THE EFFECT OF EMPLOYEE PERFORMANCE ON THE DEVELOPMENT OF HOTEL SECTOR IN UGANDA

A CASE STUDY OF SERENA HOTEL

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the study

The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance (Heath, 2006). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Boles et al., 2004). They also stated that having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively (Chandrasekar, 2011). She adds that factors of workplace environment play an important role towards the employees' performance. Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment.

As one of the main goals in everyday hotel practice, profitability is often identified as organizational success. However, a goal set as universally and ideally as that, represents only a generalization of other important organizational factors, which cause the realization of that goal (which would be impossible in their absence). One of those significant influencing factors is employee satisfaction. Authors Heskett et al. (1994) proposed their service profit chain, which explains that profit and growth are stimulated primarily by customer loyalty as a result of customer satisfaction. Furthermore, satisfaction is influenced by the value of services, which is created by satisfied, loyal and productive employees.

According to Bakker & Schaufeli (2008), positive organizational behavior (POB) studies are, in one way or the other, related to employee well-being or performance improvement. In order to explain positive behavior, organizations should realize that employee behavior is also often manifested outside the organization. For example, employees who are proud of working in a hotel "XY", also tend to share their positive thinking outside the organization. Unlike outside the organization, internal behavior is controllable and thus more appropriate for analyzing. Positive organizational behavior is described by the Luthans (2002) as the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace. Practice and research often focus on negative aspects of organizational behavior. Luthans (2002) explains it as "we are more concerned with what is wrong with organizations, teams, leaders than what is right with them". Like positive psychology, positive organizational behavior doesn't bring new discovery of the importance of positivity, but emphasizes the need for more positive traits, states and behaviors in organizations (Luthans & Youssef, 2007). Positive behavior inside organization is not only the proper way of serving guests but also the only way in which hospitality organizations could develop healthy relationships with guests in the long term.

According to Amadeus, "the global hotel industry is driven by globalisation, new technology and a new breed of customers". The hospitality industry is undergoing a period of extraordinary transformation with unparalleled opportunity. Branding is increasingly crucial for building credibility amongst travellers. A report commissioned by the Amadeus group to learn about the hotel industry warned that the hospitality industry stands to face major difficulties from online social networking and emerging new technologies such as bookings through mobile phones. Guests can now easily exchange views about the "truth" of the hotels through social networking. Quality now more than ever is given priority. Hotels are under pressure to deliver the highest standards of excellence as the knowledge and level of exposure of travellers has increased. Mobile booking is expected to become a common practice and therefore hotels will have to update their technology and communication systems

1.2 Statement of the problem

Hotels, as experienced by other businesses, are facing various external pressures (from communities, competitive forces and also governmental regulations) that push for environmentally friendly practices. In addition, the increase in environmentally mindful tourists reveals a future trend that could jeopardise the industry if environmental matters are not addressed. Moreover, commitment to environmentally friendly practices could lead to better organizational performance.

Despite the fact that much has been done, such as massive advertisements of hotels service with help of internet, television, websites among others, still the development of hotels is still poor in Uganda, it is therefore suggested that it could be the employee's performance that can impact quality. This study therefore seeks to investigate the effects of employee performance on the development of hotels in Uganda.

1.3 objectives of the study

1.3.1 General objectives

To assess the effect of employee performance on the development of hotels in Uganda

1.3.2 Specific objectives

1. To examine the factors for the development of hotels in Uganda.
2. To establish the effect of Organizational Culture on Employee Performance
3. To examine the factors affecting employee performance in hotels

1.4 Research questions

1. What are the factors for the development of hotels in Uganda?
2. What are the effects of Organizational Culture on Employee Performance?
3. What are the factors affecting employee performance in hotels?

1.5 Scope of the study

1.5.1 Content scope

The study seeks to investigate the factors affecting employee performance in hotels, the relationship between employee's performance and development of hotels in Uganda and the factors for the development of hotels in Uganda.

1.5.2 Time scope

The study will be conducted with in a period of 6 months that when will start from March 2019 and end in September 2019

1.5.3 Geographical scope

The study will be conducted at Serena hotel which is located in the Centre of Kampala city Kintu road, central division Kampala district approximately 40km from Entebbe international air port

1.6 Significance of the study

i. The study will be used as reference material by future researchers interested in further research on employee performance on the development of hotels in Uganda.

ii. The study will improve not only researcher's scope of understanding the employee performance on the development of hotels in Uganda

iii. The study will help the researcher to fulfill her requirement for the award of a diploma in tourism and hotel management
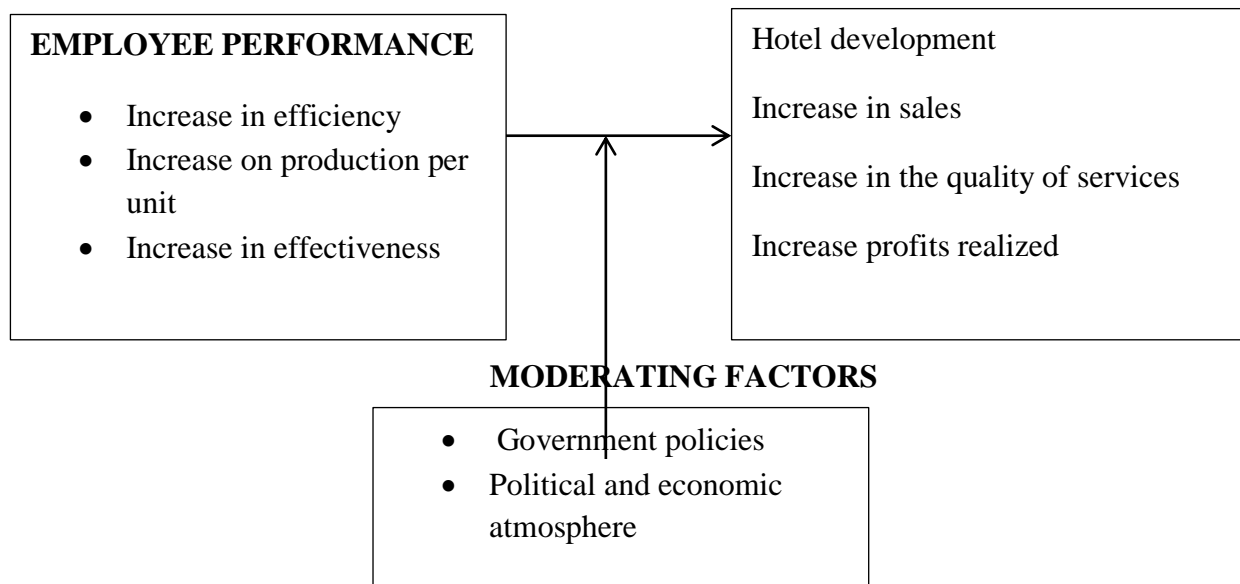
1.7 Definition of key terms

Aguinis (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation" (McCloy et al., 1994). HR practices have positive impact on performance of individuals.

1.8 Conceptual frame work

Independent variable   **Dependent variable**

| **EMPLOYEE PERFORMANCE**

• Increase in efficiency
• Increase on production per unit
• Increase in effectiveness | Hotel development

Increase in sales

Increase in the quality of services

Increase profits realized |

MODERATING FACTORS

| • Government policies
• Political and economic atmosphere |

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Employee performance

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992) as briefly explained hereafter. Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996).

2.2 Factors for the development of hotel industry

Managerial Efficiency; Data Envelopment Analysis (DEA) is often used for analysing comparative performance in the hotel industry (Jones, Howcroft & Drake, 1997; Brown & Ragsdale, 2002; Hwang & Chang, 2003; Sigala, 2004; Barros, 2005; Neves & Lourenco, 2009; Yu & Lee, 2009). Hwang and Chang (2003) used DEA to measure hotel managerial efficiency change in hotels in Taiwan. Their results revealed that there is a significant difference in efficiency change due to differences in customers and management styles. In addition, they showed that the managerial efficiency of international tourist hotels in Taiwan is related to the level of internationalisation in these hotels. Neves and Lourenço (2009) highlighted that a focused strategy performs better than a diversification strategy; the scale efficiency is higher than pure technical efficiency and a decrease in the size of the companies would have a positive effect on the average efficiency level of the industry.

Innovation and Productivity; A number of researchers have focused on the relationship between innovativeness and profitability or productivity in hospitality branches. Wang and his team's (2012) investigation of 588 hotels in Taiwan employed a structural equation model for the test and analysis. Their results showed that total quality management (TQM) positively affects hotel performance. Market orientation also positively affects hotel performance. Market orientation has the mediating effect between TQM and hotel performance. External environmental factors are a true moderator between TQM, market orientation and hotel performance. Sandvik, Duhan and Sandvik (2014) demonstrated that innovativeness is in itself a powerful tool for competing in markets. They showed that innovativeness positively influences market advantage and market advantage positively influences business profitability. Chen and Soo (2007) demonstrated that technological growth contributes the most to growth in productivity, while labour and capital have little effect.

The findings of Kilic and Okumus (2005) show that staff recruitment, staff training, meeting guest expectations and service quality are the main productivity factors in the hotel sector. Chang, Gong and Shum (2011) analysed data from 196 independent hotels and restaurants operating in China and found that both hiring and training multi-skilled core customer-contact employees have significant and positive effects on incremental and radical innovation among hotel and restaurant companies. Wang, Shang and Hung (2006) looked at productivity and service quality changes in international hotels in Taiwan and found that

productivity in hotels has declined due to shortages in manpower. The consequence of this is hiring part-time, poorly trained employees, leading to low level of efficiency and poor service quality.

Geographic location is one of the most important factors for hotel performance.
Rigby and Brown (2013) investigated Canadian manufacturing firms and showed that virtually all plants reap productivity benefits from being located in places where occupational distribution of workers matches the demand for labour by occupation. However, these benefits tend to be larger for small and young businesses. Knowledge spillovers measured by own-industry plant counts within a radius of 5 km also generate productivity gains for smaller and younger establishment; those that are not part of multi-establishment firms and have been created by greenfield entrants rather than incumbent firms. Yang, Wong and Wang (2010) investigated the choice of hotel location with several location attributes, including agglomeration effects, public service, infrastructure, and road and subway accessibility to tourist sites. Their results showed that accessibility by road and subway and agglomeration effects play an important role in the hotel's choice of location.

Agglomeration; as a service industry, hotels and restaurants are keen on locations that are proximate to their potential markets because they seek increased demand from potential guests. According to Barros (2005), hotels close to a potential market outperform their counterparts which have poor accessibility in terms of efficiency. As indicated by a model proposed by Yokeno (1968), in a monocentric city, hotels choose centrality of spatial location. In this regard, there is a large demand for accommodation in the city centre which may be the central business district or tourist district (Shoval, 2006). Weaver (1993) argued that this is because tourists prefer a location where various services are available. Tourists also prefer hotels located with access to other facilities, such as airports and railway stations.

Urtasun and Gutiérrez (2006) estimated interactions among the four decisions – the geographic location, price, size and services by using a location model. Beginning with the geographic location decision of the entrepreneur, both estimations (for the geographic- and price-competition approaches) concluded that geographic distance to competitors is reduced by size and service conformity, but augmented by price conformity. Their results suggest that Madrid's founders predicted greater benefits than costs by geographically agglomerating with competitors of similar size and services, but they predicted greater costs than benefits for geographic competition with similarly priced hotels.

2.3 Factors affecting employee motivation in an organization

Recognition; According to Ralph Heibutziki (2001), although the chance to earn high pay is important, employees also want to feel that their employer cares about them personally. That's why any rewards programme must provide opportunities to recognize individual effort. There are many ways to show appreciations as Wisconsin (2000) such as giving little gifts, praising exemplary work, or writing thank you notice, organize formal events such as dinners

Work place incentives; According to Kopps L. P (2006) incentives were on achieving financial results for the company are important, on other hand they could be very well on how well to maintain himself at work place and add to the serenity of the organization

Work place culture; According to Robbins (2007) the organization culture dictates the norms and behaviors that people depict while at work. Work culture engulfs everything at work from when people enter the office and leave, the way they dress, eat and conduct themselves. A culture of knowledge sharing, helping each other, communication, respect one another and one that has flexibility to absorb mistakes will have more motivated staff than one where mistakes are not torrelated , Levoy (2009)

According to Levoy (2009) employee productivity is the inner achievement of rapid, sustainable as well as measurable improvement in operations, and from an industrial perspective is the total profitable output that a machine or other equipment are able make within the given time frame

2.4 Effect of Organizational Culture on Employee Performance

The culture of the organization should be developed to support continuous improvement in employees' performance so that employees are able to identify with the values, norms and artifacts of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2006).

For two decades, many scholars have studied the nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies.

Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2002), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance but Hellriegel and Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the organization's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviours and norms.

Martin and Siehl (1990), cited in Agwu (2014), argue that organizational culture is theoretically related to performance and has a positive influence on it, as Bowen and Ostroff (1989) also observe that the role of culture involves nurturing, sustaining and enhancing employees' performance in organizations. Though Kopelmal et al (1990) observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization but in order to do this, the College of Computing and Information Sciences (CoCIS) employees require a supportive organizational culture in order to attain their individual objectives. According to Furnham and Gunter (1993, cited in Luu (2010), organizational culture functions as the internal integration and coordination between an organization's operations and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance by motivating, shaping and channelling their behaviours towards the attainment of corporate objectives (Osibanjo and Adeniji, 2013).

Aluko (2003) asserts that organizational culture is divided into two major aspects -- material and non-material cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society like the College of Computing and Information Sciences (CoCIS). They are not visible or tangible but they are manifested through the psychological states and behaviour of the people. 24

Harris and Ogbonna (2000) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture – performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory. Similarly, Alvesson (1990) has argued that the academic acceptance of culture, without the usual squabbles and skepticism associated with new concepts, is a major indication of the perceived importance of the concept. This means the culture exhibited by the College staff has important implications for their performance.

Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 1992, as cited in Ogbonna and Harris (2000). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge (1994) and Ogbonna (1993) on whether organizational culture can be easily changed. But experience from the College of Computing and Information Sciences suggests that culture can change especially when the people who introduce that culture have left the organization. Some scholars (Denison, 1990; Ouchi, 1981), as cited in Uddin et al (2013), have argued that the performance of an organization is dependent on the degree to which the values of the culture are widely shared.

According to Scholz (1987), as cited by Tameemi et al (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating the College's competitive advantage. But Ogbonna (1992) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (1985), also cited by Tameemi et al (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

According to Awad and Saad (2013:172), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity.

The norms and values of an organization like CoCIS are based upon different cultures' influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad and Saad, 2013). In addition, Shazad et al (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational goals, which provide the opportunity to the employees to grow and perform well in the organization.

In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employee's job performance. Schein (1990), as cited in Ahiabor (2014), also states that an organization's norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible. But if the organization like College of

Computing and Information Sciences want to improve the performance of the employees and profitability, norms are the first places to look at.

The key to the successful operation of a hotel according to Crowne Plaza Hotels and Resorts (Crowne Plaza Standards Manual, 2000), is providing an experience that truly satisfies the guest. To accomplish this, the hotel or resort's management and staff must focus on the guest's perspective of what is important and deliver on the guest's expectations. The customer's viewpoint includes elements from reservations through check-out, such as reservations, advance deposits, arrivals, kerbside / door service, valet parking, front desk registration, background music, bell service, telecommunications, voice mail and messaging, telephone sets, gift shop, complimentary tea & coffee, complimentary news paper, guestrooms, guest bathroom amenities, in-room dining, laundry services, housekeeping, lost & found, security, maintenance, primary restaurants, secondary restaurants, lounge, bars, pool, sports activities and fitness centre.

A hotel may choose to use advertising as a means of marketing, either through mass media (such as television, an advertisement in the travel section of a newspaper, or a radio campaign), or direct mail. Using direct mail means that the hotel isolates a specific audience and sends out customised mailing. A hotel may send an invitation for a complimentary visit to travel agents in the geographic areas most likely to send them business. Direct mail pieces, such as colour brochures and rate cards, are usually the primary marketing pieces to attract individual (as opposed to group) guests' bookings.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter shows the methodology that will be used in conducting the research. The chapter presents the research design, target population and sampling techniques to be employed.

3.1 Research design.

The study will adopt case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. The study will employ this research design as a qualitative analysis which involves careful and in-depth investigation of a particular unit or event under study for purposes of generalization. This research design will be chosen in order to provide information on this particular study and also have in-depth study in the area under investigation. The design is appropriate for qualitative studies of this nature which will seek to investigate deeply into the phenomenon under study

3.3 Area of study

The study will be conducted at Serena Hotel which is located in the Centre of Kampala city, Kintu road, Central Division Kampala District, approximately 40km from Entebbe International Airport

3.4 Study population

The study will use a total population of 70 employees that are working with Serena Hotel which will be got from different departments such as human resource and administration, marketing department, finance and accounts, procurement and logistics department. Casual workers, waiters, waitresses, chefs among others will also be involved.

3.6 Sample Size and sampling procedure

The study will employ a total sample of 30 respondents/employees that are working with Serena Hotel which will be got from different departments such as human resource and administration, marketing department, finance and accounts, procurement and logistics department. Casual workers, waiters, waitresses, chefs among others will also be involved.

The study will use simple random sampling when selecting sample form total population; this will be done through selecting a respondent by picking respondents randomly. This method will be used because it is easy to use and understand; it gives everyone an opportunity to be part of the research and does not involve biasness.

3.8 Methods of data collection

3.8.1 Interviewing method

Interview guide was used as a principle data collection technique because it encourages greater interaction between the researcher and the target respondent, hence eliciting the right information and attitudes from respondents. Interviewing was mainly be used because some respondents might be too busy to remember to

answer the questionnaires yet interaction with them while working is the only way to acquire the needed information from them.

3.8.2 Questionnaires

The questionnaires consisted of close ended questions. This helped to cover a large number of respondents in relatively short time. The researcher used questionnaires because it guarantee an immediate feedback and help collect wide range of information and can be collected any time. A questionnaire as a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. A Closed questionnaire was employed so as to measure the variables of the study and because data was collected from a large sample in a short period of time and due to the fact that most of the respondents could read and write.

3.9 Research Procedure

First the researcher got a letter from the faculty of social culture and development studies of Muteesa 1 Royal University, allowing her to go and collect data concerning the topic.

The researcher talked to the concerned authorities of the areas and got a letter allowing her to move from one place to another collecting data without any obstacles in that people were informed about the study and responded without hesitating.

3.9 Data processing and analysis

The interviews and questionnaire responses were edited for accuracy without changing the meaning given by the respondents. The responses were also coded and arranged properly using tables.

3.10 Data analysis

Qualitative and quantitative approaches will be used to identify the effects of employee performance of the development of hotels in Uganda.

3.11 Study limitations

The researcher encountered a problem of time because it was too short for a researcher to carry out research at the same time attending lectures.

The researcher was limited by transport costs because every day the researcher used money to move from one place to the other looking for data from respondents, typing, printing among others.

Hostile sources where by some people was not want to give out information to the researcher so the researcher was limited by such sources.

Delay in returning questionnaires also were limited the researcher since little time might be given to the researcher by the university.

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