates that training and development have a significant and substantial impact on job satisfaction. The high t-statistic and very low p-value confirm the robustness of this relationship, aligning with Ramli (2019) and Wong et al. (2021), who emphasize the importance of effective training programs in enhancing employee satisfaction and performance.

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Table 1. 4: Path Coefficients

	β	(M)	ST. D	T statistics	P values
Recognition and Reward -> Job Satisfaction	0.033	0.034	0.056	0.583	0.560
Service Protocols -> Job Satisfaction	0.180	0.182	0.058	3.113	0.002
Training and Development -> Job Satisfaction	0.455	0.460	0.069	6.642	0.000

Challenges Face by the Employees in the Hospitality Industry

Table 1. 5: Challenges Faced by Employees

Challenge	Frequency (n)	Percentage (%)
Inadequate communication from management	142	50.2
Lack of support from supervisors	128	45.2
High workload	175	61.8
Limited resources	153	54.1
Inflexible work schedules	119	42.0

Table 1.5 reveals the distribution of various challenges faced by employees within the hospitality sector. The most frequently cited challenge is a "High workload," reported by 61.8% of respondents, indicating that employees are often overwhelmed by the demands of their roles. This challenge suggests that workload management and job design may need to be reassessed to prevent employee burnout and improve job satisfaction.

"Limited resources" is the second most common issue, with 54.1% of employees identifying it as a significant challenge. This highlights a potential gap in the availability of necessary tools and support, which can adversely impact performance and efficiency. Following closely is "Inadequate communication from management," reported by 50.2% of respondents. This indicates that poor communication may contribute to misunderstandings and inefficiencies, emphasizing the need for clearer and more effective communication strategies.

The challenge of "Lack of support from supervisors," identified by 45.2% of employees, reflects the importance of supervisory support in fostering a positive work environment and aiding employee development. Finally, "Inflexible work schedules," reported by 42.0% of employees, suggests that rigid scheduling practices may affect work-life balance and job satisfaction. Overall, these findings underscore the need for hospitality organizations to address these challenges through better resource allocation, improved communication, enhanced supervisory support, and more flexible scheduling to boost employee satisfaction and productivity

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5. CONCLUSIONS

The study concludes that while hospitality management practices in the sector are generally well-regarded, there are notable areas for improvement. Employees appreciate the clarity of service protocols but encounter difficulties adhering to them, indicating a need for simplification. Additionally, although the quality of training programs is positively perceived, their infrequent occurrence suggests that increasing the frequency of training could enhance employee skills and satisfaction.

The analysis reveals that training and development have a substantial impact on job satisfaction, reinforcing the importance of investing in regular and effective training opportunities. In contrast, recognition and reward systems do not significantly influence job satisfaction in this study, which is inconsistent with other research suggesting that such systems are crucial for enhancing employee morale. This highlights a potential gap in how recognition and rewards are implemented and perceived within this sector.

Employees report facing several challenges, including high workloads, limited resources, and inadequate communication from management. These issues, along with a lack of support from supervisors and inflexible work schedules, contribute to job dissatisfaction. Addressing these challenges through better resource management, improved communication, more supportive supervision, and flexible scheduling practices could significantly enhance

To address the challenges in adhering to service protocols, management should work on simplifying and streamlining these procedures. Additionally, increasing the frequency of training programs will ensure that employees remain up-to-date with the latest practices and can more easily adhere to protocols, ultimately improving job satisfaction and operational efficiency. Given that recognition and reward systems did not show a significant impact on job satisfaction in this study, it is crucial to review and potentially overhaul these programs. Implementing more frequent and meaningful recognition, aligning rewards with employee values, and ensuring transparency in the reward system could better motivate employees and improve their overall job satisfaction.

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