



**St Mary's University**

Assessment of Job Satisfaction among Franchise and Locally owned Hotel employees:

A Comparative Study on Selected Hotels in Addis Ababa, Ethiopia.

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A Thesis submitted to the Department of Business Administration in Partial Fulfillment of the Requirements for the Masters of Business Administration.

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ASSESSMENT OF JOB SATISFACTION AMONG INTERNATIONAL FRANCHISE AND  
LOCALLY OWNED HOTEL EMPLOYEES: A COMPARATIVE STUDY ON SELECTED  
HOTELS IN ADDIS ABABA, ETHIOPIA.

BY

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## **STATEMENT OF DECLARATION**

I, Yideg Lemma Kenea, hereby declare that the thesis titled "Assessment of Job Satisfaction among International Franchise and Locally Owned Hotel Employees: A Comparative Study on Selected Hotels in Addis Ababa, Ethiopia." submitted by me for the award of a Master of Business Administration degree from St Mary's University in Addis Ababa, Ethiopia, is my original work and has never been presented in any university. This thesis' sources and materials have all been correctly cited.

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This master thesis has been submitted for examination with my approval as thesis advisor.

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## **ACRONYMS**

**CI** : Confident Interval

**ANOVA** : Analysis of Variance

**GDP** : Gross Domestic Product

**UNWTO** : United Nation World Tourism Organization

**SPSS** : Statistical Package for the Social Science

**SD** : Standard Deviation

**PPS** : Probability proportion to size

## **Abstract**

The hotel and hospitality industry in Ethiopia is growing at a faster pace because of the increasing tourism in our country. As more and more hotels are built, the number of employees working in this industry also grows. Job satisfaction is considered to be a crucial factor for the hotel industry to be productive and to reduce employee turnover. The objective of this study was to assess employees' job satisfaction among franchise and locally owned hotels in Addis Ababa, Ethiopia. We measured hotel employees' satisfaction level by highlighting their mean score, examining the prevailing hotel employees' satisfaction difference and examining the extent of hotel employees' satisfaction with pay, promotion, supervision, benefits, rewards, coworkers and nature of work. The study had employed a comparative survey research design based on data collected from 374 employees of 18 hotels randomly selected for this study. Data were entered into SPSS 21.0. Data was presented with frequency tables and graphs. Mean difference were calculated using Kruskal-Wallis Test to compare the overall job satisfaction level between franchise and independent hotel employees. The result shows that hotel employees have generally had a good level of job satisfaction with a mean value of  $4.26 \pm 0.72$ . Comparing the two hotel employees, locally owned hotel employees had lower job satisfaction level than franchised hotels from Kruskal-Wallis Test with P-value is 0.00 at 99% confidence interval. In accordance with finding of the study, recommends locally owned hotel establishments in Addis Ababa to maximize their respective employees' satisfaction level and fill the existing gap of employees' satisfaction.

**Key words: Job Satisfaction, hotel, employees, locally owned, independent and franchise hotels**



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## **CHAPTER ONE: INTRODUCTION**

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

### **1.1 Background**

The hotel and tourism business, which accounts for more than a third of global services trade, is one of the fastest growing sectors. The fact that international tourist arrivals have increased by approximately 1% more than global GDP in real terms over the last 25 years demonstrates this. According to UNWTO estimations, tourism contributes 5% of global GDP (Standing, 2010).

The hotel industry provides a considerable number of jobs and economic support to many countries, including Ethiopia. Etege Taitu Hotel was built in the early 1900s, when Ethiopia's hospitality business was first documented. It is regarded to be Ethiopia's first modern hotel. It was built primarily to serve as a resting and dining area for visitors from various nations. Taitu Hotel is located in the heart of Addis Ababa, often known as Piazza. Numerous star rated hotels have recently opened in Addis Ababa and other state cities. Hotels play an important part in allowing guests to remain in the country without encountering any hospitality challenges. (Wudie, 2018)

According to the hotel ownership and affiliation, hotels are classified as independent and chain. Independent / Single Owner Hotels are hotels which do not have identifiable ownership or management affiliation with other properties. An example of the same would-be family owned and operated hotel that is not following any corporate policies or procedures. Chain/franchise hotels are hotels that are part of a hotel chain and these kinds of ownership usually imposes certain minimum standards, rules, policies and procedures to restrict affiliate activities. (Assaf et al., 2010)

Franchised brand names are recognized for having different strategies that provide their respective companies with the assurance of value and quality in today's competitive market. Franchised brands are constantly entering the hosting industry, where consumers have numerous options and the ability to swap brands on a regular basis. Futrell (2012). Ethiopia ranks third among the top ten African countries in terms of hotel chain development pipelines, with 6,356 rooms,

according to the 2020 research of Hotel Chain Development Pipelines in Africa. (Skobkin et al., 2020)

Human resources are critical to the long-term health and profitability of the hospitality industry. Employee satisfaction is a crucial driver of organizational behavior that has a considerable impact on an organization's long-term success, effectiveness, and functioning. Although there is no universally accepted definition of employee job satisfaction, it is typically regarded to be an assessment of an individual's perception of how well their working environment fits their requirements. Employees who are satisfied will work hard for the organization's growth and advancement and will make every effort to preserve a healthy business culture. (Reidhead, 2020) Although employee job satisfaction was the forefront of research agenda by many researchers, these seem very little work was done comparing among independent and franchised hotels that takes into account the difference in the management style, organization culture and working environment. The present study at hand had attempted to measure job satisfaction of employees working in franchised and independent star rated hotel industry in Addis Ababa, Ethiopia.

## **1.2 Statement of the problem**

In the rapidly growing hospitality sectors employees play a crucial role in services where they become a part of the service, product and provide instrumental cues in projecting the image of the organization. Further, given the simultaneity of production and consumption, labor intensity in the industry can be attributed to “the irreplaceable role of personal service in service delivery”. The people-centric nature of the industry thus makes it highly dependent on its employees, who play a critical role in delivering quality service commensurate with the needs and expectations of its customers. (Dedeoğlu et al., 2018)

The potential of a hospitality organization to develop a competitive advantage resides in intangibles, particularly the quality of service encounters. Thus, employees are regarded as "key determinants of service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance," and talent management and development play an important strategic and operational role in the success of a hospitality organization (Ali et al., 2021). However, human resource management is a difficult proposition, especially in light of developing trends and shifting

paradigms in the business, and it is regularly cited as the primary worry for hospitality professionals (Ivanovic & Blazevic, 2009).

Ethiopia's hotel industry has expanded rapidly in recent years, creating a diverse range of job opportunities. Many new local and international brand hotels are opening in the city. According to the Addis Ababa City Government Culture & Tourism Bureau (2018), there are 10 franchise hotels and 130 independent hotels. (Ministry of Culture and Tourism, 2018)

Despite employing a substantial number of people, these new independent and franchise hotels have suffered from human resource management issues such as high staff turnover and instability, the loss of important personnel, and weaker employee motivation to meet the hotel's goals in particular. When an organization's personnel turnover rate is high, it has a negative impact on its competitiveness and profitability. Because worker turnover is associated with the loss of human resources, it jeopardizes organizational effectiveness and profitability. According to studies, staff turnover in the hotel industry is caused by a range of factors. (ANZAZI, 2018)

Employee work satisfaction is a key component in this list, which is primarily the result of low compensation and benefits, limited growth opportunities, long working hours with minimal pay, organizational culture, management style, unfavorable working environment, poor employee training programme, and better opportunities elsewhere. This is especially true for new franchise hotels, which are attracting talented workers from independently operated hotels. (Codling et al., 2022)

There is, however, a paucity of empirical research on employment satisfaction in Ethiopian hotels, notably those in Addis Ababa and no comparison of employee satisfaction between hotels with a local brand and those with a franchise was made in the previous researches.

It is critical to evaluate the job satisfaction of hotel employees since it affects both the employees' performance and the work itself as a whole. Job satisfaction is a general attitude that connects to subjective well-being. As a result, the current study's objective is to evaluate employees' job satisfaction in a sample of franchise and locally owned star rated hotels in Addis Ababa, Ethiopia.

### **1.3 Research question**

- Is there a difference in job satisfaction level among franchise hotel and locally owned hotel employees?

### **1.4 Objective of the Research**

#### **1.4.1. General Objective**

The general objective of this study is to assess the overall employees' job satisfaction level and compare it among franchise and locally owned hotels in Addis Ababa, Ethiopia

#### **1.4.2. Specific Objectives**

- To assess job satisfaction level of employees in selected franchise and locally owned hotels.
- To determine the difference in job satisfaction level among chain hotel and locally owned hotel employees

### **1.5 Significance of the study**

Finding from this study are expected to serves as a baseline information /input on employees' satisfactions for the hotel industry. It will allow hotels to ensure their employees job satisfaction to enhance employees' productivity, retain competent and skillful staffs so that hotel profitability will be increased. In general, the study is expected to bring valuable insights for the hotel industry establishments in Ethiopia to handle their respective employees in appropriate manner.

### **1.6 Scope & Delimitation of the Study**

To fulfill the intended purpose of the research, a number of delimitations in terms of geographic, conceptual and methodological context will be made to reinforce and facilitate the investigation. Geographically, it is limited to Addis Ababa, the capital city of Ethiopia. And this study explored the level of job satisfaction among hotel staff in a sample of franchise and locally owned hotels.. du As franchised hotels have a minimum of 3 star and above, the study was focus mainly three-to-five-star accredited hotel employees only. Data collection is conducted from March 15, 2023-April 10, 2023.

### **1.7 Limitation of the Study**

This research was spin around only star category hotel employees satisfaction and the attributes to it, thus, the data generated from this sample my not represent all kinds of hotel employees.

### **1.8 Organization of the study**

There are five chapters in the research study paper. The first chapter covers the introduction, followed by the second chapter covering the literature review, the third chapter covering the study methods, the fourth chapter covering the research results and discussion, and the fifth chapter concluding with a recommendation.

### **1.9 Definition of Terms**

- Franchise hotels are those three to five star rated hotels that meet the minimum franchising standard and as per the Ethiopian tourism ad culture bureau rating category in Addis Ababa Ethiopia
- Locally owned hotels are those three to five stars rated and owned by local hotel owners that meet the requirements of Ethiopian hotels' star ratings in Addis Ababa, Ethiopia
- Employee Job satisfaction were measured by asking respondents the job satisfaction items using Likert scale ranging from strongly disagree (1) to strongly agree (5) about their feeling towards the proposed job satisfaction items and the mean and SD is computed.

The study only includes three to five star rated independent and franchised hotels, because the minimum star rate for franchise hotels in the study area (Addis Ababa, Ethiopia) is three stars.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction to the Hospitality Industry**

The hospitality industry not only contributes significantly to the growth of the nation as a whole but is one of the sectors of the global economy that is currently expanding quickly. Its role in promoting the growth of small and microbusinesses, employment opportunities, and sustainable development can be used to summarize its contribution to the country's growth (Rasool et al., 2021)

The term "Hospitality industry" can be used to describe a wide range of establishments, including hotels, motels, guesthouses, bed and breakfast inns, farm houses, vacation resorts, restaurants, fast food restaurants, cafes, department store catering, public houses, clubs, industrial catering, institutional catering, and related tourism and leisure industries. (Weinz et al., 2010)

The ability to manage and develop human resources has a significant impact on how well the tourism sector functions, and the availability of professionals in the field is crucial for the sector's growth. Human resources are one of the most essential elements of any sector or business, especially those that offer services like tourism. (Džopalić et al., 2008)

In the hotel business, the development and provision of services are highly human-centered. Each hotel industry seeks to grow and profit as much as possible, and customer satisfaction is the main source of these goals. The delivery of high-quality services, which are influenced by staff job performance and work satisfaction levels, results in customer loyalty and satisfaction. (Bhuian, 2021)



### **2.1.1 Franchised hotels**

When a franchisor permits a franchisee to make use of their brand name, product, or business model in a specific and ongoing manner in exchange for money, this is known as a franchise, and it is a commercial arrangement. (Volery & Hackl, 2010). Franchising has advantages and gives the franchisor and franchisee great leverage. The franchisor offers the franchisee a set of operational know-how, including a successful operation system (product or service, trade name, corporate image, reservation system), as well as any support services required (location, financing, pre-opening preparation, equipment, training, management, and techniques). This enables the franchisee to benefit from shared massive advertising campaigns, economies of scale, and lower cost of bulk purchasing, as well as easier access to the market. The franchisor can strengthen its position in the market while reducing the risk of exploitation on a shared base of the franchisees through franchising, which allows it to achieve rapid and enormous expansion with limited resources, gain early entry into a market, a greater market share, and higher franchisee revenue. (Connell, 1997)

Main hotel chains typically have a higher demand for employees as a result of the need to hire more staff to handle the increased customer volume, which is a benefit of franchising. These larger companies are also typically able to pay their staff more generously and offer better benefits. Working arrangements are typically more flexible when it comes to covering absences, special requests, and last-minute holidays simply because there are more employees to fill in the gaps. The fact that larger hotel chains frequently offer additional training options demonstrates greater potential for a long-term career. (Enz & Canina, 2011)

The majority of large hotels have strict policies and guidelines that give staff members a defined framework to adhere to. Additionally, there are more performance reviews so that workers can monitor their success and look for ways to advance and grow. Due to their strict restrictions, the main drawback of franchised hotels is that there is less room for flexibility. Additionally, having a large workforce may increase the amount of labor that is available, which will increase competition from other job candidates for positions with well-known hotel chains. (Alon et al., 2021)

### **2.1.2 Independent hotels**

Independent hotels are a significant part of the hotel industries of many countries, including the developed and developing countries (Nazarian et al., 2019). Although chains play a significant role in the industry in Ethiopia, 40% of total revenue comes from independent businesses. In 2018, from 140 hotels in Addis 130 were independently owned and operated (Ministry of Culture and Tourism, 2018).

According to the resource constraint theory, independent hotels typically have insufficient resources due to their restricted ownership structures and lack of brand affiliation, which leads to subpar performance. Due to the smaller workforce, one of the biggest benefits of working for an independent hotel is that there is a true family atmosphere among staff members. It is more likely that you will interact frequently with people in managerial and senior roles, which means issues can be resolved quickly. Because repeat customers frequently patronize smaller businesses because they value the personalized service and intimate atmosphere, employees are also more likely to develop stronger relationships with their clients. (O'Neill & Carlbäck, 2011)

Independent hotels do have policies and procedures in place, but these can be customized and adapted to the specifics of the industry. As daily tasks vary and are frequently broader and employees are responsible for multiple things in one shift, smaller hotels also present opportunities for employees to develop expertise in different business sectors. (Ribaud et al., 2020)

Independent hotels have the disadvantage of having fewer employees, which makes work schedules less flexible and makes it more important to guarantee that shifts are always covered. As a result, it might not always be possible to go on a spontaneous or unplanned last-minute vacation. Additionally, smaller hotel companies might not have the same development opportunities and educational resources as larger hotel companies. (O'Neill & Carlbäck, 2011)

### **2.1.3 Job satisfaction**

A worker's overall attitude or belief towards their job over time, both positively and negatively, is summed up as employee job satisfaction. When working conditions meet employees' expectations, this is what the employees believe about all aspects of their jobs. (Aziri, 2011)

Job satisfaction has been linked to employee motivation in a number of studies. The workplace productivity of employees who are happy with their work performance is higher. As a result, employees are very engaged with the company. This is because they feel at ease and content in their work if employees have a positive mental attitude towards their work. (Siengthai & Pila- Ngarm, 2016) (Inuwa, 2016)

## **2.2 job satisfaction Constructs**

Locally owned and franchised hotels have various management philosophies and organizational cultures with regard to the payment structures, promotions, supervision, benefits, and rewards, as well as the working environment, coworkers, and nature of the work, all of which are significant determinants of employee job satisfaction. (Hee et al., 2018; Heimerl et al., 2020; Waqas et al., 2014)

### **2.2.1 Salary**

The hospitality sector is usually viewed as having unfavorable working conditions and low wages are frequently forced to take on second jobs as a result of a large percentage of low net earnings and the lack of overtime pay (Lillo-Bañuls et al., 2018) Organizations may select from a variety of payment options depending on the type of business they are. For instance, some firms may give employees an hourly rate or, more specifically, a salary for full-time workers. Employee satisfaction comes from implementing proper payment policies that live up to expectations. In this regard, a study show that total company remuneration, such as base wage and pay incentives for excellence performers, maximizes and maintains staff morale (Pertiwi & Supartha, 2021)

### **2.2.2 Promotion**

The potential for career growth on the job has been linked to higher job satisfaction among both seasonal and permanent employees. According to (Nguyen, 2020) Training opportunities have been shown to increase job satisfaction.

Many researches' result of job satisfaction advocates the existence of strong correlation between employees promotion and employees job satisfaction. To this end, (Kosteas, 2011) supports this idea by stating that traditional incentives like promotion have positive correlation with satisfaction. Furthermore, (Hariyati & Safril, 2018; Renee Barnett & Bradley, 2007) demonstrate that career advancement plays a central role in keeping & improving employees' morale/satisfaction.

### **2.2.3 Supervision**

Supervisor support is when the supervisor is invested in and accountable for their team members' professional development. As a result, they will take time to talk about issues and choose the best course of action for the team members' growth. According to (Andrade et al., 2021; Ann & Blum, 2020) if an organization wants to maintain improved working relationships, managers must listen to employees' comments and complaints and communicate their plans for action as well as how those plans will affect their subordinates through an effective communication system. It is advised for organizations to have a decentralized setup and easy supervision that give workers a place to actively interact and contribute in work-related issues and to genuinely utilize their innovative ideas developed during their participation.

### **2.2.4 Benefits**

The hospitality sector has come under fire for its inadequate working conditions and low pay, and recent research has underlined the significance of empowerment strategies for lowering staff turnover (Baumgartner, 2014) Employee motivation can be raised via incentives including presents, seminars, meals, and events (Jaworski et al., 2018). Expanding the non-monetary framework, such as raising the standard of food, board, accommodation, and transfers, has received significant attention in the hospitality business.

In addition to cash, employee benefits make up one component of the complete reward package (Armstrong & Murlis, 2007). According to M. Armstrong, benefits are chosen by employees since they are frequently tax-free or subject to only a small amount of taxes and play a significant role in helping to pay for an employee's living expenses. A study shows that total company compensation, including a basic salary, pay incentives like bonuses and profit sharing for exceptional performers, and benefits like health insurance, vacation time, paid and unpaid leaves, 100% tuition reimbursement, and unemployment compensation, maximizes and maintains

employee morale (Kang et al., 2016) By offering these kinds of services, an organization can prevent workers from quitting and persuade them to support the achievement of its objectives since they feel more content and a sense of belonging.

### **2.2.5 Reward**

Evidence from various researches done over the years suggests the importance of both extrinsic and intrinsic rewards (Akafo & Boateng, 2015; Danish & Usman, 2010). Both monetary and non-monetary incentives, such as salary and wage increases, learning opportunities, and skill development programs for employees, not only serve the interests of the company or organization but also boost employee happiness. Rewards and their relative worth in the eyes of employees, as well as their timely and equitable provision of it, maintain employees' satisfaction. Employees will be satisfied with the organization's incentive scheme if they feel that the organization provides rewards in a fair manner (Terera & Ngirande, 2014) Organizations can find and develop the qualified, dedicated, and motivated individuals they need with the aid of reward systems(Bustamam et al., 2014)

### **2.2.6 Relationship with Co workers**

According to Herzberg's theory, it is critical to comprehend that in this situation, the relationship with peers must be satisfied before the employee may feel content. This implies that success and recognition depend on relationships with peers. Peer relationships serve as a form of foundation (Lin & Lin, 2011). A poor foundation makes it unlikely that the employee would be happy with his employment. Hence, maintaining and sustaining healthy relationships among all employees is a priority for companies, as doing so increases employee satisfaction (Viseu et al., 2020)

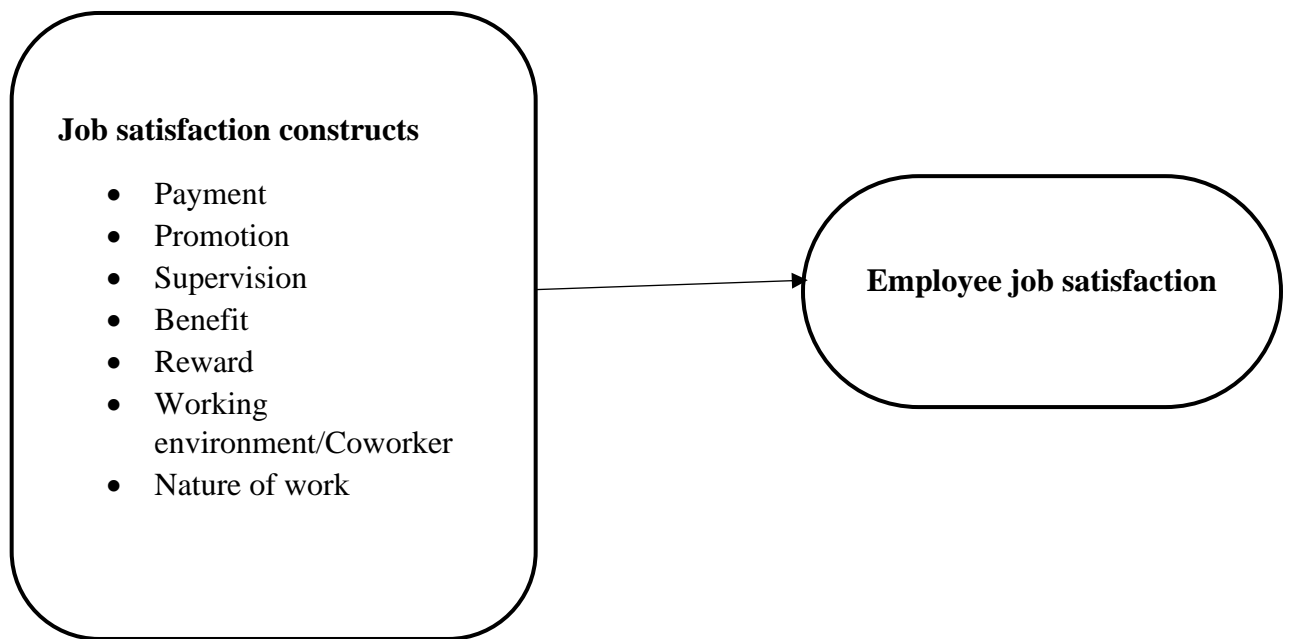
### **2.2.7 Nature of Work**

When given a variety of hard tasks and activities that are achievable and clearly defined, as well as employment that encourage the use of one's abilities, employees tend to be happier. (Lu et al., 2016; Silva, 2006). Work designs that place a strong emphasis on skill diversity, task identity, task relevance, autonomy, responsibility, and clearly defined job roles are intended to inspire and satisfy workers. Employees may prefer professions that are engaging and allow them to use their skills to the fullest over those that offer great economic return opportunities (Kuruüzüm et al., 2009; Yeh, 2013)

### 2.3 Conceptual framework

This conceptual framework is developed to show the variables relate to employee job satisfaction for locally owned and franchised hotels in Addis Ababa, Ethiopia. The study framework is created based on theoretical and empirical framework in such a way to show that job satisfaction constructs such as pay, promotion, supervision, benefit, reward, working environment, and nature of work and independent variables like sociodemographic variables are related to the dependent variable, employee job satisfaction.

**Figure 1:** Conceptual framework of employee satisfaction



Source: Researcher own constructs using different articles

## **2.4 Hypothesis**

H0: There is no difference in job satisfaction level among franchise hotel and locally owned hotel employees.

H1: There is a difference in job satisfaction level among franchise hotel and locally owned hotel employees.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This chapter presents the research methodology employed in this study. The chapter therefore focused on the following aspects of the research: research design, population and sampling design (population, sampling design, sampling frame, sampling technique, and sampling size), data collection methods, research procedures, and data analysis methods. The ethical considerations of the study will wind up the chapter.

### **3.1 Research Design**

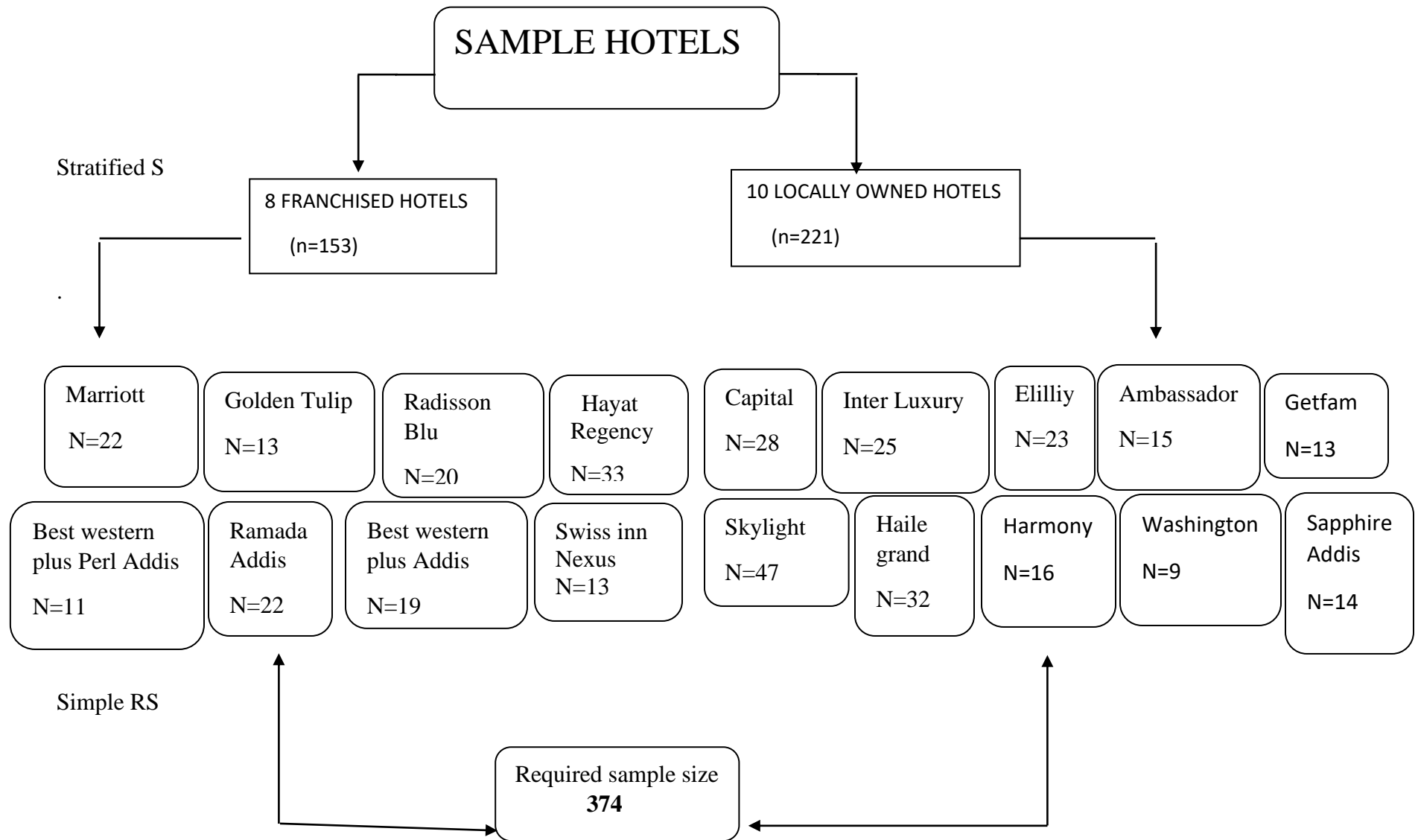
This paper applied the comparative research design as it is intended to measure the difference between the locally owned and franchised hotel employees' job satisfaction level.

### **3.2 Target Population**

The target populations of this study were employees in franchise and locally owned hotel in Addis Ababa city. Based on the data obtained from Addis Ababa Culture & Tourism Bureau there are 130 independent and 10 franchised hotels. 3 to 5 star rated hotels were included. There are 5,784 employees available within franchised and locally owned hotels in Addis Ababa. Out of it 2,849 locally owned hotel employees and 2,985 from franchised hotels. The sample population were hotel employees working in various departments such as hotel managers, food & beverage outlet, front office outlet, housekeeping staffs, engineering and maintenance staffs, security staffs and other department staffs.



**Figure 2:** Sample Hotels/sampling procedure



### **3.3 Sample Size and Sampling technique**

The sample size is determined by using single proportion formula. Assuming total number of employees of selected hotels (N) is 5,784, level of precision (e) = 0.05(5%), and with 95% confidence level our sample size was 374 employees. From the total 5784 employees from selected hotels, a final sample of 374 employees was selected based on simple random sampling  $n = N / 1 + N(e)^2$

N= number of total employees of selected hotels

n=required sample size

e= level of precision = 0.05(5%), and assuming 95% confidence level and 0.5 variability (P)

Probability sampling techniques is used to select the hotels & employees in this study. First, all-star rated hotels of Addis Ababa, was stratified into franchise and locally owned hotels. All franchised hotels (10) and corresponding 10 independent hotels were selected using lottery method to be considered in the sample. Finally, a total of 18 hotels (8 franchise and 10 locally owned), that are on same star level were included in the final sample. N: B two franchised hotels were not willing to participate in the survey. The total sample of employees (374) were then distributed proportionally using probability proportion to size sampling technique (PPS) between franchise and independent by considering the total number of employees in each hotel category. Since level three is the lowest star accreditation for franchise hotels in Addis Ababa, stars three to five was considered in this study.

### **3.4 Data source and method of data collection**

The study applied primary data that was collected through self-administered structured questionnaire that was distributed to the respondents/hotel employee. The questionnaire included back ground characteristics of the hotel employees and items used to measure job satisfaction that used a Likert scale. The questionnaire was also translated into Amharic by the researcher. Following the questionnaire survey, exploratory interviews with 18 senior and middle level managers in 18 hotels were conducted in order to collect the required qualitative data. Employee satisfaction with pay, career advancement opportunities, and decision-making opportunities were all topics of the interviews. Additionally, it evaluates the relationship between employees and their employers and the rewards and benefits they receive. All 18 interviews were transcribed and gathered qualitative data were analyzed using manual content analysis.

### **3.5 Data Analysis**

Data were entered into SPSS 21.0, and descriptive and inferential statistics were utilized to analyze the data. Descriptive data were presented in form of frequency tables and graphs. Mean difference were calculated using Kruskal-Wallis Test to compare the overall job satisfaction level between franchise and independent hotel employees. We used a non-parametric version of the ANOVA (Kruskal-Wallis Test) due to the violation of the assumptions for ANOVA.

### **3.6 Reliability and Validity**

In selecting a relevant measure for an outcome variable, it is critical that logical inferences made from the operation upon which the measure is based to the theoretical constructs relevant to the study. In this regard, the survey questions were made based on literature review and frame of reference to ensure result validity. Besides, the required data were collected from the reliable sources, from franchised and locally owned hotel employees. Moreover, since a significant amount of research was conducted using the data collection instrument, the tool was used in this research is adopted from the previous research works and definitions with little modifications in order to best suite objectives under study.

To evaluate the research instruments, reliability is one of the major criteria. Reliability estimates the consistency of the measurement or simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Brown, 2002).

In this research Cronbach's alpha was used to test the reliability of the measures. Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the underlying construct. Construct is the hypothetical variable that is being measured Alpha coefficient ranges in value from 0 to 1, may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/ or multi point formatted questionnaires or scales (that is, rating scale: 1= poor, 5=excellent). The higher the score, the more reliable the generated scale is. A Cronbach alpha value of 0.89 has been determined by our data collection tool's reliability test to be an acceptable reliability coefficient (Tavakol & Dennick, 2011).

### **3.7 Ethical Consideration**

The ethical approval for this study was obtained from the Ethical Review Committee of St. Mary's University prior to initiation of the study. The purpose of the study was explained to the study participants. They were informed that the procedures used in the study will not cause any harm to them. They were also informed that they have a full right to participate or not, to withdraw the consent and stop participation at any time without any form of prejudice. Study participants were told that confidentiality of the information and privacy of the respondents will be assured at each step of the study process by that all the data obtained from them would be kept confidential using codes instead of any personal identifiers. Before enrolment in the study, both verbal and written consent were obtained from the respondents after the nature of the study is fully explained.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS**

This chapter includes the data analysis, interpretation and presentation of the results. The analyses comprised of both descriptive and inferential statistics in which the former describes the demographic profile of respondents, analysis of responses under each attribute; whereas the latter includes further mean difference analysis. The data collected through self-administered questionnaire featured personal information of the respondents, eight dimensions of employee job satisfaction in the case of franchised and locally owned hotel in Addis Ababa. In addition, interviews were performed with selected middle and senior management to obtain supporting information about the study's objective. After distributing 374 questionnaires to the employee at the aforementioned hotels, 353 questionnaires were collected. The response rate accounted for 94.35% of the total distributed questionnaires. The remaining were missing data and other inconsistency. Finally, 353 valid and usable questionnaires were included in the statistical analysis.

After carried out all the required data preparation and cleaning then carried out the analysis and the findings are presented as follows. SPSS 21.0 is used to organize and prepare the collected data for analysis; assess the measurement scale validity and reliability; and conduct analysis to see the mean difference in order to address the research objective

### **4.1. Descriptive Statistics**

The descriptive statistics is used to describe the demographic characteristics of the respondents and the summary of each study variables based on their responses.

#### **4.1.1. Demographic Characteristics of the Respondents**

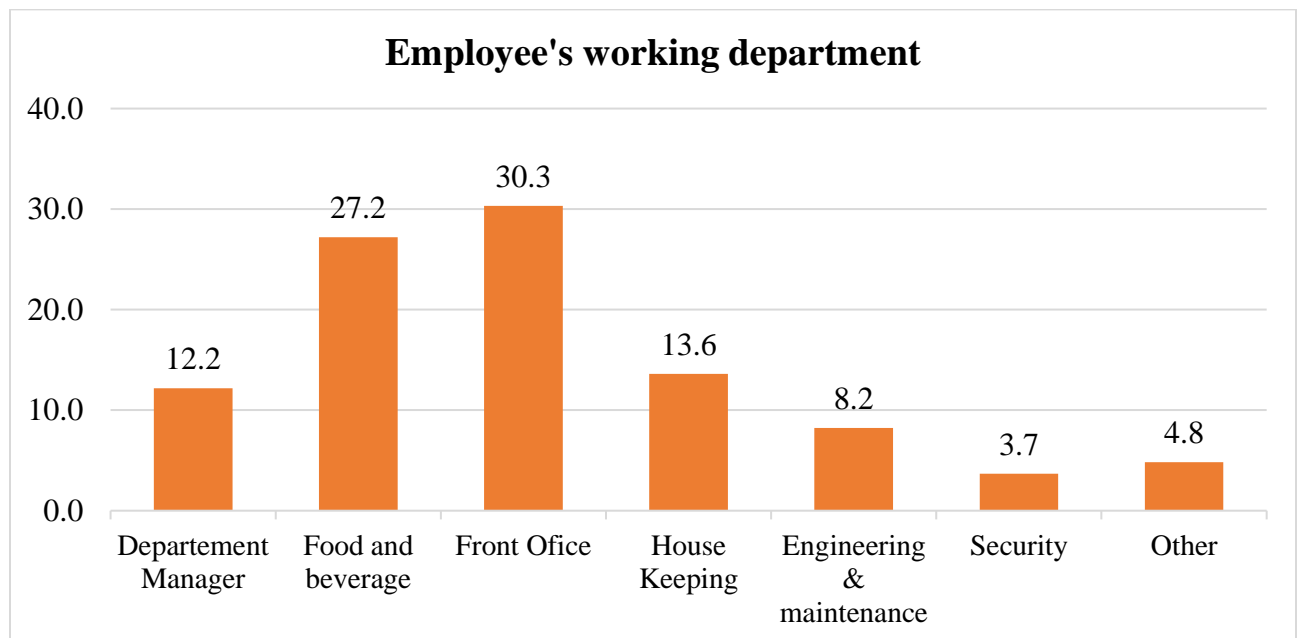
The first part of the questionnaire consists of the demographic characteristics of respondents. This part of the questionnaire requested a limited amount of information related to personal and demographic status of the respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include; sex, education, age, work experience, field of specialization and working department of the respondents.

**Table 4.1 Demographic Characteristics of Respondents**

<b>Category</b>		<b>Frequency</b>	<b>Percent</b>
<b>Hotel Types</b>	Locally Owned	203	57.5
	Franchised	150	42.5
<b>Sex</b>	Female	157	44.5
	Male	196	55.5
<b>Educational level</b>	Below Certificate	4	1.1
	Certificate	70	19.8
	Diploma	64	18.1
	Degree	176	49.9
	Masters	39	11.0
<b>Age</b>	18-30 Years	118	33.4
	31-40 Years	180	51.0
	41-50 Years	47	13.3
	>51 Years	8	2.3
<b>Work experience</b>	<2 Years	102	28.9
	2-5 Years	143	40.5
	6-10 Years	98	27.8
	>11 years	10	2.8
<b>Field of specialization</b>	Related to hospitality industry	287	81.3
	Not related to hospitality	66	18.7
<b>Working Department</b>	Manager	43	12.2
	Food and beverage	96	27.2
	Front Office	107	30.3
	House Keeping	48	13.6
	Engineering & maintenance	29	8.2
	Security	13	3.7
	Other	17	4.8
<b>Total</b>		<b>353</b>	<b>100.0</b>

The frequency table 4.1 above shows the general demographic characteristics of the total respondents. The result indicates that a total of 353 respondents were included in the final analysis. Out of which 203 were from locally owned hotels while the remaining 150 were from franchised hotels. Among these total respondents 44.5% and 55.5% are female and male respectively. With regard to respondents age distribution, it indicates that half of the respondents (51%) are under 31-40 age interval and in the other round very few (2.3%) respondents were found to be above 51 years old. Additionally, the table indicates that majority of the respondents were 1<sup>st</sup> degree holder in their professions. Besides the above-mentioned characteristics, table 4.1 also shows that 81.3% of respondents' field of specialization is hospitality profession while the rest are not related with hospitality profession. The bar chart below also illustrates the department to which employees are assigned in the selected hotels. Accordingly, the result shows that majority of the respondents (30.3%) were working in front office department.

**Figure 3 Employee's working department (for both franchise and locally owned hotels)**



**Table 4.2 Employee distribution by hotel type and star level**

<b>Star level * hotel type Cross tabulation</b>				
		Hotel type		Total N(%)
		Independent N(%)	Franchised N(%)	
Star level	3	20 (9.8%)	11 (7.3%)	31 (8.8%)
	4	45 (22.2%)	32 (21.3%)	77 (21.8%)
	5	138 (67.9%)	107 (71.3%)	245 (69.4%)
Total		203	150	353

Table 4.2 shows the hotel employee distribution by star level. It indicates that 8.8%, 21.8% and 69.4% of respondents represented from three, four, five-star hotels correspondingly

#### **4.1.2. Description of Study Variables**

The study investigated the job satisfaction of employees working in locally owned and franchised hotels. The satisfaction level is computed based on items related to salary, promotion, supervision, benefits, and rewards, nature of work, coworkers and general satisfaction feeling. It was measured using a Likert scale ranging from 1 to 5 (strongly disagree to strongly agree). To compare the respondent's satisfaction among locally owned and franchised hotel employees, descriptive statistics of mean and standard deviation are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements

According to Sullivan and Artino , the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.79; disagreed within 1.80 – 2.59; neither agreed nor disagreed within 2.60 - 3.39; agreed if it is in the range of 3.40 – 4.19; while strongly agreed when it falls within 4.20 – 5.00 (Sullivan & Artino Jr, 2013) In addition, standard deviation shows the variability of an observed response. Below, the results are discussed one by one.



**Table 4.3 Descriptive Statistics of pay**

	<b>Locally owned Hotels</b>		<b>Franchised hotels</b>		<b>Total</b>	
<b>1: Pay</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
There is no up to date salary increment	3.49	1.314	2.45	1.561	3.05	1.512
I feel satisfied with my chances for salary increases.	2.85	1.286	4.07	1.060	3.37	1.338
My salary is fair for my responsibilities	2.58	1.201	4.14	1.017	3.24	1.366
Considering my skills and the education level that I have; I feel I am being paid a fair salary amount for the work that I do.	2.67	1.188	4.20	.976	3.32	1.338

(Source: Own Survey, 2023)

The majority of locally owned hotel staff members (mean 3.49) concurred that there is no current salary increase. According to the respondents, their pay is unfair given the responsibility they bear (mean 2.58). The majority of respondents are indifferent to the possibility of a pay rise (mean 2.85) and receiving a fair wage for the work they do (mean 2.67)

Regarding the franchised hotel employees, the mean value for the salary-related items reveals that the majority of the staff members strongly agreed about receiving an Up-to-date salary increment (mean 2.45), were satisfied with their chance of receiving a salary increase (mean 4.07), felt their pay was fair given their responsibilities (mean 4.14) and strongly agree that their salary took their skill and education level into account (mean 4.20).

This suggests that compared to employees of locally owned hotels, most respondents who worked for franchised hotels had a more positive perception of their pay.

**Table 4.4 Descriptive Statistics of promotion**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
<b>2: Promotion</b>						
I am satisfied with my chances for promotion.	3.01	1.130	4.28	.852	3.55	1.198
If I do good work, I can count on being promoted	3.18	1.117	4.31	.811	3.66	1.142
I have the opportunities to learn & grow	3.18	1.223	4.37	.773	3.69	1.208
People get a head/manager as fast here as they get in Other places.	3.04	1.168	4.19	.981	3.53	1.232

(Source: Own Survey, 2023)

Most of the respondents have a neutral opinion about promotion for locally owned hotels. The mean values for chance of promotion (mean 3.01), good work and expect to be promoted (mean 3.18), opportunities to learn and grow (mean 3.18), and considering getting a head/manager as quickly here as they do elsewhere (mean 3.04) indicate unfavorable opinion by the respondents.

When we visit a franchised hotel, the vast majority of the staff members reported as they strongly agree that they are satisfied with their chances of advancement (mean 4.28), that they do good work and expect to be promoted (mean 4.31), that they have access to learning and growth opportunities (mean 4.37). They also agree that they will be promoted to a head or manager as quickly as they do elsewhere (mean 4.19).

This entails that compared to employees of locally owned hotels, the majority of franchised hotel respondents are satisfied with the hotel's promotion system

**Table 4.5 Descriptive Statistics of Supervision**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
<b>3. Supervision</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
My supervisor is quite competent in doing his/her job.	3.41	1.027	4.11	.956	3.71	1.054
My supervisor is unfair to me.	2.76	1.269	2.23	1.261	2.54	1.290
My supervisor shows too little interest in the feelings of Subordinates.	2.55	1.126	2.77	1.182	2.64	1.154
I like my supervisor.	3.16	1.221	3.68	.922	3.38	1.132

(Source: Own Survey, 2023)

The locally owned hotel staff members expressed agreement regarding the performance of their supervisors (mean 3.41), Respondents indicated neither agreement nor disagreement with the following statements: whether or not they like the supervisor (mean 3.16), whether or not the supervisor is fair (mean 2.76), and whether or not the supervisor is interested in feeling of subordinates (mean 2.55). These demonstrate that the majority of locally owned hotel employees who responded to the survey have a neutral opinion.

When considering mean values for the supervisor competency among franchised hotels, respondents reported that they were satisfied with the performance of their supervisors (mean 4.11) and they agree that they like the supervisor (mean 3.68). There was no indication from respondents as to whether they agreed or disagreed whether the supervisor has an interest in the feeling of subordinate (mean 2.77). They disagree that their supervisor is unfair (mean 2.23); these claims state that most franchised hotel employee respondents are satisfied about the hotel's supervision system.

**Table 4.6 Descriptive Statistics of Benefit**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
<b>4. Benefits</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
The benefits I receive are as good as most other Organizations offer.	2.83	1.179	4.09	.907	3.36	1.239
There are benefits I do not have which I should have.	2.72	1.188	3.21	1.322	2.93	1.268
I'm satisfied with the amount of health care paid for	2.30	1.287	4.08	1.096	3.06	1.495
The incentives given to employees are motivating as a competitive basis	2.65	1.339	4.16	.970	3.29	1.409
Overall, I am satisfied with the company' benefit package	2.63	1.225	4.17	.901	3.28	1.335

(Source: Own Survey, 2023)

Overall, the perception of benefits among employees of locally owned hotels is neutral for the majority of the items: receiving a good benefit as other organizations offer (mean 2.83), not having benefits that employees should have (mean 2.72), incentives being motivating (mean 2.65), and general satisfaction with the company benefits (mean 2.63). The benefits of the health insurance, however, were a major point of contention (mean 2.30).

Most respondents who work in franchise hotels report feeling of agreement with the following statements. In having a good benefit as other companies provide (mean 4.09) , being satisfied with the health insurance coverage (mean 4.08) , having motivating incentives (mean 4.16) and in being satisfied with the overall hotel benefit (mean 4.17) . They feel neutral about not having benefits that they expect to have (mean 3.21).

**Table 4.7 Descriptive Statistics of Rewards**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
<b>5. Rewards</b>	<b>Me an</b>	<b>SD</b>	<b>Me an</b>	<b>SD</b>	<b>Me an</b>	<b>SD</b>
When I do a good job, I receive the recognition for it that I Should receive.	2.97	1.094	4.19	.808	3.49	1.153
I do feel that the work I do is appreciated	2.96	1.054	3.58	1.302	3.22	1.205
There are more rewards for those who work here.	2.92	1.019	3.95	.968	3.35	1.119
I feel my efforts are rewarded the way they should be.	3.07	1.029	4.08	.840	3.50	1.074

(Source: Own Survey, 2023)

The findings indicate that most locally owned hotel employees are neither in agreement with nor opposed to the statements regarding rewards. This includes being appreciated for their work (mean 2.96), receiving recognition for a job well done (mean 2.97), having rewards for the entire workforce (mean 2.92), and having efforts rewarded as expected (mean 3.07).

In contrast, franchise hotel respondents agree that they are acknowledged for each successful task they complete (mean 4.19), that their efforts are appropriately rewarded (mean 3.58), receiving more rewards from the perspective of their coworkers (mean 3.95 ) and receiving recognition as good as their efforts (mean 3.95).

**Table 4.8 Descriptive Statistics of Coworkers**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
<b>6. coworkers</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
I like the people I work with.	3.44	1.058	4.21	.936	3.77	1.075
There is too much bickering and fighting at work.	2.72	1.299	2.77	1.529	2.74	1.400
I have good communication with my coworkers and free to be with my colleagues.	3.18	1.207	4.05	.846	3.55	1.150
There is a mutual respect and trust between me and my work group.	3.28	1.195	4.13	.717	3.64	1.102
The management of the hotel cares for employee's welfare.	3.04	1.191	4.18	.705	3.53	1.158

(Source: Own Survey, 2023)

More than a good salary, working relationships with coworkers are what give employees a sense of satisfaction. The majority of employees in both locally owned (mean 3.44) and franchised (mean 3.77) hotels agreed in this study that they enjoy their coworkers. Regarding the existence of fighting at the workplace, both respondents express neutral feelings.

In terms of having good communication with coworkers, and having mutual respect between the team and whether the hotel management cares about the welfare of the employees' respondents from franchised hotels agreed on all three points, while independent hotel employees have a mixed opinion. Both hotels' employees have a neutral feeling in whether there is too much fighting and arguments at their work place.

**Table 4.9 Descriptive Statistics of Nature of work**

	<b>Locally Owned Hotels</b>		<b>Franchised Hotels</b>		<b>Total</b>	
<b>7. Nature of Work</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
I like doing the things I do at work.	3.45	.929	4.26	.629	3.79	.908
I am satisfied as my job fits to apply my skill & knowledge.	3.19	1.092	4.37	.651	3.69	1.099
I feel part of a team working towards a shared goal	3.18	1.109	4.26	.755	3.64	1.110
I have a clearly established career path at this company	2.96	1.252	4.18	.724	3.48	1.220
I am given enough authority to make decisions I need to Make	2.90	1.202	4.23	.772	3.47	1.232
I am satisfied with the job security I have	2.79	1.364	4.49	.610	3.51	1.390
I am satisfied with the clarity of task responsibility and role that I have in my work	3.00	1.165	4.37	.727	3.58	1.208

(Source: Own Survey, 2023)

One of the most effective factors on job satisfaction of workers is their job nature. Workers are mainly search to find job with several challenges, they are liable for fulfilling their duties and have enough power to do this task. If employees are satisfied of their job and organization that offers service, the person observes great respect for organization. According to the result, employees working in locally owned hotels have an impartial feeling in respect to all items related to nature of work, except one item on which the majority agreed that they like doing the things they do at work.

It is also evident from the table that franchised hotel workers approve that they enjoy their work (mean 4.26), that their position is a good fit for their skills and knowledge (mean 4.37), that they feel like they are a part of a team working towards a common goal (mean 4.26), that their career path at the company is clearly defined (mean 4.18), that they have enough authority to make decisions (mean 4.23), that their jobs are secure (mean 4.49), and that with the clarity of task responsibility (mean 4.37)

**Table 4.10 General satisfaction**

	<b>Locally Owned Hotels</b>		<b>Franchise d Hotels</b>		<b>Total</b>	
	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>	<b>Mean</b>	<b>SD</b>
General satisfaction						
I am satisfied with my overall job.	3.02	1.162	4.44	.670	3.63	1.207
My colleagues are satisfied with their overall job	2.90	1.053	4.06	.845	3.39	1.126

(Source: Own Survey, 2023)

Employees at a locally owned hotel were asked to rate their level of overall job satisfaction, and according to their report, employees have an unfavorable opinion of their and their coworkers' job satisfaction. Nevertheless, majority of franchise hotel employees who strongly agreed that they are satisfied with their overall job (mean 4.44). They agree that their coworkers are also satisfied with their overall job as well (mean 4.06).



#### 4.1.3. Employees Overall Job Satisfaction Level

To know hotel employees job satisfaction level for those hotel employees who have participated in this study, the overall mean and standard deviation score of employees' job satisfaction has computed for each hotel type in particular and average hotel employees' job satisfaction level for the whole employees in general has been computed by SPSS version 21. Respondents have been asked eight job satisfaction items thereby to rate a scale ranging from one strongly disagree (1) to strongly agree (5) about their feeling towards the proposed job satisfaction items.

Table 4.10 below summarizes employees' overall job satisfaction level mean and standard deviation score. This study findings shows the mean value for the overall hotel employee job satisfaction level is  $4.26 \pm 0.72$  regardless of the hotel type. With respect to the two hotel types, the statistical result indicates that, employees those working in locally owned hotels have lower job satisfaction level mean score ( $3.86 \pm 0.63$ ) as compared to those employees working in franchised hotels ( $4.81 \pm 0.40$ )

**Table 4.11 Employees Overall Job Satisfaction Level**

<b>Job satisfaction level by hotel type</b>			
<b>Hotel Type</b>	<b>Mean</b>	<b>N</b>	<b>Std. Deviation</b>
Locally Owned	3.8603	203	.63329
Franchised	4.8141	150	.40233
<b>Total</b>	<b>4.2656</b>	<b>353</b>	<b>.72221</b>

To distinguish whether significant job satisfaction difference exist among respondents from the locally owned and franchised hotels category employees, a further analysis has conducted particularly by applying a non-parametric test (Kruskal-Wallis Test). This is discussed in the following topic.

**Table 4.12 Employees Job Satisfaction Level by hotel type and hotel star rate**

Hotel type	Hotel Star level	Mean	N	Std. Deviation
Locally owned	3	4.33	20	.64965
	4	3.89	45	.49358
	5	3.77	138	.64355
	Total	3.86	203	.63329
Franchised	3	4.54	11	.43270
	4	4.89	32	.40479
	5	4.81	107	.39032
	Total	4.81	150	.40233
Total	3	4.41	31	.58304
	4	4.31	77	.67354
	5	4.23	245	.75154
	Total	4.26	353	.72221

The information in table 4.12 above indicates that hotel employees overall job satisfaction feeling mean difference by their star category and ownership type (franchised and locally owned) Based on the result found by multiple comparisons of cross tabulation, the following statements can be concluded. The overall mean in job satisfaction level ranges from 4.41 to 4.23 from star three to five hotels in both independent and franchise hotels

#### **4.2 Job Satisfaction differences among employees of locally owned and franchised Hotel employees**

In order to test the hypothesis that there is significant employees job satisfaction difference among employees of locally owned and franchised Hotel category, non-parametric version of the ANOVA (Kruskal-Wallis Test) was performed. We couldn't use ANOVA due to the violation of the assumptions. The first table from Shapiro-Wilks test, which is commonly used by statisticians to test the assumption of normality, and is typically tested at the

$\alpha = .001$  level of significance. Accordingly, the assumption of normality has not been met for this sample (p-value 0.000)

**Table 4.13 Tests of Normality**

Normality test						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
<b>Satisfaction scale</b>	.092	353	.000	.958	353	.000
a. Lilliefors Significance Correction						

The second table from the ANOVA output, (TEST OF HOMOGENEITY OF VARIANCES) provides the Levene's Test to check the assumption that the variances of the two hotel employee groups are equal. It shows that the Levene's test is significant,  $p = .000$  – at the .05 alpha level for our assumption. Thus, the assumption of homogeneity of variance is not met (i.e., violated) for this sample.

**Table 4.14 Test of Homogeneity of Variances**

Satisfaction scale			
Levene Statistic	df1	df2	Sig.
34.101	1	351	.000

#### **4.2.1 Kruskal-Wallis Test Results for comparing job Satisfaction among locally owned and franchised hotels**

When comparing all respondents employed within locally owned hotel against all those employed in franchised hotel, we found all seven constructs with significant differences. See Table 4.13. For the construct of pay, those who worked in franchise hotel ( $m=3.71$ ) reported significantly more satisfaction compared to those who worked in locally owned hotels ( $m=2.89$ ) at  $p<0.01$ . Similarly, those who worked in franchise hotel ( $m=4.28$ ) reported significantly higher satisfaction compared to those who worked in locally owned hotels ( $m=3.10$ ;  $p<0.05$ ) in the construct of promotion. With regard to supervision, locally owned hotel employee ( $m=2.96$ ) are less satisfied compared to employees working in franchised hotels ( $m=3.19$ ). Again, employees from locally owned hotels ( $m=2.62$ ) showed lesser satisfaction in respect to benefit than respondents of franchise hotel ( $m=3.93$ ). Comparing the two employees with the reward perspective, franchise

hotel employees ( $m=3.95$ ) found to be more satisfied than workers from locally owned hotels ( $m=2.97$ ). Looking at the constructs of the relationship with coworkers, those who worked in franchise hotel ( $m=3.86$ ) reported a higher satisfaction level than the other groups ( $m=3.13$ ). The franchise employees ( $m=4.30$ ) statement on nature of work is higher satisfaction than the locally owned hotel respondents ( $m=3.06$ )

**Table 4.15 Kruskal-Wallis Test for each job satisfaction construct variables**

		Job Satisfaction constructs							
Hotel Type		Pay	Promotion	Supervision	benefit	Reward	Coworkers	Nature of work	General satisfaction
Locally Owned	Mean $\pm$ SD	2.89 $\pm$ 0.86	3.10 $\pm$ 0.95	2.96 $\pm$ 0.64	2.62 $\pm$ 0.92	2.97 $\pm$ 0.67	3.13 $\pm$ 0.83	3.06 $\pm$ 0.94	2.96 $\pm$ 1.04
Franchised	Mean $\pm$ SD	3.71 $\pm$ 0.80	4.28 $\pm$ 0.74	3.19 $\pm$ 0.53	3.93 $\pm$ 0.69	3.95 $\pm$ 0.71	3.86 $\pm$ 0.61	4.30 $\pm$ 0.55	4.25 $\pm$ 0.67
Total	Mean $\pm$ SD	3.24 $\pm$ 0.92	3.60 $\pm$ 1.04	3.06 $\pm$ 0.60	3.18 $\pm$ 1.05	3.39 $\pm$ 0.84	3.45 $\pm$ 0.83	3.59 $\pm$ 1.01	3.50 $\pm$ 1.10
	P-value	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

The information in table 4.14 Indicates that the Kruskal-Wallis Test on the overall job satisfaction with respect to locally owned and franchised hotel employees. The analysis result indicates that P-value is 0.000 at 99% confidence interval. Since P-value is less than  $\alpha=0.01$ , there was statistically significant difference in the job satisfaction level among the two types of hotel employees. Thus, the  $H_0$  (there is no significant employees' job satisfaction difference with respect to hotel type) is rejected.

**Table 4.16 Kruskal-Wallis Test for overall job satisfaction by hotel type (franchise vs locally owned)**

Difference in employee job satisfaction mean Ranks by hotel type					
Hotel type	N	Mean Rank	Chi-square	Df	Asymp sig
Locally Owned	203	118.52	156.915	1	.000
Franchised	150	256.14			
Total	353				

The below table 4.17 Indicates that the Kruskal-Wallis Test on the overall job satisfaction with respect to hotel star levels. The analysis result indicates that P-value is 0.474 at 95% confidence interval. Since P- value is greater than  $\alpha = 0.05$ , there is no statistically significant difference in the job satisfaction level among hotel employees working in three-, four- and five-star hotels.

**Table 4.17 Kruskal-Wallis Test for job satisfaction by hotel star rating (Star 3 to 5)**

Test Statistics						
	Hotel Star level	N	Mean Rank	Chi-Square	Df	Sig
Employee Satisfaction scale	3	31	193.71	1.495	2	0.474
	4	77	183.14			
	5	245	172.96			
	Total	353				

### **4.3 Report from individual interview**

Hotel managers at middle and senior level was asked five open ended questions related to employee's satisfaction items such as with regard to salary and benefit package, advancement opportunities, employees involvement in decision making and working relationships.

According to the managers interview report, employees working in franchised hotels are satisfied with salary payment because, when compared to the market, we gain attractive pay and regularly increase salary pay based on employee performance. Managers of locally owned hotels, on the other hand, believe there is a significant employee turnover rate, which they attribute to a poor salary.

Both franchised and locally owned hotel managers reported that internal staffs have a priority for any job advancement based on employee performance and capability

As per the manager's interview result, when working in franchise hotels, there is freedom in the working environment for the given position with duty and responsibility, entertain creativity and open to implement any new idea. When we come to locally owned hotels, the managers reported that the owner is the one who mainly involved in day to day decision and there is no as such professional freedom.

When it comes to employment benefits, there is an appealing benefit package that includes medical coverage with family members, fully shared service fee without reduction, and transportation coverage in franchised hotels. Some locally owned hotels provide those benefits as well, while others just supply a limited benefit packages.

Coworkers in franchised hotels have a professional working relationship with a set of standards and guidelines. The same holds true for locally owned hotels, but the relationship and communication are more flexible.

Our research's findings are comparable to those of other studies carried out in Ethiopia in a few local hotels. The overall satisfaction was low when taking into account the employee's salary level, involving employees in hotel decisions, recognition of work and appreciation by management, immediate supervisors' attention to employee job satisfaction, and immediate supervisors' ability to work planning and resolving conflicts (Nigatu, 2019)

Although studies comparing job satisfaction between these two hotel categories are scarce in our country, the findings of this study are supported by a previous study conducted in the United States that investigated differences in job satisfaction between employees at corporately owned businesses and those employed by locally owned businesses. In their study, Andy and his colleagues found differences in job satisfaction between employees working in a franchised business and employees working in a locally owned business on a number of constructs (pay, coworkers, promotion, supervision, communication, contingent rewards, operating conditions, fringe benefits, and nature of work). Although the studies indicated above were conducted in different countries, the findings are remarkably similar to this study (Bertsch et al., 2018).

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATION**

This chapter presents the conclusion and recommendation of the study in accordance with the specific objectives of the study.

### **5.1 Conclusion**

The objectives of this study were first assessing overall hotel employees' job satisfaction level working in franchise and locally owned hotels and comparing employees' satisfaction difference with respect to hotel type (franchise and locally owned hotels). In light of the first objective, the general conclusion is that hotel employees in Addis Ababa Ethiopia generally had a good level of job satisfaction. With regard to the second objective, there was a discrepancy in their mean score of overall job satisfaction level with respect to hotel type. According to this study, employees working in locally owned hotels were found to be less satisfied with their job compared to franchised hotel employees

### **5.2 Recommendation**

The research finding reveals that the overall level of independent /locally owned hotel employee job satisfaction was below the expected. The researcher recommends to locally owned hotel establishments to maximize their employees job satisfaction.

The study found that pay, promotion, supervision, benefits, coworkers and nature of work are means for hotel employee job satisfaction. As result, locally owned hotels are recommended to comprehend the establishment of fair amount of payment system that takes in to account both external and internal context considering the cost of living and reviewing competitors' payment system.

The study also recommends hotels in Addis Ababa on supervisor- subordinate/ employee's linkage. Supervisor-employee linkage should be smooth and friendly. Furthermore, hotels should take in to account promoting their employees for the work they accomplish so that it will enhance their satisfaction for what they do.

Benefits and rewards should be the hotel industry culture in Addis Ababa, to have a greater employee engagement, which increases retention and helps create a more positive overall workplace.



They should also give value in understanding the importance of building relationships in the workplace so that employees can advance their career and make work more enjoyable. Having employees who enjoy positive relationships with each other isn't only beneficial for the employees' morale and well-being, but also for the organization as a whole. The nature of work should also be considered specially the basic daily tasks carried out as part of a job are the one that defines the employee's performance and satisfaction

At last the study also recommends hotel establishments to use job satisfaction survey methods to deceive the level of their employees' job satisfaction thereby creating conducive work environment and effectively utilizing the abilities of their respective employees to meet their objective and target.

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## **ANNEX 1: Informed consent (English version)**



### **ST. MARY UNIVERSITY, SCHOOL OF GRADUATE STUDIES DEPARTMENT OF BUSINESS ADMINISTRATION (MBA)**

St. Mary University,

Subject: Information Sheet

Hello, my name is Yideg Lemma, and I am a student at St. Mary University. I am conducting this study for partial fulfillment of MBA degree.

The purpose of this questionnaire is to collect data on job satisfaction level among franchise and locally owned star rated hotel employees in Addis Ababa. The questionnaires have two parts: - one about general information of hotel employees and the second part is about overall job satisfaction level. Your participation in this study will only be based on your willingness. You have the right to choose not to take part in this study. If you choose to take part, you have the right to stop at any time.

Your information that is going to be accessed for this study will remain confidential. Data will be documented only using codes for each participant and no names will be recorded at the time of data processing. If you agree to participate in the study, you will be asked questions regarding your sociodemographic status and questions related to job satisfaction.

My Address:

Name : Yideg lemma

Mobile Number : +251 913 07 86 58

Email : Lyideg@gmail.com

## Informed Consent

Based on the understanding of the above information, are you willing to participate in this study?

A) Yes

B) No

If yes, continue and If no skip to next participant after writing the reasons of refusal \_\_\_\_\_

\_\_\_\_\_

Respondent Signature \_\_\_\_\_ Date \_\_\_\_\_

Data collector Name \_\_\_\_\_ Signature \_\_\_\_\_

Participant ID: \_\_\_\_\_ Mob. No. \_\_\_\_\_

Date of visit |\_\_|\_\_|2023 Time started: \_\_ \_\_: \_\_ \_\_ AM/ PM Time Ended: \_\_ \_\_: \_\_ \_\_

AM / PM

## ANNEX 2. Questionnaire (English version)

### Part I: General background Information:-

1. Sex:

☐

1. Female

☐

2. Male

2. Educational Level

☐

1. Below certificate

☐

2. Certificate

☐

3. Diploma

☐

4. Degree

☐

5. Masters

☐

6. PhD

3. In which age group do you belong?

☐

1. 18-30 years

☐

3. 41-50 years

☐

2. 31-40 years

☐

4. Above 51 years

4. How long have you been working in your current hotel?

☐

1. Below 2 year

☐

2. 2-5 years

☐

3. 6-10 years

☐

4. Above 11 years

5. What is your field of specialization for your highest educational status:

☐

1. Related to hospitality industry profession

☐

2. Not related to hospitality industry profession

6. In which department are you currently working?

☐

1. Manager

☐

2. Food and Beverage

☐

3. Front office

☐

4. House keeping

☐

5. Engineering and Maintenance.

☐

6. Security

7. If you are working in department other than the listed ones above, please specify here

---

## Part Two: Questions related to employee Job Satisfaction

Please kindly, indicate (tick) "✓" your level of agreement with the following statements in the table regarding the hotel where you are working by choosing from a scale of 1 to 5; whereby,

1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

S/No	<b>1: Pay</b>	1	2	3	4	5
1.1	There is no up to date salary increment					
1.2	I feel satisfied with my chances for salary increases.					
1.3	My salary is fair for my responsibilities					
1.4	Considering my skills and the education level that I have, I feel I am being paid a fair salary amount for the work that I do.					
S/No	<b>2: Promotion</b>	1	2	3	4	5
2.1	I am satisfied with my chances for promotion.					
2.2	If I do good work, I can count on being promoted					
2.3	I have the opportunities to learn & grow					
2.4	People get a head/manager as fast here as they get in other places.					
S/No	<b>3. Supervision</b>	1	2	3	4	5
3.1	My supervisor is quite competent in doing his/her job.					
3.2	My supervisor is unfair to me.					
3.3	My supervisor shows too little interest in the feelings of Subordinates.					
3.4	I like my supervisor.					
S/No	<b>4. Benefits</b>	1	2	3	4	5
4.1	The benefits I receive are as good as most other Organizations offer.					
4.2	There are benefits I do not have which I should have.					
4.3	I'm satisfied with the amount of health care paid for					
4.5	Overall, I am satisfied with the company' benefit package					



S/No	<b>5. Rewards</b>	1	2	3	4	5
5.1	When I do a good job, I receive the recognition for it that I Should receive.					
5.2	I do feel that the work I do is appreciated					
5.3	There are more rewards for those who work here.					
5.4	I feel my efforts are rewarded the way they should be.					
S/No	<b>6. Coworkers</b>	1	2	3	4	5
6.1	I like the people I work with.					
6.2	There is too much bickering and fighting at work					
6.3	I have good communication with my coworkers and free to be with my colleagues.					
6.4	There is a mutual respect and trust between me and my work group.					
6.5	The management of the hotel cares for employee's welfare.					
S/No	<b>7. Nature of Work</b>	1	2	3	4	5
7.1	I like doing the things I do at work.					
7.2	I am satisfied as my job fits to apply my skill & knowledge.					
7.3	I feel part of a team working towards a shared goal					
7.4	I have a clearly established career path at this company					
7.5	I am given enough authority to make decisions I need to Make					
7.6	I am satisfied with the job security I have					
7.7	I am satisfied with the clarity of task responsibility and role that I have in my work					
S/No	<b>8: Job Satisfaction</b>	1	2	3	4	5
8.1	I am satisfied with my overall job.					
8.2	My colleagues are satisfied with their overall job					

### **ANNEX 3: Interview Questions**

1. Do you think employees working in this hotel are satisfied with the salary package? Please explain why or why not
2. Are employee satisfied with the advancement opportunities at work? Please explain why or why not.
3. How much involvement do employees have in making decisions or creating new ideas in your organization?
4. How is the benefit package in your work place? Do you think employees are satisfied with hotel compensation/benefits?
5. How is the working relationship among co-workers, supervisors and managers?

#### ANNEX 4. Informed consent (Amharic version)



#### ቅድስተ ማርያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ክፍል

የተጠያቂው/ የመላሾች የመረጃ ቅፅ

ጤና ይስጥልኝ እንደምን ነዎት!

ስሜ ይደግ ለማ ይባላል፡፡ የመጣሁት ከቅድስተ ማርያም ዩኒቨርሲቲ ነው፡፡ የማስተርስ ዲግሪ የማሟያ የጥናትና የምርምር ስራ እየሰራሁ ነው፡፡ የዚህ መጠይቅ አላማ በአዲስ አበባ ውስጥ በፍራንቻይዝ እና በሀገር ውስጥ ባለ ኮከብ ደረጃ የተሰጣቸው የሆኑ ሰራተኞች የስራ እርካታ ደረጃ ላይ መረጃ ለመስጠት ነው፡፡ መጠይቁ ሁለት ክፍሎች አሉት ፤ አንደኛው ስለሆኑ ሰራተኞች አጠቃላይ መረጃ እና ሁለተኛው ክፍል ስለ አጠቃላይ የስራ እርካታ ደረጃ ነው፡፡

የእርስዎ ተሳትፎ ሙሉ በሙሉ በእርስዎ ሙሉ ፈቃደኝነት ላይ የተመሰረተ ነው፡፡ በጥናቱ ላይ ያለመሳተፍ ሙሉ መብት አለዎት፡፡ ለመሳተፍ ፍቃደኛ ከሆኑ በኋላም በፈለጉት ጊዜ ማቆም ወይም ማቋረጥ ይችላሉ፡፡ በጥናቱ ባለመሳተፍዎ የሚደርስቦት ምንም አይነት ችግር አይኖርም ፡፡ በመጨረሻም ከእርስዎ የምንሰበስበው መረጃ ከስምዎ ጋር አይያያዝም፡፡ ስምዎት እንደማይጠቀስ፤ ሚስጥራዊ ሆኖ እንደሚቆይ እና ለማንም አካል ተላልፎ እንደማይሰጥ ልናረጋግጥልዎት እንወዳለን፡፡

በጥናቱ ለመሳተፍ ከተስማሙ የእርስዎን ማህበረ -ህዝብ ሁኔታ እና ከስራ እርካታ ጋር የተያያዙ ጥያቄዎችን እንጠይቃለን፡፡

መረጃው የተሰጠበት ቀን \_\_\_\_\_

የአጥኝው ፊርማ \_\_\_\_\_

ለተጨማሪ ማብራሪያ የዋና አጥኝውን አድራሻ ይጠቀሙ

ስም፡ ይደግ ለማ ኢሜይል፡ lyideg@gmail.com

ስልክ ቁጥር +251 913 07 86 58

**የስምምነት መጠየቂያ/ ማረጋገጫ ቅጽ**

ከላይ በሰጠዎት መረጃ መሰረት በጥናቱ ላይ ለመሳተፍ ፍቃደኛ ነዎት?

1. አዎ

2. አይደለሁም

ፍቃደኛ ከሆኑ እቀጥላለሁ ፍቃደኛ ካልሆኑ ምክኒያቱን ፅፎ ወደሚቀጥለው ተሳታፊ አልፋለሁ\_\_\_\_\_

የተሳታፊ ፋርማ\_\_\_\_\_ቀን\_\_\_\_\_ የመረጃ ሰብሳቢ ስም\_\_\_\_\_ፋርማ\_\_\_\_\_

የመጠይቁ ቁጥር\_\_\_\_\_ መጠይቁ የተካሄደበት ቀን\_\_\_\_\_

## ANNEX 5. Questionnaire (Amharic version)

ክፍል 1: አጠቃላይ መረጃ

1. ፆታ:

☐ 1. ሴት

☐ 2. ወንድ

2. የትምህርት ደረጃ:

1. ☐ ስርተፍኬት ቢታች ☐ 2. ስርተፊኬት 3. ዲፕሎማ ☐

☐ 4. የመጀመሪያ ዲግሪ ☐ 5. ሁለተኛ ዲግሪ 6. ፒኤችዲ ☐

3. በየትኛው የእድሜ ክልል ውስጥ ነዎት?

☐ 1. 18-30 ዓመት ☐ 2. 31-40 ዓመት ☐ 3. 41-50 ዓመት ☐ 4. ከ 51 ዓመት በላይ

4. አሁን እየሰሩ ባሉበት ሆቴል ውስጥ ምን ያህል ጊዜ ቆየተዋል?

☐ 1. ከ2 ዓመት በታች 2. 2-5 ዓመት 3. 6-10 ዓመት ☐ 4. ከ11 ዓመት በላይ ☐

5. የከፍተኛ የትምህርት ደረጃዎን ያጠናቀቁበት ልዩ የሞያ መስክ ዓይነት

☐ 1. ከሆቴል ኢንዱስትሪ ሙያ ጋር የተገናኘ 2. ከሆቴል ኢንዱስትሪ ሙያ ጋር ያልተገናኘ ☐

6. አሁን በየትኛው ክፍል ውስጥ ነው እየሰሩ ያሉት?

1. ☐ አሰኪያጅ 2. ምግብና መጠጥ ስራ ክፍል 3. እንግዳ አቀባበል ☐

4. ☐ አያያዝ 5. ጥገና 6. ጥበቃ እና ደህንነት ☐

7. ሌላ የስራ ክፍል ካልዎት.....

## ክፍል 2: አጠቃላይ የስራ እርካታ

እባክዎ የምትሰሩበትን ሆቴል በተመለከተ በሰንጠረዥ ላይ ከሚከተሉት መግለጫዎች ጋር ያለዎትን ስምምነት ከ1 እስከ 5 ያለውን ደረጃ በመምረጥ "✓" (ምልክት ያድርጉ) ።

1 = በጣም አልስማማም ፣ 2 = አልስማማም ፣ 3 = ገለልተኛ ፣ 4 = እስማማለሁ እና 5 = በጣም እስማማለሁ ።

ተ.ቁ 1	ክፍያ/ደመወዝ	1	2	3	4	5
1.1	ወቅታዊ የሆነ የደመወዝ ዕድገት የለም					
1.2	በሚደረግልኝ/ባለኝ የደመወዝ ጭማሪ እድል ደስተኛ ነኝ					
1.3	የሚከፈለኝ ደመወዝ ካላኝ ሃላፊነት ጋር ተመጣጣኝ ነው					
1.4	ችሎታዬንና ያለኝን የትምህርት ደረጃ ግምት ውስጥ ሳስቀምጥ ለምሠራው ሥራ ጥሩ ደምዝ እንደሚከፈለኝ ይሰማኛል					
<b>2</b>	<b>እድገት</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.1	ባለኝ የስራ እድገት እድል ደስተኛ ነኝ፡፡					
2.2	ውጤታማ ስራ ብሰራ እድገት ላገኝ እችላለሁ፡፡					
2.3	የመማር እና የማድግ እድል አለኝ					
2.4	ከሌላ ስራ ቦታ ሰዎች እዚህ የተሻለ እድገት/ሀላፊ የመሆን እድል አለ					
<b>3</b>	<b>ቁጥጥር</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.1	ተቆጣጣሪዬ የራሱን/የራሷን ሥራ በማከናወን ረገድ ከፍተኛ ብቃት አለው/አላት፡፡					
3.2	ተቆጣጣሪዬ በእኔ ላይ ፍትሃዊ አይደለም፡፡					
3.3	የእኔ ተቆጣጣሪ ታች ባሉ ሠራተኞች ስሜት ላየ በጣም ትንሽ ፍላጎት ያሳያል፡፡					
3.4	ተቆጣጣሪዬን እወዳለሁ፡፡					
<b>4</b>	<b>ጥቅማጥቅም</b>					
4.1	የማገኛቸው ጥቅማ ጥቅሞች አብዛኛዎቹ ሆቴሎች እንደሚያቀርቡት ጥሩ የሚባል ነው፡፡					
4.2	ሊኖሩኝ የሚገቡ ግን የሌሎች ጥቅማ ጥቅሞች አሉ					
4.3	ባለኝ የጤና ኢንሹራንስ ክፍያ መጠን ደስተኛ ነኝ					
4.4	ለሠራተኞች የሚሰጠው ማበረታቻ አበረታች ነው፡፡					
4.5	በአጠቃላይ ድርጅቱ በሚሰጠው ጥቅማ ጥቅም ረከቻለሁ					
<b>5</b>	<b>ሽልማቶች</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

5.1	ለምሰራው ጥሩ ስራ መቀበል ያለብኝን እውቅና አገኛለሁ።					
5.2	የማከናወኑትን ሥራ እውቅና እንዳለው ይሰማኛል					
5.3	እዚህ የሚሠሩ ሰራተኞች የሚያገኙት እውቅና በጣም ጥሩ ነው ።					
5.4	ጥረቴ በሚገባው መልኩ እውቅና እያገኘ/ እየተሸለመ እንደሆነ ይሰማኛል					
<b>6</b>	<b>የስራ ባልደረቦች</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
6.1	አብረውኝ የሚሠሩትን ሰራተኞች እወዳቸዋለሁ ።					
6.2	በሥራ ቦታ በዙፍ ጭቅጭቅና ግጭት አለ ።					
6.3	ከሥራ ባልደረቦች ጋር ጥሩ የሐሳብ ልውውጥ አደርጋለሁ እንዲሁም በግልጽ የመነጋገር ነፃነት አለኝ።					
6.4	በእኔና በሥራ ባልደረቦቼ መካከል እርስ በርስ መከባበርና መተማመን አለ ።					
6.5	የሆቴሉ አስተዳደር ለሰራተኞች ደህንነት ያስባል።					
<b>7</b>	<b>የስራ ሁኔታ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.1	በሥራ ቦታ የማደርጋቸው ነገሮች በጣም ያስደስቱኛል ።					
7.2	ሥራዬ ከችሎታዬንና እውቀቴን ጋር የሚሄድ ስለሆነ እርካታ ይሰማኛል					
7.3	የጋራ ግብ ላይ ለመድረስ የሚጥር ቡድን አባል እንደሆንኩ ይሰማኛል					
7.4	በዚህ ሆቴል ውስጥ በግለፅ የተቀመጠ የእድገት አቅጣጫ አለኝ					
7.5	እስፈላጊ በሆነ ሰዓት የሚያስፈልገኝን ውሳኔ ለማድረግ በቂ ሥልጣን ተሰጥቶኛል።					
7.6	ባለኝ የሥራ ዋስትና ረክቻለሁ					
7.7	ባለኝ ግልፅ የስራ ሃላፊነት እና ሚና ረክቻለሁ					
<b>8</b>	<b>የስራ እርካታ</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.1	በአጠቃላይ ባለኝ ስራ ረክቻለሁ።					
8.2	የሥራ ባልደረቦቼ በአጠቃላይ በሥራቸው ረከተዋል					

**ስለጊዜዎ አመሰግናለሁ!**