

## Profiling the Perceptions of Employees at Designated Tourism Establishments: A Survey Based Review

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### Abstract

*The purpose of this study was to investigate the perceptions of employees at selected tourism establishments in the Vaal Triangle area of Gauteng Province, South Africa. The investigation was conducted in five key areas; namely, manager-employee relationships, working conditions, remuneration, teamwork and work allocation, which affect the satisfaction of employees on their jobs. A six section structured questionnaire was administered to a convenient sample of 164 employees at seven selected tourism establishments. Data were analysed using the Statistical Packages for the Social Sciences (SPSS Version 21.0). Mean scores showed that employees were more satisfied with the level of teamwork than the other four factors. Simple descriptive statistics revealed the existence of satisfactory working conditions, a market-related pay system, acceptable levels of teamwork and equitable work allocation. However, entrenched dysfunctional manager-employee relationships still remain a major challenge at the selected tourism establishments. Based on these results, appropriate recommendations were made.*

**Keywords:** Management-employee relationship, working conditions, remuneration, teamwork, work allocation, tourism, South Africa.

### 1. Introduction

Employees are considered as the primary internal customers in any organisation. Their views are special, since they have a significant impact on either the success or failure of the organisation. In the tourism industry, the views of employees are even weightier, since employees are in consistent contact with guests. As such, disregarding the views of employees in a tourism environment is tantamount to corporate suicide and may have severe consequences on the enterprise. It becomes important then, to place special empirical emphasis on tapping the observations made by these employees, with a view to improve the standard of operations in tourism establishments.

Employee perceptions can be directed to almost every aspect of the business. However for the purposes of this study, five elements; specifically, manager-employee relationships, working conditions, remuneration, teamwork and work allocation were identified as critical areas from where perceptions of employees should be collected. The acquisition of employee views on the identified five factors is considered quintessential since these factors have an influence on the success of the organisation. For instance, the perceptions of employees regarding their relationship with management can provide practical guidance on how best managers can relate to employees to obtain the best results (Harter, Schimdt, Asplund, Killham & Agrawal, 2010). Both employees as well as the organisation also stand to benefit when the views of employees on the working conditions are taken into consideration, since working conditions determine the morale of employees (Kim, McDuffie & Pil, 2010). Still, since employees work to earn a salary, it is important that their opinions as regards remuneration levels are known, with a view to provide information on whether there is a need to restructure the reward system in the organisation (Dempsey, Thornton & Baker, 2011). As suggested by Delarue, Van-Hootegeem, Procter & Burridhe (2008), teamwork among employees is central because it has a positive impact on all four performance indices in the tourism industry; to be exact, attitudinal, behavioural, operational and financial measures. Additionally, by improving the allocation of tasks in the work environment, many problems associated with workplace

conflict as well as operating costs can be reduced, resulting in superior performance (David, Rawley & Polsky, 2011). Therefore, it is supreme that information pertaining to these critical areas be collected empirically on an on-going basis, in order to facilitate the success of the organisation as well as the contentment of all stakeholders at large.

## 2. Goal and Objectives of the Study

The goal of the study was to investigate employee perceptions of selected tourism establishments in Gauteng Province, South Africa. In line with this goal, the following objectives were set for this study:

- To examine the perceptions of employees at selected tourism establishments towards management
- To evaluate the perceptions of employees at selected tourism establishments towards the working conditions
- To examine the perceptions of employees at selected tourism establishments towards their remuneration
- To establish the perceptions of employees at selected tourism establishments towards the levels of teamwork among employees.
- To investigate the perceptions of employees at selected tourism establishments towards allocation of work

## 3. Literature Review

### 3.1 Manager-employee relationships

An organisation may be perceived as a group of people who are gathered together for a specific purpose in order to achieve a desired goal (Katou & Budhwar, 2007). Since these people are from different fields of expertise, they tend to have different characteristics as well as attitudes towards their work (Hughes & Parkes, 2013). A number of internal relationships exist within the organisation, including relationships amongst employees, between employees and supervisors and between employees and functional departments (Nielsen, Yarker, Brenners, Randall & Borg, 2008). However, the relationship between employees and their managers is viewed as one of the most critical. This being the case, it is imperative for managers to appreciate their subordinates in order to ensure that the performance of the organisation is improved (Martins, 2005).

As observed by Yeow and Sen (2006) employees are the central focus of the organisation's activities. Bhattacharya and SankarSen (2003) posit that the right treatment of employees is the first market of the organisation. Accordingly, the creation and management of acceptable internal relationships between management and employees is regarded as a critical activity (Voss, Cable & Voss, 2006). Based on this, it is essential for managers to cultivate appropriate management styles that promote the well-being of employees. Nielsen, et al. (2008) found a positive relationship between management style and employee well-being through mediation from work characteristics. In addition, Bono and Ilies (2006) opine that proper management styles create a positive emotion and mood amongst employees. Gilbreath and Benson (2004) further concluded that supervisory behaviour is the most dominant factor compared with other workplace factors that influence the happiness of employees. Therefore, it is important for managers to develop management styles and departments that facilitate the satisfaction of the needs of employees.

### 3.2 Working Conditions

Working conditions pertain to the circumstances under which an individual works (Forlan & Browne, 2005). These include the surroundings that influence an individual at work, with examples being facilities, physical environment, and the degree of safety and noise levels. According to Rethinam and Ismail (2008) working conditions involve promoting a work environment conducive to the satisfaction of employee needs. Md-Sidin, Sambasivan and Ismail (2010) view working conditions as a comprehensive factor that includes an individual's job-related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Yavari, Amirtash and Tondnevis (2009) support that working conditions are meant to capture the extent to which the work environment, job requirements, supervisory behaviour, and ancillary programs in an organisation meet the needs of an employee.

The impact of working conditions overarches to a number of other life domains such as family life, leisure life, social life, financial life, among others (Nurmala, 2010). Mubarak, Baba, Low and Quah (2003) noted that working conditions relate not only to how people can do work better, but also to how work may cause people to be better. Working conditions in an organisation also concern the participation of workers in problem solving and decision making (Lynch, 2004). Moreover, better working conditions correlate positively with lower work-to-family interference (Md-Sidin *et al.*,

2010). Working conditions are also associated with both the health and well-being of employees (Mead, Witkowski, Gault & Hartmann, 2003). Poor working conditions may be an important source of stress and may therefore contribute to the development of depressive and anxiety disorders (Fabiano, Curro, Reverberi & Pastorino, 2008).

Other working conditions potentially associated with health behaviours include working overtime, work fatigue, physically strenuous work and mentally strenuous work (Holcroft & Punnett, 2009). However, although working overtime is often seen as a benefit for the employer, its consequences might bear costs for the employer as well as for the employee as health problems increase (Lynch, 2004). Varonen and Mattila (2003) emphasise the importance of safety climate, showing that the more safety-conscious the climate of the company, the lower the accident rate. Issues such as physical workload, machine-paced work or inability to take a break when tired, lack of training, absence of a lockout program, low seniority and gender are also associated with high injury risk through accidents (Tangen, 2004). In view of this, it is advisable for organisations to improve the working conditions of employees by ensuring that safety training is given to employees (Attwood, Khan & Veitch, 2006).

### 3.3 Remuneration

Remuneration is the reward or compensation given to employees for performing their work (Schutte & Eaton, 2004). Katou and Budhwar (2007) contend that most successes or problems in organisations can be traced back to the level of satisfaction with employee rewards as well as the competency of human resources. Organisations recognise that people are the true agents in business and that all assets and structures, whether tangible or intangible, are the result of human actions (Guthrie & English, 1997). This could explain why most organisations locally and internationally invest astronomical amounts of money in attracting and placing human talent (Ireland, Hoskisson & Hitt, 2009).

A salary is an important source of income for employees since it determines their standard of living. Salaries also determine the productivity and work performance of employees (Yang, 2008). Van Herpen, Van Praag and Cools (2005) acknowledge that remuneration has a major impact on organisations' capability to catch, retain and motivate high potential employees. Estes & Micheal (2005) opine that well-remunerated employees are likely to perform the job efficiently and effectively. Remuneration is a factor in employee retention because it is a component of job satisfaction (Cropanzano & Mitchell, 2005). Furthermore, remuneration is a factor in career choice, as well as the salary gradient between positions and practice opportunities in organisations (Beardsle, Matzke & Rospond, 2008). This demonstrates that the amount and method of remuneration is central to the company's production.

Salaried employment minimises fluctuations in pay, thus giving workers some degree of certainty about their income into the future, provided they reach the performance threshold necessary to retain their job and provided the employer remains in business (Kuvaas & Dysvik, 2009). Bandiera, Barankay and Rasu (2007) emphasise the role performance bonuses can play in improving worker productivity, an effect that comes through focusing their efforts on the most able workers and in recruiting and retaining better workers. Yang (2008) claimed that if employee performance is observable then organisations can use direct bonuses or relational contracts to motivate them based on their performance. Remuneration remains a significant factor that positively influences the satisfaction of employees in varied settings.

### 3.4 Teamwork

A team is a group of employees who are authorised to regulate mutually the execution of some collective tasks (Tohidi & Glard, 2008). Ferreira (2009) define a team as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable. According to Delarue et al. (2008), teamwork is concerned with the prevalence of joint actions by a group of people, in which each individual subordinates his or her individual interests to those of the group. These definitions commonly place people and the idea of working corporately toward a common goal at the epicenter of teams.

Effective teamwork has a substantial bearing in organisations. Chandrasekar (2011) throws spotlight on the fact that teamwork is one of the job factors that can motivate the performance of employees in organisations so that they can reach their expected targets. Moreover, teamwork in the organisation can be a noteworthy contributor to improved performance of the organisation because team players are more likely to be very satisfied with their current jobs than employees who do not do teamwork (Origo & Pagani, 2009). Jao (2010) adds that teamwork creates an environment that facilitates knowledge and information exchange and the sharing of knowledge, leading to greater innovation. Ferreira (2009) observed that teamwork leads to greater oneness and a sense of belonging between employees. It also improves the attitudes and of employees, leading to high productivity and company performance of the organisation (Delarue *et al.*,

2008).

There are several challenges associated with teamwork. In some cases, there may be resistance from employees who are not comfortable to work in teams that comprise of individuals they are not familiar with (Hoegl, Weinkauff & Gemuenden, 2004). This resistance stems from the fact that such teams tend to effectively break up established social relationships (Delarue *et al.*, 2008). In addition, teamwork may be associated with conflict, where team members are mismatched or disagree with each other, leading to sour relationships (Jao, 2010). In certain cases, minority domination may exist in which a few individual extroverts tend to dominate the team and expect everyone to subscribe to their ideas (Holcroft & Punnett, 2009). Cases exist in which some managers do not trust teams enough to let them make major decisions (Shikdar & Sawaqed, 2003). In such instances, teams and the organisation to which they belong may fail to reach their full potential.

### 3.5 Work allocation

Work allocation is the process that results in specific workers being engaged in clear tasks, in numbers appropriate to the current situation (Duarte, Pen, Keller & Weissing, 2012). In other words, it occurs when managers give each employee specific work to do. When work is allocated equitably, employees will be motivated to do their work. However, when employees are not satisfied with the mode of work allocation, they typically become disgruntled and they may seek for employment opportunities elsewhere (Bolton, 2007). Lazear and Gibbs (2009) suggest that managers should allocate work to employees on a fair basis, taking account of their skills, knowledge and understanding, experience and workloads, and the opportunity for development. For example, haphazard work allocation may result in a scenario where some employees will be inundated with work, while others have fewer responsibilities. This may lead to the proliferation of dysfunctional conflict in the workplace. In addition, those who have been allocated more work may be overworked leading to loss of production and despondency in the workplace (Duarte *et al.*, 2012).

O'Donnell and Bulova (2007) highlight that some employees have higher abilities than others, which makes it necessary to allocate work in line with the abilities of employees. Correct work allocation has other advantages to the organisation, such as growth of total output in terms of the production levels of both individual employees and the company (Yoon & Suh, 2003). This signifies that in order for the organisation to develop positively, managers must be able to allocate work in such a manner that the organisation will benefit in the end (Origo & Pagani, 2009).

## 4. Research Methodology

### 4.1 Research design

Quantitative research using the survey method was used for the empirical portion of the study. The survey research method was deemed as desirable for the current study since it uses questionnaires to obtain data from a sample of respondents selected from the population, which made it directly applicable to this study (Chai & Xiao, 2012).

### 4.2 Participants

The research was conducted among employees at seven selected tourism establishments which are located in the Vaal Triangle area of Southern Gauteng, South Africa. The non-probability convenience sampling technique was used to select respondents. In convenience sampling, respondents are selected on the premise that they are readily available or easily accessible (Collis & Hussey, 2009). In the current study, convenience sampling was used because it was difficult to access all the respondents at the selected tourism establishments at the same time.

Sample size was determined using the available historical information. Previous studies on matters related to manager-employee relationships, working conditions, remuneration, teamwork and work allocation which were conducted by researchers such as Erickson and Dyer (2005); Katou and Budhwar (2007), Watson *et al.* (2007) suggest that 300 respondents are adequately representative. This being the case, the size of the sample was initially set at n=300 respondents.

### 4.3 Instrumentation

Data were collected using a structured questionnaire. The questionnaire was deemed appropriate for collecting primary data in this study because it encourages honest answers, limits the researcher's bias, makes answers easy to collect,

tabulate and analyse, is cheap to administer, requires less time, permits data collection from larger samples, and allows greater respondents' anonymity (Drew, Hardman & Hosp, 2008).

The questionnaire was divided into six echelons. Section A elicited the respondents' demographic information. Section B consisted of six questions adapted from Booth and Hamer (2000) and Bono and Ilies (2006) that elicited the respondents' views on their relationship with their managers. In Section C, there were seven questions that prompted the respondents' perceptions of their working conditions. These questions were adapted from two studies conducted by Lynch (2004) and Kinzl et al. (2004). Section D was composed of four questions (adapted from Fay & Thompson, 2004; Bockerman & Ilmakunnas, 2006) that elicited the respondents views on their levels of remuneration. In Section E were six questions adapted from Delarue et al. (2008) and Kim et al. (2010) that elicited information on teamwork. Section F consisted of six questions adapted from Ruhala et al. (2007) as well as David, Rawley and Polsky (2011) that elicited information on work allocation. The questions in Sections B to F were scored on a 5 point Likert Scale with 1 expressing *strongly disagree* and 5 *strongly agree*. The respondents were requested to indicate their scores on this range in the scale.

#### 4.4 Survey

After their development, questionnaires were administered to employees at the selected tourism establishments during the month of July 2013. Respondents were given a period of about 5 days to complete the questionnaire. In collecting the data, the researcher adhered to the following ethical considerations;

- Right to anonymity: Identities of respondents remained anonymous.
- Right to confidentiality: The research was not made available for use outside the agreement made with the subjects.
- Right to privacy or non-participation: Respondents were not to be coerced into participating in the research.
- Informed consent: All prospective research participants were fully informed about the procedures and risks involved in research and had to give their consent to participate.
- Right to Protection from discomfort or harm: All research participants were protected from any circumstance that was likely to cause them any form of discomfort and physical or emotional harm.

#### 4.5 Data analysis

A computerized statistical package (SPSS Version 21.0) was used in the analysis of data. Data were analysed using frequency distributions and measures of central tendency.

### 5. Research Results

#### 5.1 The profile of respondents

A total of 300 respondents were initially requested to participate in the study. However, 164 usable questionnaires were eventually collected and used in the data analysis, which gave a response rate of nearly 55%. The demographic characteristics of these respondents are reported in Table 1.

Table 1: Demographic Profile of Respondents

Parameter	Description	N	N	%
Gender	Male	164	91	55
	Female	164	73	45
Age groups	18-29	164	57	35
	30-39	164	61	37
	40-49	164	33	20
	≥50	164	13	8
Racial Groups	Black	164	117	71
	White	164	39	24
	Indian	164	6	4
	Coloured	164	2	1

Type of contract	Permanent	164	53	32
	Contract	164	79	48
	Part time	164	32	20
No of years employed	<1 year	164	56	34
	1-2 years	164	42	26
	3-5 years	164	37	23
	6-9 years	164	14	8
	≥10 years	164	15	9
Department	Human Resources	164	7	4
	Marketing	164	19	12
	Finance	164	5	3
	Reception	164	8	5
	Food and beverage	164	60	37
	Housekeeping and gardens	164	24	15
	Security	164	16	9
	Casino	164	25	15

As chronicled in Table 1, 55% (n=91) of the respondents were male whereas 45% (n=73) of respondents were female. After collapsing the age groups, it emerged that a majority of the respondents (72%; n=118) were aged between 18 and 39 years. This demonstrates that the tourism establishments employ more young individuals than older people. In terms of racial groups, the results show that approximately 71% (n=117) of the respondents were blacks. This attests to the fact that the results of the study at most represent the views of the largest group of respondents, who were blacks. Most of the respondents were either employed on contract basis (48%; n=79), or permanently (32%; n=53). With regard to the number of years employed, it was observed that in the mainstream (83%; n=135), respondents were employed for periods of less than five years at the time of the study. With reference to the department where the respondents were employed, it emerged that at least 37% (n=60) of the respondents were employed in the Food and Beverages department while 30% (n=49) of the respondents were from the Housekeeping and Casino departments, respectively.

### 5.2 Validity and reliability

To determine the face and content validity of the measuring instrument, a panel consisting of three experts in the discipline of tourism management was asked to review the questionnaire items to assess their ability to clearly measure the constructs under consideration. A pre-test involving 20 conveniently selected respondents was also conducted. These two protocols facilitated the further refinement of the questionnaire items, based on the contribution of the panel of experts as well as the pre-test sample. The internal consistencies of the scales in the measuring instrument were measured using the Cronbach alpha coefficient. These internal consistencies are reported in Table 2. The Cronbach alpha values for the scales ranged between 0.722 and 0.871. Additionally, the alpha value for the overall scale was 0.794. Since these values were all above the acceptable threshold level of 0.70 which is prescribed by Malhotra (2009), it can be concluded that the measurement scales used in the study were internally consistent or reliable.

Table 2: Mean scores and internal consistencies of scales

Dimension description	Number of items	Cronbach Alpha	Mean score	Position in mean score rank
Manager-Employee Relationship	6	0.722	1.629	5
Working Conditions	7	0.871	3.901	4
Remuneration	4	0.707	3.924	3
Teamwork	6	0.713	4.455	1
Work Allocation	6	0.845	4.163	2
Overall Scale	35	0.794	4.527	Not applicable

Scale: 1= Strongly Disagree: 2=Disagree: 3=Neutral: 4=Agree: 5=Strongly agree

Table 2 also provides a statistical narrative of the mean scores of the dimensions considered in the study. The mean-scores for working conditions, remuneration, teamwork and work allocation ranged between 3.901 and 4.455, which represents clear inclinations towards either the *agree/strongly agree* positions on the Likert scales. This result demonstrates that respondents were satisfied with the existing levels of these factors in their organisation. However, the

manager-employee relationship factor attained a mean score of 1.629, which represents an average scoring between *disagree* and *strongly disagree* on the Likert scale. This implies that respondents were dissatisfied with the level of manager-employee relationships at the selected tourism establishments. On comparing the mean scores, it was observed that respondents were most satisfied with the level of teamwork ( $\bar{x} = 4.455$ ) and most dissatisfied with manager-employee relationship ( $\bar{x} = 1.629$ ).

### 5.3 Manager-employee relationship

The results on the perceptions of respondents *vis-à-vis* manager-employee relationships at the selected tourism establishments are illustrated in Table 3.

**Table 3:** Frequencies and percentages regarding perceptions on manager-employee relationships

Item Number	ITEM	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I feel accepted by my managers	164	55(34%)	51(31%)	15(9%)	28(17%)	15(9%)
2	My managers give me positive feedback on my work	164	36(22%)	63(38%)	21(13%)	34(21%)	10(6%)
3	My managers reward me when I do well	164	44(27%)	51(31%)	7(4%)	24(15%)	38(23%)
4	My leaders give me personal attention when I feel rejected	164	38(23%)	46(28%)	26(16%)	24(15%)	30(18%)
5	I have faith in the quality of leadership of my superiors	164	28(17%)	28(17%)	54(33%)	36(22%)	18(11%)
6	My managers value my input	164	44(27%)	50(30%)	21(13%)	39(24%)	10(6%)

An analysis of Table 3 yielded one dominant observation. Respondents gave negative reflections of their relationship with their managers. For instance, approximately 64% (n=105) of respondents felt that they were not accepted by their managers while nearly 60% (n=98) of respondents felt that their managers were failing to provide them with positive feedback on their work. Additionally, approximately 58% (n=95) of respondents felt that their leaders did not reward them when they did well and about 51% (n=84) professed that they suffered from a lack of personal attention from managers when they faced various challenges. Approximately 57% (n=94) of respondents indicated that their managers did not value their input while 34% (n=56) indicated that they doubt the credibility of their managers. At most, these results demonstrate the absence of meaningful relationships between employees and management.

The *status quo* in the tourism establishments is extremely dysfunctional since it has been established in research that a harmonious relationship between management and employees in an organisation is associated with a cocktail of indispensable pertinent paybacks. Noblet, Graffam and McWilliams (2008) advocate that employees who are given an opportunity to take part in discussions have a better feeling of belongingness, which leads to better mental health. Additionally, Booth and Hame (2007) observed that there were reduced stress levels among employees in democratic management workplaces than in traditional management workplaces where employees do not participate in decision-making. Managerial support that allows employee feedback and bilateral communication in an organisation is also important because it improves employees' well-being (Kassahun, 2005). Managers who are under pressure may affect their subordinates by bullying them, which causes most of the subordinates to suffer from depression and other ill health problems (Zairi & Jarrar, 2006). Merriman, Schmidt, Ross & Dunlap-Hinkler (2004) further underscore that managers in contemporary organisations should understand that their behaviours can severely alter the efficiency, productivity, morale, quality, and culture of their organisations if they damage workplace trust. Lufkin (2006:1) adds that an effective manager is one who is able to "manage expectations, monitor stress levels, and make every effort to know" his/her subordinates. It appears then that this aspect is lacking at the selected tourism establishments and a need exists to invoke strategic modifications in this area.

### 5.4 Working conditions

The respondents' perceptions on working conditions at the selected tourism establishments are reported in Table 4.

**Table 4:** Frequencies and percentages regarding perceptions on working conditions

Item Number	ITEM	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I work for an acceptable number of hours	164	30(18%)	26(16%)	21(13%)	33(20%)	54(33%)
2	I feel satisfied with the quality of facilities that are available for my job	164	0(00%)	20(12%)	16(10%)	67(41%)	61(37%)
3	The leave/vacation policy is fair	164	13(8%)	28(17%)	12(7%)	72(44%)	39(24%)
4	There are opportunities for professional development on my job	164	10(6%)	39(24%)	25(15%)	54(33%)	36(22%)
5	Company policies are implemented fairly	164	18(11%)	26(16%)	77(47%)	39(24%)	4(2%)
6	I work in a suitable environment/surroundings	164	28(17%)	31(19%)	0(0%)	41(25%)	64(39%)
7	My supervisor is competent in making decisions	164	34(21%)	73(44%)	34(21%)	23(14%)	0(00%)

The statistical account presented in Table 4 reveals that at most, respondents felt that the working conditions at the selected tourism establishments were satisfactory. The majority of respondents (53%; n=87) concurred that they worked for acceptable hours. Approximately 78% (n=128) of respondents further expressed satisfaction with the quality of facilities that are available for their jobs and at least 68% (n=112) of the respondents felt that the leave or vacation policies in place in their establishments were fair. A total of 55% (n=90) of the respondents consented that there were opportunities for professional advancement in the company whilst most of the respondents (64%; n=105) agreed that they worked in suitable environments or surroundings. Be that as it may, there were still concerns from most of the respondents (65%; n=107) who noted that the only challenge on their working conditions appears to be the incompetence of their supervisors.

There are a number of benefits that the selected tourism establishments stand to realise by maintaining the satisfactory working conditions that currently exist in their organisations. As acknowledged by Kinzl et al. (2004) the environment in which individuals works could influence their level of pride in themselves and the work they do. Spitzer (2007) further pinpoints that if individuals work in clean, friendly environments they are more likely to be satisfied and look forward to their jobs. A world-class working environment also makes it easier for employees to accomplish their tasks (Turkylmaz, Akman, Ozkan & Pastuszak 2011). Hall (2003) supports the notion that working conditions determine the level of satisfaction that an individual experiences. Employees prefer to work in environments where lighting, temperature, noise and other environmental factors are safe and comfortable (Van Emmerik, 2004). In the same vein, Krueger, Brazil, Lohfield, Edward, Lewis and Tjam (2002) propose that a good working environment results in the satisfactory performance of the organisation. It is an important supposition then, to assume that the selected tourism establishments are some of those organisations whose ethos is anchored in the provision of state of the art working conditions for its human resource base.

### 5.5 Remuneration

The respondents' views on remuneration at the selected tourism establishments are reported in Table 5.

**Table 5:** Frequencies and percentages regarding perceptions on remuneration

Item Number	ITEM	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	My salary is market related	164	34(21%)	27(16%)	21(13%)	41(25%)	41(25%)
2	I feel happy with the benefits I receive	164	23(14%)	13(8%)	0(00%)	69(42%)	62(38%)
3	The salary policies at my company are fair	164	0(00%)	46(28%)	16(10%)	53(32%)	49(30%)
4	My salary is sufficient to meet my needs	164	8(5%)	61(37%)	10(6%)	47(29%)	38(23%)

A scrutiny of the results as presented in Table 5 shows the interesting trend of satisfaction with various aspects linked to remuneration at the selected tourism establishments. For instance, approximately 50% (n=82) of the respondents confirmed that their salaries were market related while the majority of respondents (80%; n=131) professed that they were happy with the benefits they receive. Additionally, at least 62% (n=102) of the respondents demonstrated the conviction that the remuneration policies at the company are impartial and 52% (n=85) revealed that their salaries were



adequate to meet their needs. These results are illustrative of the companys' resolve to ensure that employees get appropriate material rewards for their efforts.

As suggested by Barbie (2010), the inadequate performance of employees in most organisations could be attributed in part, to dissatisfaction with remuneration. High and recurring incidence of industrial action, turnover, absenteeism and excessive unionism within organisations may be symptomatic of employees' dissatisfaction the existent reward system (Nilsson, 2010). A study conducted by Van den Berg (2006) concluded that remuneration is strongly and positively related to the well-being of employees. A comparative study of public and private sector organisations conducted by Stedham, Yamamura and Satoh (2006) found that public sector employees are less extrinsically motivated and satisfied with their work because their remuneration is significantly lower than what their counterparts in the private sector earn. An evaluation of employee perceptions in Greece showed that employees believe that extrinsic motivational instruments, more specifically the provision of fair wages as an effective tool to improve productivity Cardoso and Portugal (2006). Similar conclusions were drawn by Lazear and Oyer (2004) in a study that examined the satisfaction of employees. Frye (2004) further argues that an increase in wages improves the efficiency of the organisation by enhancing the motivation of the employees. Gavrel and Lebon (2008) show that introducing a market related wage may improve market efficiency by reducing the mismatch between workers and jobs. Some empirical studies reveal that pay incentives affect the behaviour of employees in particular parts of the public sector (Lazear & Oyer, 2004). It may be suggested then that in order to sustain its operational success, it is vital for the selected tourism establishments to maintain their posture of ensuring that employees at the company are well remunerated.

### 5.6 Teamwork

The respondents' perceptions on the degree of teamwork in their tourism establishments are summarised in Table 6.

**Table 6:** Frequencies and percentages regarding perceptions on teamwork

Item Number	ITEM	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I feel accepted by my work colleagues	164	0(00%)	31(19%)	18(11%)	67(41%)	48(29%)
2	I receive help from my colleagues when I need it	164	5(3%)	20(12%)	21(13%)	57(35%)	61(37%)
3	There is a sense of oneness among work colleagues	164	7(4%)	26(16%)	39(24%)	67(41%)	25(15%)
4	There is a high level of professionalism and among my colleagues	164	30(18%)	15(9%)	20(12%)	43(27%)	56(34%)
5	Conflict between colleagues is minimum	164	46(28%)	18(11%)	13(8%)	36(22%)	51(31%)
6	I have established the relationships that I need to do my work properly	164	36(22%)	31(19%)	0(0%)	71(43%)	26(16%)

It is noteworthy to report that there appears to be sustained teamwork at the selected tourism establishments. About 70% (n=115) of the respondents indicated that they felt accepted by their work colleagues. A further 72% (n=118) of the respondents revealed that they regularly received help from their work colleagues and 56% (n=92) of respondents perceived that a sense of camaraderie exists in among employees in their establishments. Almost 61% (n=100) respondents attested to the existence of high levels of professionalism amongst employees and around 53% (n=87) of respondents pointed out that there was minimum dysfunctional conflict between employees. Consistently, roughly 59% (n=97) of the respondents stated that they have well established relationships with their peers at work. These findings demonstrate that there is solidarity, cooperation and harmony within the workforce at the selected tourism establishments, a scenario that is a key success factor in organisations.

In ensuring that there is sufficient teamwork at the selected tourism establishments, it has to be noted that although there are various types of teams, smaller teams tend to be more effective than larger teams, since the sharing of technical and coordinative information within the team becomes significantly more difficult as the number of team members increases (Easley & Devaraj, 2003). Communication plays an essential role in a dynamic team, in maintaining shared situation awareness and in coordinating team activities formation (Lynch & Cole, 2006). Human teamwork depends on handling and sharing information (McClellan, Greenwood & Bengner, 2006). In line with this fact, team members typically tend to proactively seek new information to achieve their joint goals (Salas, Sims & Burke, 2005). Furthermore, teams, like any other organisational unit, also need adequate staffing in terms of both quality and quantity of personnel (Bebchuk & Fried, 2003). A team's work performance depends on its ability to efficiently and effectively work in a directly interactive mode to achieve a common team output (Frye, 2004). Teamwork quality has been shown to be

directly related to team performance and this effect becomes stronger as the innovativeness of the team task increases (Hoegl *et al.*, 2004). It seems that these teamwork patterns have been established at the selected tourism establishments.

### 5.7 Work allocation

The respondents' perceptions concerning work allocation at the selected tourism establishments are illustrated in Table 7.

**Table 7:** Frequencies and percentages regarding perceptions on work allocation

Item Number	ITEM	N	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	I have a clear understanding of what is expected of me	164	34(21%)	18(11%)	25(15%)	53(32%)	34(21%)
2	I am happy with the amount of work I do	164	10(6%)	8(5%)	0(00%)	80(49%)	66(40%)
3	I am allowed to make my own decisions	164	7(4%)	11(7%)	47(29%)	38(23%)	61(37%)
4	My job keeps me busy most of the time	164	0(00%)	54(33%)	0(00%)	77(47%)	33(20%)
5	My job provides me with the opportunity to do different things from time to time	164	36(22%)	28(17%)	0(00%)	43(26%)	57(35%)
6	I have the chance to do things that are not against my conscience	164	0(00%)	6(4%)	23(14%)	70(43%)	65(39%)

An exploration of Table 7 discloses that on the overall, the approach to work allocation is satisfactory. Approximately 53% (n=87) of the respondents indicated that they clearly understood their expected roles whilst an overwhelming 89% (n=146) affirmed that they were happy with the amount of work they did. A notable 60% (n=98) of the respondents attested that they are permitted to make their own decisions on their jobs and a further 67% (n=110) confirmed that their job keeps them busy most of the time. Another 61% (n=100) of the respondents were happy with the fact that their jobs provided them with the chance to do different things from time to time. Finally, approximately 82% (n=135) of the respondents agreed that they have the opportunity to do things that are not against their conscience. It can be concluded then that work is allocated in a manner that is equitable and employee-friendly at the selected tourism establishments.

According to O'Donnell and Bulova (2007) some employees have higher abilities than others. Such employees should be allocated work that is in line with their abilities. Proper work allocation adds competitive advantages to the company, such as the growth of total output in terms of the production levels of both individual employees and the company. This means that in order for the company to grow, managers must be able to give out work to employees in such a way that the organisation will benefit in the end (Origo & Pagani, 2009). Furthermore, managers who do not clarify the roles and duties of their employees might cause role conflict and role ambiguity among employees. Yang (2008) also upholds that role ambiguity and role conflict may cause an individual to suffer from emotional exhaustion and depersonalisation.

Work allocation patterns make a major contribution to the effective and efficient operation of the organisation (Croxon, Propper & Perkins, 2003). Abd-El-Fattah (2010) found that the majority of resignations in organisations can be attributed to disappointment with work allocation within the organisation. This suggests that there is an established positive association between work allocation and the job satisfaction of employees (Young, 2009). Furthermore, work allocation has a significant relationship with organisational performance (Adebayo & Ogunsina, 2011). Satisfaction with work allocation was also found to be among the top four factors that influence employee satisfaction (Boreham, Gray, & Blake, 2006). Roelen, Koopmans and Groothoff (2008) also add that quality of supervision has emerged as the impeding challenge to the development and success of organisations (both public and private) in any country because it determines the extent to which employees are satisfied with and motivated to achieve organisational goals. Therefore, effective work allocation maintains and even enhances the overall competitive viability of the production channel (Bebchuk & Fried, 2003).

## 6. Limitations and Implications for Further Research

It is difficult to find an empirical study that is devoid of limitations. This makes it necessary to highlight a number of limitations associated with this study. To start with, restraint should be exercised in attempting to generalise this study to other settings and contexts, since the findings of the present study are based on a small sample that was drawn from a single organisation. In line with this limitation, future studies may be considered using larger samples recruited from other

organisations that were not included in this study. Another drawback of the study is that the data analysis did not go beyond simple descriptive statistics. As such, it would be interesting to conduct the same study using more rigorous statistical procedures. For instance, future studies could attempt to correlate the five employee dimensions that were under spotlight in this study. Regression analysis could also be applied to test causality between the same factors. In addition, the present study was also limited to five dimensions that shape employees perceptions about their organisation. However, there are other factors that were omitted and these could be considered for further extension of the study in the future. Similar studies could be conducted using the mixed method mode that integrates both qualitative and quantitative paradigms. This could lead to other interesting insights that could not be captured by the current study.

## 7. Conclusions and Recommendations

This study was conducted with the intent to investigate the perceptions of employees at selected tourism establishments as regards five elements of their jobs; namely, manager-employee relationship, working conditions, remuneration, teamwork and work allocation. It emerged that among these elements, employees were most satisfied with the level of teamwork and most dissatisfied with manager-employee relationship. With the exception of manager-employee relationships, all other elements were satisfactory. It can be concluded then that there are meaningful working conditions, equitable and market related remuneration, adequate levels of teamwork and an acceptable standard of work allocation at the selected tourism establishments. However, the relationships between employees and management are strained and need some attention.

A number of recommendations can be put forward, based on the findings of the study. To improve the relationship between management and employees, managers at the selected tourism establishments should receive training on how they can manage and motivate employees in a better way. Special attention should be placed on leadership styles, as these determine whether employees will be motivated or not. Employees should also be given an opportunity to highlight areas where they think managers can improve. A dispute resolution mechanism, such as an appropriate grievance procedure can be put in place which should be used to facilitate the proper handling of all disputes and conflicts between managers and employees. In addition, employees can also be given training on how to work positively with their managers.

Although it appears that the working conditions, remuneration, teamwork and work allocation at the selected tourism establishments are of an acceptable standard, continuous improvement is still merited. Physical aspects of the job such as office space, furniture, storage of materials can be improved regularly, e.g. new furniture for use by employees can be bought or the office layout and design can be improved (Chandrasaker, 2011). Work can be made more interesting and employees can be given equipment which makes their work easier, e.g. vacuum cleaners for cleaning staff and modern computers for office workers. Other ways of improving working conditions include ensuring that employees work in environments where there is a good temperature, low noise levels and high safety (Van Emmerik, 2004).

To maintain the satisfactory pay levels, an appropriate job evaluation system could be used as the basis for the salary structure. An effective system is the time rate system, which ensures that the salary is tied to the amount of time that the employee spent on the job (Estes & Wang, 2008).

To continue enhancing teamwork, employees should receive training that encourages them to work in teams and gives them knowledge of the expected behavioural conduct in teams. Teams that perform well should be rewarded to stimulate more teamwork. Conflict within teams should be handled properly in order to avoid dysfunctional ties within the teams. Teams should be composed of manageable numbers of individuals, in order to make them more effective.

With reference to work allocation, further improvement may be attained by increasing the number of employees so that the working hours can be shared. Proper management of the available work shifts can be a useful tool in reducing work-overload among employees. Work rotation can also be implemented in which employees rotate in their work shifts, and can act as an instrument for the enhancement of the skills and expertise of employees. Employees should be granted the space to highlight their views about their allocated work so that management may become aware of the developments on the ground.

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