

**EFFECT OF EMPLOYEE EMPOWERMENT ON JOB  
SATISFACTION IN THE SAROVA HOTELS IN KENYA**

**BY**

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## DECLARATION

This research project is my original work and has not been presented for award of any degree in any University.

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This project has been submitted for examination with my approval as University of Nairobi supervisor.

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## **DEDICATION**

This research study is dedicated to my parents for their moral support throughout the entire MBA program and especially during this research project.

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## **ABBREVIATIONS AND ACRONYMS**

EPR	-	Employee Productivity Report
GDP	-	Gross Domestic Product
KAHC	-	Kenya Association of Hotelkeepers and Caterers
KTF	-	Kenya Tourism Federation
WTTC	-	World Travel and Tourism Council

## **ABSTRACT**

The purpose of this study was to establish the extent of employee empowerment and determine the relationship between employee empowerment and job satisfaction in Sarova Hotels in Kenya. The research design was a descriptive study and the questionnaire was used to collect data on job satisfaction as well as employee empowerment. The data collected were analyzed through regression analysis. The study covered 136 respondents employed at Sarova Hotels in Kenya. From the results of the study, the respondents agreed that the concept of empowerment existed in the organization. Majority agreed they are confident in the leadership of the company, a fact that leads to job satisfaction. The respondents also agreed that their work gave them feelings of personal accomplishment while a significant number out rightly said they were satisfied employees. The study recommended that Management should use empowerment as a tool to improve employer-employee relationship by creating confidence and enabling the employees to contribute fully in the organization.

## **CHAPTER ONE : INTRODUCTION**

### **1.1. Background of the Study**

Entrepreneurs, managers and researchers in the field of management regard the employee as the major resource bringing competitive advantage to establishments, and they are of the opinion that the involvement and empowerment of employees is key to the success of establishments (Siegal & Gardner, 2000). A new way of management is employee empowerment or participative management involving the people responsible for the work processes and quality starts where people who know the processes best are. Allowing employees to have independence and feedback within the organization is what makes the empowerment process successful.

Studies conducted on employee empowerment reveal that it gives rise to organizational commitment (Han, 2009; Kim, 2002; Sigler and Pearson, 2000; Spreitzer and Mishra, 2002), motivation (Caudron, 1995; Janssen et al., 1997), performance (Sigler and Pearson, 2000) and customer satisfaction (Chebat and Kollias, 2000). Employee empowerment does not mean that management abandon from its responsibility of performance or for leading the organization. Rather, in an employee empowered company, management's responsibility comes to create and foster an environment in which it is apparent that employee input is desired and cultivated. The management must trust and communicate with employees.

Empowerment is more correlated with the Theory Y style of management, which was advanced by Douglas McGregor in 1960. With Theory Y, leaders have a more optimistic view of the ability to get good work from employees. This belief makes them more likely to implement empowerment than Theory X leaders who are less trusting of worker capabilities. Among the content theories of motivation (Herzberg, 1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational

factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators.

In the hospitality industry, empowering staff to make decisions can improve morale and increase satisfaction. Since the hotel sector has become very competitive some hotels allow their employees to pamper their guests with certain rewards like a free drink without having to obtain authorization from the management. Others go to the extent of giving discounts and complimentary on food or accommodation during their next visit especially if the guest during the stay was not happy with service, hence, this becomes a service recovery strategy.

The hospitality industry faces the challenges of a turbulent and unstable environment that has forced hospitality organizations to modify and update their services to meet the change in their customers' needs and wants, and survive in the market. As a result, the implementation of innovation from empowered staff becomes an important technique for successful hospitality organizations. In the twenty-first century, creativity is considered as a vital factor in the development process in hospitality (Wong and Pang, 2003).

#### **1.1.1. Employee Empowerment**

Empowerment means giving employees responsibility and authority to make decisions regarding all aspects of product development or customer service (Noe & Gerhart, 2006). Employee empowerment is a style of management that puts managers in the role of coach, adviser, sponsor, or facilitator. Decision-making is being pushed down to the lowest levels of the organization (Robbins, 2002). Empowerment involves delegating the decision-making authority regarding the action to be taken on a task that is considered to be important to both the manager and employee (Matejka, 1999). These definitions are derived from the management theory of power and authority delegation that gives an employee the right to control and use organizational resources to bring desired organizational outcomes.

The main reasons for implementing an empowerment program are to provide fast solutions to business problems, to provide growth opportunities for employees and to

lower organizational costs while allowing the manager to work on multiple projects. Employee empowerment is most effective when management has set clear obtainable goals and defined specific accountability standards. The success of employee empowerment relies on the ability of management to provide resources such as time and money, to provide support by way of legitimacy and to provide relevant and factual information so employees can make educated decisions. Training employees to take responsibility and make sound decisions that are supported by upper management as well as lower level managers are other areas that are important to the success of empowerment programs (Neil, 2007). Employees benefit from empowerment because they have more responsibility in their jobs. According to Robbins (2002) employee empowerment increases the level of employee involvement and therefore creates a deeper sense of satisfaction and higher levels of motivation. There are potential problems with empowerment programs that often result in unfavorable outcomes. Many times managers delegate trivial, unimportant and boring tasks to employees and they retain the complicated and important tasks for themselves. Empowerment will not work unless the authority and decision-making tasks are perceived as meaningful by the employee.

Another problem arises when managers not only assign meaningless tasks to their employees but also then expect the employee to continuously consult them for approval. Managers must evaluate their employees' skills and abilities and determine if the organization's culture can support an empowerment program before beginning (Matejka, 1999).

### **1.1.2. Job Satisfaction**

Job satisfaction refers to the attributes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong 2003). Job satisfaction has been a subject to scientific researches with “Hawthorne” studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences. Job satisfaction is a concept which has a close relationship with motivation and activity.

Job satisfaction is affected by environmental, individual and psychological factors. Factors that relate to the environment are: communication and employee recognition

(Weiss & Cropanzano 1996), while those that relate to the individual are emotions, genetics and personality (Cote & Morgan, 2002). Those that are psychological in nature include one's life, family, and community (Wright & Cropanzano, 2000).

Superior-subordinate communication is also an important influence on job satisfaction in organizations. The way an employee perceives a supervisor's behaviour can positively or negatively influence job satisfaction. Studies also indicate that employees derive satisfaction from working with companies that are effective in human resource management best practice employee recognition programs and to some extent, financial reward programs. Employee recognition should not be confined to praise, gifts and points but should extend to changing the organization culture in order to meet goals, initiatives and connecting employees to the organization's core values and beliefs (Dugguh & Ayaga, 2014).

### **1.1.3. The Hospitality Industry in Kenya**

Kenya is one of the countries that has adopted tourism as a major economic sector and the need for hospitality services is rapidly increasing. The industry has grown steadily over the years and, currently, tourism is a major foreign exchange earner for the country. According to the World Travel and Tourism Council (WTTC), tourism in Kenya is most important after agriculture and it is responsible for 14% to the Gross Domestic Product (GDP) and 12 percent of total employment. Kenya's hospitality industry has been eager to capitalize on the favourable tourism outlook and over 500 decent hotels exist in the country and the figures are growing rapidly. Economic drivers include the country's fantastic natural tourism resources such as beautiful beaches and spectacular wildlife in their natural habitat.

There are various associations formed in the hospitality industry in Kenya that runs under the umbrella body Kenya Tourism Federation (KTF). One of the common hospitality associations under KTF is the Kenya Association of Hotelkeepers and Caterers (KAHC) which was founded in 1944 which brings together hotels, lodges, restaurants, member clubs and prominent airline caterers whose common theme is to render services in the hospitality industry.

The association helps in representation as a principal voice for hotels to the government on matters of regulation, licensing and policy formulation. It also promotes and protects industrial relations through collective bargaining agreements

that are negotiated and signed by the union in the trade. When it comes to training the association coordinates with Kenya Utalii College on training and development programmes. The association acts as the principle information exchange network for members and the industry through its various industry researches and maintaining industry databank ([www.ktf.co.ke](http://www.ktf.co.ke)).

#### **1.1.4. Sarova Hotels in Kenya**

Sarova Hotels is one of Kenya's leading independent hotel groups, with eight prestigious properties in key locations across Kenya. For the leisure traveller, Sarova offers a host of diverse experiences; game drives, sports, water sports, health clubs, health and wellness centres and cultural as well as contemporary entertainment. For the business travellers, Sarova Hotels features up-to-date business facilities as well as conference and seminar venues.

Sarova Hotels in Kenya commenced operation in 1974 and in that same year the Hotel Ambassador Nairobi became the first Sarova Hotel in Kenya. In 1976, Whitesands on the North Coast of Mombasa became the second Sarova property, and the first entry into the tourism industry. In 1978 saw the acquisition of the New Stanley Hotel, now known as The Sarova Stanley. The hotel underwent extensive renovations that were completed in 1998. These renovations restored the hotel to its former Victorian grandeur and helped it regain its place as Nairobi's leading five-star hotel. Sarova Mara, a luxury tented camp in the world renowned Maasai Mara game reserve, was opened in 1984. In 1986, Sarova Lion Hill Lodge joined the Sarova group. The Lodge, with sixty four superbly appointed chalet bedrooms, is situated in the heart of the Rift Valley in Lake Nakuru National Park. Sarova Shaba Lodge in the Shaba game reserve, eastern Kenya, was opened in 1989. In 1992, Sarova hotels purchased the Panafric hotel, another Nairobi landmark. Sarova Saltlick and Sarova Taita Hills game Lodges are the latest two properties to be added to the Sarova Hotels portfolio. Sarova Hotels took over the management of the two lodges on 1<sup>st</sup> April 2007. The two are situated at the 28,000 acre private wildlife sanctuary within the Taita Hills which forms part of the greater Tsavo ecosystem.

Sarova Hotels has been recognized on numerous occasions and has been awarded for being a keen contributor to the hospitality industry. Sarova Hotels focus on best

practice and sustainable business management has seen the group receive numerous prestigious awards.

At Sarova Hotels, Sandy Vohra Centre for Learning and Development (SVCLD) was formed with a distinct mission to be a business partner leveraging business objectives at all levels; developing exceptionally talented, competent individuals and building high performance teams in both its internal and external community. Sarova Hotels Corporate Social Responsibility focus is governed by three pillars namely, Education, Environment and Health. SVCLD highlights Sarova's commitment to the education pillar (Sarova Hotels Employee Handbook, 2007).

### **1.2. Research Problem**

Employees are the assets of an organization (Davidson, 2004) and can make or break the organization. Highly motivated employees give the unexpected output while employees with low motivation level can drag the company growth downwards (Deal, 2005). Lack of commitment on the part of employees and frequent changes in duties by employer without willingness from employees are obstacles to employee empowerment. Spice and Gilbert (1991) argue that managers should give authority to workers in making decisions for maximum utilization of human capital. Therefore a caring, respectful behavior and encouraging the employees improves the quality and interest of the workers in a job. Promoting corporate values within the organization in true sense of implementation is an effective and practical mode for achieving job satisfaction.

Sarova Hotels has taken various strategies to enhance employee empowerment by allowing key non management staff to make decisions without necessarily waiting for a manager to authorize as long as it is in the interest of the company's desired outcome. Junior staff have been encouraged go out of their way and do service recovery for a guest who may not be satisfied with the service provided and pamper them with gifts such as fruit basket or complementary cakes. Staff in specific areas extend service discounts to customers up to a certain limit and have also been empowered to interact with customers and solve some of the major recurring customer requests that were only handled by the manager. Other empowerment strategy put in place is giving the staff a platform to suggest innovative ideas that will



help the company eliminate wastage and reduce on cost of running the business while maintaining the set standards (Sarova Masaa Times, 2013).

Ombachi (2011) researched on the relationship between employee empowerment and the performance of hotels in Mombasa County, Kenya and found that the various programs adopted by hotels like training, information sharing & participative decision making greatly affected their performance. The research however comes short in bringing out the effect of employee empowerment on job satisfaction. The research concentrated more on the Hospitality industry performance in Mombasa than employee job performance. Yatini (2003) looked at the relationship between employee empowerment and job satisfaction in commercial banks in Nairobi and found a strong relationship between employee empowerment and job satisfaction but did not bring out the effect of this relationship after he established the strong relationship. The research also was limited to commercial banks in Kenya. Ahmed (2011) researched on the impact of Employee Empowerment on job satisfaction in Pakistani service industry and found employee empowerment leads to higher levels of employee's job satisfaction. However, his sample size was wide covering major service industries like banking, telecom and insurance industries and not hospitality hence the conclusions may not generally reflect those of hospitality industry in Kenya.

Research findings keep changing with time such that what happened a year ago may not hold now (Opande, 2006). It is evident from the foregoing research literature that no previous study, at least in Kenya, has explored the effect of employee empowerment on job satisfaction and more so in Kenya-Sarova Hotels. Even the foregoing studies that were done in different contexts do not clearly bring out the effect of employee empowerment on job satisfaction and may need to be replicated in the Kenyan hospitality context. Therefore, it is not in dispute that there exists a knowledge gap and this is an area worth further research, a research that would unearth the exact nature of the effect of employee empowerment on job satisfaction if at all there is any. This study attempts to answer the research question, what is the effect of employee empowerment on job satisfaction in Sarova Hotels in Kenya?

### **1.3. Research Objective**

Specifically the study is aimed at achieving the following:

- i. To establish the extent of employee empowerment in Sarova Hotels in Kenya.
- ii. To determine the relationship between employee empowerment and job satisfaction in Sarova Hotels in Kenya

#### **1.4. Value of the Study**

As a result of the changing business dynamics and customers satisfaction trends where customers are quick to express dissatisfaction and vent it out through social media or guest comments cards due to bad services or goods consumed, there is need for this study to identify and develop policies that will empower the employee to be able to handle issues and suggest remedies to these problems before they get out of hand. This study will address ways of improving various areas of employee empowerment such as soliciting new ideas from employees, ways of adopting these ideas from employees and assigning of understudy. From the study findings, organizations may learn how employee empowerment affects job satisfaction and ensure therefore best practices are either maintained or others developed so as to maintain a competitive edge in the hospitality industry.

The study will enable investors both individual and institutional to objectively and strategically apply the best strategies to create effective employee empowerment programmes which lead to high degree of job satisfaction. Further, the study findings will influence policy making in the hospitality industry by suggesting minimum requirements required to implement the various employee empowerment programmes in a hotel setup. It will also help the human resource practice, in that it will guide the human resource managers on strategies of developing and maintaining employee empowerment programmes in the work place. The tourism industry will be able to easily pinpoint the best strategy for their sector locally.

## **CHAPTER TWO : LITERATURE REVIEW**

### **2.1. Introduction**

This chapter explores the different view of employee empowerment and job satisfaction advanced by various writers and their views on forms of empowerment in relation to job satisfaction. The conceptual framework reveals the relationship between the various empowerment and job satisfaction initiatives which are moderated by organizational and individual factors.

### **2.2. Theoretical Foundation**

This study is based on two management theories: Two-factor theory and Theory X and Theory Y. This is because theories explain the factors affecting performance of employees in working environment.

#### **2.2.1. Two-factor Theory**

Among the content theories of motivation, Herzberg (1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization. This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1976). Factors that relate to job satisfaction are therefore called satisfiers or motivators.

According to Dima (2011) the Two-factor theory regards the elements of reasons of fulfilment. Negative elements are lower wages, no job guarantee and such factors. Fulfilment elements are, as Herzberg (1976) stated; realization of worker himself and reaching his goals. By his two factor theory, Herzberg advanced Maslow's main, physiologic and self-realization theory and fortified it with his. Maslow's theory is based on the comparison of the best and worst conditions at work. The conditions in which the workers fell well are called the motivators; the bad conditions are called defensive factors (hygiene). According to him, preserving factors lead unsatisfactory conditions and contrary motivator elements lead fulfilment. The bad factors are:

corporation policies and management, work condition, salary, status and relations with co-workers. The motivators are: success, fame, specialties of work, responsibility, awards and advancement (Dima et al, 2011).

### **2.2.2 Theory X and Theory Y**

McGregor's (1960) Theory X is the root cause of micromanagement. The concept surmises workers need to be constantly watched and instructed on what to do. Managers who believe this philosophy assume that the average staff member dislikes work and avoids work whenever possible. The work is only motivated by money, position, and punishment. In addition, the worker avoids increased responsibility and seeks to be directed. The acceptance of Theory X will result in an authoritarian management style over the team and allowing for little collaboration or even participation in decision making (Weinbach, 2008).

According to Weinbach (2008) leaders (managers) who adhere to Theory X assume that the average person dislikes work and attempts to avoid it, lacks ambition, wants no responsibility, and would rather follow than lead. Also the person is self-centred and, therefore, does not care about organizational goals, resists change and act irresponsibly.

A Theory X type manager would be more inclined to use tangible rewards as incentives. They assume their authority is resented and adopt regulations that are designed to enforce compliance.

McGregor's Theory Y is the root cause of employee empowerment. This concept emphasizes that staff are self-discipline and would like to do the job themselves. The team members are active and supportive in our work climate and find the work itself rewarding. Adopting this philosophy will produce self-direction towards goals without coercion or control. Teammates will seek opportunities for personal improvement and self-respect (Weinbach, 2008).

Weinbach (2008) argues that leaders (managers) who adhere to Theory Y assume that work is a natural activity for people and will be self-directed to meet their work objectives if they are committed to them. He also adds that people will be committed to their objectives if rewards are in place that addresses higher needs, such as self-fulfilment and that people will seek responsibility. According to him, most people can handle responsibility, because creativity and ingenuity are common in the population.

A Theory Y type manager acts in a way that communicates trust and a belief in staff member's good intentions. They assume that staff members want to work toward organizational goal attainment and work to set up an environment that enhances growth (Weinbach, 2008).

A Theory Y manager believes that, given the right conditions, most people will want to do well at work and that there is a pool of unused creativity in the workforce. They believe that the satisfaction of doing a good job is a strong motivation in itself. A Theory Y manager will try to remove the barriers that prevent workers from fully actualizing themselves.

### **2.3 Employee Empowerment**

Employee empowerment has been described as the act of giving individuals and teams more responsibility for decision making and ensuring they have the training, support and guidance to exercise that responsibility properly (Armstrong, 2004). The notion of devolving decision making authority and responsibility to frontline employees for control and enhancement of service quality and customer satisfaction during service delivery (Klidas, 2001).

Bowen and Lawler (1992) described empowerment as sharing with frontline employees four organizational ingredients; information about the organization's performance, knowledge that enables employees to understand and contribute to organizational performance, rewards based on organizational performance and power to make decisions that influence organization direction and performance. In a later article, they observe that research suggests that empowerment exists when companies implement practices that distribute power, information, knowledge and rewards throughout the organization.

#### **2.3.1 Types of Employee Empowerment**

Hacket (1995) presents structural and psychological empowerment as types of employee empowerment. Kelley (1993) identified three types of discretionary empowerment: routine, creative and deviant, available during the service delivery process. Hughes (2003) describes two forms of Empowerment: direct and indirect empowerment.

Structural Empowerment draws its name from the organizational structure, which depicts a pattern of relationships among positions in an organization (Mullins, 2002). It focuses on empowering management practices, including the delegation of decision making from higher to lower organizational levels.

Psychological Empowerment is increased intrinsic motivation that is generic of conditions by an individual, pertaining directly to the task that produces motivation and satisfaction (House, 1986). Menon (1995) in his survey of manufacturing companies established that the greater the empowerment of employees, the greater the motivation and performance of employees. He stresses that empowerment leads to less job stress and employee commitment to organizational goals. Empowerment is psychological in that it requires a clear vision learning environment both for managers and employees, participation and implementation tools and techniques (Mullins, 2002).

Kelley (1993) describes routine discretionary empowerment as involving employees in selecting an alternative from a list of possible actions to do their jobs; deviant discretionary empowerment as behaviours outside the scope of an employee's formal job description and authority; and creative discretion empowerment as where employees develop alternate methods of performing a task.

Hughes (2003) contends that, empowerment as a management practice is of two main folds. Direct forms involve the delegation of added responsibility to individuals or teams for the execution and management of their tasks. Indirect empowerment involves representation on bodies ranging from quality circles to management boards.

## **2.4 Benefits of Employee Empowerment**

### **2.4.1 Decision Making**

The basis for the belief that empowerment is a valid approach to improving organizational effectiveness is that people who are nearest to the problem are best able to judge it's situation, provided they have a framework within which to make their decisions (Armstrong, 1998). Empowered personnel have responsibility, a sense of ownership, satisfaction in accomplishments, power over what and how things are done, recognition of their ideas and the knowledge that they are important in the organization (Turney, 1993). Empowered employees can make decisions and

suggestions that will improve services and support down the line, saving money, time and disputes between companies and their customer (Sitterly, 1998). Armstrong (1998) argues that one of the reasons for empowerment is to speed up the decision making process and reaction time.

#### **2.4.2 Use of Employee Full Potential**

Babbar and Rai (1993) propose that the organization must challenge employees and engage them intellectually so as to optimize the use and development of human resource. Mullins (2002) asserts that empowerment reorganizes and releases into the organization the power that people already have in their wealth of useful knowledge and internal motivation. He further contends that it is especially important when there is a high degree of uncertainty and consequent need for flexibility to actions by employees. Evans (1995) argues that empowered employees use their initiatives to find solutions to the problems they face, and freely share their skills, knowledge and problems with their colleagues.

#### **2.4.3 Information Sharing**

Entrusting the workers with sensitive information is an important sign of empowering them to make decisions on issues they never had an opportunity before (Harari, 1997). Make certain that you have given people, or made sure they have access to, all of the information they need to make thoughtful decisions as a principle of employee empowerment. Rodrigues (1994) pointed out that, for empowerment of employees to be successful, an organization must believe in frequent, honest, and open communication with employees. He further asserts the need for bottom- up communication to ensure that employee voices are heard in the managerial and executive suit. He asserts that if we try to create a mind- set that everyone is responsible for the success of this business, then our people need complete information.

#### **2.4.4 Employee Development**

In a study of 75 employees at a power plant, Ward (1993) determined that ongoing evaluation and development of the professional needs of employees with a preparation for a greater sense of process ownership and accountability is one of the critical elements towards employee empowerment. John (1999) emphasizes that, it is

necessary to have employees trained on how to evaluate, plan, do, check, and amend if empowerment has to be effective. Rodrigues (1994) remarks that, training programs are a primary mechanism through which organizations socialize employees to new organizational values, they also signal an organizations desire for greater employee empowerment.

#### **2.4.5 Increased Productivity**

Empowered employees can make decisions and suggestions that will down the line improve services and support, saving money, time and disputes between companies and customers (Sitterly, 1998). Empowering staff right through the organizational structure, every employee will have power to be innovative and ensure performance is good.

#### **2.4.6 Reduced Operational Costs**

Korukonda *et al*, (1999) believe that employee empowerment creates strength in a firm to deliver its mission and realize strategic objectives. Kanungo (1988) noted that, the practice of empowering subordinates is a principal component of managerial organizational effectiveness. Eylon and Herman (1999) see employee empowerment as a source of increased productivity and effectiveness inside an organization. Empowerment involves minimizing structures for employees, to operate more autonomously by eliminating unnecessary layers of management and the consequent checking and rechecking operations, the operation costs are reduced (Mullins, 2002).

#### **2.4.7 Greater Job Satisfaction and Commitment**

To employees, empowerment brings benefits to them by making them feel better about their inputs to the company, promotes greater productivity and provides them with a sense of personal and professional balance (Bourke, 1998). Bowen and Lawler (1995) contests that empowered employees provide quicker on-line response to customer needs during service delivery and quicker on-line response to dissatisfied customers during service recovery. They further assert that employees feel better about their jobs and themselves, interact with customers with more warmth and enthusiasm.



#### **2.4.8 Better Employee Supervisor Relationship**

Randolph (1995) indicates that, a more subtle, yet very powerful benefit of employee empowerment is increased trust within the organization. He further stresses that when employees trust that the company is not out to suck their blood and is providing a competitive product or service they will respond positively. Managerial interest in employee empowerment in the hospitality industry has been associated with gaining competitive advantage through improvement in service quality (Hubrecht & Teare, 1993).

### **2.5 Job Satisfaction**

Job satisfaction is an integral component of organizational health and an important element in industrial relations (Adero, 2011). Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction maybe sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

#### **2.5.1 Determinants of Job Satisfaction**

The first category of the factors affecting job satisfaction is the demographic factors. Research has often focused on age as a factor influencing job satisfaction. Recent studies support the positive, linear relationship between age and satisfaction. Sutter (1994) found that age has a positive linear relationship to job satisfaction. Available literature is somewhat inconclusive however, with some studies showing no significant impact (Brown, 1998). Generally speaking, job satisfaction tends to increase gradually with age (Spector, 1997). According to Herzberg this trend is due

to the fact that job expectations tend to become more realistic as employees age and mature. Concerning gender, there are no simple conclusions about the differences between males and females and their job satisfaction levels. When it comes to compensation, researchers in some studies have concluded that compensation is an important variable to be considered in the study of job satisfaction (Derlin& Schneider, 1994).

The second category is the interpersonal factors. Within the context of job satisfaction research, interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with one's supervisor, the social interaction with co-workers, and even the interactions with clients and customers. According to Brown (1998) employee supervision and interaction have been found to be the two most significant interpersonal factors when looking at job satisfaction. The importance of co-worker social support has been investigated for decades. As far back as the Hawthorne Studies of the 1920's, research has shown that workers who belong to a social group and have friendships on the job tend to be more satisfied. Dotan (2007) suggested that when employees have trustful friends at work, they can get help or advice from their friend co-workers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work. Also, employees in friendship tend to engage in altruistic behaviours by providing co-workers with help, guide, advice, feedback, recommendation, or information on various work-related matters (Hamilton, 2007). The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work (Bruce and Blackburn, 1992).

The last category is the intrinsic factors. Intrinsic factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived respect and responsibility, task variety, and meaningful work. Dodd-McCue and Wright(1996) found that job satisfaction is enhanced by the value placed on one's professional role and identification with that role, but negatively affected by choosing the job because rewards are extrinsic (external to the work itself, such as fellow workers, salary, or promotion opportunities). Reyes and Madsen (1990) found

that intrinsic rewards had more influence on educators than any organizational rewards. Stewart (2000) suggested that helping to make workers feel independent had large positive effects on both performance and satisfaction outcomes.

## **2.6 Empirical Review**

Ndungu(2005) in his study on managers attitudes towards employee empowerment observes that managers with less education felt threatened with the removal of organizational structures, which for a long time created barriers to democracy and participative management. Honold (1997) observe that a structure that is decentralized, has controls based on checks and balances, and is flexible allowing for development over time, promotes employee empowerment. In essence the few the structures, the easier it is to empower employees.

Klidas(2002) in his presentation of research from the European hotel industry established that employees in the south perceived they have been trained less to independently master routine and non-routine service situations compared to employees in the north. John (1999) emphasizes that, it is necessary to have employees trained on how to evaluate, plan, do, check, and amend if empowerment has to be effective.

Rodrigues (1994) remarks that, training programs are a primary mechanism through which organizations socialize employees to new organizational values, they also signal an organizations desire for greater employee empowerment. Yatini (2003) in his research on the relationship between employee empowerment and job satisfaction of employees in commercial banks in Nairobi recommends that training the staff on relevant job requirements will affect the level of employee empowerment.

Hearthfield (2008) in her article, the top ten principles of employee empowerment, sites provision of information for decision making as one of the critical principles. She asserts that managers should make certain that their employees have access to sufficient information to enable them make thoughtful decisions. Ondongo (2006) in her study on empowerment programs in international NGO's concluded that availability of information to employees was vital for successful empowerment. Margaret (1993) observes that organizations should make clear their expectations of the empowered employees.

Butcher (2005) in his article 'Eliminate Us versus them' contends that, companies that seek to empower employees demand stronger leadership and accountability. He further notes that, this begins with executive leadership, through all management levels and includes frontline supervisors. He suggests that, only when the entire organization is willing to work as a team, will benefits of employee empowerment be realized.

According to Mullins (2002), Personnel policies are important and must be seen to support the empowerment process. Policies communicate guidelines to control decisions while defining allowable discretion within which operational personnel can execute business activities (Pearce and Robinson, 2007). They further assert that by defining discretion, policies in effect control decisions yet empower employees to conduct activities without direct intervention by top management.

According to Carpitella (2003) studies show that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norm, increase customer satisfaction to an average of 95%, lower labour cost by 12% and lift pre-tax margins by an average of 4%.

A survey by the Hay Group reported that 61% of employees committed to their current employers found satisfaction in learning new skills. From those employees who were not committed to their current employers, 4.7% said that better training is a major factor in convincing employees to continue to stay with their current employer (Clark, 2001).

According to Lawson (2001) levels of job satisfaction tend to increase as one moves up the hierarchy in an organization. In general, senior managers tend to be more satisfied with their jobs than entry-level employees. Satisfied employees will be more likely to go an extra mile for their organizations to ensure organization efficiency, effectiveness, and competitive advantage.

## **2.7 Employee Empowerment and Job Satisfaction**

Employee empowerment and job satisfaction are vital elements to businesses in most organizations. The underlying logic behind is that by involving employees in those decisions that affect them and by increasing their autonomy and control over their work lives, employees will become more motivated, more committed to the

organization, more productive and more satisfied with their jobs (Fond et.al.1995).This is supported by the literature which says that employees derive job satisfaction from being empowered (Koburg et.al, 1999). Spreitzer (1995) also argues that individuals who feel empowered enhance their perceived value of work and increase their satisfaction levels. In a UK study (Cox et.al.2006) concluded that empowerment is not simply there or not; there are degrees of embeddedness, a combination of depth and breadth of empowerment. The greater the depth and breadth, the higher the resulting commitment and job satisfaction. Menon (1995) surveyed 311 employees in a company and found out that the greater the empowerment the greater was the motivation to work among employees. This also led to less job stress and increased employee commitment to organizational goals.

In a study carried out by Lwangasi (2008) a survey of employees in the non-governmental sector in Kenya established that there is a significant relationship between job satisfaction and employee empowerment. He further stated that different attributes of empowerment can be used to create or enhance job satisfaction in the NGO sector. Employee empowerment initiatives have become popular because of the relationship between empowerment, commitment and job satisfaction. Empowerment programs are intended to produce satisfied and committed employees (Adero, 2011). In another study to understand the relationship of employee empowerment and job satisfaction, Ugboro (et.al.2000) looked at empowerment as it relates to delegation of decision making authority, participation in decision making and access to information and found a strong relationship between employee empowerment and job satisfaction.

Several attributes and cognitions of empowerment including choice, competence, meaningfulness and impact can be positively associated with job satisfaction (Fried et.al. 1987). Brossoit (2002) identified a positive relationship between the four cognitions of empowerment and found a positive relationship between empowerment and job satisfaction.

## CHAPTER THREE : RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter will present the process through which the study objective was achieved. The research area, design, study population, selection of respondents and sample size, data collection tools, data analysis and expected output will be covered.

### 3.2 Research Design

The research design was a descriptive survey. According to Kothari (2004) a descriptive survey is a study that is concerned with specific predictions, with narration of facts and characteristics concerning an individual, a group or situation. The descriptive survey design was chosen because the objective of the study was to describe, explain and validate generalizable findings.

### 3.3 Population of Study

Population is the aggregate of all that conforms to a given specification (Mugenda and Mugenda, 1999). Target population is the complete collection of objects whose description is the major goal of the study (Ott & Longnecker, 2010). This study focused on Sarova Hotels hence the population of the study were all employees of Sarova Hotels in Kenya. Sarova Hotels had an estimated 1,354 employees in Kenya at the time of the study. The target population was presented in Table 3.1.

**Table 3.1: Target Population**

SAROVA HOTELS UNITS	CATEGORIES		
	Management	Supervisory	Junior
1. Sarova Whitesands	40	33	257
2. Sarova Stanley	43	33	221
3. Sarova Panafric	41	19	207
4. Sarova Mara	10	7	72
5. Sarova LionHill	9	11	70
6. Sarova Shaba	9	8	56
7. Sarova Taita& Saltlick	9	12	91
8. Sarova Head office	63	1	32
TOTAL	224	124	1006
Source: Sarova Hotels Nairobi, EPR (2015)			<b>Group Total= 1354</b>

### 3.4 Sample and Sampling Techniques

A sample must be selected carefully so that it is representative of the whole population with the relevant characteristics. The sample has to be as accurate as studying the entire population (Cummings, 1993). The sample in this survey was selected through the stratified random sampling technique so as to produce a representative sample because the population was not homogeneous. The main advantage of the approach was that it was able to give the most representative sample of a population (Hunt & Tyrrell, 2004).

The sample size of this study was arrived at by division of the employees into 3 strata namely: Management, Supervisors & Junior employees. A sample of 136 respondents was selected from the 3 categories of the population which was 10% of the total sample size as shown in Table 3.2 below.

**Table 3.2: Sample frame**

STRATA	POPULATION	SAMPLE
Management	224	22
Supervisory	124	13
Junior	1006	101
<b>TOTAL</b>	<b>1354</b>	<b>136</b>

### 3.5 Data analysis and Presentation

The data collected from this study was analyzed using descriptive statistics. Descriptive analysis provided away of summarizing findings from research while still providing the relevant information needed in order to understand the results. The effect of employee empowerment on job satisfaction was assessed using the regression model. The findings and conclusion of the study depended on the full utilization of statistical data collected and analyzed using SPSS. Data analysis technique used was frequencies, means and percentages. The results were presented in form of tables.

## **CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the analysis of data findings on the effect of employee empowerment on job satisfaction in Sarova Hotels in Kenya. The respondents were employees in Sarova hotels in Kenya. Out of a sample of 136 employees, 72 responded to the questionnaire implying that there was a 53% response rate.

### **4.2 Demographic Data**

The data collected was quantitative. Data was collected regarding employees' gender, age, and level of education, designation and length of service. This data was important because all the said subsets of demographic data have an impact on how employees perceive empowerment and job satisfaction in the organization.

#### **4.2.1 Respondents' Gender**

The data was collected from both male and female genders in the organization. This was important because gender has an influence on how employees perceive empowerment and job satisfaction in the organization.

**Table 4.2.1 Respondents' Gender**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Male	37	51.4	51.4
Female	35	48.6	100
<b>Total</b>	<b>72</b>	<b>100</b>	

The respondents were requested to indicate their gender across all ranks and it was observed that the female population consisted of 48.6 percent of the entire respondents who returned their questionnaires while the male percentage was 51.4 %. According to this data, the researcher also felt that both genders were appropriately presented in the study. The main reason that is attributed to the low number of women in the study is that only few were recruited in the Kenya police service therefore this



calls for improved affirmative action strategies aimed at increasing the number of women in the department.

#### **4.2.2 Respondents' Age**

Data was collected regarding the age of the sampled employees. The researcher considered this important because employees perceive empowerment and job satisfaction differently based on their age.

**Table 4.2.2 Respondents' Age**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
15 – 25	6	8.3	8.3
26 – 35	35	48.3	56.9
36 – 45	24	33.3	90.3
46 – 55	7	9.7	100
<b>Total</b>	<b>72</b>	<b>100</b>	

According to the table 4.2.2 above the respondents in the age group between 26-35 had the highest percentage of 48% at the Sarova hotel. This was followed by an age group of 36-45 years who constituted of 33.3%. The least of representation of the age group was between 15-25 which had 8.3%. This is an indication that majority of the employees at Sarova are youths.

#### **4.2.3 Job Category**

The researcher collected data regarding the designation of the sampled employees. This was important since employees at different levels of the organization perceive empowerment and job satisfaction in the organization differently.

**Table 4.2.3 Job Category**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Junior	15	20.8	20.8
Supervisory	24	33.3	54.2
Management	33	45.8	100
<b>Total</b>	<b>72</b>	<b>100</b>	

According to the table 4.2.3 above the respondents that gave us the information were asked to indicate their job category. By the results shown in table 4.2.3 above, majority of the respondents were management with 45.8%. These were followed by 24 Supervisors with 33.3%, and the least of the respondents were the Junior members of staff with 20.8%. This indicated that most of the information was from top management who were well positioned for the information.

#### **4.2.4Job Grade**

The study was intended to determine how the progression in the job grade was determined in Sarova and the study found the following findings as shown in the table below.

**Table 4.2.4Job Grade**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Grade 1-3	9	12.5	12.5
Grade 4 – 5	23	31.9	44.4
Grade 6 – 9	40	55.6	100
<b>Total</b>	<b>72</b>	<b>100</b>	

The study results in the table above showed that 40 of the respondents were job grade 6-9 which was 55.6%. The study further indicated that the least Job grade was Job grade 1-3 with 12.5%. Finally Job group 4-5 constituted of 31.9 this indicated that job grade at Sarova hotels is based on merit and that those who have demonstrated their work have been promoted to the next grades. However, there are those who have not been promoted despite of their merit. The results indicated that, job grade enable the organization to abide with its rules and regulations as well rewarding employees who have worked hard and to enable the organization meet their clients' demands in terms of service delivery.

#### **4.2.5Level of Education**

Data on the level of education of those sampled was collected because not all employees have the same educational qualifications. Many employees get to advance

their education once in the organization so as to be better placed to grow within and outside the organization.

**Table 4.2.5 Level of Education**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Primary	2	2.8	2.8
Secondary	9	12.5	15.3
Certificate/Diploma	38	52.8	68.1
University	20	27.8	95.8
Postgraduate	3	4.2	100
<b>Total</b>	<b>72</b>	<b>100</b>	

According to the table 4.2.5 above the respondents gave a brief background of their education level in the study and the following findings were noted. Respondents with education qualification of Certificate or diploma level made up the highest percentage of 52.8% followed by University graduates' that constituted 27.8%. Those with O level certificate had 12.5% while Post Graduates' respondents made up 4.2%. The least of the respondents were Primary level qualification which had 2.8%. From these results it can be inferred that the bulk of respondents had training in hotel management and therefore were better placed to give the required information.

#### **4.2.6 Length of Service**

Data on the length of service of the respondents in their current department in the organization was collected. According to the researcher, this was critical because how long an employee stays in the same department without being offered an opportunity for job rotation does impact empowerment and job satisfaction.

**Table 4.2.6 Length of Service**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Less than a year	3	4.2	4.2
1 – 5 Years	22	30.6	34.7
6 – 10 Years	27	37.5	72.2
More than 10 Years	20	28.5	100
<b>Total</b>	<b>72</b>	<b>100</b>	

Table 4.2.6 illustrates the percentage of the length of time the respondent has been in service at Sarova. The results indicated that 27 respondents have been employed between 6-10 years and this constituted a rate of 37.5%. This was followed by 30.6% who have worked between 1-5 years. 20.8% had been in employment for more than 10 years and 4.2% had been employed in less than a year. This finding illustrates that majority of Staff at Sarova have been employed between 6-10 years. Therefore this implies that the hotel is enjoying an average rate of employee turnover. A good number of the employees have stayed with the organization for, more than 10 years compared with those that have just joined the organization in less than a year. This indicates a high rate of employee retaining and a low rate of employment of new people.

#### **4.2.7 Location of Respondent**

The researcher collected data regarding the work location of the sampled employees. This was important since employees at different location of the organization perceive empowerment and job satisfaction in the organization differently.

**Table 4.2.7 Location**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Stanley	2	2.8	2.8
Panafric	5	6.9	9.7
Whitesands	27	37.5	47.2
Mara Game Camp	14	19.4	66.7
Lion Hill Game Lodge	9	12.5	79.2
Shaba Game Lodge	5	6.9	86.1
Taita Hills and Saltlick	6	8.3	94.4
Head Office	4	5.6	100
<b>Total</b>	<b>72</b>	<b>100</b>	

Respondents were asked to indicate the Sarova unit from where they were currently working. Out of the 8 units under Sarova hotels, the highest number of respondents came from Whitesands hotel with 37.5%. This was followed by Mara Game Camp with 19.4 % Lion Hill Game camp comprised of 12.5 respondents while the rest

ranged between 2-8%. The least among them was Stanley with 2.8%. This indicated that the Whitesands Sarova unit had more employees who were willing to respond to our questionnaires.

### 4.3 Employee Empowerment

The various factors that contribute to employee empowerment were analysed after proper coding and data cleaning. The Mean and Standard Deviation were calculated; work impact on success of company had the highest mean of 4.65 and a standard deviation of 0.479 meaning that it can best factor to represent employee empowerment. This factor was closely followed by given authority and flexibility which had a mean of 4.50 with a standard deviation of 0.698, followed by encouraged learning and trying new things as a factor which had a mean of 4.36 with a standard deviation of 0.504. The last three factors with the lowest mean were, new ideas with a mean of 3.88 and a standard deviation of 0.934 followed by clear communication channels which had a mean of 3.58 and a standard deviation of 1.045 and lastly rewarding team work had a mean of 3.53 and a standard deviation of 0.934.

**Table 4.3 Employee Empowerment**

	Mean	Std. Deviation
Confidence & Trust in Leadership Team	4.08	0.818
New Ideas	3.88	0.934
Proud Of High Performing Team	4.19	0.850
Encouragement & Open to Change	4.03	0.822
Express Views & Listened To	3.94	0.977
Clear Commutation Channels	3.58	1.045
Spirit of Teamwork	4.11	0.797
Ideas Information Technology Sharing	4.15	0.763
Rewards Teamwork	3.53	0.934
Work Gives Sense of Accomplishment	4.22	0.859
Encouraged To Learn & Try New Things	4.36	0.698
Given Authority & Flexibility	4.50	0.504
My Work Impact on Success of Company	4.65	0.479
Outstanding Performance Celebrated	4.19	0.882
Given Feedback to Improve	4.19	0.929

#### 4.4 Job Satisfaction

This study sought to find out the satisfaction level of the employees in the organization, the analysis are as outlined below.

**Table 4.4 Job Satisfaction**

	Mean	Std. Deviation
Support & Authority to Make Decisions	4.42	0.599
Gets Feedback to Make Improvements	4.36	0.718
Enough Involvement in Decisions	4.39	0.595
Job I Feel Sense of Accomplishment	3.89	0.928
My Work Makes A Difference	4.46	0.555
My Work Contribution to Company	4.00	0.839
Feel Valued Team Member	4.39	0.683
Encouragement on Better Ways to Do Things	3.82	1.025
Satisfaction on Good Job Recognition	3.72	1.024

The factor under job satisfaction that had the highest mean score of 4.46 and standard deviation of .555 was the fact that employees felt their work makes a difference at Sarova Hotels. This was followed by the fact that employees felt they have support and authority to make decisions necessary for assigned task. The mean and standard deviation calculated was 4.42 and .599 respectively. The employees shared equal feelings on the value place on them as team members and on their enough involvement in decision making. The mean tallied to 4.39. This was followed by getting feedback to make improvement with a mean score of 4.36 and standard deviation of .718. The meaning that it can best factor to represent employee empowerment.

#### 4.5 Regression Model

This study sought to determine the strength of the relationship between the dependent and independent variable the findings are as outlined below.

**Table 4.5: Regression Model**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.712 <sup>a</sup>	.507	.500	.392	.631

a. Predictors: (Constant), MY WORK IMPACT ON SUCCESS OF COMPANY

b. Dependent Variable: MY WORK MAKES A DIFFERENCE

#### 4.6 Coefficients of the Regression Model

Regression analysis was carried out for the variables in the study. The study sought to establish the effect of employee empowerment on job satisfaction. The factor with highest mean on employee empowerment was my work impact on success of Sarova Hotels and it was chosen to represent the independent variables while the factor with the highest mean was my work makes a difference and it was chosen to represent the dependent variable job satisfaction. The two factors were regressed and the results were as follows.

**Table 4.6: Coefficient of Determination**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.621	.454		1.368	.176
1 WORK IMPACT ON SUCCESS OF COMPANY	.825	.097	.712	8.491	.000

a. Dependent Variable: MY WORK MAKES A DIFFERENCE

Table 4.6 depicts the numerical relationship between the independent variable and the predictor variables in the following resultant equation:

$$\text{Empowerment} = 0.621 + 0.825X_1$$

From the above equation it meant that when employees are empowered work impact on success of the company increases by 0.825 units. Basically there exists a positive relationship between employee empowerment and job satisfaction

## **CHAPTER FIVE : SUMMARY, CONCLUSION RECOMMENDATIONS**

### **5.1 Introduction**

This chapter summarizes the research findings and also presents conclusions and recommendations of the study. The conclusions are drawn from the findings of the study which sought to find out the extent to which employee empowerment affect job satisfaction of employees at Sarova Hotels.

### **5.2 Summary of the Research Findings**

The aim of this study was to ascertain the extent to which employee empowerment affects job satisfaction at Sarova Hotels in Kenya. Three job categories of Sarova hotels were interviewed and they were: management, supervisor and junior level employees. It was important to establish three important issues: demographical information of the respondents where 37 of respondents were male and 35 were female translating to 51.4% and 48.6% respectively.

Most of the respondents had worked between 6-10 years and 20 respondents had worked for over than 10 years. Regarding the issue of employee empowerment, the respondents agreed that the concept of empowerment existed in the organization. They also agreed that the factor that workers impact on the organization success had the highest mean of 4.65 meaning that is the best factor to represent employee empowerment. This was followed by workers being given authority and flexibility. This resulted to delegation of authority, control over their own jobs, opportunities to learn and grow, facilitation of equipment and materials, accountability and responsibility. It also resulted in to information sharing and freedom of control, where employees were always being informed about what is going on in the organization and had considerable opportunity for independence.

All these were found to contribute to employee motivation and enhanced employee performance, productivity and organization effectiveness. Empowerment was therefore realized to be essential in all organizations because it also created room for proper planning especially in respect to transitional replacement. It also provided room for promotions and scale improvement. It increased employee retention and reduced employee turnover. The next issue of importance in the study was the influence of management level on job satisfaction. Job satisfaction is of a combination



of psychological, physiological and environmental circumstances that could cause a person to believe they are satisfied with their jobs. The feeling would be positive or negative depending upon whether the need is satisfying or not as confirmed by (Gupta 2005).

Several statements were raised to the respondents and their responses included the fact that majority agreed they are confident in the leadership of the company, a fact that leads to job satisfaction. 64% of the respondents agreed that their work gave them feelings of personal accomplishment while 62% out rightly said they were a satisfied employee. In other areas of the employees work, 68% were proud at work even as 84% said they had variety in their jobs.

### **5.3 Conclusion**

On the literature of the responses of the study, it is true of the way to increase productivity of the workforce was to empower them and involve them in the operation of the business because evidently the study findings reveal that employees have a say in all important decisions and suggestions on ideas that affect them. Sarova Hotels has ideal levels of management and to some level carry out Human Resource practices that positively create empowerment and job satisfaction.

The willingness of both employees and managers is one of the crucial factors for managers. When empowered, employees will have the advantage of providing unsatisfied customers with various alternatives by utilizing their creativity and personal skills in quick decision making to respond to the customer as fast as possible. Other issues like work environment, participatory involvement in decision making in work itself, relationship between management and other employees and especially clear job descriptions that separate the management levels were found to be important, it is therefore important to note that distinct management levels with designated job descriptions contributed to the need for empowerment for organizational effectiveness and with empowerment, then there is the most important result; job satisfaction which contributes to enhance performance and productivity and organizational effectiveness and efficiency.

According to Wong (2003) the nature of service delivery necessitates on-the-spot solutions and responsiveness. Empowered employees will be able to use individual skills and initiative to offer on-the-spot solutions and responsiveness, which are

thought to enhance service quality. Service quality is definitely concerned with the way services are delivered, job environment, and authority of the employees over specific issues. Empowering the above-mentioned factors in line with the expectations of the employees will be reflected in customer satisfaction as well as job satisfaction.

#### **5.4 Recommendations**

As a matter of policy, it is important for an organization to maintain various levels of management especially taking into account educational levels, skills and experiences of those designated the management responsibility rather than delegate unwanted tasks. Managers should involve the employees in tasks that will impact opportunities such as engaging in project development, product development with main aim of achieving organization objectives. Management should also use empowerment as a tool to improve employer-employee relationship by creating confidence and enabling the employees to contribute fully in the organization. As

#### **5.5 Limitations of the Study**

The study was only carried out at Sarova Hotels which is among many of the hotels in the country. The findings of the study may not therefore be adequate enough for generalization, especially taking into account that this is a hospitality industry whose management setup is different from other forms of business organizations.

#### **5.6 Suggestion for Further Study**

Since this study was carried out in the Sarova Hotels it is suggested that similar studies should be carried out in other hotels in other sectors of the economy to allow for findings which would contribute to generalization.

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## APPENDIX I: QUESTIONNAIRE

### INTRODUCTION

*Please read the questions carefully and fill out the following questionnaire on the spaces provided. Please tick [✓] in the appropriate box or fill in the empty spaces. Kindly respond to all questions freely and honestly. All the information you give will be treated confidentially. The information will be used to prepare an academic report and will not include any specific names.*

### PART I: DEMOGRAPHIC INFORMATION

1. What is your gender?

☐ Male      ☐ Female

2. How long have you been employed by the Company? Round off to the nearest year

☐ less than 1 year      ☐ 6 - 10 years  
☐ 1 - 5 years      ☐ more than 10 years

3. Please select the Sarova Unit where you are currently located. Choose one answer:

☐ Stanley      ☐ Lion Hill Game Lodge  
☐ Panafric      ☐ Shaba Game Lodge  
☐ Whitesands      ☐ Taita Hills and Saltlick Game Lodges  
☐ Mara Game Camp      ☐ Sarova Head Office

4. Please select your job category:

☐ Junior      ☐ Supervisory      ☐ Management

5. Please select the grade grouping that best describe your job/position. Choose one answer

☐ Grades 1-3      ☐ Grades 6-9  
☐ Grades 4-5

6. Please indicate your age group. Choose one answer

☐ 15-25  
☐ 26-35  
☐ 36-45  
☐ 46-55  
☐ Over 55

7. Indicate your highest level of education qualification:

☐ Primary ☐ Secondary ☐ Certificate/ Diploma ☐ University ☐ Postgraduate

## **PART II: EMPLOYEE EMPOWERMENT**

In this section please think about how Sarova performs in various areas. For each statement, you tick [✓] the NUMBER that comes closest to your opinion, using the five point scale where:

5= strongly agree. 4= agree. 3= neutral. 2= disagree. 1= strongly disagree.

Please select only one point in each question.

8. To what extent do you agree with the following statements about your job in Sarova Hotels?

#	Employee Empowerment	Ratings
i.	I have full confidence and trust in the senior leadership team.	[1] [2] [3] [4] [5]
ii.	The senior leadership encourages new ways of doing things.	[1] [2] [3] [4] [5]
iii.	I feel proud that Sarova is a high-performing team.	[1] [2] [3] [4] [5]
iv.	My immediate manager encourages me and is open to change.	[1] [2] [3] [4] [5]
v.	I feel that I can express my views and I will be listened to.	[1] [2] [3] [4] [5]
vi.	There is clear communication channels for company news and important information.	[1] [2] [3] [4] [5]
vii.	There is a spirit of teamwork and helping each other.	[1] [2] [3] [4] [5]
viii.	Ideas, information and technology are always shared, even across different departments.	[1] [2] [3] [4] [5]
ix.	My immediate manager always encourages and rewards teamwork	[1] [2] [3] [4] [5]
x.	I like the work I am doing, as it gives me a sense of accomplishment.	[1] [2] [3] [4] [5]
xi.	I feel encouraged by my immediate manager to always learn and try new things.	[1] [2] [3] [4] [5]



xii.	I am given reasonable authority and flexibility to do what is best for the company and customer.	[1] [2] [3] [4] [5]
xiii.	I understand how my work impacts on the success of Sarova Hotels.	[1] [2] [3] [4] [5]
xiv.	Outstanding performance is recognized and celebrated.	[1] [2] [3] [4] [5]
xv.	My immediate manager gives good feedback to help me improve.	[1] [2] [3] [4] [5]

### **PART III: JOB SATISFACTION**

In this section please think about how Sarova performs in various areas. For each statement, you tick [✓] the NUMBER that comes closest to your opinion, using the five point scale where:

5= Very Satisfied. 4= Satisfied. 3= Neutral. 2= Somewhat Dissatisfied. 1= Very Dissatisfied.

Please select only one point in each question.

9. To what extent would you describe your satisfaction level with the following statements about employee empowerment and job satisfaction in Sarova Hotels?

#	Job Satisfaction	Ratings
i.	I have the support and authority to make the decisions necessary for accomplishing assigned task.	[1] [2] [3] [4] [5]
ii.	My department uses employee feedback to make improvements.	[1] [2] [3] [4] [5]
iii.	I have enough involvement in decisions that affect my work.	[1] [2] [3] [4] [5]
iv.	This is the type of job in which I can feel a sense of accomplishment.	[1] [2] [3] [4] [5]
v.	The work I do makes a difference here.	[1] [2] [3] [4] [5]
vi.	I understand how my work contributes to the company's overall goals and strategy.	[1] [2] [3] [4] [5]
vii.	I feel valued as a team member.	[1] [2] [3] [4] [5]

viii.	I receive encouragement to come up with new and better ways of doing things.	[1] [2] [3] [4] [5]
ix.	Overall, how satisfied are you with the recognition you receive for doing a good job?	[1] [2] [3] [4] [5]

Thank you once again for your valuable feedback.