

EFFECT OF JOB SATISFACTION ON EMPLOYEES' EFFICIENCY IN HOTEL INDUSTRY

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Abstract

The continuous decline customers' return is mainly due to poor employees' efficiency which is as a result of poor job satisfaction. The study examines the impact of job satisfaction on employees' efficiency in hotel industry. The objectives of the study are to ascertain the relationship between Job Satisfaction and employees' efficiency; and to determine the effect of incentives such as holidays, flexible work hours, healthcare, promotion, and leave on Job Satisfaction of employees. For the purpose of this study a descriptive design was adopted. Spearman's rho model and Logit Binary regression model were used to test hypotheses of the study. The study revealed that there is significant relationship between Job Satisfaction and employee's efficiency which is achievable through flexible work hour, Staff promotion, Adequate health care provision including the granting of Annual leave. Arisen from the findings of the study, it is recommended that Hotels should encourage flexible working hours, Staff promotion, Adequate health care provision including granting of leave as at when due in order to improved their efficiency.

Keywords: *Job Satisfaction, Efficiency, Hotel Employees, Incentive, Flexible working hour*

INTRODUCTION

The main objective of the paper is to examine how satisfied hotel employees are with their job and what leads to their level of efficiency. When an employee is dissatisfied at work and lacks the motivation to act in a profession that is mainly customer- service related as a hotel, this will directly affect their level of efficiency and quality of service. The common belief in human management is that, workers or a person's choice of behaviour is influenced by the expectations of a desirable outcome. In other words, no individual works relentlessly, with all the zeal, without something motivating him/her, in terms of expected rewards or desirable outcome (Chegini, 2021).

In today's world, managers and employers of labour all over the world are continually being faced with employees' motivation and job satisfaction among in hotel Industry. Undoubtedly, the magnitude of this problem has called for different studies by various researchers in the management field. Indeed,

job satisfaction among workers in any industry is directly related to the motivation of the employees. Roskin (2022), pointed out that job satisfaction and motivation are twin-sisters of a managerial problem. He added that even though both are distinct they are also connected so that one cannot be understood without the other also being understood. (Roskin, 2022).

Undoubtedly, tourism and the hospitality industry can be said to be a basic revenue generator for the operators in the business and the country in which they operate. Nigeria as a country is no exception (Lund, 2022). Although, tourism industry in Nigeria cannot be said to be fully developed, it is still in its developing stage. Meanwhile, since its independence in 1960, Nigeria as a country has been dependent on the oil sector. So, the tourism sector has been neglected, until recently when the new democratic government identified tourism as a strategic venture that can boost the economy of Nigeria as a country. However, it is also important to

put in place product and services that are abound in the country in order to attract both domestic and international tourist to the country. (Martins & Terblanche, 2022). Relatively, hotel workers, who are so diligent in the discharge of their duties, must have been either greatly satisfied with their jobs or otherwise. Indeed, something must have been motivating them. Therefore, the study intends to find out whether hotel workers are actually satisfied with their jobs or not. The main objective of study is to assess the level of job satisfaction of employees from the selected hotel of study.

It becomes apparently clear to see the frustration of employees while rendering their services to the guest, forgetting the fact that poor efficiency of workers will definitely impair the satisfaction of the customers and as a result, the customers may never come again to the hotel due to the contact with an employee that was frustrated (Sondergaard, 2022). The management of hotels who failed to pay attention to the satisfaction of their employees are definitely sending their customers away, because the customers will constantly have contact with the employees and not the management team all the time (Daft, 2021).

The desire to have optimal performance from employees by management but paying lesser attention to their satisfaction will amount to no meaningful effects (Amin, 2018). It became very essential for the management to pay adequate attention to how satisfied their workers are especially on the job (Denison, 2021).

Management of hotels don't consider motivating their staff with both monetary and nonmonetary incentives that encourage them to perform productively (Dodek, Catill, & Heyland, 2021). Paying adequate attention to the problem faced by the employees while on the job is very gamine (Kotter, & Heskett, 2021). The need to ensure that employees are working in a conducive environment, paying them as at when due and with prevailing payment rates, given staff holidays and other

incentives can encourage them to perform efficiently. This study hereby examines job satisfaction and efficiency among hotel workers: case study of Giant Star Hotel Lagos, Nigeria

OBJECTIVES OF THE STUDY

The main objective of the study is to examines job satisfaction and efficiency among hotel workers: case study of Giant Star Hotel Lagos, Nigeria. The specific objectives are to:

1. Ascertain the relationship between Job Satisfaction and workers' efficiency.
2. Determine how incentives such as holidays, flexible work hours, healthcare, Promotion, and leave affect job satisfaction of employees.

HYPOTHESES

H₀₁: There is no significant relationship between Job Satisfaction and workers' efficiency.

H₀₂: Incentives such as holidays, flexible work hours, healthcare, Promotion, and leave has no significant effect on Job Satisfaction of employees.

LITERATURE REVIEW

Concept of Job Satisfaction and Efficiency

This section introduces job satisfaction as a concept and its relationship with employee efficiency. The subchapters will explain in details the works of other scholars, what they have written previously about job satisfaction, and various theories by renowned theorists (Barney, 2020). Obviously, job satisfaction is good not only for the employee but also for employers of labour; it increases productivity and decreases staff turnover. According to Boon and Aoumugam (2020), from motivation theorist Frederick Herzberg and reviewed recently by Harvard business school, Herzberg suggests that employee satisfaction has two components; "hygiene" and motivation (Allaire & Fisirotu, 2019). Herzberg added that Hygiene issues can only dissatisfy if they are absent or handled improperly by employers. Herzberg further explains that

when an organizations policy is unclear or unfair, it can stand in the way of employee satisfaction (Dwirantwi, Eric, & Addo, 2020). Although employees do want to be paid fairly for their job, money is not being said to be the solely effective way to motivate individual. Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required. (Aluesson, 2019).

According to Ahmed and Shafiq (2018) the review on Herzberg is motivation theories by the Harvard business school, Herzberg pointed out that employees also need some degree of personal recognition, which reduces tension and improves working conditions, above all, employee satisfaction and motivation have always been important issues (Hofstede, 2020). After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them (Kabelo, 2018). Satisfied employees tend to be more productive, creative and committed to their employers (Roger, 2018)

Components and Factors of Job Satisfaction

Although, there are a lot of job related factors that affect job satisfaction, researchers have, however, over the years identified certain job components which are considered most important. Kotter and Heskett (2021) in their separate work in this direction conclude that the “main” components of job satisfaction are: The attitude towards work group, General working condition, Attitude towards the company, monetary benefit and attitude to supervision (Kabelo, 2018). In a bid to get the factors that bring about job satisfaction. Hertzberg et al investigated human motivation in the work situation. people were asked to describe in detail what was happening in their jobs at times when they had felt mutually satisfied, interested and enthusiastic about

their work and again for times they had felt dissatisfied, frustrated and unhappy (Cheung, Wong, & Wu, 2021). These identified responses were then analyzed to determine whether any pattern emerged. They discovered that work situation which people find most satisfied were almost invariably those which provide opportunity for achievement by the individual-interesting, challenging work, recognition of the achievement. genuine responsibility and the scope for individual achievement and growth. These are the main factors, which seem to lead to satisfaction and enthusiasm. on the other hand, they found out that work situation which people find most dissatisfying are generally those in which factors such as human relationship, technical supervision, company policy, working condition and pay are felt to be poor and inadequate (Manatje & Martins, 2020). These factors of a job do not seem to have the power to motivate people in positive sense, but if they were allowed to deteriorate, they would cause a climate of dissatisfaction and frustration. These are termed hygiene factors (Cheung, Wong & Wu, 2021).

Vroom Expectancy Theory

In recent years, one of the most popular theories of motivation has been the expectancy theory. the approach to motivation by Maslow and Hertzberg do not adequately account for difference in individual employees or explain why people behave in certain ways (Allaire, & Fisirotu, 2019). The expectancy theory developed by Victor Vroom is however the approach to motivate that attempt behaviour in terms of individuals goal and choices and the expectations of achieving objectives. The theory assumes that people can determine which outcome they prefer and can make realistic estimate of their chances of obtaining them (Tonette & Maria, 2020). The expectancy theory offers a comprehensive view of motivation and integrates many of the elements of the needs, equity and reinforcement theories. the theory states that motivation is the function of expectancy

(Alharbi Awadti & Mohammed, 2019). Expectancy refers to a person's perception of the probability that effort will lead to a person's sense of how is necessary to be successful. It refers to a person's perception of the value of the projected outcomes i. e. how much the person likes or dislikes receiving those outcomes. (Fajana 2002).

In short, valence is the value of the goal to be achieved, e. g. an individual with high esteem needs will attach a high cadence to promotion (Aluesson, 2019). Instrumentality refers to a person's perception of the probability that certain outcomes, positive or negative will be attached to performance (Swanson, 2019). In other words, Abend (2018) deals with the probability that certain actions will lead to reward as a person who perceives that he or she will receive greater pay or benefit for producing well his high instrumentality. (Fajana 2002).

RESEARCH METHODOLOGY

For the purpose of this study, descriptive design was adopted to ensure better conceptualization of the impact of Non-Monetary Incentives on the performance of the employee in an organization. Also, questionnaires were administered to the case study. The descriptive design is actually used in this study because of the presence of variables involved.

The population of this study encompasses all employees of the Giant Star Hotel, Ikorodu, Lagos, Nigeria. This population size is 57 as given by the head of administration of the Hotel.

A sampling technique was adopted to get the sample size of the Lagos branch from which

the sample was selected. This branch was judgmentally selected due to convenience and ease of accessibility to information by the researcher. Sample size was randomly selected thereby giving

each employee equal opportunity of being selected (probability sampling). The sample size was 56 respondents.

Yard's (1973) Formula i.e.

$$n = N/(1+N(e)^2)$$

Where

n = Sample size

N = Finite population

e = Level of Significance = 5% or (0.05)

1 = Constant

Therefore

$$n = 57/(1+57(0.05)^2)$$

$$n = 57/(1+57(0.0025))$$

$$n = 57/1.043$$

$$n = 56$$

DATA COLLECTION INSTRUMENT

Data collection was carried out through a structured questionnaires to facilitate variable observation and measurement.

DATA ANALYSIS

Data collected were analyzed using both descriptive and inferential statistics. The descriptive statistics of simple percentages, mean and standard deviation were used for the analyses of the demographic data of the respondents. However, the research questions were answered with the analysis of regression. Hypotheses were tested at 0.05 alpha levels using Spearman's rho model was employed which has the ability to establish relationship between variables.

Formula for Spearman's rho model:

$$\rho = \frac{S_{xy}}{S_x S_y} = \frac{\frac{1}{n} \sum_{i=1}^n (R(x_i) - \bar{R}(x)) \cdot (R(y_i) - \bar{R}(y))}{\sqrt{\left(\frac{1}{n} \sum_{i=1}^n (R(x_i) - \bar{R}(x))^2\right) \cdot \left(\frac{1}{n} \sum_{i=1}^n (R(y_i) - \bar{R}(y))^2\right)}}$$

Where:

R(x) and R(y) are the ranks,

R(x)bar and R(y)bar are the mean ranks.

Statistical Package for Social Sciences Software (SPSS) version 23 was used for the data analysis.

The decision rule is to accept H_0 : if and only if the P value is lower than 0.05, otherwise, accept H_1 .

Logit Binary regression model was employed to test hypothesis two. This model is considered appropriate because it has the ability to predict the effect of independent variables on the dependent variables.

Formula for Logit Binary regression model:

$$L = \ln \left[\frac{P_i}{1 - P_i} \right] = \beta_0 X_i$$

Where:

L = Logit Regression

ln = Log

P_i = Holidays, flexible work hours, healthcare, Promotion, and leave.

$1 - P_i$ = No Holidays, flexible work hours, healthcare, Promotion, and leave.

β = Beta

X = Job Satisfaction of employees.

Data Presentation and Analysis

This chapter contains the data presentation, analysis and interpretation. A total number of 56 questionnaires was administered and 54 was correctly filled and returned. Hypothesis was tested using spearman correlation model and logistic regression model.

Table 1 Showing administered, returned and non-returned questionnaires

	Freq.	%
Administered	56	100%
Return	54	96.43
Non-Returned	2	3.57

Source: Researcher's Computation

The data used for this study is presented in tables, graphs, frequency and percentage.

Table 2 Gender of Respondents

Sex	Freq.	%
Male	29	53.85
Female	25	46.15
	54	100.00

Source: SPSS Output

As presented in table 1 shows the gender of respondents. 53.85% of the respondents are male, while other, representing 46.15% of the respondents are female.

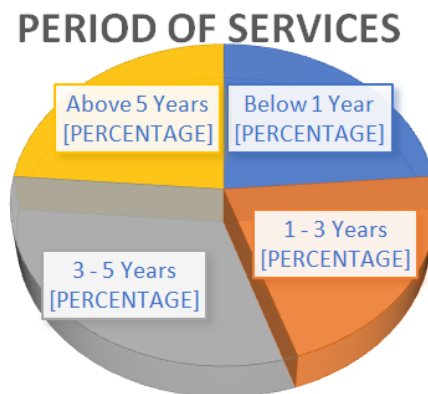


Figure 1 Period of Service

24% of the respondents are barely 1 year in the Hotel under study, 21% have been with the Hotel between 1 to 3 years, 31% of the respondents have been working with the Hotel between 3 – 5 years, while, 24% of the respondents have been working with the Hotel Industry for more than 5 years.

Table 3 Marital Status of the Respondents

Marital Status	Freq.	%
Single	22	40.06
Married	32	59.94
	54	100.00

Source: Field Study 2022

Table 3 shows that 40.06% of the respondents are still single as at the time this study was undertaken, 59.94% are married.

Table 4 Relationship Between Non-Monetary Incentives and Job Satisfaction of employees

	Strongly Agree		Agree		Undecided		Disagree		Strongly disagree	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Other than money, their Hotel Industry employ non-monetary incentives to motivate employees.	12	22	8	14.6	5	9.8	26	47.6	3	6.1
Non-monetary incentives applied by their Hotel Industry as being functionally practiced year.	6	11	6	11	7	12.2	7	12.2	28	51.2
Department/organization has recorded improvement on productivity due to these incentives	5	8.5	14	25.6	7	13.4	27	50	1	2.4
Department/organization has not recorded improvement on productivity due to these incentives	19	35.4	14	25.6	11	19.5	9	17.1	1	2.4
Career advancement opportunity has improved Job Satisfaction of employees	9	15.9	4	7.3	6	11	32	58.5	4	7.3

Source: Field Study 2022

Considering the relationship between Non-Monetary Incentives and Job Satisfaction of employees, larger percentage of the respondents (47.6%) disagreed that Other than money, their Hotel Industry employ non-monetary incentives to motivate employees. But, 22% of the respondents agreed that other than money, Hotel Industry employs non-monetary incentives to motivate employees. 51.2% of the respondents strongly disagreed that Non-monetary incentives applied by the Hotel Industry as being functionally practiced year, while, 11.0% of the respondents agreed with this opinion that Non-monetary incentives applied by their Hotel Industry as being functionally practiced year. 25.6% of the respondents agreed that their department/organization has recorded improvement on productivity due to these incentives, while, 55 of the respondents don't

belong to this school of thought that their department/organization has recorded improvement on productivity due to these incentives. 35.4% of the respondents strongly agreed that their department/organization has not recorded improvement on productivity due to these incentives. This was also the opinion of 7.3% of same respondents, while 11% of the respondents remain undecided 58% of the respondents disagreed that their department/organization has not recorded improvement on productivity due to these incentives.

About 16% of the respondents agreed that career advancement opportunity has improved Job Satisfaction of employees, but 58.5% of the respondents disagreed that career advancement opportunity has improved Job Satisfaction of employees.

Table 5 Non-Monetary incentives and Job Satisfaction of employees

	Strongly Agree		Agree		Undecided		Disagree		Strongly disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Flexible work hour has improved Job Satisfaction of employees	5	9.8	7	12.2	7	13.4	30	56.1	5	8.5
Health care has improved Job Satisfaction of employees	12	22	14	26.8	7	13.4	17	31.7	3	6.1

Leave has improved Job Satisfaction of employees	9	15.9	16	29.3	13	23.2	14	25.6	3	4.9
Promotion has improved Job Satisfaction of employees	7	13.4	15	28	11	19.5	14	26.8	7	12.2
Public holiday has improved Job Satisfaction of employees	11	19.5	17	31.7	9	17.1	14	25.6	3	6.1

Source: Field Study 2022

Considering the Non-Monetary incentives such as holidays, flexible work hours, healthcare, Promotion, and leave on Job Satisfaction of employees. 12.2% of the respondents agreed that Flexible work hour has improved Job Satisfaction of employees, while 13.4% of the respondents remain undecided, 56.1% of the respondents disagreed that Flexible work hour has improved Job Satisfaction of employees.

22% of the respondents strongly agreed that Health care has improved Job Satisfaction of employees, 13.4% remain undecided, while 31.7% of the respondent disagreed that Health care has improved Job Satisfaction of employees. This study also revealed that 15.9% of the respondents agreed that Leave has improved Job Satisfaction of employees, 23.2% of the respondents were undecided, while 25.6% of the respondents disagreed that Leave has improved Job Satisfaction of employees.

13.4% of the respondents strongly agreed that Promotion has improved Job Satisfaction of

employees, 19.5% were undecided as to whether Promotion has improved Job Satisfaction of employees, while, 26.8% of the respondents disagreed that Promotion has improved Job Satisfaction of employees.

19.5% strongly agreed that Public holiday has improved Job Satisfaction of employees, 31.7% also agreed that Public holiday has improved Job Satisfaction of employees. 17.1% of the respondents were undecided, while 25.6% of the respondents disagreed that Public holiday has improved Job Satisfaction of employees.

HYPOTHESES TESTING

Hypothesis One

H_{01} : There is no significant relationship between Job Satisfaction and workers' efficiency.

Spearman's rho model was employed to test hypothesis one. This model is considered appropriate because it has the ability to establish relationship between variables.

Table 6 Relationship between Job Satisfaction and workers' efficiency.

			Workers' Efficiency	Job Satisfaction of employees
Spearman's rho	Workers' Efficiency	Correlation Coefficient	1.000	.828**
		Sig. (2-tailed)	.	.000
		N	54	54
	Job Satisfaction of employees	Correlation Coefficient	.828**	1.000
		Sig. (2-tailed)	.000	.
		N	54	54

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation for Hypothesis One : Table 6 shows the relationship between the Job Satisfaction of employees and workers' efficiency. The study revealed that the

relationship between the Job Satisfaction of employees and workers' efficiency is about 83% (.828), this was also found to be highly significant at 0.05 level of significance. This

implies that there is a significant relationship between the Job Satisfaction of employees and workers' efficiency. Since the $p < 0.000 < 0.05$, we hereby reject the null hypothesis which states that there is no a significant relationship between the Job Satisfaction of employees and workers' efficiency and concluded there is a significant relationship between the Job

Satisfaction of employees and workers' efficiency.

Hypothesis Two

H₀₂: Incentives such as holidays, flexible work hours, healthcare, Promotion, and leave has no significant effect on Job Satisfaction of employees.

Table 7 Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	-44.124 ^a	.797	.774

a. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001.

Source: SPSS 25 Output

Table 8 Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Holidays	3.141	3.212	2.211	4	.001	34.111
Flexible work hour	4.141	3.221	3.321	4	.001	15.214
Healthcare	2.251	2.011	6.341	4	.009	5.214
Promotion	1.142	5.141	2.554	4	.001	6.641
Leave	7.910	2.221	1.241	4	.007	3.240
Constant	6.141	22.117	5.141	4	.001	7.321

a. Variable(s) entered on step 1

Source: Field Study 2022

The study revealed that Holidays, flexible work hours, healthcare, Promotion, and leave can explain Job Satisfaction of employees up to 79%, while The *Nagelkerke* indicated that holidays, flexible work hours, healthcare, Promotion, and leave account for about 77% of Job Satisfaction of employees. Table 7 revealed that there is positive relationship between Job Satisfaction of employees and holidays, flexible work hours, healthcare, Promotion, and leave. The table revealed that holidays, flexible work hours, healthcare, Promotion, and leave has significant effect on Job Satisfaction of employees, the p-value (0.001, 0.001, 0.009, 0.001, 0.007, and 0.001) is less than the significant level of 0.05. The decision rule is that if the p-value is less than the level of significance of 0.05, the null hypothesis will be rejected while the alternate hypothesis is accepted. But if the p-value is

lower than the level of 0.05, the null hypothesis was rejected. The result in the table 9 shows that the p-value is less than the level of significance of 0.05. Therefore, holidays, flexible work hours, healthcare, Promotion, and leave has positive effect on performance of Hotel Industry.

CONCLUSION

Non-cash incentives have volubility, which can increase motivation because they are earned rather than purchased. These non-cash incentives capitalize on affective reactions to the award. They increase the utility value of the award and its significance. They also have reparability, meaning individuals separate the award from other compensation, which makes the award unique, causing their performance to stand out. Non-cash incentives are also more socially acceptable to acknowledge. Most

people are uncomfortable bragging about cash awards but enjoy talking about the tangible non-cash incentives they have received (Jeffrey, 2022). Non-monetary rewards, such as plaques and certificates, can be effective for both symbolic and emotional reasons. Many people feel these awards have memory value because they continue to have meant long after a cash award would be spent. They have trophy value as well because the award can be shown off to others. When management considers giving non-monetary awards to employees, they can be creative and use items that are very unique and reflect a particular organization or team goal. Non-monetary rewards are also less costly than cash awards, but they still provide the same level of performance improvements.

To successfully recognize employees, emphasize on the success instead of dwelling on things that went wrong. Deliver recognition and reward openly and publicly. Give recognition in a personal and honest manner. Tailor the recognition and reward to the unique needs of the people involved. Timing is crucial, so contribution should be recognized throughout a project. Reward contribution close to the time when an achievement is realized, since delays can weaken the impact. Strive for a clear, unambiguous, and well-communicated connection between accomplishment and reward. Make sure people understand why they received an award and what criteria were used to determine it. Also, recognize recognition by recognizing the people who recognize others for excellence. Non-monetary recognition can be more effective than cash awards, because they can help the employees with their self-esteem; as well as giving them deserved recognition, and a feeling of fulfilment with their jobs. Creative use of personalized non-monetary rewards reinforces positive behaviours and improves employee retention and performance. They are a benefit to companies by being a means for them to provide their employees with rewards of excellence, but also being a cost saver to the company. They are beneficial to the

employees by serving motivational tools to help them reach higher levels of job performance by receiving positive recognition from their managers and peers. Money is not always a prime motivator for employees. Non-monetary incentives can be inexpensive to give, but priceless to receive.

In conclusion, there is significant relationship between non-monetary incentives and Job Satisfaction of employees. Non-Monetary incentives such as holidays, flexible work hours, healthcare, Promotion, and leave has significant effect on Job Satisfaction of employees.

RECOMMENDATIONS

Arisen from the findings of the study, the following recommendations were made.

1. Hotel Industry should encourage effective non-monetary incentive alongside monetary incentives because there is significant relationship between non-monetary incentives and Job Satisfaction of employees.
2. Flexible work hour should be encouraged in other to improve Job Satisfaction of employees.
3. Promotion of staff should be considered paramount in other to improve Job Satisfaction of employees.
4. Health of staff is very vital therefore; provision of adequate health care should be encouraged so as to improve Job Satisfaction of employees.
5. Employees should be given leave as at when due in order to improved their performance.

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