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P.O BOX 133, BUEA, CAMEROON**



DEPARTMENT OF BUSINESS STUDIES

**THE INFLUENCE OF EMPLOYEES' ATTITUDES ON
ORGANIZATIONAL PRODUCTIVITY. A CASE OF
SELECTED HOTELS IN BAMENDA, NORTH-WEST
REGION CAMEROON**

A Thesis Submitted, to the Department of Business Studies in Partial Fulfillment of
Requirements for the Award of a Master of Science (M.Sc.) Degree in
Strategic Human Resource Management.

by

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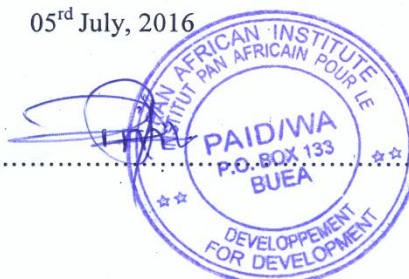
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This work is dedicated to my parents **Justice Njilele Solomon Angu** and **Mrs. Njilele Monica Fen**

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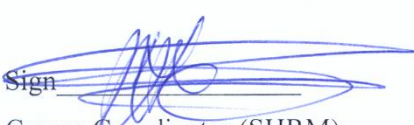


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ABSTRACT

The study was conducted to investigate the influence employees' attitudes has on organizational productivity in MAWA, BLUE PEARL and AZAM hotel in Bamenda, North-West Region of Cameroon. The researcher set objectives in this study which are; to examine customers perception of employees' attitudes in the selected hotels, to investigate the relationship between observed attitudes and organizational output/returns in the hotels and, to identify the factors that account for negative attitudes of employees' in these selected hotels. The mixed methodology of quantitative and qualitative research approaches was adopted for the study with a descriptive survey design. 75 staff were carefully selected from the three hotels using the purposive sampling technique. 18 customers also participated in this research. Only workers who had been in these hotels for a period of five years (2011-2015) and know how it operates were selected for the study. Questionnaires, an interview, and content analysis were used to elicit evidence from the sample. Data obtained was analyzed using Micro soft excel tools, percentages and charts in line with the objectives of the study. In the findings, it was revealed by employees that they exhibit both negative and positive attitudes depending on the situation in which they found themselves. While the customers involved in the study reported to have experienced more negative than positive attitudes by employees' in the various hotels. Management response to the interviews indicated that both positive and negative attitudes were exhibited in the hotels with the negative ones prevailing most of the time. It was identified that employee's performance drops when negative attitudes are exhibited which results to a decline in productivity while positive employees' attitudes increases performance which influences organizational productivity positively. In order to address the negative attitudes in these hotels and improve on the positive ones, the researcher therefore recommends motivation of employees, appraisal methods, conducting attitude assessment test and a careful evaluation of attitudes when hiring new employees as possible solutions.

Keywords: *Attitudes, Employees, Productivity, Customer satisfaction.*

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LIST OF ACRONYMS

TRA: The Theory of Reasoned Action

ATB: Attitude towards Behavior

SN: Subjective Norm

NWR: North-West Region

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

One of the most critical components of an organization is its employees. They also play a vital role in productivity. A proper blend of organization structure, groups, and individual employee behavior is a requisite factor for organizational effectiveness. People in organizations come from diverse backgrounds with different experiences. This diversity becomes a fundamental influential factor in achieving organizational performance.

Employees' attitudes are considered to be psychological tendencies expressed by the workers through evaluating their work environment with some degree of favor or disfavor (Eagly and Chaiken 1998). Attitudes of employees are one of the hidden, hard-to-measure factors that end up being crucial to the success of an organization. The attitudes of employee influence how the employee performs in the organization. These attitudes describe the way an employee feels inside and how he or she relates these feelings toward the employer, his co-workers and his position within the organization. All employees have certain types of attitudes that they display in their working environment (Mayhew 2004). In every workplace, employees demonstrate different ways of behaving. While some may demonstrate negative behaviors, others turn to exhibit positive comportments and be it for better or for worse; employee attitudes tend to have a drastic impact on organizational productivity.

The manner in which managers' deal with both levels of behavior differs; understanding this diversity and the extent to which positive or negative employees' attitude has an impact on organizational results, necessitates empirical investigations. It is widely observed that employee attitudes affect all areas of organizational life. Consequently, attitudes portrayed by employees in organizations are a critical aspect that the organization needs to pay constant attention to. This is because it is assumed that understanding employees' attitudes enables managers to identify cost saving opportunities, predict and plan turnover, reduce absenteeism, evaluate customer service problem areas and issues, identify areas of ethics, honesty and values concerned,

strengthen management skills and training identify communication problems and most importantly, improve productivity.

Attitude is not constant; it varies based on certain forces, and these forces depend on the context. While it is largely observed that ones' innate personality determines his/her behavior, there is equally a general acceptance of the fact that learning through experience and organizational processes causes' behavior to change from time to time. Consequently, management needs to evaluate the attitudes of employees unceasingly in order to measure the extent to which it impacts on the organization's results. Attitudes exhibited by employees can affect the work atmosphere and productivity within organizations be it in a positive or negative manner. Management needs to create a professional and healthy work environment in order to keep employees motivated. If such an environment is created, the employees are likely to work hard and successfully complete each assignment as expected of them. Attitudes of employees can also affect organizational output directly by attaining customer's satisfaction or not, and through other job-related factors (Rafner 2009).

Some of these job-related factors can be;

Engagement, Kahn (1990) explains that, employees who have negative attitudes towards their organizations are far more likely to be disengaged, fulfilling their jobs with the least amount of work possible and at the lowest quality level. With this attitude of disengagement, the organization's well-being is likely to become costly to management due to an increase in turnover and cost in training new employees, and this could bring about a decline in organizational output. Employees however with the same competencies and skill levels are likely to be more productive if they have a positive attitude towards work, and feel connected, committed and invested in the success of the organization.

Retention, based on their attitudes towards work, employees may feel more or less committed to the job. Those with a generally negative outlook on their work situation do not feel invested in a future with the company. They can leave their jobs at any time and high employee turnover is significantly costly to business in a number of ways, which includes training, hiring resources and work left undone. By contrast, employees with positive attitudes towards the job are more likely to develop a sense of commitment to

the business and stay for the long haul, lowering turnover costs and increasing productivity through experience(The Entrepreneur Journal July 2010).

Client Interaction, not all employees in companies interact directly with clients, but when they do, their attitude is a reliable judge of customer satisfaction. Where a worker exhibits a negative attitude, customers are likely to manifest disengagement and lack of concern for their needs. Customers are an annoyance and an inconvenience to employees with a bad attitude Brooks (2000). On the other hand, a positive and engaged attitude by a worker is likely to result in courtesy, emotional engagement and a real concern for the well-being and satisfaction of the customer.

There are different types of employee attitudes that affect productivity in the workplace which includes job satisfaction, employee engagement, and organizational commitment.

Hagedorn (2000) explains that, when a worker feels a high level of achievement, is intensely involved, and is appropriately compensated by recognition, responsibility, and salary, job satisfaction is enhanced. There are two main components of job satisfaction; Intrinsic job satisfaction which is the level of satisfaction which entails factors linked with the job itself, and extrinsic job satisfaction which is the level of satisfaction which involves factors linked with the environment. Job satisfaction is one of the determinant factors as to if an employee leaves the workplace or not.

Employee engagement means to be psychologically as well as physically present when occupying and performing an organizational role Kahn (1990). When employees are engaged in their organizations, they can turn to express themselves cognitively, physically, or emotionally through their assigned jobs.

Allen and Meyer (1990) defined organizational commitment as employees' minds conditioned to organizations which comprise three dimensions that is; the affective commitment, continuance commitment, and normative commitment. Organizational commitment is the good relationship that makes employees devoted to organization's mission in order to support and make the organization better (Steers and Porter 1983).

When an employee is happy with his or her work, and feels the work is appreciated and valued, he/she can feel a positive drive to complete work on time and to the best of their ability. Meanwhile, if employees are not satisfied, committed and engaged in their work, they may develop negative attitudes like absenteeism, lateness, sluggishness and rudeness to clients which have adverse effects on an employee's productivity.

In every organization, attitudes of employees affect their productivity in many ways and sometimes even without the consciousness of the employees themselves. This is mostly the case with organizations that have close and constant communication with its customers for example hotels which will be the researcher's case study. It is worth noting that the selected hotels here which are MAWA hotel, BLUE PEARL hotel, and AZAM hotel do have not only constant communication with its customers but also hire human resources with varied skills. This study, therefore, seeks to explore the influence that negative and positive attitudes of employees have on productivity at these selected hotels.

1.2 Statement of the Problem

Studies on the human element in organizations have focused largely on motivation as a means of modifying employee behavior with very little regards for innate qualities. This seems to give the impression that negative employee behavior can only be associated with poor organizational policies and practices. However, this is not always the case as some personality traits are ideal for particular types of organizations. This means that introducing motivational packages may not always be the cure to poor performance and that optimum care in the recruitment and selection of workers is needed particularly in the hospitality industry. Unfortunately, an insight view of the attitudes of hotel workers in Cameroon puts to question the manner in which staff is selected.

The establishment of customer friendly hotels is the key to sustainable development of tourism in any country. Yet it is widely observed that hotels customer service in Cameroon is mediocre. This is evident even in the most prominent hotels in the country. Consequently, hotels in the country continue to receive less customer experience, decreasing profits and unable to support developments in the tourism sector of the country. The three selected hotels in this study (Mawa, Blue Pearl, and Azam Hotel), are among the many hotels in the North-West region of Cameroon that demonstrate problems of efficient customer service and satisfaction.

Also for some time now, it appears employees attitude has not been managed well in MAWA, BLUE PEARL, and AZAM hotel. Observation and interaction with some employees did show that their management is more to profit making than managing employees' attitude towards work. The absence of effectively managing employees' attitudes has created the reduction of job satisfaction, employee engagement,

organizational commitment, punctuality and efficient customer service. Employees who are not satisfied, engaged, efficient and committed to their work are difficult to work with. They obstruct the creation of positive ideas and infect their co-workers with their bad attitudes.

1.3 Objectives of the Study

The main objective of this study is to find out the main causes of the negative attitudes of employees towards their jobs and its consequences on organizational output or revenue. Employee attitudes will be used as a determinant factor to establish success or failure in selected hotels.

1.3.1 Specific Objectives

The study seeks to accomplish the following specific objectives.

1. To examine customers perception of employees' attitudes in the selected hotels of the North West Region.
2. To investigate the relationship between observed attitudes and organizational output/returns in the selected hotels.
3. To identify the factors that accounts for negative attitudes of employees in the selected hotels.

1.4 Research Questions

The researcher is guided by the following research questions.

1. What is the perception of customers on employee's attitudes in the selected hotels?
2. What is the nature of the relationship between attitude and organizational productivity?
3. Why do employees exhibit negative attitudes in the selected hotels?

1.5 Hypothesis of the Study

As tentative answers to the above-mentioned research questions, the researcher hypothesizes that:

More than 50% of customers in the selected hotels are dissatisfied with the attitudes of employees.

H0: $\rho = 50$

H1: $\rho > 50$ (claim)

There is a positive relationship between perceived employee attitude and organizational output in the selected hotels.

1.6 Significance of the Study

This study will enact a sense of engagement to the employees in these hotels. Workers, when aware that their full commitment in the workplace will increase productivity and customer satisfaction, which might lead to incentives and benefits from management, they will become more involved in the functioning of their organization.

This study will enable management in organizations to identify negative attitudes quickly such as tardiness, absenteeism, and rudeness on the employees' part and bring solutions to remedy these situations. It will provide management with possible ways to act when faced with challenging situations.

This research will promote a good employee-customer relationship in organizations. Employees who render proper services to their clients provide their customers with the elements of trust. This strengthens the relationship between the employees and their customers.

This work will help present and future managers in the country to better identify aspects that are required by employees and by management in organizations so as to render quality services to their clients.

This research will also help individuals who manage and own their own businesses. This work will give them a clearer understanding of the concept of employees' attitude in their organizations and how it impacts the organization's productivity.

This study will help management to develop a retention scheme which will limit turnover. Less turnover will get workers to know their colleagues better thus creating a sense of loyalty and trust vis-à-vis each other.

The study is expected to arouse new interest among scholars, and students of research regarding organizational behavior in general and employee attitudes in

particular. This could be through coming up with new models to assess workers attitudes in the workplace.

This research provides the business world with insight and profound knowledge on how employees' attitudes can be managed, changed where negative and improved upon if positive.

Finally, this work will help the government develop strategies to promote and advertise the tourism sector nationally and internationally.

1.7. Scope of the Study

The research coverage is based on understanding the relationship between employees' attitude and productivity in Mawa Hotel, Blue Pearl Hotel, and Azam Hotel, all located in Mezam division of the North West Region. These selected hotels in Mezam division are chosen to carry out this research because they are assessable to the researcher, a problem of employees' attitudes is identified in each of the hotels, they fall under the most prominent hotels in this division, lodge more customers as compared to other hotels and has a significant sample size needed by the researcher to collect data. This study is limited as it looks at the impact of employees' attitudes on productivity in the above-selected hotels. It explores employee attitudes in all the various departments of the hotels and examines how management deals with negative behaviors in the hotels.

Customers involved in the study are those who were lodging at the hotel during the period of the research. The study spans a period of five years from 2011 to 2015, so the analysis and conclusion of this work will be based on this period of time.

1.8. Organization of the study

This study is divided into five chapters with each chapter addressing different issues. Chapter one which is the introduction opens with the background of the study, a statement of the problem, objectives of the study, hypothesis, research questions, significance of the study, organization of the work, the description of the study areas and the definition of key terms.

Chapter two relates the study to current discussions on the subject matter. It examines the trends, key themes, patterns and dimensions of employee attitude and organizational productivity. The chapter first of all, clarifies the different dimensions of

the concept of attitude before presenting empirical and theoretical debates on the subject matter.

Chapter three presents the tools and techniques used in conducting the research. It outlines the research approach, design, sample size and technique, tools and methods of data collection, and data analysis procedure.

Chapter four, the researcher presents results of the study and interprets them based on the objectives set out for the study. Chapter five summarizes the findings, draw conclusions from the summary and make recommendations to management of these hotels, its employees, customers, the government, and to future researchers.

1.9. Description of Study Area

This research was conducted in Mezam division in the North West region of Cameroon. The North West region is one of the ten regions in Cameroon and one out of the two English-speaking regions of the country. This region has 6 divisions; Mechum division, Momo division, Donga-Mantung division, Bui division, Ngoketunjia division and Mezam division (Regional Delegation of Tourism Bamenda NWR, September 2015).

The hotel industry in Mezam division has succeeded in bringing quite an income to the Regional Delegation of Tourism and Leisure and has helped in promoting the economy of the region. Hotels lodge individuals from in and out of the region, from nationals to foreigners particularly tourists. The largest hotel is Ayaba Hotel with over 200rooms and was created in 1979, and this division has over 30 hotels which are known and registered at the Regional Delegation of Tourism and Leisure North-West as indicated by the divisional delegate of tourism and leisure. Hotels in this division are classified ranging from one star to 3-star hotels. The selected hotels in this research are all 3-star hotels (Regional Delegation of Tourism Bamenda NWR, September 2015).

Mawa Hotel

Mawa Hotel is a three (3) star hotel at mile six Nkwen Bamenda that opened its doors in October 2011. This hotel is owned by Mr. Yinju Ibrahim Talla but has Mr. Wepngong Fidelis Nganji as its present manager. This hotel has five main departments. There is the accommodation department which comprises of the reception, housekeeping, and laundry, the restoration department which involves the kitchen, the bar and restaurant, the technical department which is the general maintenance of the hotel,

entertainment that is the swimming pool, and the gymnasium and finally there is security and it involves security guards. Each department has a supervisor who reports to the hotel manager. Mawa hotel has 22 workers, and 68 rooms, 54 of which are operational. There are 5 junior suits at 60.000FCFA a night, 14 upper standard rooms at 45.000FCFA a night, and standard rooms at 30.000FCFA a night (Mawa Hotel, 2015).

Blue Pearl Hotel

Blue Pearl Hotel is a hotel located at 'S-bend' mile 3 Nkwen Bamenda, and it was opened on the 30th of November 2012. It is owned by Mr. Apanwyn Joseph and has Mr. Augustine Powege Halle and Mrs. Tengkegh Nadiya as its current manager and the general manager. Blue Pearl Hotel hasn't been granted a law under which to operate but has a waiver granted to them by the Ministry of Tourism and Leisure while waiting for authorization. The hotel has 6 departments which are housekeeping, reception, kitchens, restaurant/bar, night club which is best known as Manjong Nightclub and a plaza. The plaza was recently opened on the 14th of November 2015. The plaza is part of the hotel and can be hired for different occasions by the public and has a wider space than the hall in the hotel. Blue Pearl Hotel has 54 workers, and 72 rooms and these rooms are classified into 4 categories. There are simple rooms, standard rooms, senior standard rooms, and suits (Blue Pearl Hotel, 2015).

Azam Hotel

Azam Hotel is located at Mbomassa Quarter Bamenda II sub-division. Azam hotel operates under law no 01391/L/MINTOUR/SG/DET/SDAC/SA of 19th August 2010 granted by the Ministry of Tourism and Leisure. It was however, operational the year before (August 2009). 11 departments make up this hotel and they are laundry, kitchen, bar/restaurant, reception, administration, security, technical, environment, night club called Rocket nightclub, cabaret, and rooms. These departments are placed under the supervision and management of the various heads of department. Azam Hotel has a total of 39 workers and 72 rooms which are all operational and opened to the public (Azam Hotel, 2015).

1.10 Definition of key terms

This is defining those keywords that are relevant to this work. These words are attitudes, employees, customer satisfaction, and productivity.

Attitudes; work attitudes are the different behaviors employees display in the work environment. They are influenced by the perception of the job, relationship with co-workers and managers and stress levels experienced at the job.

Employees; these are individuals irrespective of sex or nationality, who undertake to place their services in return for remuneration under the direction and control of another person be it an individual or a cooperation who is considered the employer.

Productivity; productivity is the rate at which an organization produces goods and it is usually judged in connection with the number of people and the amount of people needed to produce the goods.

Customer satisfaction; this is when customers are pleased with the goods bought for them or services rendered to them

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter examines related discussions on employee attitude and organizational productivity. The chapter begins by analyzing debates on the key concept under study (employee attitude) and proceeds with an assessment of empirical findings on the relationship between employee attitude and organizational effectiveness. The chapter closes with a review of theoretical literature and presentation of the analytical tool adopted for the study.

2.1 Literature Review

2.1.1 Conceptualizing Employee Attitudes

Employee attitudes deal with how an organization behaves. It involves the management, directing employees into improving organizational and personal effectiveness. It plays an enormous role in determining the attitudes of employees and their job satisfaction. When employees are happy, it is usually because they are satisfied with their work. This also improves the quality of work. Attitudes and job satisfaction may not fall entirely on the management but also on the employees. If employees enjoy their work, they will not need external motivation from management, but instead, the satisfaction they will attain from the completion of their work will motivate them (Robbins 2004).

An attitude is referred to as a hypothetical construct that represents a person's degree of like or dislike for an item. Attitudes are generally positive or negative of an individual, place, thing or event (Bagherian 2009). These views are referred to as attitude object. In this instance, the attitude object is referred to as a person's view of change and it is not a physical entity independent of the individual (Visagie 2010). An attitude is also a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor (Eagly and Chaiken 1998). Attitudes can be measured and changed as well as influence the individual's emotions and behaviors.

Attitudes can also be said to reflect an individual's background and experiences and are formed by a variety of forces including the personal values, experiences, and feelings (Hellriegel and Slocum 2007). Attitude is considered to be another type of

individual difference that affects the person's behavior in the organizations. These attitudes are vital for they often influence key aspects of organizational growth (Greenberg 1990). It focuses on the organizational behavior which includes task performance, absenteeism, and turnover.

Based on the above definitions, it could be cited that attitudes are related to how an individual feels and reacts towards his surroundings. Also, attitudes can be exhibited by an employee either positively or negatively towards his colleagues and his employer/management.

2.1.2 Types of Employee Attitudes

There are different types of positive and negative employee attitudes that affect productivity in the workplace. It is as a result of this that the researcher has decided to use some of the types which have been enumerated below.

2.1.3 Organizational Commitment as a Positive Employee Attitude

Organizational commitment has an important place in the study of organizational behavior. This is partly due to the vast number of works that have seen relationships between organizational commitment and attitudes and behaviors in the organization (Koch and Steers 1978, Angle and Perry 1981).

Sheldon (1971), define commitments being a positive evaluation of and organization and organization goals. According to Buchanan (1974), most scholars define commitment as being a good bond between an individual which is the employee and the organization which is the employer. Dunham (1994) identified three types of commitment which are affective commitment, continuance commitment, and normative commitment. Normative commitment is actually a new aspect of organizational commitment, and it was defined by Bolon in 1997. While affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday 1979). Porter (1974) further characterizes affective commitment by three factors. One, belief in, and acceptance of organizational goals, two a willingness to focus effort on helping the organization achieve its goals and three, a desire to maintain organizational membership. Mowaday (1979) goes ahead to state that affective commitment 'is when the employee identifies with a particular organization and its goals in order to maintain its membership to facilitate the goal'(p.225). Meyer and Allen (1997)

continue to say that employees retain membership out of choice, and this is their commitment to the organization.

Continuance commitment is the willingness to remain in the organization because of the investment that the employee has with 'non-transferable' investments. Non-transferable investments are things such as retirement, relationship with other employees, and things which are particular to the organization (Reichers 1985). Continuance commitment also includes factors such as years of employment or benefits that an employee may receive which are unique to the organization (Reichers 1985). Meyer and Allen (1997), further explains that employees who share continuance commitment with their employer often make it tough to leave the organization.

Normative commitment (Bolon 1993), is the commitment that a person believes that they have towards the organization and their feeling of obligation to their workplace. Weiner (1982) describes normative commitment as being a generalized value of loyalty and duty and Meyer and Allen (1991) supported this type of commitment prior to Bolon's definition of normative commitment being 'a feeling of obligation'. Some go ahead to say that normative commitment is only natural due to the way one was raised in the society. Normative commitment can be explained by other commitment for example religion and marriage. Therefore, when it comes to one's commitment to the place of their employment, they feel like they have a moral obligation towards the organization (Weiner 1982).

Smith (1993), says that the three types of commitment are a psychological state that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization. Smith (1993) continue to say that, the research shows that those employees with a strong affective commitment will remain with the organization because they want to, those with a strong continuance commitment remain because they have to, and those with a normative commitment remain because they feel they have to. So Meyer and Allen (1997) define a committed employee as one who stays with an organization, attends work regularly, puts in a full day and more protects corporate assets and believes in the organization goals. Schwarzwald (1992) found that commitment was higher among employees who had been promoted and was also related to employees' perception that the organization had a preference of recruiting from their internal labor market.

2.1.4. Employee Engagement as a Positive Employee Attitude

Employee engagement is very necessary to driving successful organizations. Engaged employees are satisfied and feel a sense of attachment to their job and employer. They promote the very best in the organizations to their friends and family and work towards its success. Kahn (1990 p.694) define employee engagement as ‘the harnessing of organization members selves to their work role in engagement, people employ and express themselves physically, cognitively and emotionally during their role performances. Modern organizations need employees who are engaged in their work, proactive, show more initiative and provide the best quality service to the customers (Bakker and Leiter 2010). These researchers agreed that the engagement of the employees depends on their willingness to go the extra mile or in other words to do what goes beyond their job description.

2.1.5 Job Satisfaction as a Positive Employee Attitude

According to Hagedorn (2000), when a worker feels a high level of achievement, is intensely involved, and is appropriately compensated by recognition, responsibility, and salary, job satisfaction is enhanced. Job satisfaction predicts employee engagement and a worker who is experiencing a high level of job satisfaction would be likely to appreciate her or his position and be proud of the organization, resulting in a high likelihood of job engagement. In this case, engagement is perceived as the final product, evidence, and the result of job satisfaction. Respectively, a disengaged worker who, due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work (Hagedorn 2000). In this relation, a number of studies argue that job dissatisfaction is a consistent predictor of burnout and turnover (Hellman 1997 and Laschinger 2006). It is also generally held that empowered employees have higher levels of job satisfaction, primarily because of their involvement in goal setting and in making decisions that affect their work (Blackburn and Rosen 1993). Additionally, it is claimed that job satisfaction, results in higher levels of employee organizational commitment, that in turn produce desirable organizational behavior, the willingness of an individual to engage in extra-role behavior that is not generally considered a part of a person’s job description (Williams and Anderson 1991). Thus, the authors argue that empowerment positively influences job satisfaction and that job satisfaction can also increase levels of employee engagement and attitudes.

2.1.6. Absenteeism as a Negative Employee Attitude

Absenteeism is a habitual pattern of absence from duty or obligation (Johns 2007). Brooke and Price (1989) described absenteeism in their research as the non-attendance of employees for scheduled work. Employee absenteeism is a costly yet poorly understood organizational phenomenon. The impact of absenteeism on companies or even a nation's economy is enormous, taking account of the costs associated with it. For this reason, organizations are intensively researching better ways of handling this problem. The consequences of employee absenteeism are widespread and consist of direct and indirect effects. For instance, higher costs are a result of absenteeism, which can be caused both directly and indirectly. Direct costs of sickness absence to employers include sick pay, the expense of covering absence with temporary staff and lost production. Indirect costs, such as low morale among staff covering for those absent because of sickness and lower customer satisfaction, while they also influence the overall level of output (Leaker 2008). Johns and Nicholson (1998) describe this as an essential problem because absenteeism is actually a variety of behaviors with different causes hiding as a unitary issue.

2.1.7 Lateness as a Negative Employee Attitude

Adler and Golan (1981) define lateness/tardiness as the tendency of an employee to arrive at work after the scheduled starting time. Rosse and Hullin (1985) argued that lateness is a behavioral outcome of certain organizational attitudes. Accordingly, the employee arriving late to work is consciously or unconsciously expressing negative feelings with the organization. Blau (1994) found that employees who are never late to work have significantly higher levels of organizational commitment than employees who arrive late.

2.1.8 Employee Engagement and Organizational Productivity

Research by Gallup has found low to moderate correlations between employee engagement and a range of outcome measures, including customer satisfaction, profit, productivity, turnover and safety (Harter2002). Since then, there has been a growing body of research on the links between employee engagement and key business measures. Indeed, business units and organizations are almost twice as likely to be successful if they are above average in employee engagement (Harter et al. 2009).

The following sections provide an explanation of how engagement impacts on key business aspects and provides a description of relevant research into each relationship. A high degree of involvement that is deep employee involvement in decision making means that all categories of employees are involved in the planning process.

Employees who are engaged with their job and employers are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged colleagues. This means they work more efficiently and with the success of the organization in mind. Research consistently shows that low levels of employee engagement are detrimental to performance. There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions for themselves which are relevant to their work, then there will be benefits for both the organization and the individual (Shadur 1999).

In fact, it has been found that employees that are highly engaged are twice as likely to be top performers (Taleo 2009). Not only does high employee engagement increase focus and efficiency, but it also decreases rates of absenteeism. Because engaged employees care about what they do, they recognize the importance of their effort in contributing to the success of their employer.

Furthermore, engaged employees are more likely to use their initiative to suggest and implement improvements to safety systems. Their engagement gives them a greater sense of ownership in their role and increases the chance of them taking on the responsibility to act on potential problems.

Research confirms that engagement lowers employees' intention to leave. The Corporate Leadership Council (2004) found that the most engaged employees are 87% less likely to leave their organization. The same study found that the 100 best places to work (according to their research) had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries. What's more, other large-scale research have found that 12% of disengaged employees have no intention to leave, while that proportion rises to 66% in engaged employees. Similarly, over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. (Towers Perrin 2003).

Research by Towers Perrin (2003) indicates that the more engaged employees at an organization, the more likely it is to exceed the industry average in one-year revenue

growth, while the organizations of the disengaged employees revenue growth fall down one or two percentage points below the average. However, it should be noted that there is probably another factor at work here in the organizations that are performing better may be more likely to attract more engaged people.

2.1.9. Employee Commitment and Productivity

In past research, it has been discussed that organizational commitment will lead to behavioral outcomes: lower turnover and higher performance. Highly committed employee should have a weak intention to quit. Studies by Jenkins (1995) revealed a negative relationship between turnover intentions and organizational commitment. Konovsky and Cropanzano (1991) and Meyer(1989) have uncovered a positive relationship between commitment and job performance. Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to put in more efforts on behalf of the organization and work towards its success and so are also likely to exhibit better performance than the uncommitted employees.

Employee commitment can benefit an organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained productivity.

Commitment to an organization is positively related to such desirable outcomes as motivation (Mowday1979). Horton too stated that organization commitment could result in less turnover and absenteeism, thus increasing organization productivity (Schuler and Jackson 1996). Employees with a high level of organizational commitment see themselves in a secure and stable workforce (Steers 1977) and thus providing a competitive advantage to the organization. The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted (Porter1974). According to Arturo L. Tolentino (2004) Sustained productivity improvement depends on the organization's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, and teamwork, among these individuals.

A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects company's assets and shares company's goal (Meyer and Allen 1997). Therefore, it is evident that for sustained productivity, employee commitment is an important factor. The hotel industry is a growing industry in which not many commitment based studies have been conducted, so we have taken it for our research. This industry has also faces lot of workforce challenges so our study becomes much more important.

2.1.10 Job Satisfaction and Productivity

The relationship between job satisfaction and job performance is a contradictory one. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a —happy worker is a productive worker. Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. People who are happy with their jobs exhibit superior job performance (Jones 2006). Maloney and McFillen (1986) argued that the more satisfied an employee is, the less turnover and absenteeism occurs.

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviors not generally reflected in performance appraisals, its relationship with job satisfaction improves. Research tends to support Organ's view in that job satisfaction correlates with organizational behaviors (Organ and Ryan 1995). In addition, the relationship between job satisfaction and performance was found to be even higher for complex (professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is in fact, predictive of performance, and the relationship is even stronger for professional jobs.

2.1.11 Absenteeism and Productivity

The effects of absenteeism are difficult to quantify though various researches have attempted evaluating it. Absenteeism costs the UK government £12 billion pounds

yearly, (Taylor 2005). That figure can be a full year budget for most developing countries especially in Africa and Asia. According to Armstrong (2006), managers are usually provided with a specification tasks with limited time-frame within which to report back to their superiors for assessment. Consequently, an unplanned absence may significantly affect manager's flexibility, time and the speed at which they work and for that reason, may cause irritation for management as a whole.

Productivity losses due to employee absence cost organizations millions of dollars each year (Mason and Griffin 2003). Although numerous dispositional, attitudinal, demographic, health, economic, and social factors have been linked to an individual's decision to attend work (Harrison and Martocchio 1998), researchers have also shown that conceptualizing absenteeism as a construct at the work-unit level offers novel insights regarding its causes and correlates (Markham and McKee 1995). In addition, researchers have repeatedly asserted that careful attention to temporal issues in absence can yield a better understanding of absence and its purported causes (Mason and Griffin 2003).

2.1.12 Lateness and Productivity

For an organization, lateness has both economic and psychological implications. When productivity or output levels are affected, an organization's efficiency may be compromised (Blau 1994). An employee's late arrival, particularly if the function performed at work is critical, may disrupt an organization's production schedule (Groeneveld and Shain 1985). If employees are part of a service-oriented organization, their lateness may affect the quality or quantity of service offered, especially when fellow workers or consumers depend directly or indirectly on the latecomer's presence. Blau (1994) who found that employees who are never late to work have significantly higher levels of organizational commitment than employees who arrive late.

Lateness is described as arriving at work later or leaving earlier than required. Problems associated with tardiness include compromised organizational efficiency (Blau 1994). Tardy and late employees responsible for critical tasks can negatively affect organizational production. Cascio (1987) states that other employees may begin to imitate the example set by the behavior of tardy employees.

2.1.13 Factors Influencing Employee Attitudes

The most important issue to be addressed is the causes of employee attitudes. Universally, human resource practitioners appreciate the importance of the work condition as a cause of employee attitudes, and it is an aspect Human Resource can assist influence via organizational programs and management practices.

2.1.14 Dispositional Influences/Personality Traits

Several innovative studies have shown the influences of a person's nature to job satisfaction. One of the first studies in this area (Staw and Ross 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw 1986). House et al. (1996) stipulate that an accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament.

Evidence also indicates that some other personality traits, such as openness, conscientiousness, extraversion, agreeableness and neuroticism can also influence job satisfaction (Judge 2002). These various research findings indicate that there is in fact, a relationship between disposition or personality and job satisfaction. Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. They tend to be when compared to closed people, more creative and more aware of their feelings. They are more likely to hold unconventional beliefs. On average, individuals who register high in openness are intellectually curious, open to emotion, interested in art, and willing to try new things (Boileau 2008). Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses (Costa and McCrae 1998).

Extraversion is characterized by breadth of activities that is as opposed to depth, urgency from external situations, and energy creation from external means (Laney, 2002). The trait is marked by pronounced engagement with the external world. Extraverts enjoy interacting with people and are often perceived as full of energy. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk,

and assert themselves (Canadian Research & development centre for sciences and culture 2012).

The agreeableness trait reflects individual differences in general concern for social harmony. Pleasant individual's value is getting along with others. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others (Rothmann and Coetzer 2003). Pleasant people also have an optimistic view of human nature. Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called emotional instability. According to Eysenck's (1967) theory of personality, neuroticism is interlinked with a low tolerance for stress or aversive stimuli (Noris 2007). High scores on conscientiousness indicate a preference for planned rather than spontaneous behavior. Even though organizations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs of job satisfaction. Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction.

2.1.15 Cultural Influences

In terms of other influences on employee attitudes, there is also a small, but growing body of research on the influences of culture or country on employee attitudes. The continued globalization of organizations poses new challenges for Human Resource (HR) practitioners, and the available research on cross-cultural organizational and human resources issues can help them better understand and guide practice (Erez 1994 and Triandis 1994). One of the most cited cross-cultural work on employee attitudes is that of Hofstede (1985). He conducted research on employee attitude data in 67 countries and found that the data grouped into four major dimensions and those countries varied thoroughly along these dimensions. The four cross-cultural dimensions are individualism versus collectivism, uncertainty avoidance versus risk taking, power distance, or the extent to which power is unequally distributed and masculinity versus femininity, more recently called achievement orientation. For example, the United States was found to be high on individualism, low on power distance, and low on uncertainty avoidance (thus high on risk taking), whereas Mexico was high on collectivism, high on power distance, and high on uncertainty avoidance. The four dimensions have been a useful structure for understanding cross-cultural differences in employee attitudes, as well as recognizing the

importance of cultural causes of employee attitudes. More recent analyses have shown that country/culture is as strong a predictor of employee attitudes as the type of job a person has (Saari and Schneider 2001). There have been numerous replications of Hofstede's research. The importance of culture has also been found in how employees are viewed and valued across countries and cultures (Jackson 2002). Self-sacrifice involves the employee being willing to incur personal costs or run the risk of such costs to serve the goals and mission of the organization. Kotter (1996) view on change by stating that communicating the change vision with employees increase the chances of change being successful. Countries vary on the extent to which they view employees in instrumental versus humanistic ways. In terms of practical recommendations, an awareness of, and, whenever possible, adjustments to, cultural factors that influence employee attitudes and measurement are important for HR practitioners as employee attitude surveys increasingly cross national boundaries.

2.1.16 Work Situation Influences

As discussed earlier, the work situation also matters in terms of job satisfaction and organization impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself—often called —intrinsic job characteristics. Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job part (Judge and Church 2000). This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible. Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought workers wanted, good wages ranked first while interesting work ranked fifth (Kovach 1995). Of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, and variety, best predicts overall job satisfaction, as

well as other important outcomes like employee retention (Parisi and Weiner 1999; Weiner 2000).

Although emotional attachment to colleagues in the workplace is an important element of commitment, it is not enough on its own. Organizations have goals and values, and people recruited by the organizations should share these. The argument here is that in order to create commitment, the organization must have the right sort of employees in the first instance. Conducive work environment ensures the well-being of employees which regularly will enable them to exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele 2007).

Organizations that want to build high levels of commitment should look for ways to build this through group activities both in and out of work. Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

2.1.17 Employee Attitude in the Hotel Industry

The hotel industry is by far the largest and most ever-present sub-sector within the tourism economy. Most tourists need an area where they can rest and relax during their travels. Not only tourists need accommodation. Nationals also need accommodation in an area they not similar with or where the know no one. Hotels therefore can be seen as an important support facility in the destination region and with few exceptions; hotels are found in every district (Gilbert and Wanhill 2008). According to Cooper (2002), there is a great diversity in hotels as they vary in size, and type.

Crawford (2002) points out that employees demonstrate attitudes in the workplace and those who in hotels are no different. In hotels, an employee either exhibit positive attitude (employee involvement, job satisfaction, and organizational commitment). An employee who demonstrates all or any of these attitudes projects the hotel to a level of prestige as its customer satisfaction will be achieved (Fletcher 2008). However, an employee can also exhibit negative attitudes (absenteeism, lateness, sluggishness) in the hotel. This may be due to personal or work-related problems. Attitudes in the hotel industry will be examined with respect to the positive and negative attitudes listed above.

2.1.18. Employee Engagement in the Hotel Industry

Engaged employees promote the organization's goals. Hotels income mount up when more customers visit the hotel and engaged employee will perform its organizational role efficiently (Schaufeli 2002). An employee involved in a business like the hotel business needs to be really engaged in the dealings because this industry involves a lot of secrecy. An engage worker will stick to the rules of the workplace since he or she works for the good of the hotel and has its aim to promote it (Mauno et al. 2007).

2.1.19. Job Satisfaction in the Hotel Industry

Hellman (2007), talks of job satisfaction as one of the employee attitudes that when achieved by the boost employee productivity directly. Job satisfaction in hotels can also be compared to job satisfaction in any other organization. Hotels derive 3/4of their profits from their lodging and staff in this workplace encounter clients on a regularly as compared to other businesses. So if during this numerous encounters the worker starts feeling a sense of job dissatisfaction, they will find it difficult to satisfy the clients own needs. So job satisfaction is a positive attitude that has to be encouraged by management in this industry.

2.1.20. Organizational commitment in the Hotel Industry

As defined by Sheldon (1971), organizational commitment is an employee's positive evaluation of the organization and the organization goals. Organizational commitment is important for and necessary for workers in the hotel industry. Individuals who lodge in hotels need to be assured of the commitment of employees so that they themselves can feel safe. Strong will and committed employees are to be hired in this industry, and employees who show to the industry consider themselves to have a bond with the organization (Buchanan 1974).

2.1.21. Absenteeism in the Hotel Industry

Absenteeism is that negative attitude that is frowned upon in the hotel industry just as it is done in any other industry. Absenteeism by an employee can lead to extra cost in production, delay in performing a task, and low morale amongst the present staff. Absenteeism can be condoned in particular cases for instance sick absence and absence with permission from management, but where absenteeism becomes a regular occurrence, it then becomes a negative and irritating attitude that has to be uprooted by management

(Johns 1978). Management in the hotel industry needs to take note of this negative attitude and come out with methods to stop it. An employee that absences work on a regular basis in such an industry can cause conflict amongst his co-workers. This attitude is unacceptable in hotels, and this is a business whose doors are opened at all times and service is needed at every moment. So an absent employee, who is to be on duty at the reception of the hotel, will have handicap that department especially if there is no one to fill that seat at the moment. As Johns and Nicholson (1982) state, 'employee absenteeism is a costly yet poorly understood organizational phenomenon'.

2.1.22. Lateness in the Hotel Industry

Hotels fall in the top list of one of the organizations that are very cautious and aware of time, so tardiness is an unacceptable trait for any employee who finds themselves in this industry. Employees, who are often late for work, turn to have a low level of organizational commitment than those who never go late (Blau 1994). Research also indicates that employees who make it a practice of going late to work may also maintain a sluggish behavior at the workplace.

All these attitudes, exist in several hotels particularly in Mawa hotel, Blue Pearl hotel, and Azam hotel. That is why this study is conducted, to understand how far all this affects organizational productivity in the above case studies. Being aware of how fast the hotel industry is growing, hotel management needs to embrace these positive attitudes and crush the negative ones.

2.1.23 Employee Attitude and Customer Satisfaction

Previous research has established links between employee attitudes and customer satisfaction. Positive employee attitudes lead to customer satisfaction (Wiley 1991; Johnson 1996). Some investigations have provided explicit measures of this relationship between employee attitudes and customer satisfaction. For example, a study at Sears Roebuck & Co. showed that a five-point improvement in employee attitudes led to a 1.3% rise in customer satisfaction which, in turn, generated a 0.5 increase in organizational revenues. Brooks (2000) reviewed the relationship between financial success of a company and employee and customer variables (that is employee attitudes, customer satisfaction, and employee satisfaction) and found that, depending on market segment and industry, between 40 and 80 percent of customer satisfaction and customer

loyalty was based on the employee's attitudes and behavior towards them. Heckman and Crawston (2004), also recognize that service provided by employees who exhibit positive attitudes (employee engagement, job satisfaction, and organizational commitment) help to build a good relationship with customers and in some cases increase loyalty. Burke, Graham, and Smith (2005) stated that when individuals purchase a particular service, an employee's attitude can directly influence the customer's perception of the quality of the transaction. Moreover, an unsatisfied customer would purchase the service elsewhere and share the negative experience with others but a satisfied customer may result in a positive word of mouth recommendation and loyalty. Similarly, Vilares and Cohelo (2000) found that positive employee attitudes, and perceived employee loyalty, had a sizable impact on perceived product quality and on perceived service quality.

Finally, Berhardt, Donthu, and Kennett (2000) measured the relationship between employee attitudes, customer satisfaction, and organizational profit showing that, although the effects of employee attitudes and customer satisfaction on business profit at a given point in time might not be detectable, become visible and prominent over time.

The literature above highlights the relationship between employee attitudes and customer satisfaction. How employees feel about their job and the attitudes they display has an impact on their work experience, but also on tangible business outcomes such as customer satisfaction, sales and profit, and an increase in productivity. Employees can strongly contribute to an organization's success by having a customer-centric approach in their work and in their work-related interactions.

2.1.24 Managing employee Attitudes

Many studies have shown a strong relationship between employee attitudes and workplace productivity. It just makes sense that people will work harder, faster and better when they are happy and positively motivated. The other side of the coin is also true. A stressful, unhappy workplace is rarely productive, and it takes just a few employees with bad attitudes to create enough interpersonal dissonance to negatively affect workplace productivity (Mayhew 1999; Browne 2004). So, employers are to take various actions to be able to better manage the different attitudes that their workers are exhibiting and to prevent poor attitudes from developing. Managing attitudes here entails managing both the positive and the negative employee attitudes.

2.1.25 Managing Positive Employee Attitudes

These attitudes involve the above positive attitudes. When managing positive attitudes in organization, it has to be done cautiously since engaged employees already demonstrate sense of attachment to their job and their employer and do their best to promote it to their friends and relatives while employees who experience job satisfaction in their workplaces feel a high level of achievement, responsibility and recognition in their work (Hagedorn 2000) and employees who exercise organizational commitment show a strong degree of dedication to the workplace (Meyer et al. 1993). This means that these employees already demonstrate a strong desire to be in that working environment, so management needs to ensure that they do not jeopardize how these workers feel in their jobs.

One way of managing these positive attitudes can be through an appraisal by management to a committed or engaged employee. Appraisals can also be done by supervisors. Haynes and Bobrow (2003), state that when a committed employee is appraised for their job performances, they feel appreciated and put in more effort so as to always have that appraisal from management. However the case, this appraisal should not be overdone for fear of unnecessary pride on the part of the appraised employee. Engaged employees, committed employees and employees who have achieved job satisfaction often attain high positions in their organizations due to their love for the job. This should however not stop management from providing them with incentives and healthy pay packages that will encourage them to continue with a good job. Incentives such retirement benefits, health benefits, and a host of others should be provided for these employees so that they can carry out their efficiently knowing that they are covered by their organization.

Proper management of positive attitudes paves the way for significant growth in organizational development (Cummings and Worley 1997). Management should understand that where they fail to better manage positive attitudes, the results will be detrimental to the organization, for example, there will be low morale, high turnover, and low productivity (Haynes and Bobrow 2003). So managers should take note that engaged employees, committed ones, and employees who are satisfied with their jobs are hard to find so managing their attitudes should not be taken lightly.

2.1.26. Managing Negative Employee Attitudes

There are many sources of negative attitudes, but the researcher's attention will be focused on the ones stated before. Managing negative attitudes and their sources highly depends on the organization commitment to communicate with its employees on a regular basis, to offer timely actions that improve a situation, and involve them in extreme situations in the organizations (Aguinis, 2009). To Guerreror and Sire, (2000) if the worker has negative attitudes towards work, the consequence can create a problem in applying the prescribed job design, which means there will be a failure in accomplishing organizational goals. Poor attitude according to Aremu (2003) is a performance that is adjudged by the organization and customers and some other significant as fallen below an expected standard. Negative attitude of workers has been observed among employees in all business entities. The negative attitude of workers has been and is still a source of concern to organizations, their clients and members of the community as a whole. This is because of the great importance that employees have on the organizational development of any organization. All over the world there is unanimity of opinion about the fallen standard of workers attitude (Adebule 2004). Customers complain of employees' poor attitude both within and outside the organizations. Aremu (2010) stressed that negative attitudes are not only frustrating to the organization and the customers, but its effects are also equally grave on the society in terms of lack of manpower in all spheres of the economy.

As a result, Gould (2007) brings out certain measures that management can take to better manage negative attitudes; 1) to obtain employee feedback from employees through communication, (2) to seriously consider this employee feedback, (3) to make changes wherever possible, and (4) to involve employees in the progression of change. When such measures are implemented, turnover becomes retention; lateness becomes punctuality, sluggishness becomes effective service and rudeness becomes politeness. Attitudes were more positive and employees showed higher productivity, making the organization more successful. Absenteeism as a negative attitude leads to can also lead to low customer satisfaction and an overall decrease in organization's output. (Arseneault 2000) supports Gould (2007) measure to manage whatever negative attitudes that being displayed by employees in their job sites. Managers need to investigate the reason why employees attitudes and provide solutions to stop these attitudes. These solutions can be

the motivation of employees, the involvement of employees in the decision-making process, and giving them a degree of autonomy in their assigned task.

2.1.27 Problems Associated with the Management of Employee Attitudes

Though some problems associated with managing employee attitudes have been identified, actual studies concerning these problems have been neglected. However, the role of an employee's attitude is to lay the foundation for high-quality performance and if a good foundation is laid at the worker's level, there is likely to be an improvement at other levels. However, customers have passed the blame of poor attitude in the organization to the workers, because of their low achievement, and low motivation. DeSimione and Harris (1998) concurred that the possible influences on an employee's attitude are internal factors such as motivation, ability, knowledge, and skills. Others found out that the attitude of some workers to their organization is reflected on their poor attendance in the office, lateness, absenteeism, and poor method of on-job training.

One of the problems associated with managing employee attitudes is the workers apathy and lack of effort. This is an aspect that can cause a problem because with some employee, in the organizations just have no zeal to put in the work required of them. Management might find it challenging to handle a situation like this. Such problems usually result due to the environment. Lee (2004) explains that the organization determines the working place environment itself. Thus, the workers response to his work is a definition of the situation he found himself. Employees today are dealing with more complicated work tasks, often work long hours, and work in teams and in an unhealthy working environment it can be uncomfortable for the worker. Also, some workers are very unreceptive to change in the organization. It is difficult to change attitudes as people are generally more comfortable with what they have learned or knew due to stereotyping, fear of taking risks, intolerance to uncertainty, and possibly the need to maintain tradition (Carnall, 1990). Change effected in the organization can cause some workers to start experiencing job dissatisfaction. But however, for any change to be effective, workers beliefs, and attitudes must be challenged and clarified because significant and sustainable change relies on the human system at the core of every business system (Juechter et al., 1998).

2.2 Theoretical Framework

Employee attitudes can be defined in a number of ways. The manner in which employee attitudes is defined or conceptualized by authors and researchers provides a very important hint as to the theoretical perspective, which involves the understanding of what a worker's attitude comprises of. But this study adopts the theory of Reasoned Action (TRA) and the conceptual model as one's main theoretical guide.

2.2.1. The Theory of Reasoned Action (TRA)

One of the theoretical models that attempted to explain the relationship between an employee's attitude and productivity is the Theory of Reasoned Action (TRA) by (Fishbein and Ajzen, 1975; Ajzen and Fishbein, 1980). The TRA proposed that beliefs influence attitudes, which in turn lead to intentions, and then consequently generate behaviors (Kim and Park, 2009). It is made known that behavior is intentional and controlled by the individual according to Fishbein and Ajzen (1975). A worker's attitude in the workplace signals the worker's intention to exhibit a positive or negative behavior in the organization.

The Theory of Reasoned Action (TRA) is a theory developed by Ajzen and Fishbein in 1980 (TCW, 2004). The TRA has been adapted for use in many fields and is widely used in academics and business today, Magee (2002) while Ajzen and Fishbein (1980) postulate that beliefs influence attitude in every area of an individual's life (be it the working environment, or not). Kripanont (2007), established that TRA has two main determinants of behavior intention:

a) Attitude toward Behavior (ATB): The attitude toward the behavior (ATB) is the prior attitude of a person toward performing that behavior. It suggests that people think about their decisions and the possible outcomes of their actions before making any decision to be involved or not involved in a given behavior. This theory views the intention of an individual whether to perform a given behavior or not as the immediate determinant of action, and attitude is determined by the person's beliefs and evaluation of behavioral outcomes. So an individual, who firmly believes that positive employee's attitude will result in a positive outcome of productivity in the organization, will lead to a positive attitude towards that behavior. On the other hand, if a person firmly believes that a particular behavior will have a negative employee attitude will have a negative outcome on productivity will result in negative attitudes towards that behavior.

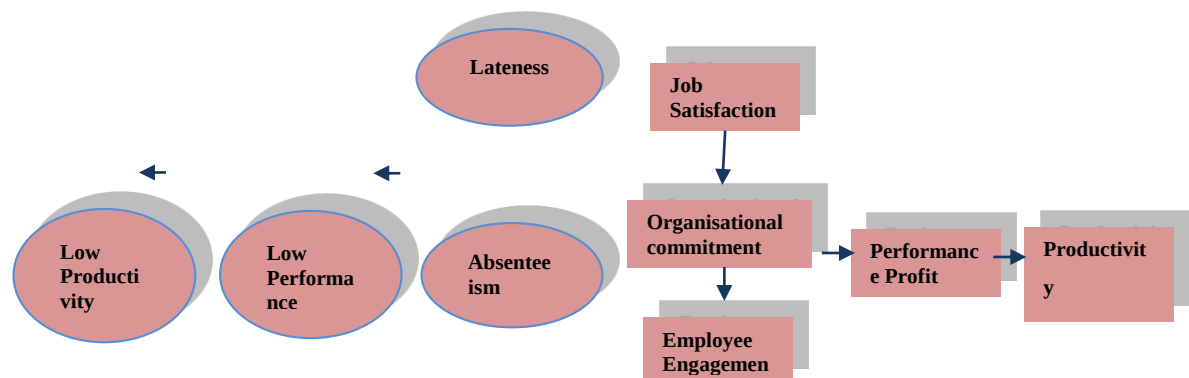
b) Subjective Norm (SN): Subjective norm (SN) is the social pressure exerted on an individual who exhibits a particular type of attitude. SN refers to a person's perception of what other people think of his or her attitude in question (Leach, Hennessy and Fishbein 1994). TRA is a well-researched model that has been applied in predicting individuals' attitudes across many domains and virtually any human behavior (Ajzen and Fishbein 1980). Although current models of attitudes have their roots in many diverse theoretical perspectives, much literature related to work-related attitudes begins studies with the Theory of Reasoned action (TRA).

2.2.2 Conceptual Framework

A conceptual model was created. Research findings indicated that dimensions of job satisfaction, organizational commitment, and employee engagement have mediated positive effect on productivity. Organizational productivity fully mediates the relationships between job satisfaction and performance and between organizational commitment and performance and employee engagement and performance. Furthermore, job satisfaction is positively correlated with organizational commitment and employee engagement. On the other hand, employee absenteeism, lateness and rudeness and all other negative aspects lead to adverse effect on productivity as a result of low performance.

The diagrams below represent the relationship between employee attitudes and productivity. On the left hand represent negative employee attitudes and their relationship with productivity and the one on the right stands for positive employee attitudes and their effect on productivity.

Figure 2. 1: Conceptual Framework



Source; Farouk (2014)

Regarding the conceptual framework, there are lots of researchers studying the relationships of job satisfaction, organizational commitment, employee engagement, employee absenteeism, employee lateness, and productivity in a wide variety of fields. The conceptual framework was positively and negatively compatible with job satisfaction, organizational commitment, employee engagement, absenteeism, and lateness. Positive employee attitudes are positively linked to performance and productivity while negative employee attitudes are negatively related to performance and productivity.

2.3 Gaps Identified in the Literature

Employees play a major role in the organization. Employee attitudes are one of the key points in strengthening organizational effectiveness and achieving the organization's goals. Though the TRA model and conceptual framework were used, the TRA model is descriptive in nature but its indicators for assessing and understanding the influence of the employee's attitude on productivity are not clearly stated, making it challenging to evaluate employee attitudes in relation to productivity. Also, though several books have been written and studies conducted on the attitudes of workers in the workplace and the effects it has on organizational productivity, problems associated with managing these attitudes have hardly been identified. This presents a gap in the literature.

Furthermore, since employee's job performance is one of the important factors for an organization to compete in this global market, the purpose of the study is to explain the influence of employee attitude towards productivity. The literature review has drawn an overview on how employees' attitudes affect productivity in organizations. According to Edwards (2001), effective scrutiny and interpretation of employee attitude survey data is essential in order to comprehend the results and, in turn, take suitable actions to improve organizational commitment, employee engagement and job satisfaction.

Negative employee attitudes are major problems faced by companies across the globe today. they badly hurts the progress of an organization resulting in loss of productivity, increased costs in hiring additional staff and low morale among the workers. It is high time that employers address this problem on a priority basis.

The literature has enabled the research to be focused on those elements which are closely aligned with the research questions. Despite all the studies already done on

employee attitudes by different authors and researchers, there are certain irregularities that need to be mitigated.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the methods used in accomplishing the study. It shows the model adopted for the research, explains the various variables, and presents the research approach, research design, sample size and procedure, sources of data, instruments and methods of data collection, as well as the procedure for data presentation and analysis.

3.1. Description of Variables

This research has two extensive variables. Employee attitudes (the independent variable) and organizational productivity (the dependent variable). This research centers on investigating and understanding the influence the independent variable (employee attitudes) has on the dependent variable (organizational productivity). For this to be done, the researcher assesses the quality of customer service, the degree of customer satisfaction, type of employee attitude frequently demonstrated in the workplace and results gotten as the indicators. The table below indicates how the main research questions were investigated.

N0.	Research Question	Indicators	Means of Verification
1	- What is the perception of customers on employee attitudes in the selected hotels?	- Quality of customer service. - Degree of customer satisfaction.	- Observation - Questionnaire answered by customers
2	- What is the nature of relationship between attitudes and organizational productivity?	Extent of employees' attitudes. Increase absenteeism. Poor leadership styles	- Questionnaire - Interview with managers - Observation
3	- Why do employees exhibit positive or negative attitudes in the selected hotels?	Level of motivation Late wages - Uncomfortable working environment	- Discussion with employees - Questionnaires

Source; Authors Field Work, 2015

3.2. Research Approach and Design

Different types of research methods could be used when doing research. The methods include: qualitative research, quantitative research, and a mixture of both qualitative and quantitative research (mixed methodology). During this research, both

qualitative and quantitative methods were be used. The qualitative method was used because it best answers the questions through the analysis of unstructured information from the interview conducted. This method includes data collection observation and interviews. A quantitative approach is equally used because it is necessary to have the absolute values of certain key issues during the research so that the key issues are examined without bias. The study adopted the mixed method approach because the study deals with a relatively unexploited area, and as a result a mixed method allows a detailed investigation of the research questions. Also, the choice of the mixed method approach was used because it increases the validity of the findings as the negative aspect of one method would be compensated by the positive aspect of the other method. The current study adopted the descriptive design because it is somewhat easy to apply and also has the benefit of producing diverse responses from an extensive range of respondents in the selected study population.

3.3. Sample Size and Technique

From a total population of 93, there was a sample size of 75 workers with 20 from Mawa Hotel, 25 from Blue Pearl hotel and 30 from Azam hotel. 18 customers also participated in the research; 8 from Mawa, 5 from Blue Pearl and 5 from Azam. The purposive sampling technique meant for this research. This sampling was used because the researcher wanted to target employees who have been in the hotels for a period of 5 years and know how it operates. Moreover, respondents needed for this study were to be those whose respond will have a stronghold on the research. Interviews were conducted with all three managers of the hotels. Questionnaires were administered to the selected employees and to customers lodging in the hotel during the period of research. In all case studies, employees who worked at the reception were chosen because they have direct contact and discussions with the hotel customers.

3.4. Sources of Data

Numerous methods are used in research work to gather data. This study made use of primary and secondary data. The primary data for this work was gotten from administered questionnaires, interview and observing employee's attitudes and management actions based on the attitude displayed. Also, information was gotten from

a discussion between the researcher and an employee at the delegation of tourism. On the other hand, secondary data was obtained from books, internet sites, and journals articles.

3.5. Instrumentation and Data Collection

In order to achieve the objectives of this study, questionnaires and interviews have been used for data collection. These questionnaires are designed in a simple and straightforward manner using some open-ended and mostly close-ended questions. This was done in order to reduce misinterpretation of questions asked and make answering these questionnaires easy by the respondents and also smooth the process of analyzing the data collected. Two set of questionnaires was administered; one for the employees and the other, the customers. The employees' questionnaires were divided into two sections. Section A involved demographic information on the respondents of the research while Section B had 20 questions with Q1-16 intended to answer the second research question and Q17-20 to answer the third research question. The first research question was intended to be answered by the questions posed in the customers questionnaires which also has two sections as well, Section A the demographic which was not answered by almost every respondent and the Section B, which composed of 12 questions. The interview guide used as a means of collecting data composed of structured questions. The use of the interview complimented the data from the questionnaires in that it gave an insight into management view of their workers' attitudes in the workplace. But the questionnaires answered by customers gave the researcher the most honest responses on the attitudes of the employees.

3.6. Data Collection Procedure

The researcher asked for and obtained permission to collect data from all three hotels. The researcher administered the questionnaires with the assistance of the hotel managers and later conducted interviews with them during working hours. The researcher visited the hotels numerous times and was authorized to visit the various departments.

3.7 Data Analysis

Questionnaires were analyzed quantitatively, using Micro Soft Excel tools. The data was summarized into tables, and charts to make interpretation easier. Percentages were calculated from these tables, and descriptive data were used to present the findings in the questionnaires. Charts were used to compare in order to establish a connection between the set of data collected in order to make sense out of it. Qualitative analysis was used to analyze the responses from the interviews as well as content analysis. Data is analyzed with the main research questions addressed through thematic interpretations. Discussion, conclusion, and recommendation were made out of this summarized data analysis.

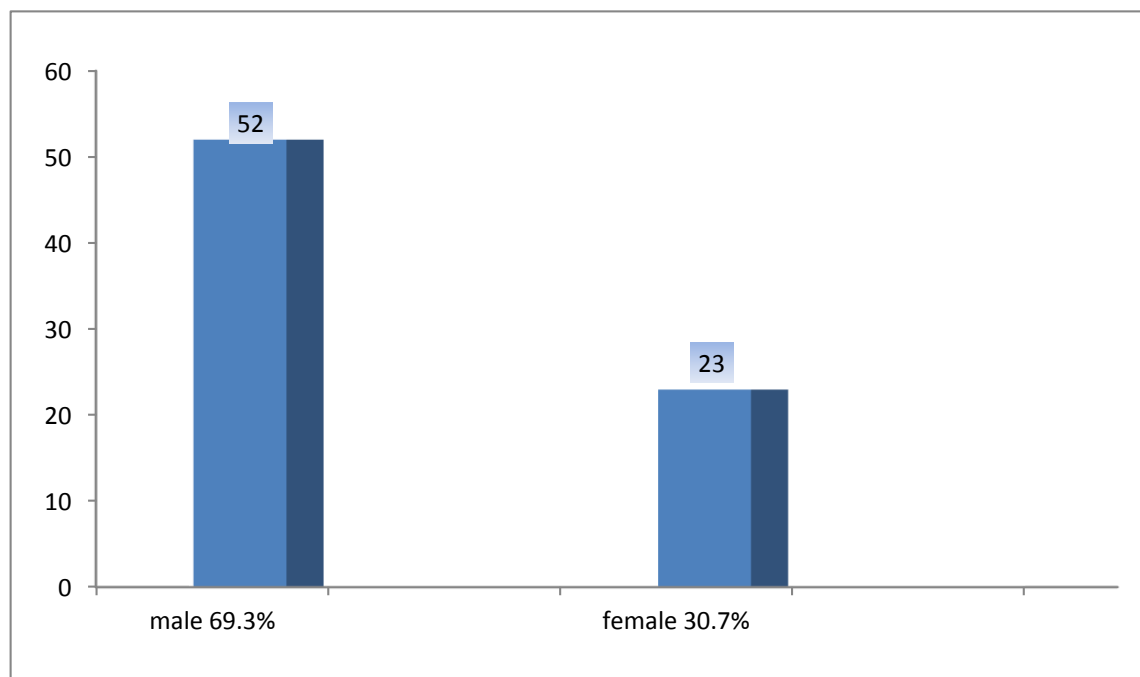
CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

This chapter entails analyzing data collected from the field so as facilitate the work of the researcher. Pertaining to data collected from the questionnaires to the employees and customers, interview with the managers, observations and discussion with the employees from our three different case studies, we are going to analyze the resultant data as follows;

4.1 Demographics of Respondents

4.1.1 Description of Respondents by Gender

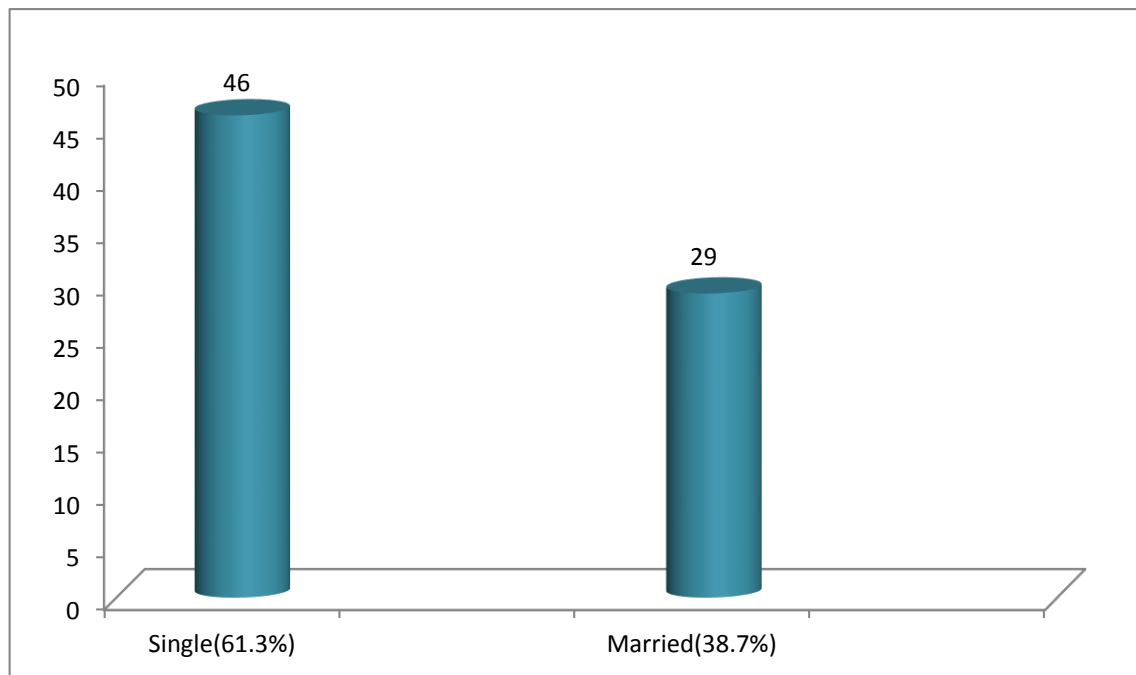


Source; author's fieldwork (2015)

Figure 4. 1: Gender Characteristics of the Research Participants

The figure 4.1 indicates the gender characteristics of the sample collected. 75 employees responded to the questionnaires among which 52(69.3%) were males and 23(30.7%) were females. This indicates that more men than women are employed in the three hotels and this research is more male incline.

4.1.2 Description of Respondents Marital Status



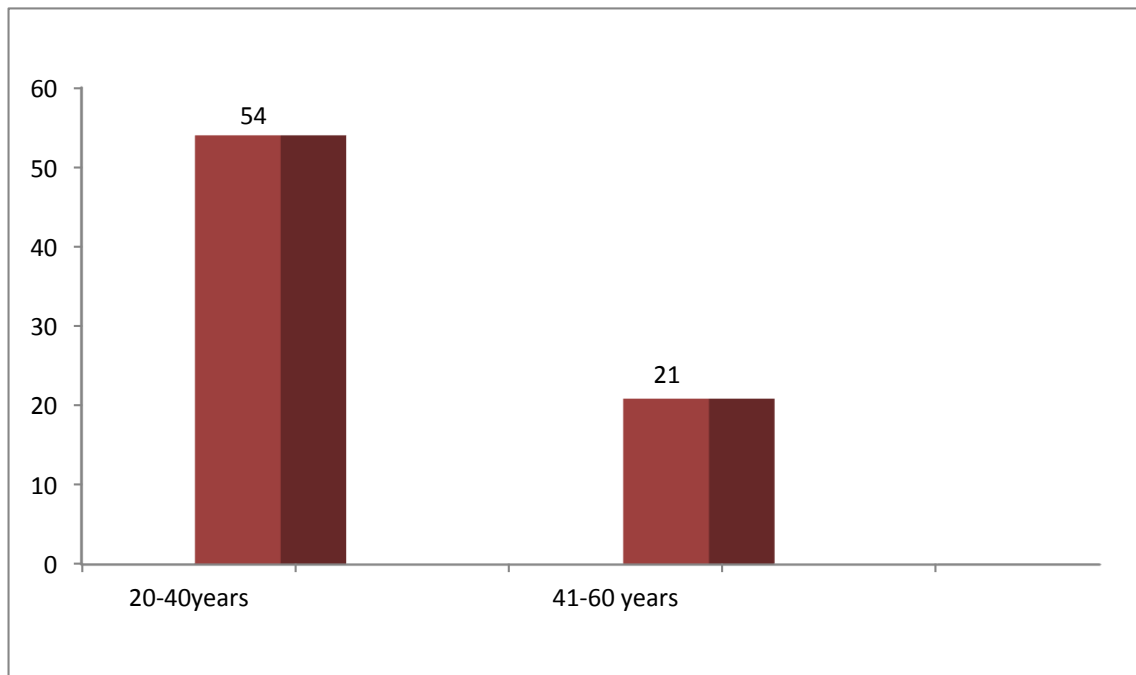
Source; author's fieldwork (2015)

Figure 4. 2: Marital Status of the Respondents in the Different Hotels

Figure 4.2 proves that there are more unmarried employees 46(61.3%) in the hotels as compared to those married 29(38%). This implies that the results from the data collected will favor singles as compared to married, for the singles portray a lot of different attitudes for several reasons in the workplace.

4.1.3 Description of Respondents Age

With regards to the age of the respondents, figure 4.3 below is an illustration.



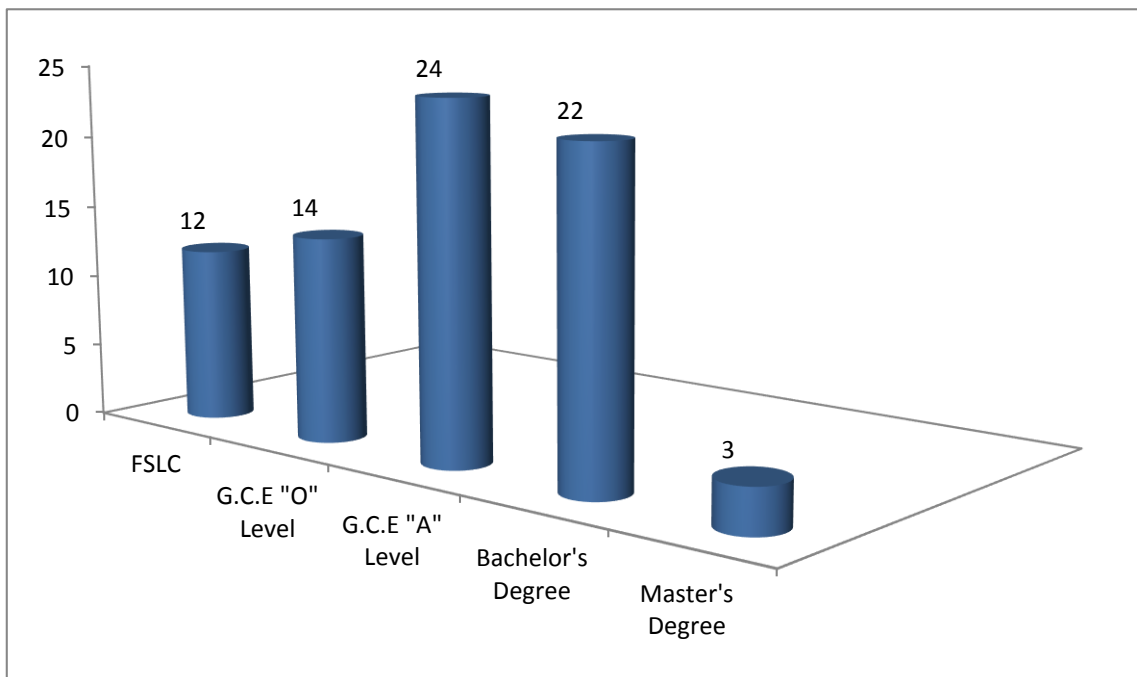
Source; author's fieldwork (2015)

Figure 4. 3: Description of Respondents Age

In respect to 4.3 the majority of the respondents 54 (72%) fall within the age of 20-40years while 21(28%) are within the age group of 40-60years. The expectant results on attitudes of employees from the age group of 20-40years will outweigh that of 40-60 years.

4.1.4 Description of Respondents Qualifications

Figure 4.4 describes the level of education of the respondents of the questionnaires.

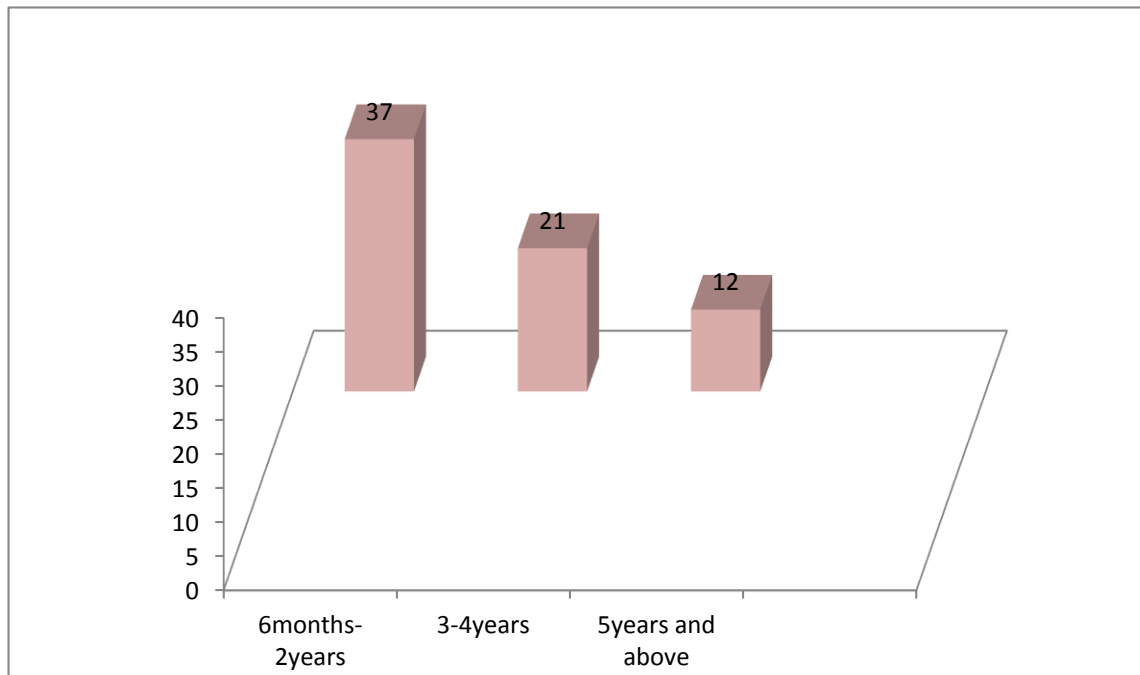


Source; author's fieldwork (2015)

Figure 4.4: Description of Respondents Qualifications

Based on the data obtained from the questionnaires, respondents hold various levels of education ranging from primary to postgraduate certificates. 12(16%) of the respondents have a First School Leaving Certificate, 14(18%) have a G.C.E ordinary level certificate, 24(32%) a G.C.E advance level certificate, 22(29.3%) are holders of a bachelor's degree while 3(3%) constitute of those who have a master's degree certificate. From the above, the prospective results of the attitudes of employees will be centered much more with those of G.C.E "A" levels and bachelor's degree.

4.1.5 Respondents Years of Service



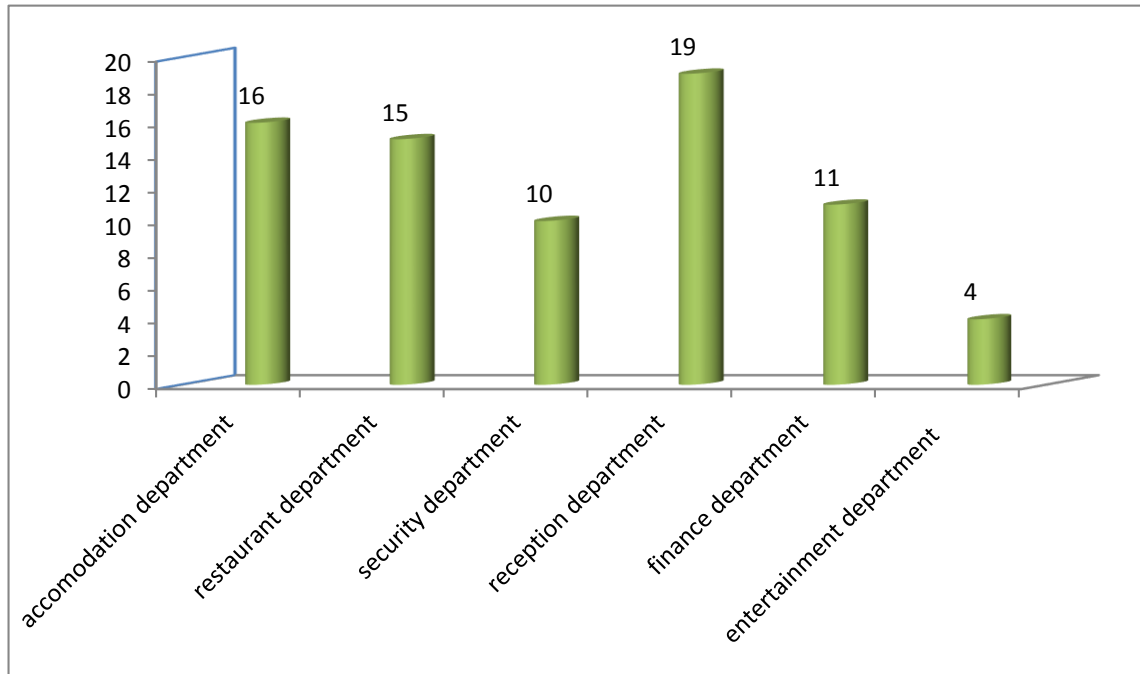
Source; author's fieldwork (2015)

Figure 4. 4: Number of years put in by the respondents in these hotels

This 4.5, presents the number of years the employees of these three hotels have put in. out of our 75 respondents, 37(49.3%)responded to have worked for their hotels for a period of 6months-2years, 21(28%) answered to have been in the job for 3-4years and 12(16%) responded to have worked for 5years and above. In respect to the above data, the analysis of employees' attitudes will have a probable result tilting towards those between 6months-2years and 3-4years. This implies detail assessment is needed to be done for the three different respondents duration of service since the likelihood of attitude will not be the same for each group.

4.1.6 Respondents Departments Served within the Research Period

Shows the different departments in which the respondents were placed during this period of research.



Source; author's fieldwork (2015)

Figure 4. 5: Respondents Departments Served within the Research Period

Figure 4.6 reveals that 16(21.3%) of the respondents are in the accommodation department which involves housekeeping and laundry, 15(20%) work in the restaurant and bar as waiters, barmen, chefs, and sous-chefs. 10(13.3%) are in security, 19(25.3%) work at the reception, 11(14.7%) are in finance, and 4(5.3%) are in entertainment which comprises of DJ's, sports instructors, and maitre najeurs. With respect to the above data, the different departments of the respondents are in the neighborhood of even distribution. This implies that the prospective results will be nearly equally distributed.

4.2 Evaluating Attitudes Demonstrated by of Employees in their Hotels

The table 4.2 will better illustrate these attitudes demonstrated;

Questions	Name of Hotels			
	Propositions	Mawa	Blue pearl	Azam
Q1) sometime I am slow processing customers request.	Strongly agree	0 (0%)	4 (16%)	3 (10%)
	Agree	3(15%)	6(24%)	6(20%)
	Neutral	5(25%)	2(8%)	3(10%)
	Disagree	3(15%)	3(12%)	5(16.7%)
	Strongly disagree	9(45%)	10(40%)	13(43.3%)
		20(100%)	25(100%)	30(100%)
Q(2). I tell lies to my boss if necessary.	Strongly agree	9(45%)	12(48%)	10(33.3%)
	Agree	6(30%)	8(32%)	13(43.3%)
	Neutral	0(0%)	2(8%)	4(13.3%)
	Disagree	4(20%)	3(12%)	3(10%)
	Strongly disagree	1(5%)	0(0%)	0(0%)
		20(100%)	25(100%)	30(100%)
Q(3). I tell lies to a client if necessary	Strongly agree	3(15%)	2(8%)	3(10%)
	Agree	7(35%)	10(40%)	14(46.7%)
	Neutral	0(0%)	2(8%)	4(13.3%)
	Disagree	6(30%)	7(28%)	7(23.3%)
	Strongly disagree	4(20%)	4(16%)	2(6.7%)
		20(100%)	25(100%)	30(100%)
Q(4). Being late to work cannot be avoided.	Strongly agree	2(10%)	2(8%)	5(16.7%)
	Agree	8(40%)	12(48%)	13(43.3%)
	Neutral	1(5%)	3(12%)	3(10%)
	Disagree	7(35%)	6(24%)	6(20%)
	Strongly disagree	2(10%)	2(8%)	3(10%)
		20(100%)	25(100%)	30(100%)
Q(5). I think there is no problem asking gifts from a generous customer.	Strongly agree	0(0%)	0(0%)	0(0%)
	Agree	6(30%)	9(36%)	9(30%)
	Neutral	7(35%)	9(36%)	10(33.3%)
	Disagree	5(25%)	7(28%)	7(23.3%)
	Strongly disagree	2(10%)	0(0%)	4(13.3%)
		20(100%)	25(100%)	30(100%)
Q(6). I once had an intimate relationship with a client.	Strongly agree	0(0%)	0(0%)	0(0%)
	Agree	0(0%)	0(0%)	0(0%)
	Neutral	0(0%)	0(0%)	0(0%)
	Disagree	0(0%)	6(24%)	4(13.3%)
	Strongly disagree	20(100%)	19(76%)	26(86.7%)
		20(100%)	25(100%)	30(100%)
Q(7). It is normal for me to quarrel with a colleague.	Strongly agree	3(15%)	3(12%)	5(16.7%)
	Agree	5(25%)	4(16%)	5(16.7%)
	Neutral	4(20%)	5(20%)	8(28.7%)
	Disagree	7(35%)	8(32%)	8(26.7%)

	Name of Hotels			
	Strongly disagree	1(5%)	5(20%)	4(13.3%)
		20(100%)	25(100%)	30(100%)
Q(8). Rude customers deserve no treatment.	Strongly agree	0(0%)	0(0%)	0(0%)
	Agree	4(20%)	2(8%)	4(13.3%)
	Neutral	7(35%)	10(40%)	9(30%)
	Disagree	9(45%)	8(32%)	12(4%)
	Strongly disagree	0(0%)	5(20%)	5(16.7%)
		20(100%)	25(100%)	30(100%)
Q(9). In some situations I may be forced to invade customers privacy.	Strongly agree	0(0%)	1(4%)	3(30%)
	Agree	7(35%)	8(32%)	10(33.3%)
	Neutral	0(0%)	4(16%)	2(6.7%)
	Disagree	7(35%)	9(36%)	12(40%)
	Strongly disagree	6(30%)	3(12%)	3(10%)
		20(100%)	25(100%)	30(100%)
Q(10). I will forgo the rules in order to satisfy a client.	Strongly agree	0(0%)	0(0%)	0(0%)
	Agree	2(10%)	1(4%)	6(20%)
	Neutral	6(30%)	6(24%)	9(30%)
	Disagree	8(40%)	12(48%)	13(43.3%)
	Strongly disagree	4(20%)	6(24%)	2(6.7%)
		20(100%)	25(100%)	30(100%)
Q(11). I do release client information when necessary, and not when permitted.	Strongly agree	0(0%)	2(8%)	1(3.3%)
	Agree	4(20%)	8(32%)	5(16.7%)
	Neutral	3(15%)	2(8%)	6(20%)
	Disagree	9(45%)	12(48%)	14(46.7%)
	Strongly disagree	4(20%)	1(4%)	4(13.3%)
		20(100%)	25(100%)	30(100%)
Q(12). Sometimes I do not perform my task as expected by management.	Strongly agree	0(0%)	0(0%)	0(0%)
	Agree	0(0%)	0(0%)	2(6.7%)
	Neutral	2(10%)	0(0%)	4(13.3%)
	Disagree	12(60%)	22(88%)	17(56.7%)
	Strongly disagree	6(30%)	3(12%)	7(23.3%)
		20(100%)	25(100%)	30(100%)
Q(13). I will be rude to a colleague if he/she fails to perform task as assigned to us.	Strongly agree	3(15%)	2(8%)	5(16.7%)
	Agree	7(35%)	8(32%)	12(40%)
	Neutral	4(20%)	7(28%)	5(16.7%)
	Disagree	6(30%)	5(20%)	8(26.7%)
	Strongly disagree	0(0%)	3(12%)	0(0%)
		20(100%)	25(100%)	30(100%)

Source; author's field data(2015)

In reference to question one on the above table, 29.3% of the respondents from all three hotels strongly disagree to slow processing of customers request, 14.7% disagree, while 20% and 9.3% of the respondents agreed and strongly agreed to the fact that they

slowly process customers request. This assessment proves that most of the employees depict a positive attitude of quick service thus an increase in organizational productivity.

Since 41.3% of the employees strongly agree and 36% agree that they tell lies to their boss if necessary over the rest (13.3% who disagree, 1.3 who strongly disagree and 8% who are neutral). This indicates that more employees portray a negative attitude which can slow down productivity in the organization.

According to question 3 from the above table, 10.7% strongly agreed to tell lies to clients while 41.3% agreed to this leaving 26.7% who disagree and 13.3% to strongly disagree. This demonstrates a negative attitude in more employees of the employees than expected in the hotels which can slow productivity.

Question 4 indicates to that, 56% (12% from the three hotels strongly agreed, and 44% agreed) affirmed coming late to work against 34.7% who disagreed and strongly disagreed and 9.3% who kept a neutral ground implying that more workers show a poor attitude towards punctuality hence a drop in productivity.

In question 5 above, 32% of the respondents of the hotels strongly agreed and agreed to asking gifts from generous customers, 34.7% are neutral about this fact while 33.3% disagreed to this practice. Due to the closeness of the results, it is inconclusive on the attitude so one cannot clearly predict productivity.

With respect to question 6, no participant in all the hotels agrees to have had an intimate relationship with a client meaning that all participants 100% disagreed to this. This means in this regard; good attitude equals increase productivity.

Given that 14.7% strongly agreed and 18.6% agreed to quarreling with a colleague, while 13.3% strongly disagree and 30.7% disagreed and 22.7% are indifferent, it indicates comparable results with a slight increase in favor of those who disagree. As such, favoring positive attitude which can increase productivity.

In question 8 above, 38.7% of the participants disagreed with being rude to customers, 34.7% were neutral while 13.3% agreed to be rude, a same 13.3% strongly disagreed and 0% strongly agreed. This proves a good attitude in the employees of these hotels.

Regarding question 9, 37.3% and 16% of employees disagreed and strongly disagree to invading customer's privacy and 33.3%, and 5.3% agreed and strongly agreed to being forced to invading customers privacy leaving 8% of the employees neutral. This forecast a good attitude to a plus in productivity.

According to the following question concerning a worker forgoing hotel rules to satisfy a customer, 44% disagreed to this effect and 16% strongly disagree with 12% who agreed, 0% who strongly agree and 28% who were neutral. This means workers respect the rules given to them by management. This is the example of a good attitude.

In question 11, while 46.7% of the employees disagree to releasing clients information when necessary and not when permitted, 22.7% agree to this, 14.7% were neutral, 12% strongly disagree, and 4% strongly agree.

68% of the respondents disagree to question 12 of employees not performing their assigned task while 21.3% of respondents strongly disagree and 8% and 2.7% were neutral and agreed. This indicates a positive attitude that employees have adopted.

Following the statistics of the last question on the table above, 36% affirmed to the to be rude to a colleague where they fail to perform task assigned to him/her and 13.3% strongly agreed to this, contrasting 25.3% who denied, 4% who strongly denied and 21.3% of workers with no reaction to this situation. This points out neither a good or wrong attitude for an employee may not perform his assigned task for a number of reasons, and some of them may be very tangible. So a worker's response to another employee not performing an assigned duty can be a positive or negative attitude depending on the situation at hand.

Table 4.2. 1: Employees response on customers rudeness towards them (question 14)

Mawa Hotel	Blue Pearl Hotel	Azam Hotel
- At the reception.(concerning the prices of rooms) - Was insulted by a client. - Being under look by a client - Customer consistent compare of the hotel with others.	- Because of the services rendered. -	- In reference to the cleanliness of the room. - Was reported to management by a customer. - Customer's complain of a wrong bill.

Source; author's field data(2015)

In question 14, employees explain instances where the customers were rude to them. In Mawa hotel, an employee spoke about being rudely replied by a customer who asked about the prices of the hotel at the reception. This client after being told the different prices of the rooms laughed at the receptionist and responded to her rudely telling her that the rooms are not worth the price at all. The employee was very embarrassed. Workers

responded to have been insulted by clients who were very annoying. An employee responded to being under looked by a customer; that is to say, the customer gave her duties that were not in her job description, and when explaining to the customer that it is not her job description and directing the customer to the right department, the customer snapped. Responses also included customers openly comparing the hotel with other hotels in a degrading way. Though they do not say this to a worker in particular, it is considered by the employees as the wrong way of talking about their establishment.

In Blue Pearl hotel, employees answered to have been rudely addressed by a customer. It was due to their services rendered which the customer found unsatisfactory and became rude to the worker. An employee even when to say that a customer has been rude to him even without cause because till today the management and him have not been able to identify the customer's grievance. In Azam hotel, employees have been addressed rudely by customers for three reasons. Clients have been rude to workers because of the hygienic conditions of the rooms. To the employees, their rooms are very clean, but a client once raised an unnecessary alarm in the hotel about the room they were offered. This brought a lot of embarrassment to the management and the workers. A customer was once rude too because of the bill they were given. They claimed that the bill had been inflated and as a result was very rude to the head of the department of accommodation.

Following the answers from the employees to this question, 92% of them answered to have been victims of rude treatment by a customer and 8% affirmed not to have been rudely treated by a customer.

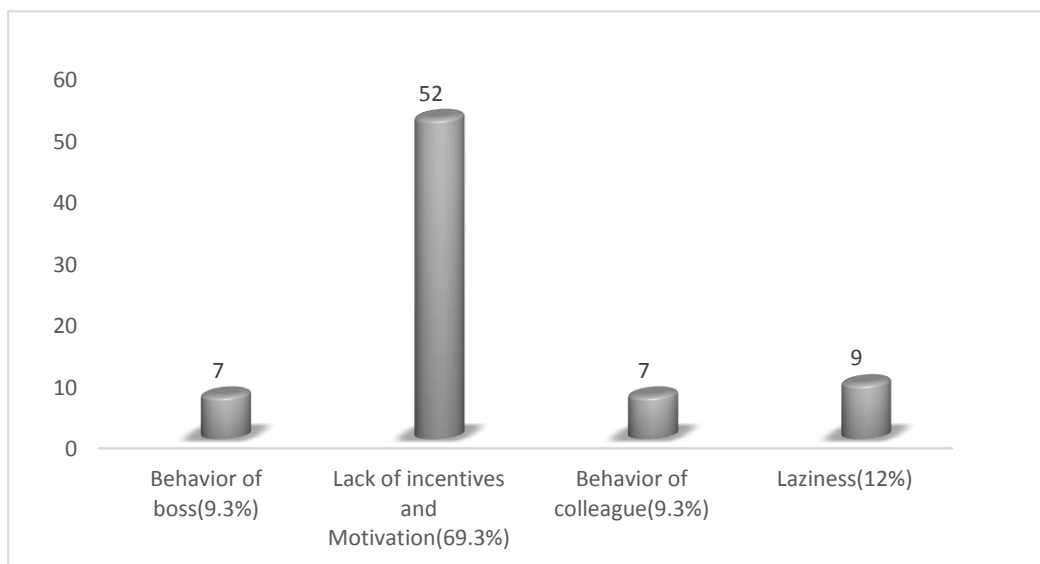
Considering that this question is in relation to Q14, majority of the employees stating that, where a customer was rude to them the problem was reported to their boss 62.7%, 18.7% confirmed to ignoring the customer, 17.3% agreed to have spoken back to the client, 0% answered dismissing the client, and 1.3% answered none of the above. This depicts a professional attitude of the employees in these case studies that increase productivity



Source; author's field work(2015)

Figure 4.7: Behavior of Employees in your Organization

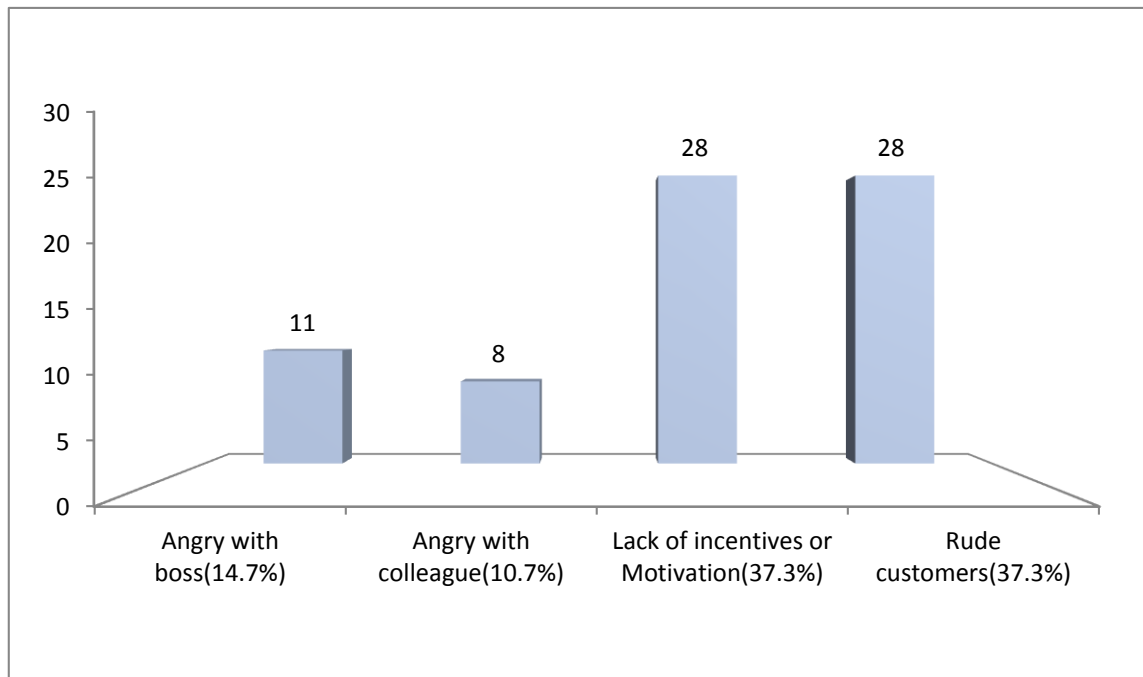
Regarding employees behavior in the hotels, 38.7% responded to a fair behavior leaving 28% who responded for a good behavior, 24% for a poor behavior 6.7% for very good and 2.7% for a very poor behavior. This points towards a greater percentage of the employees demonstrating fair behavior in the workplace.



Source; author's field work (2015)

Figure 4. 8: Factors most likely to make employees come to work late

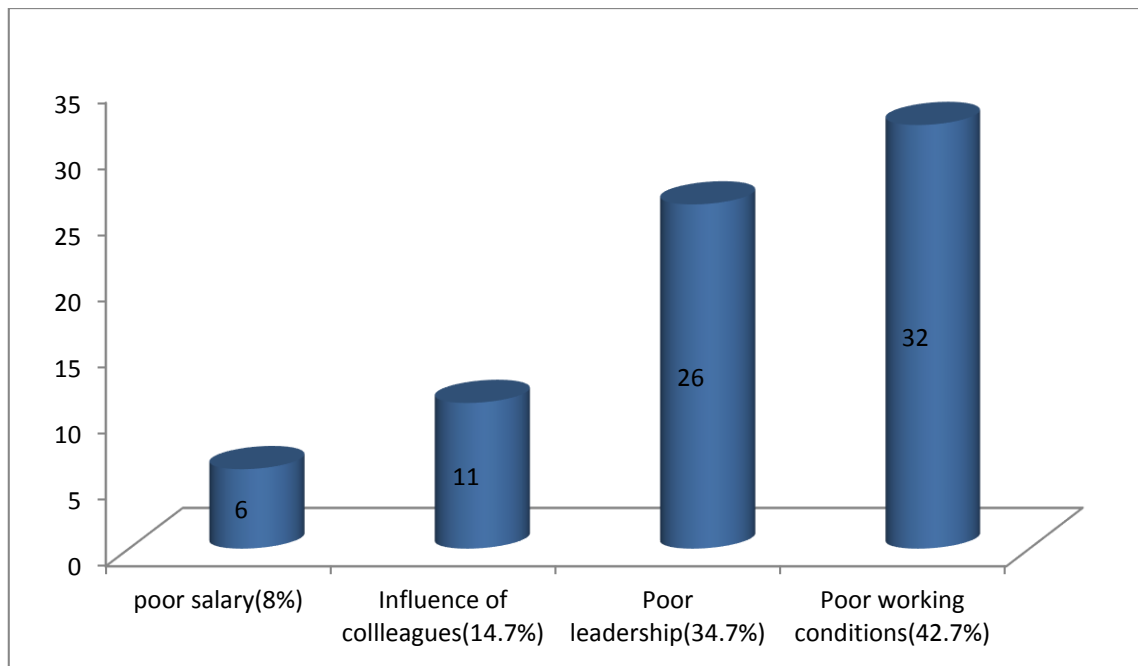
With regards to punctuality in the various hotels, 69.3% of the respondents say lack of incentives or motivation provoke them being late to work, while 12% indicated that laziness was the cause of their lateness. 9.3% went for the behavior of the boss and another 9.3% for the behavior of colleagues. This implies that incentives influence greatly punctuality, thus promoting workers performance which influence organizational productivity.



Source; author's field work (2015)

Figure 4. 9: Factors most likely to make employees speak rudely to a clients

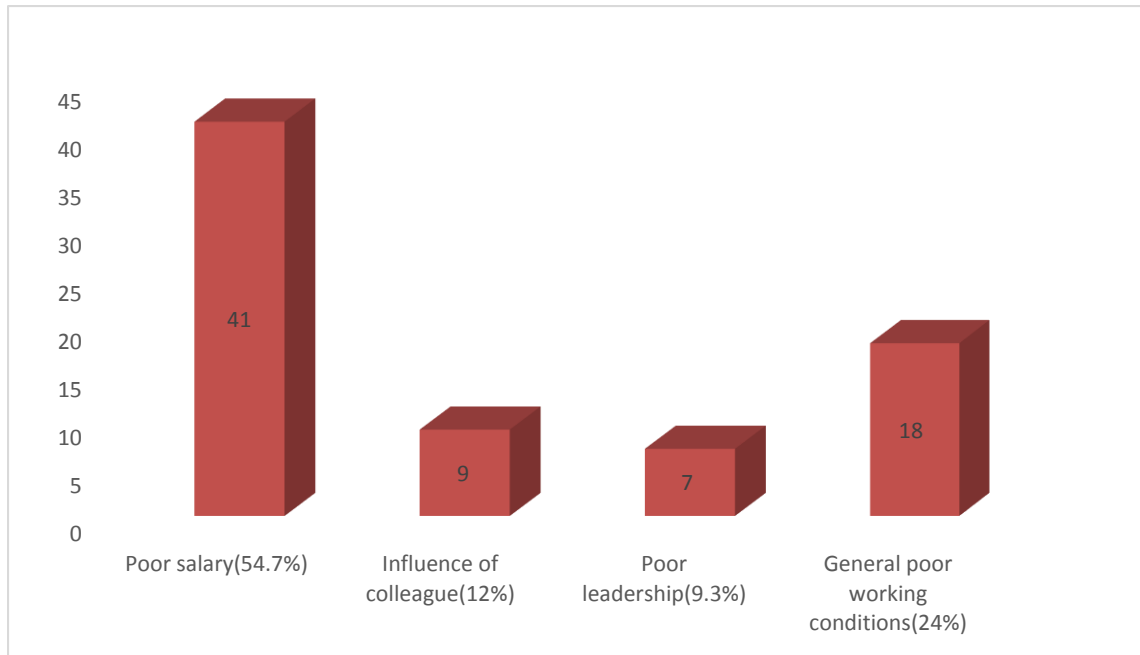
As represented in the above chart, 37.3% of the respondents separately responded to the rudeness of clients and lack of incentives and motivation as the main reason for being rude to a client in compares with 14.7% who responded when angry with the boss and 10.7% when angry with a colleague. Conclusively, rudeness of clients and lack of incentives will have an adverse effect on the attitude of workers towards management and the workplace.



Source; author's field work (2015)

Figure 4.10: Factors most likely to make employees release confidential information to clients

Looking at Q19, 42.7% of workers in these hotels said the poor working conditions are most likely to make them release confidential information to the clients while 34.7% agreed to leadership, 14.7% agreed to colleagues influence and 8% agreed to poor salary. The poor working conditions and poor leadership styles respectively affect employee's attitudes with respect to the confidentiality of information of the client thereby affecting productivity negatively.



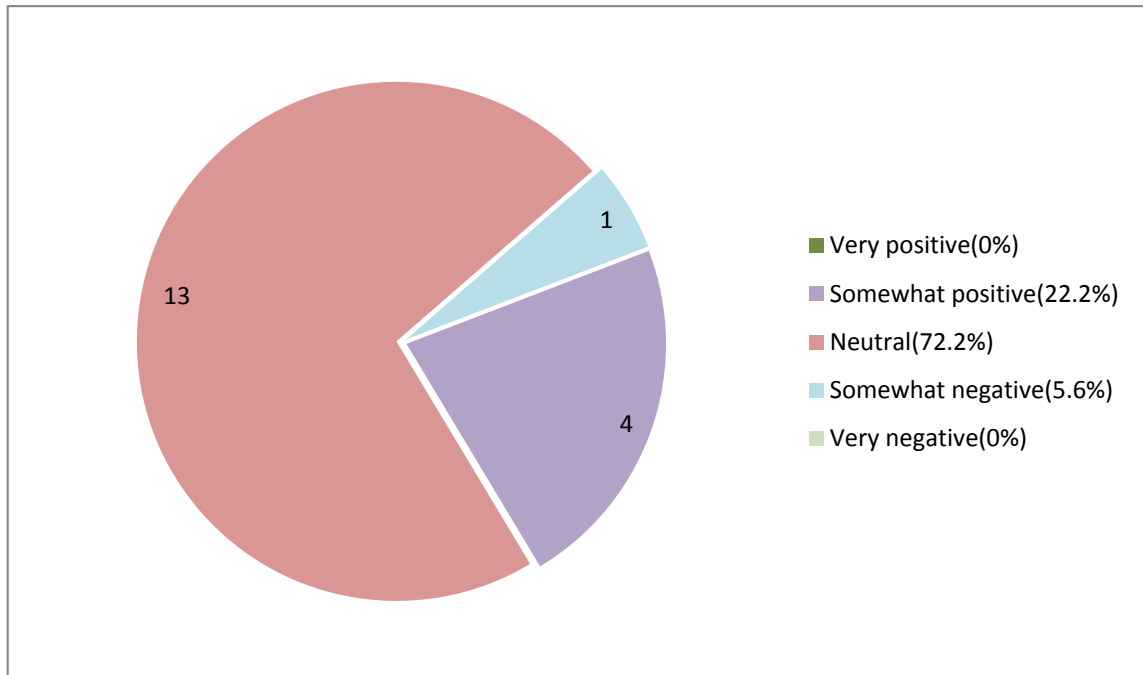
Source; author's field work (2015)

Figure 4.11: Factors likely to make employees fail to perform assigned task

In the above question failing to perform assigned task, 54.7% participants affirmed poor salary to be the main reason for not performing an assigned task, general poor working conditions as the second reason 24% followed by the influence of colleagues 12% and poor leadership 9.3%. The attitude of employees here is negative as a result of these factors thereby reducing productivity.

4.3 Customers response to Questionnaires

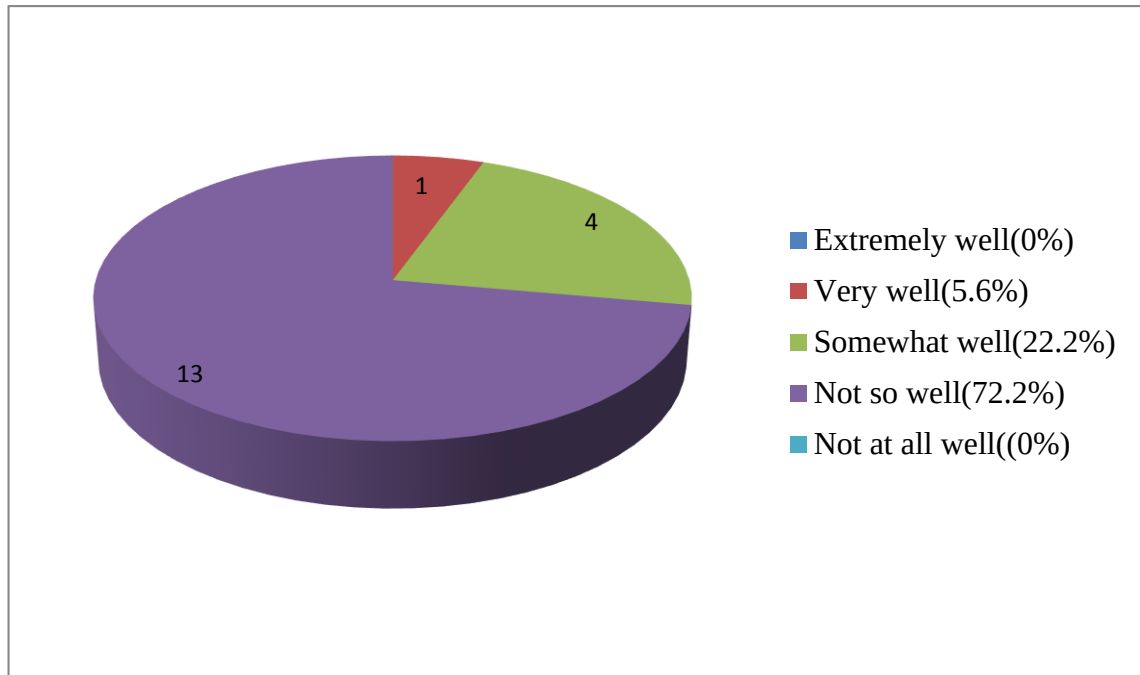
The following analysis is based on information provided by customers through questionnaires. This information is directly in relation to the research question one of this study. Clients in the hotel were asked different questions, and they provided a number of responses. 18 customers responded to these questionnaires (8 from Mawa, 5 from Blue Pearl and 5 from Azam hotel).



Source: author's field work (2015)

Figure 4. 12: Quality of your customer service experience in hotels (Q1)

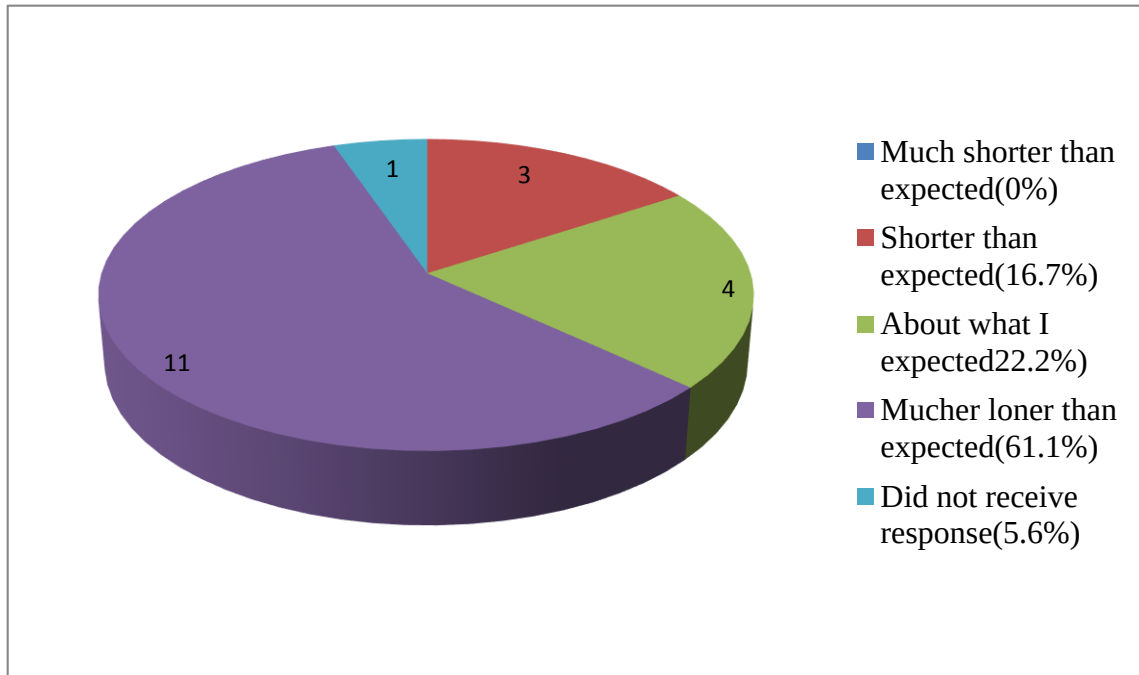
Figure 7 above demonstrates that 72.2% (13 customers) responded neutral regarding the quality of service in the researcher's selected hotels, while 22.2%(4 customers) responded positive and 5.6% (1customer) responded somewhat negative. This indicates a lapse in employee's attitudes towards customer service since the majority responded indifferently (neutral).



Source; author's field work (2015)

Figure 4. 13: How well did the employees understand your questions and concerns (Q2)

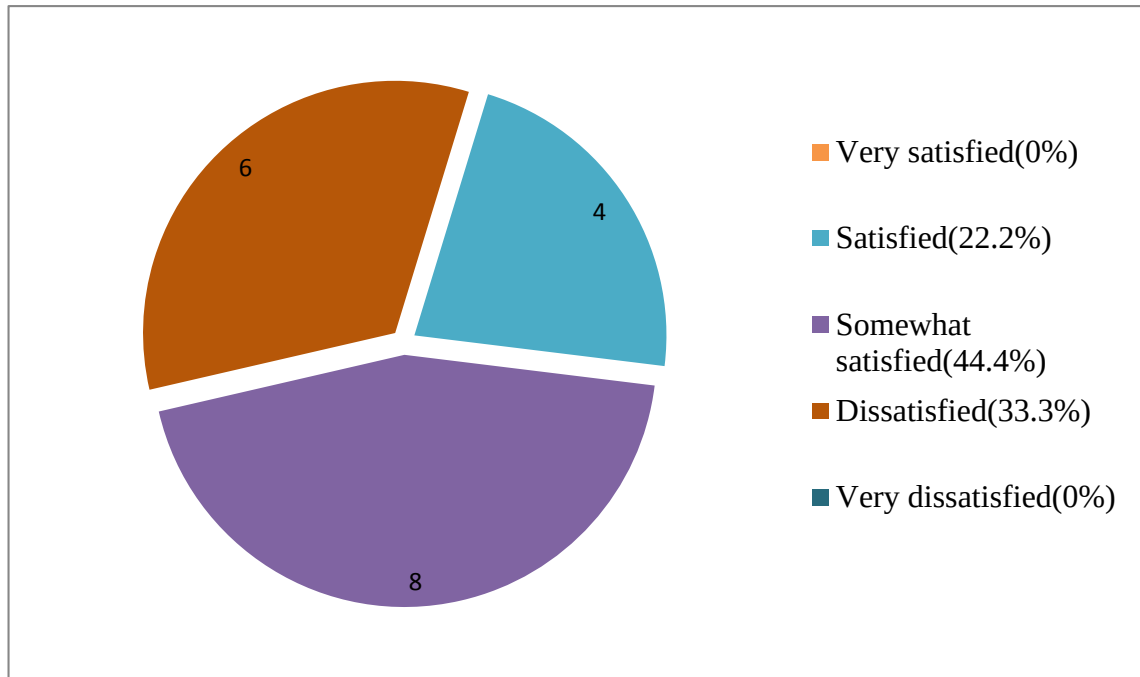
Figure 8 presents employees reaction to customers questions and concerns, and it was illustrated that 72.2% answered 'not so well' leaving 22.2% answering 'somewhat well and 5.6% answering very well. There was 0% response from 'extremely well' and 'not at all well' respectively. Analyzing critically, there is a negative attitude portrayed by the employees. This in turn, has a negative feedback on productivity.



Source; author field work (2015)

Figure 4. 64: Time taken by employees to address customers' questions and concerns (Q3)

In view of the amount of time taken by the employees in these hotels to address customers questions and concerns, 61.1% of the customers from all 3 hotels answered getting their response much longer than expected against 22.2% who answered getting their response about the time the expected with 16.7% answering shorter than they expected and 5.6% answered not to have received any response. 0% here answered much shorter than expected. Analytically, the greater portion of clients had concerns addressed by the workers much longer than they expected. This implies a indentation in workers attitudes.



Source; author's field work (2015)

Figure 4. 15: Level of satisfaction with the hospitality of staff in the hotel (Q4)

From the figure drawn above which illustrates the satisfaction of customers with respect to the hospitality of the staff in the hotels, 44.4% (8 persons) were 'somewhat satisfied' meanwhile, 33.3 % (6 persons) were dissatisfied, and 22.2% (4 persons) were satisfied. The above statistics reveals a lag in the staff attitudes.

Table 4.3: Customer's satisfaction to the following facilities

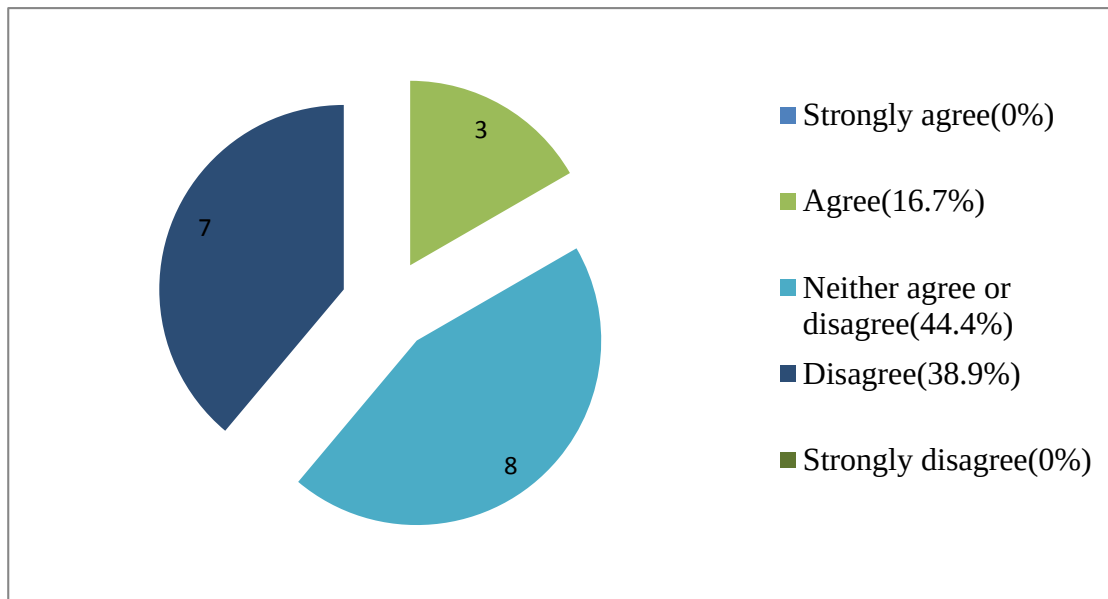
Name of Hotels				
Questions	Propositions	Mawa	Blue pearl	Azam
Reception.	Very satisfied	0 (0%)	0(0%)	0(0%)
	Satisfied	3(37.5%)	4(80%)	3(60%)
	Somewhat satisfied	4(50%)	1(20%)	2(40%)
	Dissatisfied	1(12.5%)	0(0%)	0(0%)
	Very dissatisfied	0(0%)	0(0%)	0(0%)
		8(100%)	5(100%)	5(100%)
Housekeeping and laundry.	Very satisfied	0(0%)	0(0%)	0(0%)
	Satisfied	1(12.5%)	2(40%)	4(80%)
	Somewhat satisfied	3(37.5%)	3(60%)	1(20%)
	Dissatisfied	4(50%)	0(0%)	0(0%)
	Very dissatisfied	0(0%)	0(0%)	0(0%)
		8(100%)	5(100%)	5(100%)
Food Quality	Very satisfied	0(0%)	0(0%)	0(0%)
	Satisfied	0(0%)	4(80%)	0(0%)
	Somewhat satisfied	5(62.5%)	0(0%)	5(100%)
	Dissatisfied	3(37.5%)	1(20%)	0(0%)
	Very dissatisfied	0(20%)	0(0%)	0(0%)
		8(100%)	5(100%)	5(100%)
Maintenance /Repairs	Very satisfied	0(0%)	0(0%)	0(0%)
	Satisfied	0(0%)	0(0%)	4(80%)
	Somewhat satisfied	3(37.5%)	5(100%)	1(20%)
	Dissatisfied	5(62.5%)	0(0%)	0(0%)
	Very dissatisfied	0(0%)	0(0%)	0(0%)
		8(100%)	5(100%)	5(100%)
Security	Very satisfied	0(0%)	0(0%)	0(0%)
	Satisfied	6(75%)	0(0%)	2(40%)
	Somewhat satisfied	2(25%)	1(20%)	3(60%)
	Dissatisfied	0(0%)	4(80%)	0(0%)
	Very dissatisfied	0(0%)	0(0%)	0(0%)
		8(100%)	5(100%)	5(100%)
Quality of rooms	Very satisfied	0(0%)	1(20%)	1(20%)
	Satisfied	0(0%)	2(40%)	1(20%)
	Somewhat satisfied	4(50%)	2(40%)	2(40%)
	Dissatisfied	4(50%)	0(0%)	1(20%)
	Very dissatisfied	0(0%)	0(0%)	0(0.%)
		8(100%)	5(100%)	5(100%)

Source; author's field data (2015)

According to the above table, customers rated the various facilities of the hotels as follows;

Generally, 55.6% of clients were satisfied with the attendance at the reception leaving 38.9% sparingly satisfied, 5.6% satisfied and 0% very satisfied and very dissatisfied respectively. Clients in these hotels are therefore satisfied with the services they receive at the reception of these hotels. As regards housekeeping and laundry, 38.9% replied they were satisfied with this service compared to 38.9% somewhat satisfied and 22.2% dissatisfied. No client 0% responded to very satisfied and very dissatisfied. The equality between the 'satisfied' and 'somewhat satisfied' gives an upper hand over the 'dissatisfied'. And with respect to the food quality and restoration services, 55.6% found it to be somewhat satisfactory, 2.2% satisfied and 22.2% dissatisfied. So the satisfied and somewhat satisfied outweigh the others. In the maintenance and repair services, 50% of our total respondents proved to be somewhat satisfied whereas 27.8% were dissatisfied and 22.2% satisfied while no one was very satisfied or very dissatisfied. With security services in the hotels, 44.4% (8 clients) were satisfied with the services and 33.3% (6) somewhat satisfied against 22.2% (4 clients) who were dissatisfied proving that the majority of the customers are satisfied. There is also the quality of rooms, and 44.4% showed to be somewhat satisfied, 27.8% dissatisfied, 16.7% satisfied, 11.1% very satisfied and 0% very dissatisfied resulting to a greater percentage being satisfied with the quality of room in their different hotels.

Facilities like the swimming pool and gymnasium are available in Mawa hotel while night clubs are in Blue Pearl and Azam hotel. These services are not presented in the above table. So in investigating the swimming pool available in Mawa hotel, 62.5% (5 clients) were satisfied with this facility, while 25% (2clients) were very satisfied and 12.5% (1client) somewhat satisfied. Assessing the above statistics here, customers are quite contented with this service. In Mawa's gymnasium, 75% (6 clients) expressed dissatisfaction, and 25% (2) were somewhat satisfied. This projects more customer dissatisfaction in this facility. With nightclubs services available in Blue Pearl and Azam hotel, 40% of the customers were dissatisfied with this service contrary to 30% who are sparingly satisfied and 30% satisfied with no customer very satisfied or verydissatisfied. The overall shows a greater number of customers find the hotels night club services to be lacking.



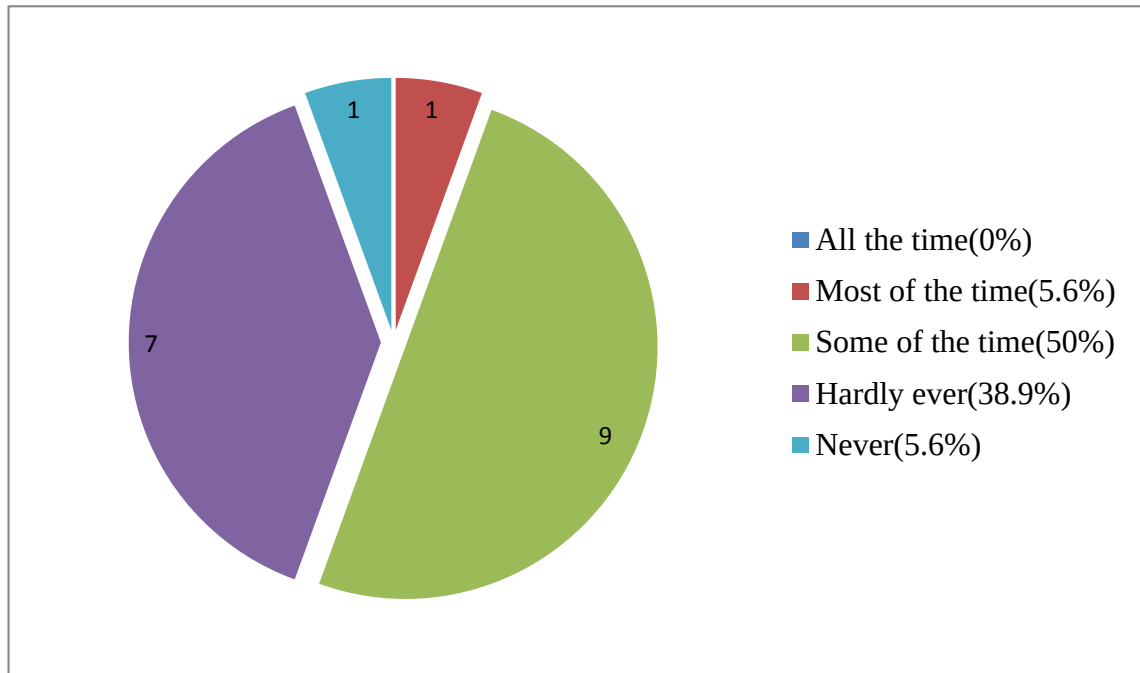
Source; author's field work (2015)

Figure 4. 16: Workers level of adhering to professional standards of conduct (Q6)

Mindful of the professional standards of conduct exhibited by workers in these hotels, customers responded as follows; 44.4% neither agree nor disagree, 38.9% disagree, 16.7% agree and 0% strongly agree and strongly disagree respectively. It can therefore be deduce that employees' attitudes are unprofessional.

Following Q7, the hotels' customers were required to list three skills that were relevant for their satisfaction and a number of responses were given which included politeness, active service, punctuality, concentration on the job, attendance, agility when performing a task, focus on clients needs, a chain of command that is an order of hierarchy and to be time conscious. This will eventually increase performance showing that these factors are potential indicators of productivity.

About Q8, customers involved in this study deemed the following skills lacking by the employees in these hotels; focus, punctuality, commitment to their jobs, respect for clients, effective service, job involvement and politeness. These listed factors will in due course give rise to a decline in organizational productivity.



Source; author's field work (2015)

Figure 4. 77: How many times has the hotel staff been rude to you? (Q9)

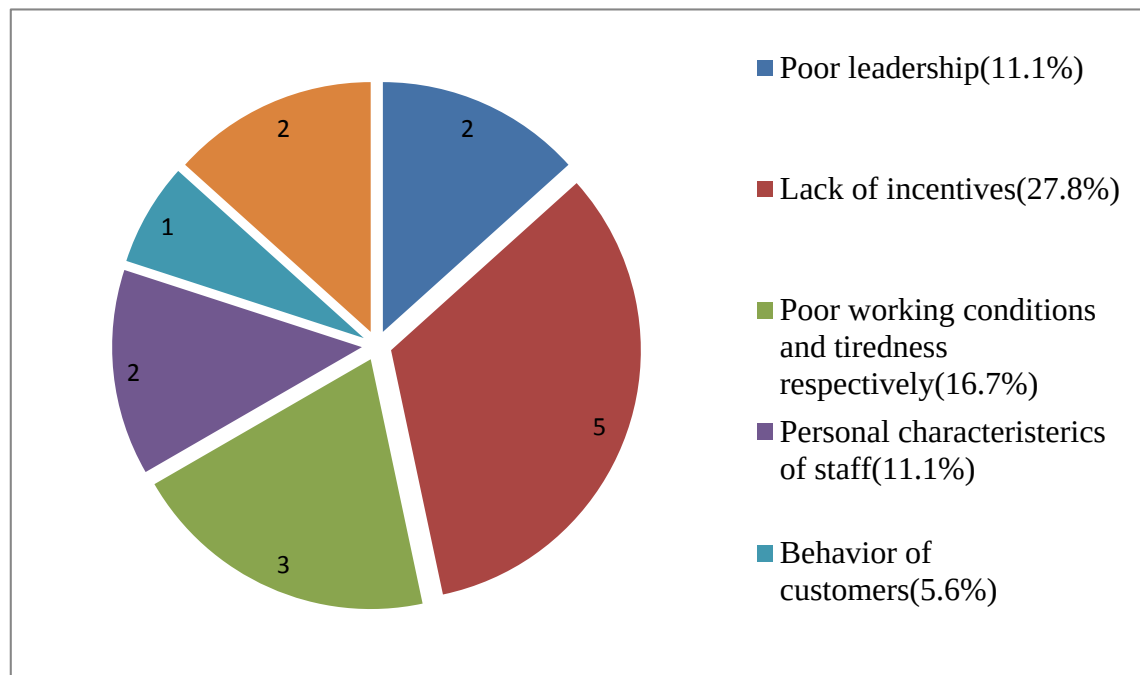
With reference to the number of times that customers have been rudely addressed by the hotel staff, 50% (9 customers) replied some of the time, 38.9% (7 customers) hardly ever, 5.6% (1 customer) most of the time and another 5.6% replied never. There was zero reply 0% for all the time. This therefore depicts an attitude problem.

Concerning Q10, where clients were asked of instances where an employee was rude to them, the researcher was given the following answers. A customer was rudely spoken to by an employee upon complaining about the cold food served to him in his room, while another (a couple) experience a rude behavior of a worker when food was brought to them just when they were stepping out. When telling the worker they were going out, the worker became angry and quoted "why ask me to bring food when you know you are going out. I will not come here to serve you food again for you are not the only people in this hotel." Another client was rudely addressed when he complained about the room he paid for as he found it unsatisfactory. 2 clients were insolently talked to when

they complained to the barmaid about the lack of space in the night club. A client reported having also been impolitely spoken to when they complained about the state of their room and an employee's denying to serve a client and his friends drinks because of the hotel's principle of payment before service made the client fell humiliated. The employee refused to consider that he has been lodging in the hotel for the pass 4 days.

This question concerns the reaction of the client to the later instances and how were the problems addressed. In 80% of the cases, the customers reported to management. In the case of the cold food served, the unsatisfied room and the lack of space at the night club, no action was taken while in the case of the employee who spoke rudely to the couple because of the food they turn down since they were stepping out, the employee was given a warning by management and apologized to the clients. About the client who criticized the state of his room, it was cleaned after he was told it was his fault because he was unavailable when the maid was doing the day's cleaning. And finally in the case of the client who was denied drinks and rudely addressed by a worker, he was finally served drinks and received and an apology from the hotel manager.

a worker, he was finally served drinks and received and apology from the hotel manager.



Source; author's field work (2015)

Figure 4. 8: Most likely cause of negative employee attitude (Q12)

With figure 12 illustrated above, 27.8% of the customers in the hotels confirmed that lack of incentives could be the primary cause of employees' negative attitudes in the workplace, whereas 16.7% confirmed negative attitudes could be caused by poor working

conditions and another 16.7% confirmed that it could be caused by tiredness as compared to 11.1% who confirmed greed, poor leadership and personal characteristics of staff as cause for workers exhibiting negative attitudes in the hotel and 5.6% that the behavior of the customers could be the cause of negative employees' attitudes. From this analysis, it can be derived that employees will demonstrate negative attitudes primarily due to lack of incentives which happens to be a major problem in these hotels.

4.4 Analyzing Interviews Conducted

In this study interviews were held with the managers of the 3 hotels. Each manager responded to the questions in view of their hotel. The answers of the managers were as follows;

The managers were asked how slow they were in processing customers' request. Two managers said their staff was quick in processing customers' request. Though the same response was given by the other manager, he however explained that the request will not be processed or even granted slow if the customer demands are unnecessary. When the managers were asked if their employees tell lies, they all confirmed that their staff tell lies. It could be when they are absent from work, late for work, reported to the manager by their supervisors or customers, and when they do not perform their assigned responsibility. One of the managers of the hotels expressed that he knows when his workers lie to him even when he cannot actually prove it. Upon carrying the interview, the managers were questioned if they tell lies to their clients. Two of the managers confessed to having told lies to customers now and then. They explained that they did so in order to put the customer at ease when faced with an adverse situation while the other manager, denied at all to telling lies to a customer. When asked if employees' lateness to work can be avoided, the managers responded that it could definitely be avoided except in certain cases such as sickness and death. They went further to explain that employees', who come late to work, sometimes give the silliest explanation as an excuse for their lateness. And even in a case where a worker is to be late or absent from work, they are to inform the hierarchy. These managers contested seriously against when they were asked if they considered it proper for their staff to ask for gifts from clients. They denied the practice in different words and considered it to be appalling and degrading to the establishment. A manager however added that he had no problem with tips received by the employees from clients.

With regards to an intimate relationship between a worker and a client, these managers stood against such a relationship. They view such relationships in the workplace to be the cause of an uncomfortable working environment, lack of focus and efficient service and office instability. To these managers, an employee-client relationship is a display of a worker's negative attitude. With regards to employees quarrel in the hotel, the managers found it normal for workers to have disputes. One of the managers said that it is something that cannot be avoided for employees' have different behaviors and personalities, and they are bound to clash at some point. One of the managers indicated that employees' quarrels are settled by the employees themselves or their heads of department. When the question "rude customers deserve rude treatment" was asked, one of the managers from these hotels accepted this adage on grounds that certain clients should be made to understand that they pay for the services which they (the hotel) render. So it is a 'give and take relationship'. Both parties are in need of the other, so clients are not to be rude to workers because of the money they have paid. The other two managers said in other words that customers are their main source of income so being rude to them isn't an option. To them, when faced with a rude customer is to address their behavior in a subtle way. When responding to the questions, all three managers agreed to instances where they were forced to invade a customer's privacy. One of the managers explained that according to hotel policies if a client checks into a room and is not seen in the next 24 hours, management has the go ahead to open the client's room without permission. This is ensuring the client is well. Another manager said he invades the customer's privacy if he has the strong feeling that something illegal is going on in the customer's room.

In respect to the question of forgoing the rules to satisfy customers', these managers insisted that rules are put in place for a reason so forgoing the rules is not an appropriate thing to do. A manager went further to explain that if a client has a request, it should be addressed and it will be processed following the necessary procedures in the hotel. In this question, managers agreed for client information to be released when necessary not only when permitted. To one of the managers, his staff already knows the necessary circumstances that warrant clients' information to be released. Therefore, if information is released in a situation that the manager does not consider necessary enough, the employee who released such information will be reprimanded. When asked if employees' perform their task as assigned by management, these managers answered that their employees' sometimes do not perform their assigned task as they asked to do.

This is considered by the managers as a bad attitude for the employees' are paid to perform their task all the time. When managers were asked to rate the behavior of their workers, two of them rated their staff behavior as fair and one rated his staff behavior to be a mixture of good, fair and sometimes even poor. To him, some days workers are well behaved and upright while on other days their performance is decent and other times actually poor. For workers sometimes present themselves to work with no enthusiasm. Furthermore, when managers were questioned about the most probable cause for their employees' lateness to work, laziness and the employee's personal behavior was given as the as the most probable cause of employees' lateness not the lack of incentives and motivation. A manager explained that an employee that comes to work with no zeal lacks individual motivation which he (the manager) qualifies as laziness. In addition, when asked if they had ever been rude to a client, two managers responded that they have never been faced with such a situation while the other responded to have been rude to a client when taking the defense of one of his employee's. With respect to releasing confidential information, the managers of these hotels replied that releasing a client's confidential information was incorrect. It was explained by one of the managers that individuals come to hotels because they want a certain level of privacy, and so it is their job to keep the clients businesses in the hotel a secret and do not release any sort of information. A manager said he can release such information only if it is about to save a crucial situation while the other said he will release client confidential information only when presented a court document. So employees' who give out confidential client information in these hotels are considered to have portrayed a negative work attitude. As concerns the last question, these managers were asked which factors could cause an employee not to perform their assigned task. All three managers in their responses came out with the various reasons; laziness, retaliation, the influence of colleagues, absenteeism and lateness. One of the managers explained that some employees when disgruntled with a workplace situation, refuse to perform their task.

In view of the above analysis, it can be identified that all the responses provided by the 3 different managers to the questions asked are virtually the same but for slight differences in the manner of response. Also, this analysis proves that the employees in these hotels turn to exhibit some negative attitudes in their workplace. However, one of the managers indicated that his hotel has strict rules and regulations which the employees follow, and a violation of this rules leads to the necessary disciplinary sanction.

4.5 Hypothesis Testing

Step One: State the Hypothesis and indicate the claim

Positive employee's attitudes enhance organizational productivity.

H0: Employees' attitudes does not influence productivity

H1: Employee's attitudes influences productivity (Claim)

Table 4.5. 1: Data Analysis of Results

Questions to employees	Responses (%)	Impact on Attitude
Q1	29.3%	Positive
Q2	41.3%	Negative
Q3	41.3%	Negative
Q4	44%	Negative
Q6	100%	Positive
Q7	30.7%	Positive
Q8	38.7%	Positive
Q9	37.3%	Positive
Q10	44.4%	Positive
Q12	68%	Positive
Q15	62.7%	Positive
Q18	37.3%	Negative
Q19	42.7%	Negative
Q20	54.7%	Negative

Source; author's field results (2015)

Table 4.5. 2: Analysis of Customers Response

Questions to Customers	Responses (%)	Impact on Attitude
Q1	72.2%	Negative
Q2	72.2%	Negative
Q3	61.1%	Negative
Q4	44.4%	Negative
Q5		Positive
Q6	44.4%	Negative
Q8		Negative
Q9	50%	Negative
Q10		Negative
Q11		Negative

Source; author's field results (2015)

4.5.1 Principles for Analysis

If impact on Attitudes is $\geq 50\%$, H_1 will be confirmed while H_0 will be discarded.

On the other hand, if impact on Attitudes is $< 50\%$, the reverse above will be true.

With regards to data collected, the table above indicates that employees' attitudes in the selected case studies are more negative than positive.

Therefore, H_1 -confirmed and H_0 -discarded.

4.6 Implications of the Results

The data acquired from the questionnaires to the customers indicates that there is a high demonstration of negative attitudes in these hotels. However, with the data collected from employees' questionnaires, employees' illustrate negatives attitudes as well as positive attitudes. And with information attained from interviews conducted with the hotel managers and observation, employees' exhibit both types of attitudes.

With regards to data obtained from employees questionnaires where it revealed that they exhibit both attitudes in their workplace. This happens due to a number of reasons. If they are poorly paid, not motivated and being looked down by clients, they will exhibit negative attitudes, but if the reverse is true, they will exhibit positive attitudes. This finding is contrary to what was stated in the literature by Robbins (2004) who said that if employees enjoy their work, they will not need external motivation from management, but instead the satisfaction they attain from completing their work will motivate them.

Moreover, workers in these establishments portray other attitudes and not only those addressed in the literature review.

Also, the H_1 was adopted based on the researcher's individual analysis and not a particular test. This proves that employees' attitudes influence organizational productivity (positively or negatively).

4.7 Limitations of the Study

In the course of conducting this study, there were a number of reasons that made it difficult to obtain data as intended.

Firstly, the researcher witnessed financial difficulty in carrying out this study. This work involved the researcher traveling from one town to another. These 3 hotels are

found in opposite locations in the town. It was also difficult to acquire information because a manager will not be available for the interview at one time or another and the employees wasted a lot of time in answering the questionnaires causing the researcher to make several visits before obtaining the needed information. All this involved a lot of finances which the researcher did not have.

Secondly, accessing the necessary information was really hard. This is because there exist a high level of confidentiality and secrecy in the hotel business. Gathering information from employees was nearly impossible because of the level of confidentiality that exist between them and their customers and information such customers records, performance records and the hotels revenues could not be obtained.

And thirdly, obtaining information from the customers was the most difficult. Azam hotel refused to let the researcher sample their customers, so the researcher had to plead with customers leaving the hotel to provide the needed information. Blue Pearl hotel demanded to see the data provided by their customers before the researcher could leave with it. The customers, on the other hand, were very willing to provide the needed information.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

In this chapter, the researcher is going to summarize the work done so far, conclude based on her observations in relation to the research questions stated in chapter one and recommend to the hotels and future researchers better ways of changing negative employees' attitudes and improving on positive employees' attitudes.

5.1 Summary of the Findings

This research is aimed at investigating the impact of employees' attitudes on organizational output and revenue in selected hotels in the North-West region of Cameroon. the research seeks to answer the three research questions which are; What is the perception of customers on employees' attitudes in Mawa hotel, Blue Pearl hotel and Azam hotel?, what is the nature of the relationship between attitudes and organizational productivity Mawa hotel, Blue Pearl hotel and Azam hotel?, and why do employees positive and negative attitudes in Mawa hotel, Blue Pearl hotel and Azam hotel?

5.1.1 Research Question One (What is the perception of customers on employee's attitudes in the selected hotels?)

In examining research question one, it was revealed that customers have a negative perception of the employee's attitudes in Mawa, Blue Pearl, and Azam hotel. It was found out that the employees had little concern for the worries of their clients, and this left the clients unsatisfied. The researcher observed that the hospitality shown by the employees to their clients left these clients doubting their services and the standard of these workers conduct was found not up to power. Customers also identified some aspects that were lacking in the hotels for example punctuality, job involvement and a chain of command.

5.1.2 Research Question Two (What is the nature of the relationship between attitude and organizational productivity?)

The research question two involved understanding the relationship between employees' attitudes and organizational productivity. The information gotten about employees' insincerity, to their boss does not necessarily hinder productivity. Employees' may lie to escape punishment or protect their colleagues, but this does not hinder them

from being top performers. It was found out that where positive attitudes are portrayed, productivity is enhanced and where negative attitudes are portrayed productivity decreases. This is because productivity, in this case, is in relation to meeting the customer's relevant expectations. Where these expectations are met, productivity will rise due to an increase in revenue and feedback but where the customer's expectations are not met, there will be a drop in productivity because of the decline in revenue and feedback.

It was also revealed that, where workers in these hotels expressed insolence to clients, productivity drops but when they uphold and respect the rules of the establishment, productivity is fostered.

5.1.3 Research Question Three (Why do employees exhibit negative attitudes in the selected hotels?)

The third research question was obtained from the third specific objective of this study, which was to identify the factors that cause employees to exhibit positive or negative attitudes. The researcher found out that lack of incentives and motivation was a serious problem to the employees in these hotels and as a result had a negative impact on their punctuality.

In investigating this research question, the workers revealed that clients' rudeness could push them to exhibit negative attitudes which will reflect poorly on the establishments. They also went further to say that working in a good environment, with good salaries will encourage them to exhibit positive attitudes rather than negative attitudes.

5.2 Conclusion

The overall impression is that Mawa hotel, Blue Pearl hotel, and Azam hotel, has employees with different attitudes. Some of the attitudes found among the employees include job involvement and satisfaction, lateness, absenteeism, rudeness, and laziness. It is apparent that the employees exhibit all types of attitude towards customers and work related activities that have the capacity to affect productivity. The information from the questionnaires also indicates that there are certain factors that influence employees' attitudes in the hotels which need to be addressed.

The awareness of the employees' attitudes by management paves the way for management to introduced solutions to change negative attitudes and improve the positive

attitudes. Also, the rules and regulations by which the hotel staff is supposed to go by, is effective in some departments in the hotels such as the reception and security department. These rules are however good for managing employees to exert positive attitudes to ensure improved productivity. It is this which gives most concern and must be encouraged in order that Mawa Hotel, Blue Pearl Hotel, and Azam Hotel can attain productivity.

5.3 Recommendations

The following recommendations are presented to the management of the hotels, the employees, the customers, and the government to improve positive employees' attitudes and address negative employees' attitudes.

To Management

Managers in these hotels should have a way of motivating its employees in order for employees to exert positive attitudes to gain productivity. Good motivation packages like good compensation packages, good working conditions, and opportunities for training and promotion should be in place in order to get the reflection of positive attitudes and improved productivity.

Managers will be able to turn the tide on negative attitudes if they conduct an attitude assessment test in the hotels once in a while. This assessment gives the managers a clear picture of what their employees think. This assessment is useful because employees' may be reluctant to share some of their negative thoughts and feelings in a less-anonymous manner. In addition, the implementation of this assessment sends a message to the employees that management cares.

Managers should feed their employees with positivity and deny them any access to negativity. This can be done by appraising those employees who have done a good job, allowing all to see how much they appreciate their work. Managers in these hotels should put very little effort into negativity as they can.

Managers should highly consider attitudes when hiring new employees because of the adage "one rotten apple can spoil the whole bunch." Managers should hire workers who are upbeat, motivated and eager. Such workers can change the attitudes of the existing workers by bringing in a new model of appropriate attitude for them to imitate.

To Employees

Employees should strive to be more involved in their job description in the hotels. Their involvement will boost their level of performance and stimulate their positive attitudes.

Respectfully following the rules and regulations and the established chain of hierarchy in their workplace will improve positive attitudes and their negative attitudes will be addressed.

To Customers

Customers should alert the management where an employee displays a positive or negative attitude so that the employee can be appraised in the case of a positive attitude and sanctioned in the case of a negative attitude.

Customers should also show indulgence at times to an employee who exhibits a negative attitude. That employee may be going through a lot that day and never acts like that. Such an understanding nature of a customer will encourage a positive attitude in the employee and suppress the negative one.

Tips from customers can also promote employees' attitudes.

To Government (Ministry of Tourism)

The government should award top performing hotels so as to keep encouraging the workers and the management of hotels to perform better thus promoting attitudes.

The government should expose their hotels to a larger population that extends beyond national boundaries. This can be done by advertisement through national and international TV stations, holding conferences on hotel management and organizational behavior.

5.4 Suggested Areas for Further Studies

This study was focused on employees' attitudes on productivity. A study could be conducted, to look at employees' attitudes towards change and its effect on productivity in order to know how these if attitudes when faced will boost or hinder productivity. This research can be conducted in the economy sector for example banks in Cameroon as a way of obtaining a larger sample size.

Additional research can also be conducted to explore whether the findings of this study are applicable to other sectors of the country.

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APPENDICES

PAN AFRICAN INSTITUTE FOR DEVELOPMENT – WEST AFRICA DEPARTMENT OF BUSINESS STUDIES

Dear sir / Madam

I am a Graduate student of the above mentioned Department and Institution carrying out research work on the topic: **“The Influence of Employees’ Attitudes on Organizational Productivity. A study of Selected Hotels in Bamenda, North-West Region Cameroon”** The research work is in partial fulfilment of the Masters of Science (M.Sc.) Degree in Strategic Human Resource Management and as such it is strictly for academic purposes. Your identity is not therefore needed since your names are not required. Consequently, I would be most grateful should you provide truthful and factual responses to the questions below. I count on your co-operation to make this research endeavour a success.

Many thanks for your understanding,
With best of wishes

NchangPascalineAnguNjilele

IDENTIFICATION DATA (Please tick the right option)

- a) Sex: Male ☐ Female ☐
- b) Marital Status: Single ☐ Married ☐
- c) Respondent's age: 20-30 ☐ 30-35 ☐ 35-40 ☐ 40-45 ☐ 45-50 ☐ 50-55 ☐ 55-60 ☐
- d) Level of education: FSLC ☐ GCE O/L ☐ GCE A/L ☐ BSc/BA ☐ Masters ☐
PhD ☐
- e) Department
- f) Years of service

Section A (Please tick what applies to you)

Q1-13	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Sometimes I am slow in processing customer request	☐	☐	☐	☐	☐
I tell lies to my boss if necessary	☐	☐	☐	☐	☐
I tell lies to a client if necessary	☐	☐	☐	☐	☐
Being late to work cannot be avoided	☐	☐	☐	☐	☐
I think there is no problem asking gifts from a generous customer	☐	☐	☐	☐	☐
I once had an intimate relationship with a client	☐	☐	☐	☐	☐
It is normal for me to query with a colleague	☐	☐	☐	☐	☐
Rude customers deserves rude treatment	☐	☐	☐	☐	☐
In some situations, I may be forced to invade customer privacy	☐	☐	☐	☐	☐
I will forgo the rules in order to satisfy the client	☐	☐	☐	☐	☐
I do release client information when necessary and not when permitted	☐	☐	☐	☐	☐
Sometimes I do not perform my task as expected by management	☐	☐	☐	☐	☐
I will be rude to a colleague if he/she fails to perform tasks assigned to us	☐	☐	☐	☐	☐

14. Can you recall an instance where a customer was rude to you? (please explain what happened)

.....

.....

.....

15. What was your reaction?

- a) I dismissed the customer ☐
- b) I spoke back to the customer ☐
- c) I reported to my boss ☐
- d) I ignored the customer ☐
- e) None of the above (please ☐

explain).....
.....
.....

16. Generally, how can you rate the behavior of employees in your organization

- a) Very good
- b) Good
- c) Fair
- d) Poor
- e) Very Poor

Section B

17. Which of the underlisted factors is most likely to make you come to work late

- a) Behavior of my boss
- b) Lack of incentives or motivation
- c) Behavior of colleagues
- d) Laziness

18. Which of the under listed factors is most likely to make you speak rudely to a client

- a) When I am angry with my boss
- b) When I am angry with my colleague
- c) Lack of incentives or motivation
- d) When the client is rude

19. Which of the under listed factors is most likely to make you release confidential information of a client

- a) Poor salary
- b) Influence of colleagues
- c) Poor leadership
- d) Poor working conditions

20. Which of the under listed factors is likely to make you fail to perform assigned task

- a) Poor salary
- b) Influence of colleagues
- c) Poor leadership
- d) General poor working environment

- a) Extremely well
 - b) Very well
 - c) Somewhat well
 - d) Not so well
 - e) Not at all well
3. How much time did it take the employees to address your questions and concerns?
- a) Much shorter than expected
 - b) Shorter than expected
 - c) About what I expected
 - d) Longer than expected
 - e) Much longer than expected
 - f) Did not receive a response
4. To what extent are you satisfied with the hospitality of staff in the hotel?
- a) Very satisfied
 - b) Satisfied
 - c) Somewhat satisfied
 - d) Dissatisfied
 - e) Very dissatisfied
5. **To what extent are you satisfied with the following facilities or services of this hotel?**

	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Very Dissatisfied
Reception	☐	☐	☐	☐	☐
Housekeeping and laundry	☐	☐	☐	☐	☐
Food quality/restoration services	☐	☐	☐	☐	☐
Maintenance/repairs	☐	☐	☐	☐	☐
Security	☐	☐	☐	☐	☐
Swimming pool	☐	☐	☐	☐	☐
Gymnasium	☐	☐	☐	☐	☐
Quality of Rooms	☐	☐	☐	☐	☐
Night club services	☐	☐	☐	☐	☐

6. Workers of this hotel adhere to professional standards of conduct for hotel employees
 - a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Disagree
 - e) Strongly Disagree
7. Which three skills do you prefer most relevant for your satisfaction (please list them)
 1.
 2.
 3.
8. Which three skills do you deem lacking for employees of this hotel?
 1.
 2.
 3.
9. How many times have the hotel staff been rude to you?
 - a) All of the time
 - b) Most of the time
 - c) Some of the time
 - d) Hardly ever
 - e) Never
10. Can you recall an instance where an employee was rude to you? (please explain what happened)
.....
.....
.....
.....
.....
11. What was your reaction and how was the problem addressed?
.....
.....
.....
.....

12. To your opinion, what is most likely to cause negative employee attitude? (tick two that most applies)

- a) Poor leadership
- b) Lack of incentives
- c) Poor working conditions
- d) Personal characteristic of the staff
- e) The behavior of customers
- f) Greed
- g) Tirednes

