

**AN EXPLORATION OF FACTORS THAT IMPACT ON LEVELS OF
EMPLOYEE SATISFACTION AND ORGANISATIONAL PERFORMANCE:
AN ORGANISATIONAL DIAGNOSIS.**

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To my Mother, Father & Angela,

*Thank you for making all this possible. If not for you I would not have had the
experience of studying my passion. Thank you for your support and encouragement
over the last six years.*

Your love and faith in me has given me the wings I needed.

I love you.

ABSTRACT

Organisations today, regardless of their function, exist in an environment that is characterised by change. In order to maintain a competitive advantage it is vital that organisations manage such change and are sensitive to their human resource. It is imperative for organisations to understand and explore the factors that impact on employee satisfaction and overall organisational performance. The hospitality industry is an industry that is notorious for low levels of pay and long working hours, and often dissatisfied employees. This research focused on a hotel, that is part of an international chain of hotels, which has recently undergone a rebranding process (a change from within). This research aimed to assess and explore factors that impact on levels of employee satisfaction and organisational/hotel performance, in other words it aimed to 'diagnose' the hotel's current status. The research was conducted in two phases. Phase one made use of a widely used measure of job satisfaction, the job descriptive index (JDI), that looked at five facets of job satisfaction namely: pay, opportunity for promotion, co-workers, supervision and the nature of work. Phase two further explored the results of the JDI (staff being very dissatisfied with pay and promotions opportunity) and further explored other areas of the organisation/hotel with the use of an organisational development model, Weisbord's Six-Box Model (1990). The 'boxes' included areas of purpose, structure, relationships, leadership, rewards and helpful mechanisms. These areas were explored with staff using focus groups. Heads of departments (management) and the deputy general manager of the hotel were interviewed using a semi-structured interview format, exploring similar issues to those researched with staff. Results indicated problems in the hotel with regard to purpose, a severe lack of communication and staff feeling they have little chance for promotion as well as pay structures being perceived as unfair. The overall leadership at the hotel was described as erratic, and relationships between management revealed high levels of mistrust. Due to limited research in the South African hospitality industry, much of the literature available is based on experiences in the United States of America or the United Kingdom. For this research, the researcher had few previous published findings and was unsure of the many issues that could possibly arise. However, the intervention was enjoyable and recommendations have been provided for the hotel to consider, so the hotel can go from "good to great".

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CHAPTER ONE - INTRODUCTION

The common denominator governing the world today is change, development and turbulence. Although some people predict that most of the re-engineering, re-strategising, mergers, downsizing, quality efforts and cultural renewal projects will soon disappear, Kotter (1996), believes change is here to stay. These changes originate from within organisations as well as the external environment, and include global competitiveness and macro-economic challenges.

As a result of these changes and challenges, organisations are advised to, now more than ever; develop a competitive advantage to manage this change. To date, some major change efforts on behalf of organisations have resulted in conditions being shifted; businesses have improved their competitive advantage in relation to competition, and have developed a mindset of change and development that has stood them in better positions for the future.

In order to better manage change from within, organisations have begun identifying their current status as an organisation and developed from there. A tool used in the diagnosis of change management and development is for organisations to perform a diagnosis. An organisational diagnosis is designed to generate data on the current state of the organisation and the relationship between how the organisation is functioning, and how it is performing against desired goals (French & Bell, 1995).

The hospitality industry is no different when it comes to the need for change and development from within the business and in the external environment. In South Africa a dearth of research and more specifically scientific diagnosis exists in the hospitality industry. It also a industry that is notorious for low pay and unsociable working hours, and being 'stuck' in conventional management styles and traditionalist ways of doing things.

The hospitality industry is unique because there is a high capital investment in the property up front, as well as a continued need for investment to offset obsolescence. Boutique (small and exclusive hotels, as with the hotel in this research) hotels need to

pursue high standards of service quality and superior facilities offered by the hotel in order to satisfy guests who are paying high room rates in order to stay in an exclusive hotel.

As a result, the human resource, staff, need to be adaptable and are able to reflect the standard of the hotel. In order to accomplish this staff need to be flexible to periodic change and development. It is therefore crucial that the organisation/hotel as a whole learns to adapt and develop. It is here that field of organisational development and diagnosis can aid the process of managing change from within by identifying strengths and weaknesses, as well as externally by looking at global hospitality trends and demands of guests.

This research examines a hotel that is part of an international hotel group and has recently been re-branded to be the Flag-ship hotel of a new brand (The Southern Sun Collection) added to the Southern Sun portfolio. The researcher's interest was to examine the factors that impact on levels of employee satisfaction and overall organisational performance. In researching this hotel, the researcher gained a sense of how the hotel is managing under change and what adjustments need to be made in order to manage better in the future and to maintain a competitive advantage over rival hotel groups.

The research will begin with a review of the literature surrounding organisational development, diagnosis, and the characteristics of the hotel industry and the specifics of the hotel involved in this research/diagnosis. The methods and results of this research will be examined. Finally, the discussion will link the literature with the findings of the research and future recommendations made to the hotel.

CHAPTER TWO - LITERATURE REVIEW

The following chapter will explore the importance of organisational development (OD) in today's current economic environment, the nature of OD, the use of action research in OD, as well as taking a closer look at the model used to guide the OD diagnostic process, namely Weisbord's Six Box Model (1990). This is followed by a discussion on the distinctiveness of the hospitality industry, the challenges currently facing the hotel industry, and the specifics of the hotel involved in this research.

2.1. Organisations and Change

The past several years have seen unparalleled changes in the competitive landscape of the world. Every year the pace of change quickens and the abilities required of business operators to deal with new situational factors become diverse and complex. According to Rothwell, Sullivan & McLean (1995), the only constant is change, and they define this change as a departure from the status quo and imply that it is a movement towards a goal, an idealised state, vision, beliefs and attitudes. A fundamental component of change is *development*, and success in business is often determined by how effectively an organisation *manages change* and *development*. Rapidly changing environments demand that organisations generate equally fast responses in order to survive and prosper (French, Bell & Zawacki, 1994). This implies success is not achieved by an executive's skills alone, or by the visible features - the strategy, structure and reward system - of the organisation. Every organisation has an invisible quality - a certain style, a character, and a way of doing things - that may be more powerful than the dictates of any one person or any formal system.

Changing environments, or what are termed change drivers, are macro level forces that create the need for change in organisations. These include globalism, changes in demographics, innovations in technology and information, economic pressures and increased competition (Beer, 1980). These change drivers create a 'survival of the fittest' mentality in business today, and it is for these reasons that organisational development has become essential for such survival.

2.2. Organisation Development

According to Routledge (2000) there have been many definitions of Organisation Development, and explaining what OD is and what is done by those who practise OD continues to be problematic. The field is still being shaped and the practice of OD is more of a process than a step-by-step procedure. Organisation development focuses on the changes within an organisation, rather than the organisational interface with the external world. It looks at the organisation as a system that must become increasingly adaptive. Modern and emerging organisations are often involved in continual change in a marketplace that has been described as a “permanent whitewater” (Stacey, 1996). Organisations must develop mechanisms for continually monitoring the inside and outside environments for needed adjustments to remain healthy and competitive.

Porras and Robertson (1992, p. 772) manage to capture and incorporate the dynamic and intricate nature of OD as follows:

“Organisation Development is a set of behavioural-science based theories, values, strategies, and techniques aimed at the planned change of the organisational work setting for the purpose of enhancing individual development and improving organisation performance, through the alteration of organisation members’ on-the-job behaviours.”

2.2.1. The characteristics of Organisation Development

As mentioned above, OD is a relatively new and difficult discipline to categorise, however, it is essential at this junction to expand on the elusive nature of OD. It is a dynamic and complex discipline, as organisations are continually repositioning and rearranging themselves in the market place. Organisational change is ongoing and involves intricate connections among all elements of an organisation. Routledge (2000) suggests that OD is usually directed towards improving organisation performance, and that this is probably the most widely recognized characteristic of OD.

Organisation development is process oriented. Although content is important, it is the *processes* by which decisions are made, problems are solved, and the way people interact and communicate that are essential components (Smither, Houston & McIntire, 1996). It is also based on collaborative teamwork, the

basic unit of OD deals with all aspects of an organisation, but emphasises teams or groups of people who work together. With this teamwork in mind, OD encourages participation at all stages, including diagnosing problems, considering solutions, selecting a solution, and identifying change objectives (Routledge, 2000). It is also essential to bear in mind that OD is not a 'quick fix' strategy for solving short-term performance problems. Organisation development is a means to bring about complex change, and moves beyond quick and unworkable solutions to complex organisation problems (Routledge, 2000). Organisation development is an ongoing way of looking at, and participating in, the emergence of how the organisation can work more effectively.

There is usually no single best method in organisation development, but it is about customised solutions rather than using template solutions where "one size fits all". Organisation development solutions are tailored to each situation and organisation for a better fit (Burke, 1987). What may work in the retail industry, may not work in manufacturing, which also may not work in the hospitality industry. The change involved in OD is more a change of culture, context, and way of doing things than change in content. A new culture offers new solutions and French, Bell & Zawacki (1994) state that OD expands people's ideas, beliefs and behaviours, so that they can apply new approaches to old problems. But, even more importantly, OD change efforts go beyond employee training interventions, and concentrate on the workgroup or organisation in which new ideas; beliefs or behaviours are to be applied.

Organisation development has a systemic viewpoint and recognises that all parts of a system are inter-connected and that intervention in one part, often affects other parts. Nadler (1992) uses the term *organisation architecture* to define these elements of social and work systems that make up a complex organisation. These elements are made up of both the formal structure, including the design of work practices, and the informal organisation, with its culture, roles, and norms, as well as its processes for selection, socialisation and development of people (Nadler, 1992).

It is with development of people/employees in mind that organisation development is based on a participatory/action research approach. This refers to the learning cycle in which action is based on reflective gathering of data, careful interpretation of information, planning of interventions based on knowledge, and the accumulation of wisdom of employees over time (Rothwell, Sullivan & McLean, 1995). Action research may also be understood as a process, a continuing series of events and actions (See section 2.3. Page 7).

A change agent, a facilitator of change, or consultant can be a person from within, or outside of an organisation. They are the catalysts for change. They look for leverage points and assist the client system in making needed changes. Hanson & Lubin (1995, p.6) describe the consultant as “a professional person, usually an outsider, who attempts to help organisations work more effectively”.

Although some pervasive changes can occur from the bottom up, it is less revolutionary for them to occur from the top down. It is therefore essential that OD is supported by top management. Routledge (2000) suggests that top management controls an organisation’s resources and reward systems and they are often powerful role models in behaviour change. For the OD process to be effective it has to be owned and supported by all levels of employees.

2.2.2. Background of Organisation Development

It is important that the background and influences of OD are briefly discussed in order to fully understand this unique approach to the research/organisational enquiry. Routledge (2000) states that to try and pin point an exact source of OD is difficult. However, these approaches first emerged in the field of applied psychology in the United States in the 1950’s and 1960’s (Louw & Edwards, 1998). These theories recognised two general classes of change (Louw & Edwards, 1998):

1. First order change involving modifications of what already exists; and
2. Second order change involving radical changes to something entirely different from what went before.

According to Rothwell, Sullivan & McLean (1995), OD originates from two separate but related perspectives, philosophical and the methodological. The **philosophical**

perspective of OD asserts that the basic assumptions of OD were influenced largely by a philosophy about people, work, organisations and change, which moved through many disciplines in the late 1950's and the 1960's (Routledge, 2000).

The **methodological** perspective suggests that the basic techniques of OD began from experiments conducted by applied social scientists in the early twentieth century. Burke (1987) postulates three distinct behavioral science applications, namely; sensitivity training, socio-technical systems, and survey research and feedback.

With the above information in mind, the collaborative nature of OD and in trying to establish a culture of constant organisational change essential for long-term organisational success, it is fitting to discuss the model, or process or method of research into which OD falls, that being action research.

2.3. Action Research

2.3.1. The Characteristics of Action research

O'Brien (1998) asserts that what separates action research (AR) from general professional practices, consulting, or daily problem-solving is the emphasis on scientific study, which is to say the researcher studies the problem systematically and ensures the intervention is informed by theoretical considerations. Much of the researcher's time is spent on refining the methodological tools to suit the exigencies of the situation, and on collecting, analysing, and presenting data on an ongoing, cyclical basis. Action research is used in real situations, rather than in contrived, experimental studies, since its primary focus is on solving real problems.

Terre Blanche & Durrheim (1999) explain AR as drawing on three main tensions:

1. Action research draws on the tension between science and practice, AR attempts to contribute both to the practical concerns of people in an immediate problematic situation and to larger goals of social science, and emphasises both rigor and relevance (Rapaport, 1970 in Terre Blanche & Durrheim, 1999).

2. Action research attempts to mediate between individual and collective needs. AR insists on communal participation in the process of knowledge creation, so that knowledge can never become the property of *the* intellectual individual.
3. Action research addresses the tension that exists between the researcher and the researched/participants. The role of the researcher is that of a 'facilitator' and the relationship is a two-way dialogue encouraging the full involvement of those being researched at every stage of the research. AR can be seen as an egalitarian, people-oriented research technique.

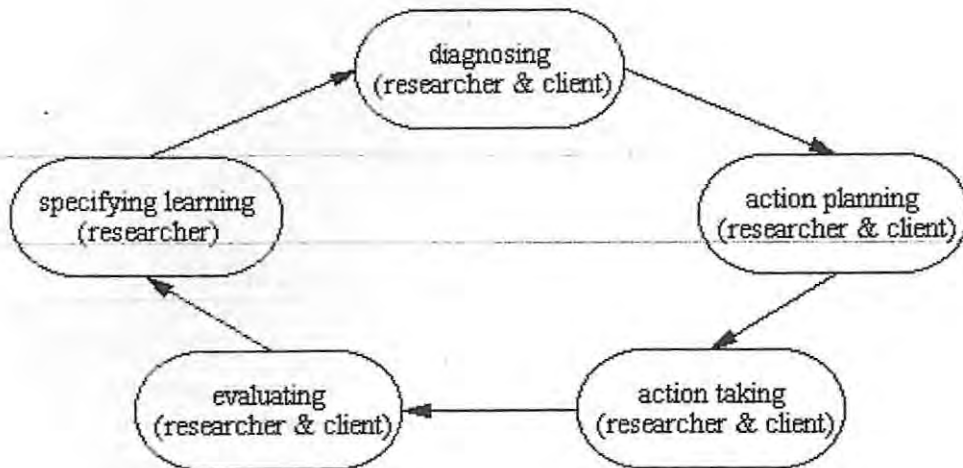
Though sharing a number of similar perspectives with the interpretive paradigm (qualitative), and making considerable use of its related qualitative methodologies, there are some researchers who feel that neither it nor the positivist paradigms (quantitative) are good enough epistemological structures under which to place action research (Lather, 1986 and Morley, 1991). Rather, a paradigm of Praxis is seen as where the main affinities lie. Praxis, a term used by Aristotle, is the art of acting upon the conditions one faces in order to change them. It deals with the disciplines and activities predominant in the ethical and political lives of people. Aristotle contrasted this with Theoria - those sciences and activities that are concerned with knowing for its own sake. Both, are equally needed he thought. That knowledge is derived from practice, and practice informed by knowledge, in an ongoing process, is a cornerstone of action research. (O'Brien, 1998).

Organisation development is a process as is action research, and typically involves a four step cyclical process namely: plan, act, observe and reflect. Action research is the foundation for most OD interventions, and as a model, AR can be seen as a simplified representation of the complex activities that occur in a change effort (Rothwell, Sullivan & Mc Lean, 1995). The model can serve as a 'road map' to researchers/consultants facilitating change. As a process AR is a cycle in which research is followed by change activities, the results of which are fed into further research. Susman (1983) distinguishes five phases to be conducted within each research cycle (See Figure 1).

Initially, a problem is identified and data is collected for a more detailed diagnosis. This is followed by a collective postulation of several possible solutions, from which a single plan of action emerges and is implemented. Data on the results of the

intervention are collected and analysed, and the findings are interpreted in light of how successful the action has been. At this stage, the problem is then re-assessed and the process begins another cycle. This process continues until the problem is resolved.

Figure 1. Action Research Cycle. Adapted from Susman (1983)



2.3.2. The Background of Action Research

Action research is known by many other names, including participatory research, collaborative inquiry, emancipatory research, action learning, and contexture action research, but all are variations on a theme. Although action research in Africa only became visible in academic and development circles in the early 1970s, its historical roots can be traced to debates in the 1940's between anthropologists and colonial administrators concerning the usefulness of anthropology to colonial administration (Mulenga, 1999). Vuorela (1981) argued that one of the main concerns of anthropology was to facilitate the adjustment of the dominated, "primitive" culture to the dominating, "modern" one. Despite apparent respect for the primitive culture, anthropologists still perceived it as inferior to their own. In many cases, their agendas were not opposed to the colonial interests of manipulation and further penetration of African societies (Asad, 1973).

"Action research...aims to contribute both to the practical concerns of people in an immediate problematic situation and to further the goals of social science simultaneously. Thus, there is a dual commitment in action research to study a system and concurrently to collaborate with members of the system in changing it in what is

together regarded as a desirable direction. Accomplishing this twin goal requires the active collaboration of researcher and client, and thus it stresses the importance of co-learning as a primary aspect of the research process.” (O’Brien, 1998, p.12).

2.4. Organisation Diagnosis and the use of OD Models

Diagnosis has traditionally been defined as one of the key events or stages in an organisation development/action research process, it is an intervention that develops information about the various subsystems of an organisation as well as the processes and patterns of behavior that take place within that organisation (Beer & Spector, 1993). Diagnosis is designed to generate data on the current state of the organisation and the interrelationship between how the organisation is functioning, and how it is performing in relation to desired outcomes (French & Bell, 1984). Organisation diagnosis views an organisation as a living system because it comprises people (Howard, 1994). It is therefore fitting to view an organisation in terms of biological analogies. An organisation has energy, a structure, a history, and a development or evolutionary pattern. Fundamentally, all organisations, unless deliberately created for short-term goals, must be engaged in sustaining and perpetuating themselves (Howard, 1994).

Like a medical diagnosis, an OD diagnosis identifies the strengths and weaknesses of the organisation in the context of changes that need to be made, in order for an organisation to survive and perpetuate itself. According to Levinson (1994, p. 27) “organisational diagnosis is a systematic method for gathering, organising and interpreting information about organisations for the purpose of helping them anticipate, or ameliorate their adaptive problems.”

Beer & Spector (1993) suggest that an organisation diagnosis can be helpful to organisations in the following ways:

1. Enhancing their capacity to assess and change the culture of the organisation
2. Providing an opportunity for organisational members to acquire new insights into the dysfunctional aspects of their culture and patterns of behaviour as a basis for developing a more effective organisation

3. Ensuring that the organisation remains engaged in a process of continuous improvement

Inherent in organisation diagnosis is the focus and scope that the diagnosis will take. Beer & Spector (1993) explain that the scope of the diagnosis can be either narrow and symptomatic, or broad and systemic. A narrow, symptomatic diagnosis involves a superficial look at trouble spots in the organisation almost like a “radar scan” of the issues in the organisation (Tichy, 1983). A broad and systemic diagnosis is more large scale and looks beneath the surface, identifying the systems in the organisation, its culture, and structures.

Howard (1994), views and understands organisational diagnosis as a process, a systematic method for gathering data about how organisations function as social systems and an analysis of the meaning of those data. Organisational diagnosis is therefore a problem-solving activity that searches for causes and consequences, and it identifies gaps between what is and what ought to be (Weisbord, 1990). Diagnosis is often undertaken with perspectives guided by the conceptualisation of organisations as open systems, and involves the cyclical process as characterised in action research. The primary hypothesis of this conceptualisation is that the organisation is in a dynamic relationship with its environment. It receives various inputs, transforms these inputs in some way and exports outputs (Senge, 1990). In addition, all the systems within organisations are interrelated and responsive to each other. Diagnosis of an organisation from an open systems perspective must therefore take into account a variety of internal and external variables and how they influence each other (Howard, 1994).

Making sense of these complexities can be aided with the use of a model. An important consideration for the practitioner, who wishes to better understand organisations, is to find or develop a model that represents how an organisation may function as a system. Models symbolise organisations from various levels. Burke (1994) proposes that models are useful in several ways: they help to categorise data about the organisation, enhance understanding, help to interpret data and they help to provide a common shorthand language. Craig (1999) suggests that a model should be usable (easily understood), simple, performance focused, comprehensive and systems based.

It is with this in mind that *this* diagnosis/research made use of the model of organisational performance and change proposed in Weisbord's Six-Box model (1990).

2.4.1. Weisbord's Six Box Model

The components/boxes of this model include: purpose, structure, relationships, rewards, leadership and helpful mechanisms. For each box within the model there are key organisational questions.

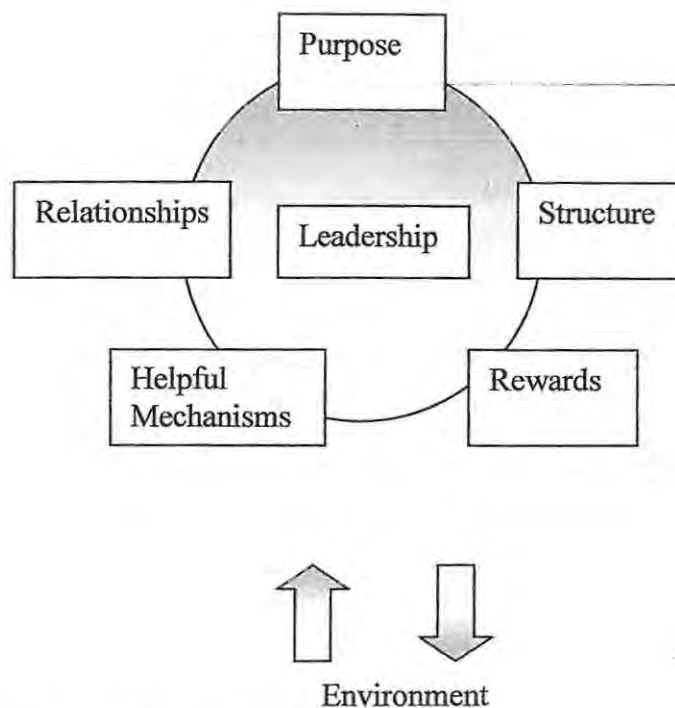


Figure 2. Weisbord's Six-Box Model (1990).

For "*purpose*," the two most important factors are goal clarity (the extent to which the organisation employees are clear about the organisation's mission and vision), and goal agreements (whether the employees support the organisation's purpose). An organisation's mission serves to set the stage for all the organisation's programs, internal functioning, and external relationships. This mission statement summarises the organisation's purpose and provides the rationale for defining goals and objectives. It is usually communicated in annual reports, personnel policies, information brochures provided to donors or community members, and other

documents. A vision which does not have the active support of the majority of the members of the organisation is useless (Weisbord, 1990).

For “*structure*”, the primary question is whether there is an adequate fit between the purpose and the internal structure that is supposed to serve that purpose. The organisation’s structure refers to how the responsibilities, tasks, and functions are allocated among staff members. The structure serves to define the reporting relationships and the lines of authority for different levels of the staff. The structure is usually outlined in an organisational chart and in job descriptions (Weisbord, 1990).

The concept of “*relationships*” refers to how all levels of staff interact with one another and how decisions are made and communicated. Many aspects of organisational relationships are determined by the organisation’s structure. Relationships serve the functions of collaboration, communication, and supervision, allowing work to be carried out toward the mission and goals. Relationships also serve to build the organisational culture. Weisbord (1990) speaks of three types that are important: between individuals (the employees), between units or departments that perform different tasks, and between people and the nature and requirements of their jobs.

“*Rewards*” serve to recognise good performance. Rewards include both financial compensation - the basis on which an organisation pays its employees - and non-financial compensation, such as promotions, titles, authority, status in the community, opportunities for personal growth, and recognition of contributions. Incentives serve to motivate staff members’ performance. Incentives can include giving staff members time for consulting outside the organisation, providing training aimed at improving or developing skills, recognising excellent programming, and ensuring strong organisational support for any new initiative (Weisbord, 1990).

“*Helpful mechanisms*” are those factors that bind an organisation together. These include mechanisms such as planning, controlling, budgeting, and various information systems.

For Weisbord (1990), “*leadership*” is the centre of the framework and is the key element that brings together the other organisational elements. The leadership element

is also responsible for recognizing and managing influences stemming from organisations, communities, or trends in the outside environment. Successful leaders are those who:

- Are committed to the organisational mission and goals;
- Are able to develop and communicate the vision of what the organisation can and should accomplish as well as the strategic approaches to achieve this vision;
- Have skills in mobilising financial and human resources;
- Provide direction to facilitate staff members' contribution toward the stated goals;
- Can expect and manage change;
- Are passionate and emotionally intelligent (Goleman, 1996).

The job of the leader is to identify inconsistencies and problems within the other boxes and maintain a balance between them. The organisation's leaders are responsible for integrating the various elements

Beyond the organisation lie many additional factors that affect services. Weisbord (1990) suggests that the "*outside environment*": donors, community organisations, social hierarchies, and socio-cultural factors, may influence the organisation's standards, services, and even structures. The recognition and management of external influences are tasks for the organisation's leaders.

This model has proved to be helpful in organisational diagnosis. The Six-Box model is a simple but powerful diagnostic tool, whereby each box has both formal and informal systems which could form the root of organisational problems, i.e. there are formally appointed leaders, leadership positions; and there are also informal leaders, with strong referent power with whom employees identify and follow (Weisbord, 1990). These leadership roles can often conflict. Often, if the formal system is dysfunctional, the informal system compensates.

Weisbord (1990) suggests that the Six-Box Model is particularly useful in the following situations:

- When the researcher/consultant does not have as much time as would be desirable for diagnosis;
- When a relatively uncomplicated organisational map is required/needed for diagnosis; or
- When the client is unaccustomed to thinking in systems terms. This model then helps the client to visualise the organisation as a systemic whole without the use of foreign and academic terminology.

It is essential to remember not to be confined to the six boxes; in reality organisations are far more complicated. However, these six areas/boxes do provide the researcher/consultant with a good overview of an organisation. It is then the responsibility of the researcher to incorporate other areas and issues that arise during the diagnosis into the model.

Weisbord subsequently moved on to discuss “Third Wave” consulting where the consultant focuses less on the “sickness” of the organisation, but rather on its “wellness”. His strategy assesses the potential for action (looks for situations with committed leadership, good business opportunities and energised people), gets the “whole system” in the room, focuses on the future and structures tasks that people can do for themselves. This is an optimistic, goal-oriented view of diagnosis and organisations (Weisbord, 1990).

2.5. The Need for OD in South African organisations

Norton, in Louw & Edwards (1998) asserts that understanding the principles of organisation development is particularly important for South Africa. With the introduction of political democracy, most aspects of society have been, and will continue to under go rapid and radical change. Decision makers will be and are accountable to the people affected by their decisions, and those decisions will be made transparently. For organisations, the need to undergo transformation is no less important, so that they reflect the values and norms of the new social order. Now that South African organisations are players in the world economy due to the removal of

international trade and financial sanctions it is important to maintain a competitive advantage in terms of service and levels of production. The management of change and dynamism in our organisations is another priority.

A good way to gauge how an organisation is functioning or surviving under change is not only by observing the people that 'support' such organisations; for example, shopping within a certain shopping franchise, using a preferred cell phone brand or staying in a particular hotel. It is by entering into dialogue with the human resource of the organisation, the people who are employed in that organisation and discovering how satisfied they are with that the organisation. Hellriegel, Jackson & Slocum (1999) hold that a satisfied worker is not necessarily more productive, but dissatisfaction is more likely to result in:

- Higher turnover
- Higher absenteeism
- Lower corporate citizenship
- More grievances and lawsuits
- Strikes
- Stealing, sabotage, and vandalism
- Poorer mental and physical health

According to Robbins (1993), job satisfaction refers to the general attitude individuals have toward their jobs. It is in looking at how the employee feels about their job and the conditions, structures and functioning of the organisation that a sense can be gained in terms of how that organisation manages change, if any, as well as competition from outside the organisations. Structures and systems are those formal aspects of an organisation (as mentioned earlier in section 2.4.1 page 13), that signal to people that certain behaviour is desirable.

Beer (1980) suggests that the structures and systems in place in an organisation can affect the behaviour of staff members and organisation performance as a whole. Structures and systems must be in place in an organisation and they must be consistent with the organisation's environment. Beer (1980) further mentions that in recent years, so called contingency theories of organisations have articulated and

concurred with his viewpoint. Research has revealed that successful organisations in uncertain and turbulent environments utilise structures and systems different, from those of unsuccessful organisations. Therefore structure, systems and environment must fit or be symbiotic for an organisation to be successful and for employees to feel satisfied. Not all organisations employ effective or efficient structures and systems; they are often determined by the leader at the time (and therefore can change), long-held values by an organisation, personal experiences of success and the belief of managers about the 'right' way (as opposed to the way that suits the organisation), the culture/architecture and ultimately the human resource, the employees. A disparity between an organisation and the characteristics and needs of the people in it often occurs because the structures, systems and managerial processes are based on certain invalid assumptions about people (Beer, 1980). The way people are managed is strongly indicative of the assumptions that the manager/leader has of the employees. Employees have needs and expectations and are the organisation and can therefore affect overall organisation performance. People issues in organisations are, as a result, essential to the functioning of that organisation and efficient systems/structures need to be in place so that that overall organisation and employee performance can be enhanced. Organisation development is helpful in this regard as it acts as a tool not only to assess change, but also to reveal how people/employees are 'treated' by the organisation. Organisation development and diagnosis is needed in order gain a sense of the attention paid to the people factor.

As South Africa approaches 10 years of democracy, OD has become a familiar method used in organisations from government to manufacturing and retail organisations. However in the hospitality industry in South Africa there has not been a great deal of research in this field. It was for this reason as well as a keen passion for the industry that prompted this researcher to research and to '*diagnose*' how a specific hotel was managing change.

2.6. Research Context

2.6.1. The Exclusivity of the Hospitality Industry.

The world's economy can be broadly divided into manufacturing and service sectors. The hospitality industry is part of the service sector, which has grown to become three

times larger than its manufacturing counterparts in many countries (Lewis and Chambers, 2000). Much of the hospitality industry today is made up of many sophisticated organisations and branding has become the *modus operandi*. Hotels are unique investments because they contain many business elements not typically found in other income-producing properties (Petersburg, 1997). These characteristics affect both the risks and the benefits associated with hotels and demonstrate the highly specialized nature of this type of business. Unique characteristics that affect value in a hotel include the nature and quality of furniture, fixtures, and equipment (FF&E) retail-type business value inventories, a relatively high level of working capital, and other intangible business assets, general risks and benefits. FF&E includes items found in guest rooms, front office, and lobby; administrative equipment; restaurant equipment; and items of decor.

Hotels are also unique in that a large amount of capital investment is laid down for their construction and therefore there is a high capital risk if the hotel is not successful, especially if the hotel is out of the ordinary or a resort where the characteristic of the property is clearly that of a hotel. This makes the selling of such a property very difficult. Hotels have retail-type business value and they require specialized and highly trained management. They are also labour-intensive and employee wages and benefits represent a high percentage of gross revenues.

The hospitality industry is first, and always, a service industry (Lewis and Chambers, 2000). There are many major considerations that need to be considered when going into the hotel business; such as defining the market, marketing the hotel, understanding the local environment in which this particular hotel will exist and, most importantly, knowing the hospitality customer the hotel is trying to attract.

According to Lewis and Chambers (2000) there are four major elements that customers 'receive' when purchasing and using the hospitality product that makes this industry so unique. These are tangible goods, environment, intangible services, and experience (Lewis and Chambers, 2000):

Goods include the physical factors or attributes of a hotel which the management has most direct control over. These include beds, room size, food, furnishings and

bathroom amenities. Goods are all the physical aspects of the hotel that a guest notices when entering a hotel.

Environment includes those items that management may have some control over but not as directly and as easily. Environmental items may or may not be tangible, they are something that the guest feels. The hospitality industry and a hotel experience is an emotive one and it is this *feeling* that hoteliers strive for in setting their hotel apart from the others. Environmental items may include electronic locks on doors, which sells a sense of security, a very important intangible attribute. Other attributes in this category include the décor, atmosphere created in the hotel, comfort, and ambience. These may be classified as 'want' items as opposed to 'need' but they greatly impact on the overall impression and experience of the hotel. Lewis and Chambers (2000) explain this point well in that a hotel room, for example, satisfies a basic need; a luxurious room satisfies a 'want'.

Services include the non-physical attributes that management does, *or should*, control. A service is characterised by three unique features: intangibility, heterogeneity and inseparability of production and consumption (Zeithaml & Bitner, 1995 in Boshof & Klemz, 1997). Items in this category depend greatly on the personal elements provided by employees, such as friendliness, approachability, speed of service, attitude, professionalism job satisfaction. The service category is probably the most essential. It is the staff member that the guest is going to come into contact with at every point of their stay. The service industry, specifically the hospitality industry, is unique in that all employees have the responsibility and opportunity to directly impact upon service perception and quality, and deal effectively with the customer (Malherbe, 2001). The hospitality industry, like any other, relies on competitiveness but more so on the impression that the guest has of the hotel during their stay. This impression is moulded by many facets and facilities offered by the hotel; however the most important tool in shaping this impression is the customer contact employee. By this the researcher means that employee who has *direct contact* with the guest. It is such an employee who has the potential to make a huge difference to the 'comfort' of the guest and his/her overall stay. All employees in the organisation are crucial to the organisation's functioning and 'sell' an image and the culture of the hotel and their performance depends greatly on the employees' own sense of satisfaction. There are

other factors as well: there are those that depend on employee aptitude, but may also depend on systems in the hotel, such as the handling of reservations. Lewis and Chambers (2000) go further and explain that the service factor may also greatly depend on management decisions, such as whether to offer room service or valet parking.

Services can be used to illustrate the interrelationships between the other four components. The first consideration would be, does offering room service aid the guests at the hotel? Is this service needed? Looking at the service element in relation to room service, how many times does the telephone ring? Is the person on the other end of the telephone friendly and helpful in what the guest is asking for? With regard to the goods element, was the food ordered fresh? Was the silverware clean? In relation to the environment. Is there a table in the room to put the room service tray on? Was the tray well presented? All of these elements need to be consistent for the hotel experience to be a pleasurable one.

The fourth and final element is that of the **experience**. As illustrated above, the experience of the guest at the hotel is likely to be an outcome of the other three elements (goods, environment and services). The experience of staying at the hotel is what the guest comes away with and an experience is memorable and inherently personal (Lewis and Chambers, 2000). The hospitality experience is an intangible one, something that is "left behind" by the guest (Lewis & Chambers, 2000). There is no second chance to get it right.

Another interesting aspect that sets the hospitality industry apart from others, is that a paradox exists. The need for service and superior service depends on people/staff performance, but systems in the hospitality business in general are much less developed than in other industries. Skills are also more task-oriented than people-oriented.

As has been discussed above, it is clear that the hotel/hospitality experience is an exclusive one and highly emotive. It is not only a service business but also a people business, where the main purpose of the hotel is to provide the guest with a comfortable, pleasurable and memorable stay. Customer/guest satisfaction with the

goods, environment, services and experience of the hotel is what will prompt a guest to return.

2.7. South African Hotel Performance

A returning guest is the livelihood of the hospitality industry, however, South African hotels appear to be struggling to reach the levels attained in the bumper year of 2002. Hotel occupancy figures just released from the HotelBenchmark Survey by Deloitte (2003) show a 2% decrease in hotel occupancies for the country Year-to-September 2003, compared to the same period in 2002. Pretoria has seen the largest decrease amongst the big cities, at 6.5%, whilst Cape Town has shown its' resilience, with occupancies remaining relatively constant in relation to the prior year and Durban has decreased from an average 73.8% occupancy to 71.4%. Robert O'Hanlon, partner in the Travel, Tourism and Leisure practice commented that, "Apart from a brief respite in May, occupancy figures for the country as a whole have, since April, consistently under-performed each month compared to 2002."

This can be attributed to the following factors:

1. The strengthening of the Rand, and its consequential impact on the cost of South African travel to foreigners.
2. The continuing weakness of both the US and major European economies.
3. The non-recurrence of global events in South Africa, such as the World Summit on Sustainable Development in 2002, and the ICC Cricket World Cup early in 2003.

On a more positive note, strong increases in room rates relative to other cities continue to allow Cape Town to show growth in revenue per available room (revPAR). For the period January to September, Cape Towns' revPAR has grown 17% compared to 2002, far exceeding the country's average growth of 7.7%. The results of the month of September reviewed in isolation from the rest of the year illustrate the importance of hosting large global events. RevPAR for Johannesburg and Pretoria hotels plunged 23% compared to September last year, the time of the World Summit on Sustainable Development.

The HotelBenchmark Survey by Deloitte contains the largest independent source of hotel performance data outside of North America and tracks the performance of over 6,000 hotels and 1.1 million rooms every month. Four regional monthly rate and occupancy reports are produced covering Asia Pacific, Caribbean and Latin America, Europe and the Middle East & Africa. These are supplemented by country reports for Australia, Belgium & The Netherlands, Germany, Italy, New Zealand, South Africa, the United Kingdom and a city survey for London. Annual profitability surveys are conducted across all regions of the world, whilst in Germany and London monthly profitability surveys are conducted.

The South African survey collects occupancy and average room rate data from over 200 hotels, representing over 27 000 rooms every month. This makes it the largest independently run hotel performance survey in the region. It is clear from the information above, that the hospitality industry is a unique one in terms of it being an emotive experience and a unique investment as well as clearly being affected by micro and macro-economic influences. However, it is not unique or isolated from change and development. It is the industry's/hotels race to adapt to change, develop with the times and deliver superior service that will set hotels apart from each other.

2.8. The Specifics of the Hotel Involved In This Study

2.8.1. The Heritage of The Beverly Hills Hotel

This hotel is positioned just a few steps from the white beach sand of Umhlanga Rocks, Kwa-Zulu Natal (Zulu for “place of reeds”). Umhlanga Rock’s history dates back to 1895 when the settlement was founded by Sir Marshall Cambell of Natal Estates Ltd. Historic sites in the area include the first hotel built in Umhlanga Rocks, the Victoria Hotel in 1920. The hotel became very popular and was expanded in 1933 (Southern Sun Marketing Department, 2003). At that time the name was changed to the Umhlanga Rocks Hotel, and it is still in operation today. The Oyster Box Hotel was built in 1954. Originally a cottage, it also became a popular meeting place in its day. In 1964 the Natal Sharks Board headquarters and aquarium was built and is still popular with the tourists and locals today.

In the same year, the Beverly Hills was built by Sol Kerzner. It was his first hotel, and contrary to the popular belief that the hotel was named after the famous Los Angeles location, it was rather named after his daughter Beverly (Southern Sun Marketing Department, 2003). The Beverly Hills Hotel (BHH) has been part of the Southern Sun portfolio for many years and in 1995 it was re-branded an Inter Continental hotel. This branding offered guests five star treatment on an international level as well as recognition of the hotel around the world. The Beverly Hills Hotel is a small hotel with 73 rooms, 6 suites, 3 cabana suites, 7 cabana rooms and 2 presidential suites (Southern Sun Marketing Department, 2003).

2.8.2. The Southern Sun Collection

Southern Sun has recently introduced a new portfolio of hotels to their existing brands (including Inter Continental, Holiday Inn, Crown Plaza, Formula One, Holiday Inn Garden Court, Resorts, Convention Centres and Casino's). This new brand is known as *The Southern Sun Collection*. The Beverly Hills Hotel is first of the Southern Sun Hotels to be included in the Southern Sun Collection. The key to this brand is personality and individuality. This brand is an "experience", and each hotel will have a different theme. For example the theme of The Beverly Hills is one of 1930's style glamour and decor.

The creation of the brand emerges from market demand which indicated that guests seek a unique experience; high quality and flawless service delivery. Guests want to be spoilt and this branding offers to deliver this. The criteria for the new Southern Sun Collection is (Southern Sun Marketing Department, 2003):

1. The hotel must be in a prime location
2. It must offer a high quality product and distinctive food and beverage choices
3. Personal service is of paramount importance
4. The hotel is themed – each hotel will be different in the experience it offers the guest
5. The hotel must have quality amenities and services.

2.8.3. The Guest Profile of The Beverly Hills Hotel

The profile of the guests at the BHH will not dramatically alter in the short-term, but as the new brand equity grows and strengthens, so will the profile of the guest alter to fit the brand aspiration. As researched by the Southern Sun marketing department in October 2002, currently the guests at the hotel are typically over 30 years of age, in a senior management position or about to assume a leadership position in business and government. The guest is in a higher income bracket than normal and is more likely to be a leisure or corporate traveller than a tourist. The room rates at the BHH are higher than any other hotel in Durban and so the guest expects high value for money and impeccable service delivery. The hotel has a relatively varied type of guest profile, in that there are some very traditional guests who visit the hotel at the same time every year. Regardless of the guest profile, all guests are made to feel as if they are VIP's.

2.8.4. The Service Ethos at the Beverly Hills Hotel

The core of the service ethos at the BHH goes hand in hand with the theme of glamour, style and indulgence. As mentioned above all guests are to be treated as VIPs. The guest should leave the hotel feeling that they have had an 'experience'.

2.9. The Reason for this Hospitality Diagnosis

As mentioned already, organisations are in a state of perpetual flux and change not only from within but also because of changes in the external environment. The hospitality industry, a service industry, is expanding and growing globally and within South Africa. With the latest changes at the Beverly Hills Hotel, together with external influences, change and development have been keywords. It was the focus of the researcher to diagnose and assess the level of management, job satisfaction, and overall organisational performance under these circumstances.

CHAPTER THREE – METHODOLOGY

In the following chapter the methodology employed for this research will be expounded upon, namely the aims of this research, research design, research participants, the data collection and the data analysis process.

3.1. Research Aims

This research aimed to identify and explore the organisational factors that impacted on levels of employee satisfaction and overall organisational performance in a Kwa-Zulu Natal hotel that is part of an international hotel chain. In identifying these organisational factors it was hoped that the overall effectiveness of the hotel and the way in which it operated will be enhanced.

3.2. Research Design

This research employed a multi-method approach and what is commonly known as triangulation. Triangulation as a method, involves using a 'mix' of qualitative and quantitative research methods, as well as the application and combination of several research methodologies in the study of the same phenomenon (Terre Blanche and Durrheim, 1997).

Denzin, (1970) notes that there are various types of triangulation, these are:

1. Data triangulation which refers to a use of a variety of data sets or sources in a study through the application of different methods, but also through the use of the same method at different times.
2. Investigator triangulation is carried out in partnership and collaboration with other researchers. Research organisation is an important part of the research process and strategy as different individuals bring differing perspectives and skills.
3. Theory triangulation refers to the use of multiple perspectives in interpreting a single data set.
4. Method triangulation refers to the use of multiple methods to study a single problem. Triangulation may be *between-methods* or *within-method*. According to Brannen (1992) a *within-method* approach involves the same methods being

used at differing occasions. *Between-methods* involves using different methods in relation to the same problem.

Triangulation as a method does not only involve the various types, but also in which order the quantitative/qualitative 'mix' will be utilised in the research. Creswell (1994) looked at two ways in which this 'mix' can be used by researchers to best suit the research at hand. Creswell (1994) speaks of a *two-phase design* approach and a *dominant-less dominant design*. The former involves the researcher proposing to conduct a qualitative phase of the research and a separate and distinct quantitative phase of the research. With the *dominant-less dominant design* the researcher chooses a single dominant paradigm to guide the research and a small part of the research is drawn from the alternate paradigm. The advantage here, is that a consistent picture of one paradigm is presented. It is the decision of the researcher as to which of these particular mixes are going to elicit the best results, and work best in light of the research.

For the purpose of this research a *dominant-less dominant* design was used together with a *between-methods* triangulation. The guiding paradigm was qualitative, making use of focus groups and semi-structured interviews, and the research was *initially* aided by the quantitative method making use of a questionnaire.

For many years there has been a debate on what 'scientific' research is about. Some researchers argue that quantitative research is the only kind of scientific research and scoff at qualitative strategies, and recently the reverse has taken place (Poggenpoel, Myburgh & Van Der Linde, 2001). They argue that scientific research depends on decisions made during the research process. There has been an epistemological debate on what scientific research is about. The differences between quantitative and qualitative research have, according to De Vos, Schurink & Strydom (1998, p.5), "developed into a full-blown debate which has involved scholars and practitioners in a, sometimes, almost vindictive polemic." Firestone (1987 in Miles & Huberman, 1994) suggest that, on the one hand, quantitative studies 'persuade' the reader through de-emphasising individual judgement and stressing the use of established procedures, leading to more precise and generalisable results. On the other hand, qualitative studies 'persuade' the reader through a wealth of descriptive comparison and strategic

comparison. This is the stance that the researcher took specifically within the culturally, historically and socially diverse and dynamic work environment, as in South Africa.

Using triangulation in research means understanding the complexity of research and the context in which the research is being undertaken. Through the use of a multi-method research, research can do justice not only to the stakeholders of the research endeavour, but also to the research field as a whole by multi-faceting and enriching the research process. The following quote by Binder (1939, p.294 in Smith, 1975) sums up the researcher's stance with regard to her methodology:

“ We must use all available weapons of attack, face our problems realistically and not retreat to the land of fashionable sterility, learn to sweat over our data with a mixture of judgement and intuitive rumination, and accept the usefulness of particular data even when the level of analysis available for them is markedly below that available for other data in the empirical area.”

3.3. Research Participants

Initial contact with the hotel was made possible through the use of a gatekeeper known to the researcher and working for the hotel, and verbal consent was given for the research to take place by the Managing Director of Southern Sun and written consent given by the General and Deputy General Manager of the Beverly Hills Hotel (See Appendix I). At present there are approximately 110 employees working at the hotel and the hotel's organisation structure is made up of four levels, these are: the general manager, the deputy general manager, departmental heads (5 employees) and the general staff (approximately 103 employees).

The first phase of the research made use of a questionnaire to elicit information on demographics and job satisfaction. Eighty-eight staff members completed the questionnaires. Convenience sampling was utilised during this phase, in order to try and survey as many employees as possible within the constraints of the working day and shift work characteristic of the hotel industry. The first phase of the research gave the research insight into *what* the issues or reasons were for such levels of satisfaction.

The second phase of the research involved the use of five focus groups with the 'general' staff members, and semi-structured interviews with three heads of departments and the Deputy General Manager. This phase of the research explored *why* such levels of satisfaction were felt by the employees. Staff that had been involved in phase one may also have been involved in the second phase of the research. Staff were again sampled using convenience sampling, but also proportionately sampled to ensure that each department was represented in the focus groups. Twenty-two staff members were involved in the focus groups, and three heads of department were interviewed thereafter, as well as the Deputy General Manager. The nature, importance and participant confidentiality of the research was explained to all participants prior to the research process and informed consent obtained, however staff participation was voluntary.

3.4. Data Collection

Data was collected for this research in two phases:

Phase One: a structured questionnaire was used to elicit information on demographics and job satisfaction.

Phase Two: involved clarifying and exploring issues captured by the questionnaire as well as exploring the dimensions set out by Weisbord's (1990) Six Box Model. Information was explored through the use of focus groups with the staff and semi-structured interviews with the heads of department and Deputy General Manager.

3.4.1. Phase One - Questionnaire

For the first phase of the research data was collected using a structured questionnaire. Beer (1980), suggests that the use of a questionnaire to aid the diagnostic process is good as it can be administered to a large number of people at the same time, the questions are fixed and the responses are quantifiable. The researcher/consultant can develop a questionnaire relevant to a given situation and in a language relevant to the people in the organisation. This questionnaire had two distinct sections:

- Section A - Demographics extracting information such as sex, years of service in the hospitality industry and position held in the hotel (See Appendix II).
- Section B - focused on job satisfaction. The Job Descriptive Index (JDI) was utilised and is designed to tap five facets of job satisfaction: The JDI consists of

72 items that comprise five sub-scales or facets: the work itself, pay, opportunities for promotion, supervision, and co-workers (See Appendix II). Each grouping consists of a list of adjectives or descriptive phrases.

The respondents were asked to write, "yes" next to the item that describes his/her pay (promotions etc) and "no" for each item that does not. A "?" response was reserved for items for which the respondent could not decide. "Yes" responses were scored 3, "no" responses 0, and "?" responses as 1 point. The overall measure of satisfaction was calculated by adding the separate facet indices. The highest possible score is 216 (72 items x 3 points).

In addition to the extensive high quality research done on the JDI by the Cornell Group, there are several factors intrinsic to the scale which recommend its use. The verbal level of the items is quite low and does not require the respondent to understand complicated or vague abstractions. The education level and verbal levels of the participants were such that they were able to understand such terms. While the JDI is neither a projective, nor a direction of perception type instrument, it does approach "job satisfaction" somewhat indirectly. The instrument asks respondents to describe his/her job rather than the feelings about it. It seems quite evident from numerous studies using the JDI, that one's perception of his/her job is highly coloured by his/her satisfaction with it. The JDI is a face valid instrument and can be administered and scored in a short time. There are few characteristics of the JDI which do not add to its value, although they are not serious defects. The first of these is the problem of social desirability. While there is some relation between JDI scores and social desirability, the correlation is not high. The researcher was aware that there could have been a possibility that scores may have been affected in some way by this factor. The possibility of 'faking good' also exists. The researcher tried to avoid this by making the questionnaire anonymous. The JDI has shown great sensitivity internationally in measuring job satisfaction, and is the most widely used job satisfaction survey (Carrel, Grobler, Elbert, Marx, Hatfield & Van Der Skyf, 1998). The JDI has been used to measure job satisfaction in over 400 studies (Smith, Balzer, Josephson, Lovell, Paul, Reilly, Reilly & Whalen, 1989) and has documented evidence of convergent and discriminant validity (e.g. Gillet & Schwab, 1975 and Jung, Dalessio, & Johnson, 1986).

3.4.1.1. Demographic Data of Participant Sample

Figure 3. Sex Histogram

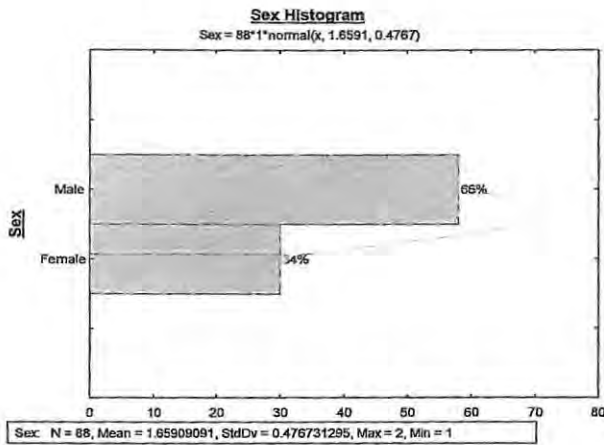
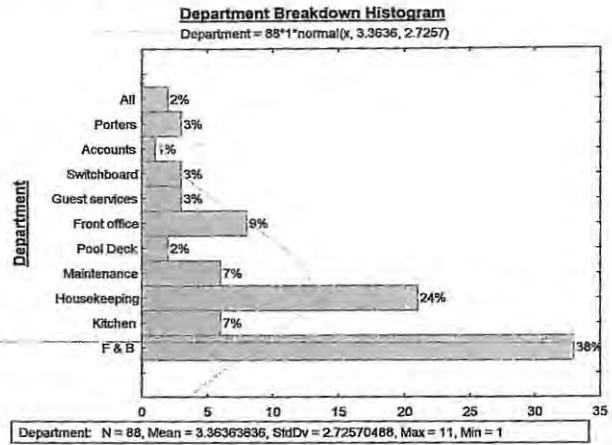


Figure 4. Department Breakdown



A total of 88 staff members were involved in the first phase of the research from all departments. However 1 questionnaire was not totally usable, the demographics had been filled in but only part of the JDI.

As can be seen from figure 3, males constituted 66% of the sample and females 34%. From figure 4, is clear that the largest departments in the hotel are food and beverage (F & B), accounting for 38% of the sample, and housekeeping accounting for 24% of the sample. A pilot survey, of 8 members of staff, was administered to random staff to reduce any possible misunderstandings and problems with the questionnaire. The researcher was present during the administration of the questionnaires in order to answer any questions the participants may have had.

3.4.2. Phase Two - Focus Groups and Interviews.

The second phase of the research involved data being collected through the medium of focus groups and semi-structured interviews (See Appendix III and IV). Denzin & Lincoln (1994, p.365) state that Merton coined the term “focus group” in 1956 to apply to a situation in which the interviewer asks group members very specific questions about a topic after considerable research has already been completed. Kreuger (1988, p.18) defines a focus group as a “carefully planned discussion

designed to obtain perceptions in a defined area of interest in a permissive, non-threatening environment.” Focus groups are useful as the various participants act as catalysts for each other’s thoughts, providing a broader understanding of the phenomena under study (Schurink, Schurink & Poggenpoel, 1998).

Twenty-two staff were involved in the five focus groups (consisting of three to four people in each) and were sampled using convenience sampling. Stewart and Shamdasani (1990) suggest that when convenience sampling is used, the group should consist of representative members of the larger population. Merton, Fiske and Kendall (1990) assert that the size of the group should not be too large so that it is unmanageable, or too small that it excludes certain members representative of that population. Five focus groups were held, some studies require that several (3-4) groups be convened. According to Morgan (1988, p.42), “one important determinant of the number of groups is the number of different subgroups required...if there are several distinct population segments...you may want or need to run separate groups in each”. Morgan believes that one group is never enough as the researcher may be observing the dynamics of that group and little else.

The sampled staff varied in years of service and departments, and it was felt by the researcher that the size and representativeness of the sample was adequate. The focus groups were held in a small conference room at the hotel, which was easily accessible to the participants. Each focus group took an average of 1 hour 30 minutes.

Semi-structured interviews were held with three department heads and the deputy general manager. The researcher thought it essential to investigate the extent to which the hotel’s leader/s are defining purposes, embodying purposes in programs, defending the hotels integrity, and maintaining order with respect to internal conflict. Beer (1980) asserts that an interview is the simplest and most direct way to find out what is going on in an organisation. According to Harvey & MacDonald (1993) using semi-structured interviews is a method by which the researcher usually has a checklist of topic areas or questions. The intention is to allow participants to talk in their terms to the questions. The researcher chose to hold the focus groups first and then to cautiously explore, with the heads of departments, those and other issues that came out of the staff focus groups. Each semi-structured interview with management staff lasted about 1 hour.

The focus group and interview guides 'grew' directly from the research question as well as being influenced and guided by the OD model used; however, various other issues/themes arose. This allowed for exploration of the factors as set out in Weisbord's Six-Box Model (1990), namely relationships, purpose, structure, rewards, leadership and helpful mechanisms as well as the inclusion of others raised by the hotel employees.

The validity of the focus groups and interviews were enhanced through the use of written and verbal feedback of the results to the Deputy General Manager of the hotel, as well as in a series of presentations made to the hotel employees; attendance was voluntary (Tindall, 1998). This serves to deepen understanding and ensure that the researcher has accurately represented the employees' experiences. Validity was also upheld through researcher reflexivity; this was achieved by keeping a reflexive diary, and allowing for reflection of each focus group and interview (Tindall, 1998). Finally, the validity of the proposed study was enhanced by having the data analysis and interpretation checked by an independent researcher (the research supervisor), who is familiar with the aims and methodology of this study, to account for any possible variations or disagreements. All interviews and focus groups were audio taped and transcribed. All staff members involved in the focus groups were presented with a Certificate of Appreciation by the researcher, thus rewarding the participants and giving them something physical they could take with them and possibly add to their resumes.

3.5. Data Analysis

3.5.1. Phase One - Questionnaire

Data analysis for the questionnaire took place by entering the survey data into the statistical program, *Statistica*, which allowed for the analyses of the Job satisfaction (JDI) scores. "Yes" responses were scored 3, "no" responses 0, and "?" responses as 1 point. Various frequencies and crosstabulations were run on the data together with the demographic information obtained.

Frequency distributions are the starting point in a descriptive analysis, as they simply show in absolute (simple counts) or in relative (percentage) terms how often the different values of a variable are actually counted in a sample (Diamantopoulos & Schlegelmilch, 1997). In other words, a frequency distribution indicates to the

researcher how 'popular' the different values of the variable are among the unit of analysis. Two-dimensional histograms (the term was first used by Pearson, 1895) present a graphical representation of the frequency distribution of the selected variable(s) in which the columns are drawn over the class intervals, and the heights of the columns are proportional to the class frequencies.

Frequency tables are a useful start when analysing data, but they only provide a descriptive summary of the answers to the questions. Cross-tabulations allow data to be broken down; they allow the researcher to break down the frequency table to take account of a related variable (Harvey & MacDonald, 1994). Cross-tabulations generally allow researchers to identify relationships between the cross tabulated variables.

3.5.2. Phase Two - Focus groups and interviews.

The researcher took brief notes during the focus groups, because, according to Morgan (1988), regardless of the method of data collection, the moderator should make notes to facilitate data analysis, as well as field notes as a contingency measure in the event of faulty tape recordings.

The first step of the analysis was to transcribe all focus group and interview information; in order to provide a complete record of the discussions and facilitated analysis of the data.

The next step was to analyse the content of the discussions. Analysing the material began with familiarization and immersion with the focus group material, looking at Weisbord's Six-Box model factors as well as introducing other themes that came from the data, elaborating on various themes, and finally interpreting and checking the data.

The aim of this analysis was to look for trends and patterns that reappear within either a single focus group, or interview, or among various focus groups, or interviews. Data analysis of both the focus groups and semi-structured interviews was carried out by utilising an objective coding scheme characteristic of content analysis and thematic coding. Kreuger (1988) suggests that content analysis begins with a comparison of the words used in the answer. Also, the researcher must consider the emphasis or

intensity of the respondents' comments. Other considerations relate to the consistency of comments and the specificity of responses in follow up probes.

According to Holsti (1969, p.608) content analysis "is any technique for making inferences by systematically and objectively identifying special characteristics of messages". Content analysis was an appropriate tool for this research, as it allowed for the researcher to assess events and processes within the hotel by looking at the responses given by the staff. It was also an effective method of analysis, when used in conjunction with the factors of Weisbord's Six-Box Model (1990), to explore the factors that impacted on levels of employee satisfaction and organisational factors that contributed to such levels of satisfaction and how this impacted on organisational performance as a whole.

3.6. Ethical Considerations

Ethical protocols are essential for any research carried out in real-world circumstances. This research involved close and open communication among the people involved, and the researcher paid close attention to ethical considerations in the conduct of her work. As already noted, permission for this research was given by the Managing Director of Southern Sun, and this permission was supported by the General and Deputy General Manager of the hotel (See Appendix I). The following are some of the ethical considerations made by the researcher:

- The reasons for the research were fully explained to the participants (being for a University thesis and to explore issues that impact on levels of job satisfaction)
- During both phases of the research, confidentiality and anonymity were guaranteed and the wishes of those who did not wish to participate were respected. Staff were encouraged to express any concerns they may have had. Each phase of the research was explained in detail to all staff members including the following:
- Methods and duration of the research were made clear to the staff.
- Methods of resolving concerns during the research were also discussed

- The final outcome of the research was explained as a master's dissertation written for academic purposes, as well as a report to the Managing Director.

Important outcomes of ethically sound action/participatory research have included ongoing capacity building of collaborators; for example, training, and better infrastructure as well as an ease for future research endeavours, as a rapport with the staff is built and a trust in researchers in general (Macaulay, Commanda, freeman, Gibson, Cabe, Robinson & Twohig, 1999). Once staff members feel that they are genuinely part of the research and are benefiting in terms of learning skills of their own, this is when the research has meaning and relevance for both parties. Kurt Lewis (1948 in Mc Kernan, 1997 p.3) sums up the researchers' point succinctly "research that produces nothing but books will not suffice".

CHAPTER FOUR - RESULTS

In the following chapter the results of both phases of the research will be set out. The results are divided into three sections, these are: phase one - the questionnaire (job descriptive index, JDI) results and phase two - the results of the staff focus groups and finally, the results of the interviews with heads of departments (management).

4.1. Phase One - Staff Questionnaire Results

4.1.1. Demographic information

As noted in chapter III eighty-eight staff members were involved in phase one of this research by completing the questionnaire. Sixty six percent (66%) of the sample were male and 34% female, which reflects the gender proportions in the hotel. The sample was varied in terms of years of service in the hotel, with the majority (43%) of staff working at the BHH for between 1 and 5 years (see figure 5). A relatively large number of longer serving staff fell into the 5 and 10-year category and constituted 15% of the sample. Fifty two percent of the sample was casual workers (see figure 6). Characteristic of any hotel is a large food and beverage and housekeeping department. As stated earlier, this is evident at the BHH, with the F & B and housekeeping departments representing 38% and 24% of the sample respectively. The smallest department was the accounts department with 1% of the sample.

Figure 5. Service Histogram

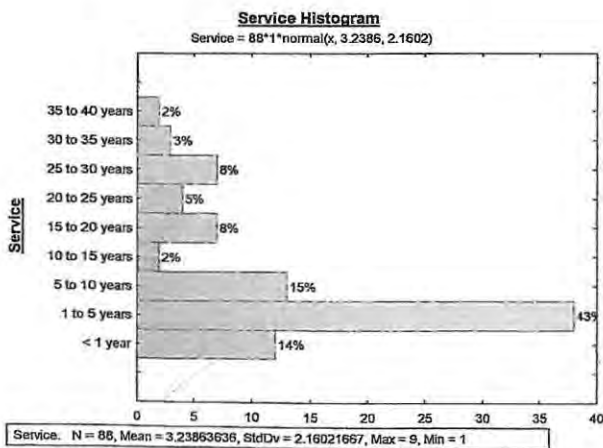
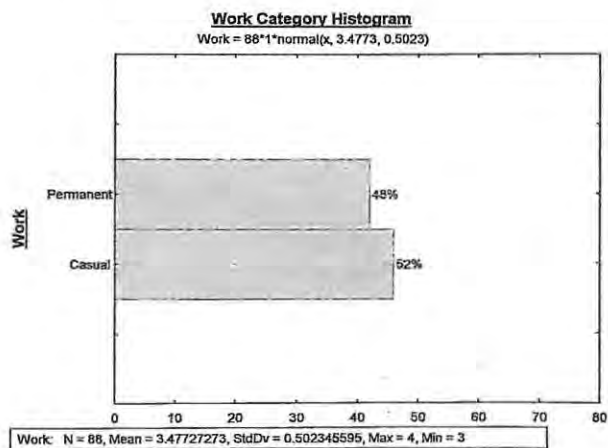


Figure 6. Work Category Histogram



4.1.2. Job Descriptive Index (JDI) Results

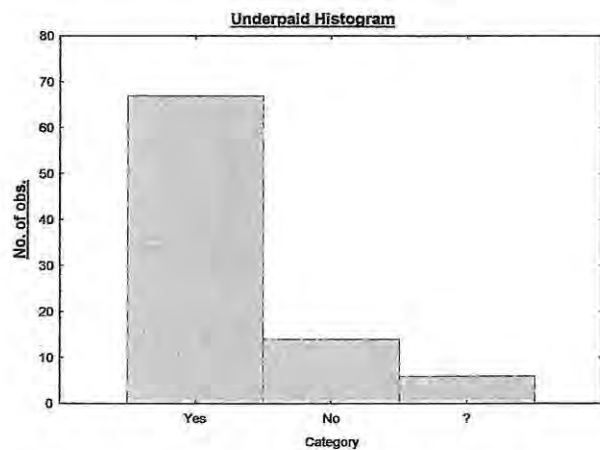
Once the JDI data had been entered into *Statistica* and the JDI results calculated, frequencies and crosstabulations were run on the data. Responses to questions on the five JDI facets (work, pay, promotions, co-workers and supervision) were negative, indicating low levels of job satisfaction. The possible maximum score is 216 (72 items x 3 points). The average score, out of the sample of 88, was 121.4 (out of a possible maximum score of 216). Of the five facets the most salient responses were those found in relation to pay and promotions. These showed that employees were predominately dissatisfied with pay and opportunities for promotions at the hotel. The departments that showed most negative responses to these facets were housekeeping and F & B (the largest departments). In relation to the other three facets (work, co-workers and supervision) results showed staff to be more optimistic in their scores.

As can be seen from table 1 and figure 7 a large majority (76%) of staff felt that they are **underpaid** at the hotel.

Figure 7. Underpaid Histogram

Table 1. Underpaid Frequency Table

Category	Count	Cumulative	Percent	Cumulative
Yes	67	67	76.13636	76.1364
No	14	81	15.90909	92.0455
?	6	87	6.81818	98.8636
Missing	1	88	1.13636	100.0000

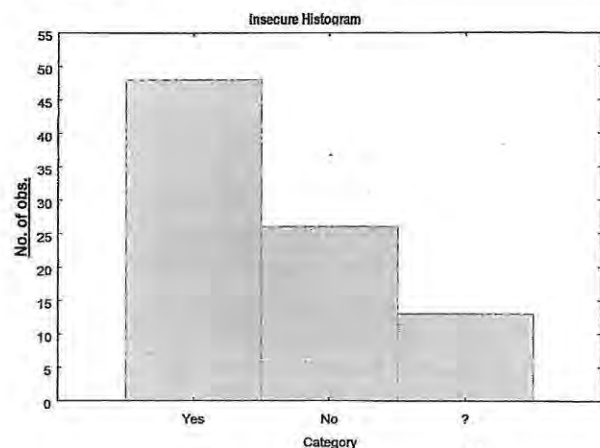


Results showed that staff felt insecure in terms of their pay, again with a majority of 54%.

Figure 8. Insecure Histogram

Table 2. Insecure Frequency Table

Category	Count	Cumulative	Percent	Cumulative
Yes	48	48	54.54545	54.5455
No	26	74	29.54545	84.0909
?	13	87	14.77273	98.8636
Missing	1	88	1.13636	100.0000



With regard to opportunities for **promotions** at the hotel, staff found them to be infrequent (56%, figure 9), limited (65.9%, figure 10) and unfair (56.8%, figure 11).

Table 3. Infrequent Promotions Frequency Table

Category	Count	Cumulative	Percent	Cumulative
Yes	50	50	56.81818	56.8182
No	21	71	23.86364	80.6818
?	14	85	15.90909	96.5909
Missing	3	88	3.40909	100.0000

Figure 9. Infrequent Promotions Histogram

Figure 10. Limited Prom. Histogram

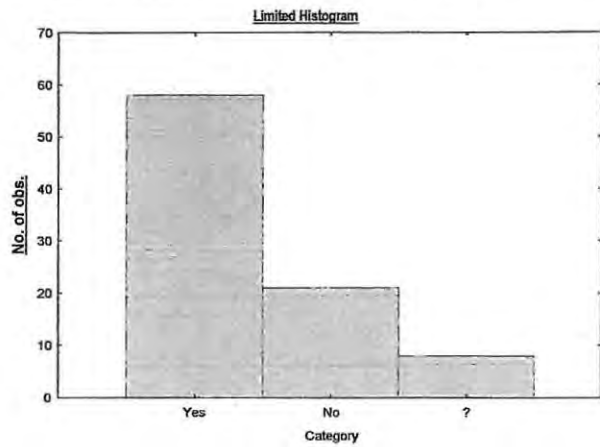
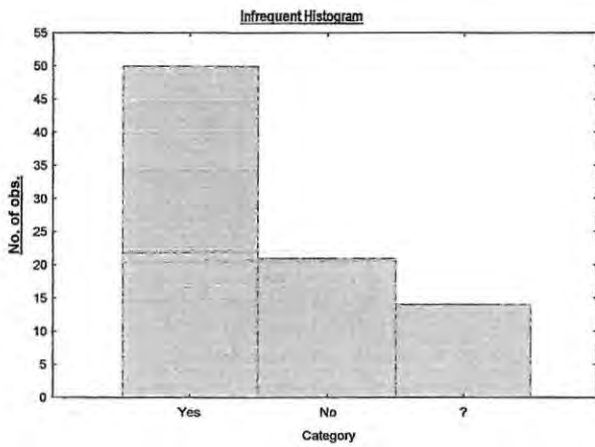
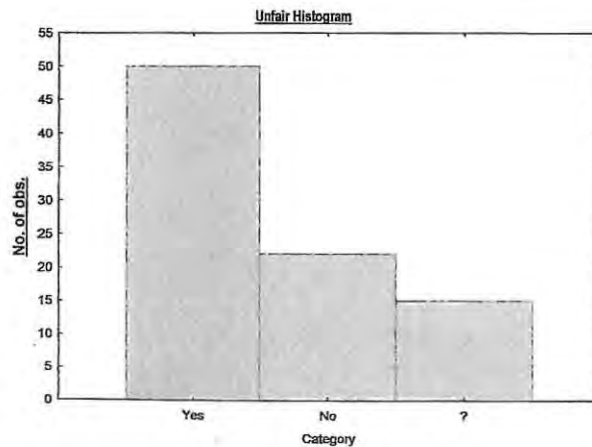


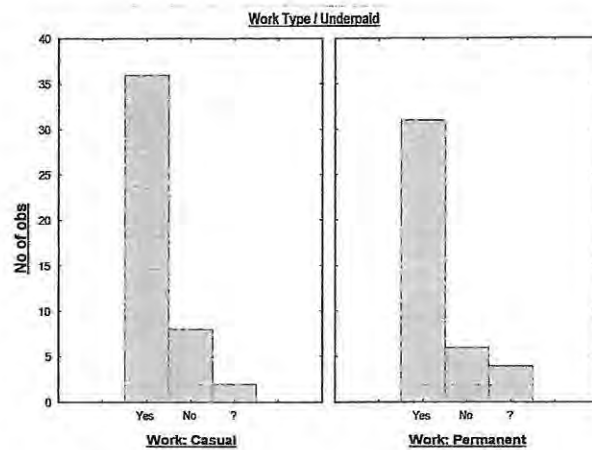
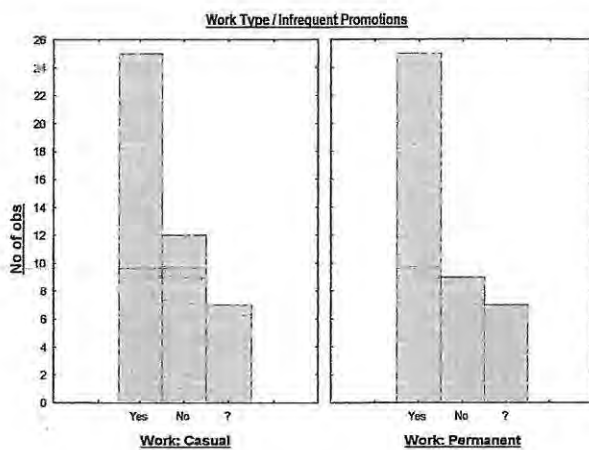
Figure 11. Unfair Promotions Histogram



What was interesting to discover, was regardless of whether the staff were permanent or casual, their outlook on promotions and pay was similar. Results showed that both ‘groups’ have low levels of satisfaction with regard to these two facets. As can be seen from figure 12, a large majority of both permanent and casual staff indicate that promotions are infrequent. Similar results were found in the responses of both casual and permanent staff in relation to pay. Both groups felt that they were underpaid for the work they did (see figure 12).

Figure 12. Work/Promotions Crosstab.

Figure 13. Work/Pay Crosstab.



In terms of years of service, results showed that those most unhappy with pay and promotion opportunities were the group with between 1 and 5 years of service with the hotel (See Appendix V). As indicated earlier, (figure 5 page 36) this group constitutes the majority of employees in the hotel, and the sample.

With regard to the other three facets, namely relationships with co-workers, supervision and the nature of work, results were more positive. Results showed that staff felt it is was easier to build friendships with other staff members. In terms of work, the research indicates that staff found their work pleasant. Generally supervisors were also rated positively, with staff feeling that they are approachable and know their jobs well (see figures 14 &15).

Figure 14. Job Pleasant Pie chart

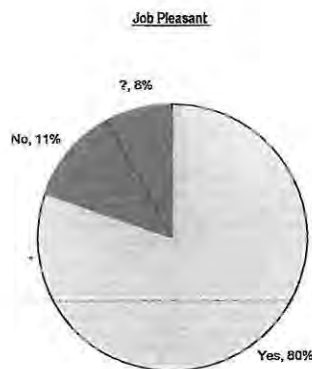
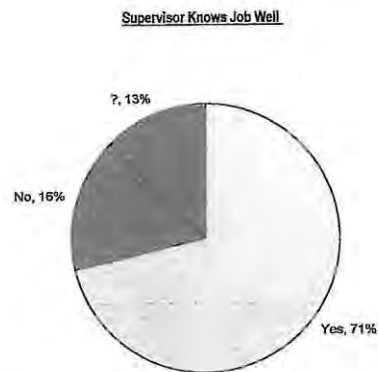


Figure 15. Supervisor Knows Job



4.2. Phase Two - Staff Focus Group Results

The questionnaire (JDI) results revealed some very pertinent issues that needed to be further explored with staff. The researcher wanted to take these results and issues and explore why staff felt this way, and explore the factors that contributed to such levels of dissatisfaction. The ultimate purpose was to discover how these issues could affect overall organisation/hotel performance. The researcher felt that these issues would be best explored through group interviews and she wanted to 'tap' the overall functioning of the hotel and the staff's perception and response to certain other issues, not raised, or scored in the questionnaire (JDI). It was in this area that Weisbord's Six Box Model (1990) (purpose, structure, relationships, leadership, rewards and helpful mechanisms) was used to direct the process. Those facets that staff felt strongly about namely pay and opportunity for promotions were explored further. Staff were very receptive during the focus groups and appreciative of the opportunity to speak their minds, question each other and air their concerns.

For clarity and to add structure, the results of the focus group interviews will be given in terms of Weisbord's Six Boxes.

4.2.1. Purpose

Of the five focus groups, and 22 staff member's involved, only 3 individuals had any knowledge of the vision and the mission of the hotel. It was explained as being that of pampering the guest, trying to fulfil the guest's dream of a good stay and to take the hotel from "*good to great*". The rest of the staff members had heard of something related to a vision and mission, but did not know what it was, or what it meant for them and the hotel. Some staff suggested that others did not know about the vision and mission of the hotel because "*they just don't care. It is just a job for them*".

Staff felt that "*big management*" did not get staff involved enough in decision-making and they would like to be involved more in such processes. However, when asked about the purpose of the hotel and what business the BHH is in, a great majority of the staff understood their purpose at the hotel being "*to serve the guest and give them good satisfaction*", and to make the guest "*number one*".

4.2.2. Structure

When staff were asked to draw the organisation structure of the BHH indicating department, relationships, authority and how they felt it all worked together, a number of differing perspectives were revealed. Drawings ranged from map like structures of the hotel interior and exterior, to flow charts and one very sophisticated "organogram". The majority of staff stated, that as a whole, the hotel works well, but there needed to be more communication between the different departments.

Major concerns were raised in all five focus groups by the F & B department staff members. They believe there is slowness and inefficiency in the food delivery process, "*I take the order and give it to the kitchen and I come back in 15 minutes and the food is just getting started. They don't care because they don't run for tips like we do. We get into trouble from the guest not them and we suffer with low tips. When we ask them why they take so long they say, "I have been here 15 years. Don't tell me how to do my job"*".

Staff suggested that such incidents, which occur every day, happen because staff need to be trained more and understand the “*chain*” in the hotel. Comments given all related to small and big problems hampering the overall service delivery. Communication was a big concern raised by staff; communication with each other and with supervisors and management. A suggestion was made by the staff that every department should have a handover book. This should include the lounge staff. Poor communication between departments was preventing staff from effectively performing their tasks. It was indicated that communication in the hotel was characteristic of a more “*downward process*” and little opportunity was given for bottom-up communication. Some focus group participants felt that departments in the hotel do not hold up, or have much regard for the work of the other departments. When problems did arise, blame was passed onto another department, and “*ownership of the problem is not taken*”.

4.2.3. Relationships

As found with the questionnaire (JDI) results, staff are positive in their relationships with their peers. They feel that there is an ease in relationship building predominantly with peers in their own departments, as they are on shift with each other all day. Staff working in the same departments (such as the lounge) are very helpful in terms of helping to perform tasks, “*if I am busy I know the others will help me to do the job, we all help each other so the guest must not wait*”.

In relation to those in other departments, general sentiments were that staff are friendly and approachable. Staff say that respecting each other is essential, “*we must treat each other like a guests. This man I work with is my guest, I see him before I see the guest. We have to treat each other nicely*”.

Staff enjoy the communication and relationship building with the guests, and enjoy finding out where they are from and what interests them. It was acknowledged that there were always difficult guests, but mostly, those that come to the BHH were friendly and caring.

Staff felt that management respected them but they would like to be greeted more by management. With regard to respect, numerous F & B staff raised the issue of the headwaiters and supervisors speaking badly to the staff, *“they command us like slaves. They are slave masters. Just because they think they have a magic uniform they can treat us badly. If I respect you, you must respect me and speak to me nicely, not like I am a dog”*. Staff have raised that they often get reprimanded in front of the guest which makes them feel *“worthless and stupid and it ruins my whole day. How can I smile and be friendly if I am hurt inside? There is no respect”*.

Relevant information that staff need to perform their tasks is lacking. Staff felt that they were not told enough about what is going on and often get confused as to how things should be done. Now that the hotel has been re-branded, they say that they have not been trained enough, or told one thing by one person and something totally different by another person in charge. They feel that there are conflicting ways of doing things and orders that are given and they don't know in which 'direction to go'.

4.2.4. Rewards

When asked whether staff felt valued and important at the BHH, the majority of staff said they did feel important. The main reason for this feeling was the guest and not management or supervisors. The biggest motivating factor for working at the hotel was not only the prestige of the hotel and staff (there seemed to be value attributed to working at the BHH among workers in the industry), but money. Even though staff all felt that they were by no means surviving on their pay, they said that some money is better than nothing.

A major issue raised in *all* five groups was the distinction between casual and permanent workers, and the perceived benefits that permanent staff receive. Huge concern was raised in relation to staff members being casuals for up to 8 years and never becoming permanent. Staff acknowledged that they have no idea how someone becomes a permanent staff member. *“ If I die tomorrow I get nothing from the hotel, I am insecure in my job. I have been a casual for 8 years and she has been for 5 years. There are lots of us. We work just as hard as the permanent staff yet we have no benefits”*. It is important to remember that the demographic information showed that

casual staff account for 52 % of the employees in the hotel. Permanent staff have the perceived 'security' of a contract, steady pay, benefits and extra money at the end of the year. However, even though they were alleged to be in a 'better' position permanent staff (48% of the sample), felt that they were not surviving and that their money did not cover their expenses, especially transport expenses. *"The hotel is like a 6 star now they have spent so much money on the hotel but all our pay is still the same. We have families, work late at night and living is too expensive. Transport prices are bad, we used to get a transport allowance but not anymore"*.

There is a lack of understanding with regard to these issues as staff said that the hotel was short of staff, and those permanent staff members who had left were not replaced. Staff were not promoted. It was a general sentiment in all focus groups that staff have given up applying for positions/promotions in the hotel. They get told they will be interviewed and are not, never get chosen and receive a regret letter months later in the post with no follow up or explanations as to why they did not get the job. Staff were not familiar with job promotion criteria, and therefore, were feeling frustrated in their positions. It was felt that *"they only put the memo's up on our boards to protect themselves. They never employ in the hotel. They always take someone from outside and we have to train them"*. Staff said they were disillusioned when it came to promotions and felt that they had no career path at the hotel, *"we are just here to make money for the hotel. We are like a tool"*. Staff felt that there was only so much they could do in terms of their careers but they needed more support from management to try to develop themselves.

Staff defined good service as *"no complaints"* and knew they had done a good job when they were told so by their supervisors or when the *"guest is happy"*. It was felt that supervisors and management do not thank the staff enough on a daily basis or try to reward good service/performance. According to the long service staff in the day of Sol Kerzner there were incentive schemes in place and some time ago a *"go for gold"* system whereby staff were rewarded with chocolates. Staff suggested that incentive and reward systems be put in place as they feel *"it is good to work towards something...we can all be motivated for that thing and if we win we win for our team"*.

4.2.5. Leadership

It was acknowledged that there have been changes in leadership in the hotel in terms of the General Manager in the last few years. Staff made a clear distinction between management and the supervisors. Supervisors, especially in F & B were said to, feel they are special and exempt from having to do any work, *“If our general manager can pick paper off the floor why can’t the supervisors? They feel they are special, they will command us to pick up paper or a glass even if it means taking us away from our work”*. They are not seen to *“walk the talk”*.

Staff reiterated that they were not involved in any decision-making and were very rarely communicated with. *“The management has morning meetings, I mean the head of department; they are the management. But by the time we get the information it has been so filtered we don’t know what is going on”*.

Management was seen to be somewhat supportive in sporadically praising the staff. A large number of staff mentioned that the Deputy General Manager, of the hotel, was approachable and always addressed and respected the staff and tried to involve them in decision-making. It was felt that supervisors brought their troubles from home to the hotel and took it out on the staff.

The majority of the staff were unaware of their job grades and had never heard of performance appraisals. When performance appraisals were explained it was agreed that it sounded like a good idea to track their performance in consultation with their supervisors. Staff suggested that there were systems and policies in place but they were not used effectively. Staff said that they had someone to talk to if they needed to.

4.2.6. Helpful Mechanisms and other issues raised

Staff emphasised that as a whole, the BHH worked well to accomplish what needed to be done. However major revisions were needed in order to improve the functioning of the hotel and the pleasing of the guest. Staff also said that if they were given the opportunity to leave they would not go of their own accord. The BHH is a pleasant place to work and there is a sense of prestige about working at the BHH.

Surprisingly, when staff were asked about the hotel trying to improve employment equity (EE), a large amount of staff were not familiar with EE. For those that were, they felt that there were more Black, Coloured and Asian people being employed but not in high positions/levels. It was also raised that more women were needed in the hotel, as there were *“too many”* male employees.

The major issues raised by the staff and often reiterated by staff towards the end of the interviews were pay, promotions, communication and, unexpected by the researcher, the permanent and casual issue. Questions of fairness were raised. Staff mentioned many scenarios that indicted a gap or lack of systems in relation to pay structures. For example, a permanent staff member with 26 years service with the hotel earned R2000 per month and a casual staff member with 1.5 years service earned more than that. The policies with regard to loans are also not fully understood by staff, as staff said some people were given loans and other were not accommodated. Staff felt that there were procedures and policies in place but not everyone followed them, *“the rules change for certain people and that is not fair, it makes us not happy at work”*.

Staff said that the canteen food was terrible and felt embarrassed that their HOD's had to eat there. Staff also had a somewhat limited knowledge of how external and economic factors impacted on the hotel and hotel performance.

4.2.7. Suggestions Made By Staff

- Staff felt that for the hotel to function better there needed to be far more communication with them. It was suggested that staff be able to read the minutes of the morning meetings with heads of departments. Sit-ins were proposed between staff and heads of departments to let staff know of event changes in the department and to act as an arena for staff to ask questions.
- Supervisors needed to respect their staff more and know more about their staff.
- Incentives and reward systems needed to be introduced, and a general increase in the motivation of staff was needed.
- The permanent and casual staff situation needed to be addressed.
- Pay structure confusion needed to be resolved and then adhered to.

4.3. Phase Two - Head of Department (Management) Interview Results

After the staff focus groups, three Heads of Department and the Deputy General Manager were interviewed. Similar issues were raised with the HOD's. Interesting comparable results were found, as well as other issues unique to management.

4.3.1. Purpose

All management staff interviewed agreed that the purpose of the BHH, was that of service, to be the best hotel around and to provide the guest with outstanding and superior service quality. There was an awareness of the vision and mission of the hotel. One management member said in terms of the vision and mission, "*the vision we have but the mission is impossible*". It was suggested that they (management) try to live out the vision, mission and the standards of the hotel but often it was difficult doing it alone, with a lack of support and understanding from other members of management and staff. There also needed to be departmental missions and visions, and individual goals for each department to strive toward.

Management agreed that staff did not have enough input in decision-making and especially in the development of the vision and mission of the hotel, even though they said they did not have much input either; it was mainly the job of the centralised marketing department. It was suggested that staff did not have an awareness of such aspects and did not understand the vision and mission clearly for three main reasons:

- Notices, guest feedback, survey results and other issues of importance were not recorded in their language, and were not explained to them; notices and survey results were merely put on the notice board. To have a 'buy-in' from staff it was suggested that aspects such as the vision and the mission should be translated into their language so they could understand the concepts in their frame of reference. Staff were told not to speak their native tongue, Zulu, as it is an international hotel and English should be spoken. Management disagreed with this, and asserted that to travel somewhere and hear the native language of the area is exotic; the hotel should be unique (not a European hotel) and proud of Natal's heritage and tongue.

- Staff were not reminded enough of the vision and mission of the hotel and they did not ‘see’ their superiors fulfilling these goals.
- There was the view that working at the hotel was *“just a job, they don’t care, they come to work, work their hours and leave. I don’t think that many staff see the big picture”*.

Management verbalised that their concerns for their departments were to make staff see that the guest comes first, but generally for the hotel as a whole there needed to be consistency, quality, pride, and passion instilled in the hotel staff, including management and supervisors.

4.3.2. Structure

With regard to the structure of the departments and how they all ‘operate’ together, management reported that the structure was there but there was not enough communication. Morning meetings with management were irregular; they needed to be regular and there needed to be more ‘round table’ discussions. It was raised that the problem at the hotel was that there was structure but it was always changing (departmentally, a change in management and brand of the hotel). The management were confused and therefore the staff were confused.

As raised by the staff, a lack of communication was a concern for management. Management felt that staff did not seem to see the *“urgency”* in their tasks because they were unmotivated and confused *“ it is like a spiral, it is the same everyday”*.

Between management there was a high degree of mistrust and *“hidden agendas”* which contributed to communication problems. *“This is not a pleasant place to work, the politics here is shocking. It is not a comfortable work environment we are all so stressed and stressed over small things. I battle to enjoy my work in such an environment”*. The hotel was described as having *“no fun factor”* and the morale of management was low.

4.3.3. Relationships

Management felt that they are approachable and willing to aid staff, but agreed that staff needed to be praised more and recognised for the work they do. *“We have real gems at this hotel and we need to direct their strengths and harness their potential”*. Relationships within management have been described as tense, and similar to *“days of our lives’ and ‘fawlty towers’”*. It was suggested that relationship and communication could be bettered through greater structuring. In other words, consistency needed to be a priority. It was raised that there was no synchronicity between the GM and deputy GM, *“What I am saying is that every country has a president, our hotel is the same there is a president and an assistant president! The president does not talk at the assistant because the assistant helped the president to be where he is. They have to help each other; they should respect each other from that point of view!”*

4.3.4. Rewards

Management agreed that staff are invaluable at the hotel, *“they are the ones that do the real work”*. However they were not recognised enough or rewarded when they delivered good service or performed well. Management had the view that money and recognition was a motivating factor for staff, yet agreed that recognition did not happen and that staff were not ‘built up’. Staff, whether management or not, were not seen to be valued at the BHH. There seemed to be a paradox here between how staff felt and what management thought of the staff.

Management agreed that pay was an emotive issue (for both management and other staff) and asserted that the pay structures in place at the moment are *“odd and unfair...I have been working in the hotel business for many years and at this hotel for 6. A 23 year old with no experience and a bad attitude walks in and is paid more than I am. Surely there is something wrong there? But there is no point in fighting the ‘big corporate’. I just go along and feel undervalued and unhappy”*.

Management concurred that the staff were unhappy, the décor had changed in the hotel and a lot of money had been spent on the hotel, but the staff were still unhappy

and the same issues still existed, “ *staff make the hotel, not new chairs*”. Staff were scared to speak their minds (they have been suppressed) and when they did they were said to be militant.

When asked about the permanent and casual issue none, of the management could answer as to why this was the case and why people were casuals for so long. One participant suggested that the reason the hotel and hotel group as a whole employed casual workers was “*They are hiring casuals, they can be kept quiet! Do you think it is a ploy? Oh yes of course it is! Like outsourcing stuff, closing all restaurants in garden courts opening just for breakfast! It is bottom line, it is business*”.

Management agreed that the pay of staff in general was low; but one member of management had a different perspective, “ *if they are not happy with their money they must leave and go work somewhere else... but it is not like Southern Sun does not pay for the training. Look at X, I think he is a waste of time but he educates himself. So does Y. They try to better themselves. They do what is necessary. But for someone to come to you and say I am only earning R2400 after 26 years, you must say, ' man that is not my fault, and that is not Southern Sun's fault! It is no one's fault but your own, you must try and better yourself'*”.

Management stated that candidates for promotions and new positions available within the hotel were recruited internally first but mostly people were taken from outside the hotel, “*staff are not being groomed for positions in the hotel...there is no cross training of staff in different departments. We are not mobilising and our staff and showing various career paths so staff become like dead wood*”.

Management felt that there seemed to be complacency with staff and that staff were feeling unmotivated and not empowered. This is almost a double-edged sword; staff feel unmotivated and therefore do not show initiative to get promoted. As raised by the staff, management verbalised that there were systems in place but were not being adhered to. Management believed that staff did understand the meaning of good service as evident in responses to guest questionnaires.

Management reiterated, as did staff, that there was not enough rewarding and praise of staff, “ *money is important but praising staff in front of their peers is vital and can really make a staff member feel good. I try and do this daily.* ”

4.3.5. Leadership

This facet of the hotel was a major concern for the management interviewed. It was stated that the supervisors did not ‘live’ the vision and mission of the hotel and did not set examples for staff. Communication again was raised, management did not communicate enough and “*do not speak the same language and from the same notebook*”. Management were always contradicting each other, especially between the Deputy General Manager and the General Manager. One HOD said that she felt as if she was in the centre, as she did not know whose orders to follow. They always contradicted each other.

The overall leadership of the general manager (GM) was characterised as “*confused, erratic, a lack of focus and not a motivator*”. The heads of department felt that they were not allowed to get along with their work, they were continually told varying things and were getting totally confused. Two of the three HOD’s interviewed want to leave the BHH. They were also concerned about what staff were entitled to in terms of breaks and despite this they were told by the GM not to take breaks. The GM was described as “*not having faith in his product (the hotel). When the directors come he tries to make everything perfect and looks like an idiot. When they are not here it is not like that. He is not a motivator and has no faith in his staff. He should not be concerned with our work, leave us to do it*”.

Management felt that they were called the head of department but then were not informed or consulted when someone was employed for that department. There was no respect for their position. “*The GM should not be concerned with our jobs, he should be concentrating on appraisals that we don’t have, motivating and having consistent morning meetings*”.

Management felt they could do more in terms of training staff. It was mentioned that there were no performance appraisals at the hotel and the belief was that there should



be, but undertaken by a third party as there were *“hidden agendas. We should not be appraised by our superior”*.

A concern was raised with regard to the supervisor and management distinction in the hotel, *“the whole supervisor manager thing irritates me in this place. A supervisor’s always black and manager always white! I think that management is suspicious of making blacks managers. The unionised staff thinks that everything is for free”*

It was also raised that the F & B supervisors are out of touch and did not know what they were doing. Management felt that the kitchen was holding up the work of F & B, the service and front line staff were *“useless”*.

4.3.6. Helpful Mechanisms and other issues raised

It was agreed that the hotel worked well as a whole, but far more communication was needed. The hotel was seen to be over doing employment equity in the hotel, *“we are way over that now! There was concern from the ‘top’ to see blacks, coloureds and Asians in the hotel. This was so instilled in the mind we have exceeded that. We need to relax now and do things right employ the right people. Employment equity has been over done!”*

Another manager wondered why so many staff were remaining casuals and asked about the legality the situation. An above average understanding of the impact of the external environment on the hotel and hospitality industry was shared by the management. Those factors being:

- The strengthening Rand making it not as cheap for tourists to visit the hotel as before,
- The perceived danger of Africa,
- Terrorism and the global decline in travelling, and
- Trying to curb traditionalist’s mindsets, which were familiar with how the BHH was in the past. There was a general difficulty in changing the mindsets of customers.

The major concerns raised by management was the nature of communication at the hotel and *“directionless”* leadership. Pay structure issues were also raised as unfair.

Management went on a weekend away last year (2003), where issues of communication were discussed, and management felt that nothing has changed. Training was also seen as a day away from the hotel.

4.3.7. Suggestions Made By Management

- Management suggested regular meetings where minutes must be taken
- Introducing a “*fun factor*” at the hotel. “*Passion cant be bred but it is infectious*”, the hotel staff and GM lack passion
- Praising and beginning to reward staff
- Sorting out policies and systems in the hotel to be adhered to
- Losing the “us and them” mentality and starting hotel soccer teams whereby each week or so a member of management heads a team
- Bettering the overall leadership and having consistency in the hotel and faith in HOD’s

CHAPTER FIVE - DISCUSSION

This chapter focuses on the discussion of the results obtained from the questionnaire (JDI), focus groups and interview analyses. These findings will be discussed and explored in relation to the literature. This will be followed by recommendations to the hotel together with the methodological strengths and weaknesses of this research being examined and assessed. In conclusion, future directions for research will be explored ending with the researcher's reflection on the research.

5.1. Discussion Of Results

The impetus of this research was a systemic diagnosis to uncover and explore factors and areas within the organisation/hotel that impact on levels of employee satisfaction, as well as overall organisational/hotel performance. It must be stated at the outset, that the diagnosis revealed an organisation and hotel, which was basically sound and operating efficiently, and delivering good service to guests in the eyes of the employees (staff and HOD's) at the hotel. However, it is clear from the preceding results chapter (Chapter Four) when examining the areas set out by Weisbord's Six Box Model (1990), these areas need careful consideration in order to benefit not only of the hotel employees, but overall hotel performance.

An essential part of organisational development, diagnosis and action research is the feedback of research results to the stakeholders involved in the diagnostic process. As mentioned in chapter three, research that produces nothing more than books and theory is not good enough. In applied settings, as in OD, researchers are dealing with real life situations and people, people that give of themselves during the process. It is therefore the responsibility of the researcher to provide honest and helpful feedback to those involved. Staff at the hotel were involved in feedback sessions based on information that arose from the focus groups. The following section and recommendations are essential for the management (HOD's) of the hotel to address. Howard (1994) suggests that one of the dilemmas in OD, is the client is not always willing to address the issues that arise. However, the researcher believes that if management are able get together and verbalise concerns, this potential 'dilemma' could be resolved. Organisation development intervention is essential for the

hospitality industry as it is facing many changes. The BHH in particular, is facing changes from without (the reason for the new branding was to enhance competitiveness) and from within (to be able to respond to the new brand image in terms of service etc.), as well as striving to maintain a competitive advantage. As previously noted in Chapter One, through this OD intervention, the hotel has the opportunity to enhance its capacity to deal with change and development, gain new insights into its functioning, and ensure the satisfaction of hotel staff and to try and instil a mindset of continual improvement. As has been mentioned, the hotel is an organic system comprised of people, as the chief resource. It is essential that the hotel learns to become an adaptive system and is able to monitor change from within and outside the hotel, and how these changes will affect staff and the hotel at large.

The following sections will be discussed in terms of the 'boxes' set out in Weisbord's model and in a similar format as the results chapter for cohesion and clarity of reading. However, as in real-life situations and the situations encountered by the researcher, all of the 'boxes' and areas are very much interrelated and affect one another. So it is very difficult to discuss each one in total isolation.

5.1.2. The Purpose of the Beverly Hills Hotel

The results of the diagnostic process show that there seems to be an inconsistency between what Weisbord (1990) calls goal clarity (the extent to which employees in the hotel are clear about the vision and mission of the hotel), and goal agreement, (the extent to which staff support the organisation/hotel purpose). For the majority of staff, the vision and mission of the hotel were *not* known. There were three main reasons: the vision and mission was not explained in their own language, and as a result they simply did not care, and the vision and mission was not 'lived' by their superiors. However staff understood the purpose of the hotel and their relevant departmental functions. Here the inconsistency lies, staff were not sure of the goal of the BHH, but were in unanimous agreement about the purpose of the hotel. However, management are their bosses/superiors and are respected as such by the staff and the results indicated that management does understand the vision, mission, and therefore the overall purpose of the hotel. It is therefore the task of management (HOD's) and supervisors to reflect and promote these values of the hotel. In today's competitive

environment the importance of a vision and mission for an organisation is paramount, but unless this vision and mission are understood and lived out on a daily basis by organisation's employees, the vision and mission are useless.

A vision is a realistic, credible, attractive future for the organisation (Hickman, 1998). A vision is essential as it grabs attention and provides focus. Amidst all the change and development outside the hotel as well as within (with the new branding), the vision compels the organisation to remember what is really important and where it intends to go. Other benefits of a "lived" vision for staff include (Hickman, 1998):

- Vision creates meaning for everyone in the hotel: once staff know and understand the vision of the hotel and how everything works together they can also see the 'big picture' and how their jobs relate to the vision and what role they play in the process. They are also then able to look at their own skills and interests and assess for themselves whether there is a future for them in the hotel.
- Vision provides a worthwhile challenge: it shows staff that they are part of a 'joint venture' in trying to accomplish "*being the best hotel around and going from good to great*". It makes staff feel important and again part of the process.
- Vision is energising: it provides staff with something to believe in.
- Vision brings the future to the present: when the vision of the hotel is imagined, shared and understood with staff it becomes real right now. Real enough to become a beacon, change perceptions and real enough and important enough to change decisions.
- Vision creates a common identity: staff work together in the hotel towards a common purpose "*to make the guest number one, and deliver superior service*", it can instil a sense of ownership.

Hickman (1998) suggests that the vision of the organisation should be the main tool and the leaders in the organisation (the management/HOD's in this case) should lead from the front. Effective leaders do not push their followers; they do not "boss them around" or manipulate them. They are out front showing the way and 'living the vision' of the hotel's on a daily basis; and by doing so, inspiring, attracting and energising staff. More importantly, they empower staff and involve and encourage

them to become part of the common enterprise dedicated to achieving the hotels vision. This relates back to one of the fundamental assumptions of OD, that people will support what they help to create and are involved in (Hanson and Lubin, 1995).

For management they need to see similar efforts made by the General Manager of the hotel who should involve himself in the process and trust in his Head of Departments so that they can then feel at ease and confident in their positions and so able to motivate the vision to their staff. The most universal function of an effective leader is to catalyse a clear and shared vision of the organisation and to secure commitment to and vigorous pursuit of that vision (Hickman, 1998). An organisation that lacks vision will only operate well in the short run; in the worst situations organisations without a shared and understood vision stagnate, managers cannot agree on priorities and are less willing to take risk, staff worry about their futures and conflicts become difficult to resolve (Hickman, 1998). The BHH is showing signs of this, it is therefore essential to address such issues mentioned above.

Over the past 20 years the use of the mission statement of an organisation has become increasingly popular (Reich, 1997). The vision of the organisation becomes tangible as a mission statement; the mission usually answers certain questions such as (Hickman, 1998):

- What is the hotel's reason for being? What is the basic purpose?
- What is unique or distinctive about the hotel?
- What is likely to be different about the hotel 3 to 5 years in the future?
- Who are, or who should be, the hotel's principal customers, clients, or key market segment?
- What is the hotel's principle product and service, present and future?
- What are, or should be, the hotel's principal economic concerns?

In an email sent, by the Chief Executive Officer of the Southern Sun Group (November, 1995), to all *management* regarding the vision and mission of the Southern Sun group as a whole, the following was outlined:

“Our vision is to be acknowledged as the very best hotel group in Southern Africa before the year 2000 by our customers, our staff, our shareholders and our suppliers”.

“Working together to be the best, our mission is to anticipate and satisfy the needs of the hotel guests. We will achieve this by providing quality products and services within a range of viable brands, through the efforts of our well trained and motivated people”.

It was the responsibility of management of each hotel to make these goals understood by all employees. The suggestion of a translation of the vision and mission statement into the local languages for employees is justifiable. Staff and management agreed that staff need to be included more and such a step could be significant in gaining the “buy in” and commitment from staff. For the vision and mission of the organisation/hotel to be embraced, it needs to be ‘lived out’, and a daily priority for every member of staff from GM to management and staff. It is also essential to adopt the vision and mission for the hotel itself, adapt the group values and personalise them in the values and standards of the hotel and hotel staff and culture.

Organisational strategy defines purpose, vision and mission of the hotel. Too often organisation purpose is dismissed, but unless the hotel periodically thinks through issues of constituencies (customers, shareholders and employees), character, and capabilities – why the hotel exists, what business they are in, and how to satisfy guests – the odds are strong that the hotel will lose direction (Keidel, 1995).

“The company’s strategic orthodoxies are more dangerous than its well-financed rivals” (Hamel & Prahalad, 1989 in Keidel, 1995, p. 49).

5.1.3. The Structure At The Beverly Hills Hotel

“The dinosaur’s eloquent lesson is that if some bigness is good, an overabundance of bigness is not necessarily better” (Robbins, 2000, p. 412).

For Weisbord (1990) the primary consideration with regard to structure is whether there is an adequate “fit” between the purpose and the internal structure that is supposed to serve that purpose. In other words does the structure, the “*bigness*”, work in reality? According to Keidel (1995) an organisational structure is the hard wiring of design and defines how tasks are formally divided, grouped, and coordinated. The main issues to consider when looking at structure should be work specialisation, departmentalisation, chain of command, span of control, and centralisation (Robbins, 2000).

Research results indicated that all staff members, including management, felt that there are structures in place. However, the major disrupting factor in structure efficiency is an extreme lack of communication. It was suggested by staff that not all employees could see the ‘fit’ between all the departments and the “*chain*” of how everything works together in the hotel.

The organisational design of the hotel has characteristics of a bureaucratic structure. The BHH has highly routine operating tasks achieved through specialisation, very formalised rules and regulations (however staff say that these systems are not been maintained/adhered to), tasks that are grouped into functional departments (F & B, housekeeping, front office etc), centralised authority (GM and Head Office), narrow spans of control, and decision making that follows a chain of command.

According to Robbins (2000) the primary strength with this structure is the ability to perform standardised activities in an efficient manner. Putting related specialities together in functional departments results in economies of scale. Bureaucracies get along well with ‘less talented’ and hence less costly employees. There is little need for innovative and experienced decision making at lower levels. The major disadvantage of this structure is that communication is often a problem and the staff feel that they are not appreciated and hence become less efficient and eventually alienated. It is also questionable whether an efficient, centralised bureaucracy is the best way in which to manage a hotel that is trying to develop a new and different image in an imaginative way.

It seems that this structure that is fairly characteristic of the hotel is exactly what the employees are complaining about. Employees want to be involved in decision-making even though they are perceived to be at 'lower levels'. However standardised tasks that are meant to be efficient, such as making a cappuccino for a guest, are taking too long. Management's concern is that tasks are too specialised and there is no "*cross training*" of employees in different departments. Staff believe that there are communication problems, lack of training and a non-caring attitude by those that do not see the 'big picture' and where their role fits. Again these deficiencies can be related back to the issues of understanding the vision and mission of the hotel.

The BHH is characterised by a high degree of work specialisation and departmentalisation. The chain of command extends from head office to the GM to the HOD's and then staff. However the unity of command seems to be somewhat problematic. By this, the researcher means that a staff member should have only one superior to who he, or she, is directly responsible. As reported by the staff and management, due to communication being such an issue, staff members are told varying things from those they report to, and those they do not report to. This leaves staff confused and feeling that they lack focus.

The next important factor to consider is that of centralisation of decision-making, the majority of decision-making is left to the GM. In terms of policies and HOD's having autonomy and there being what is termed a decentralisation in decision making, this is very low. When it comes to policies the Head Office of the group and the 'ops directors' (operations director) have the final say in a lot of what goes on in the hotel. Management said that they are feeling frustrated in that they are not 'allowed' to run their departments and are being told varying things all the time by the hotel's GM. The problem in this regard, could also stem from the reality that that they have little autonomy in their own departments, in that the GM has to keep head office happy.

It seems that the structure of the hotel does not aid or benefit the staff, but the purpose of the hotel in serving the guest is being achieved. However an effective hotel and organisation that is to perform from "*good to great*" has to take into account the "people factor" (this will be addressed in detail further on in this chapter).

Trying to change/amend the structure of the hotel without carefully attending to issues of strategy and systems is naïve. Organisation systems are what Keidel (1995) calls the soft wiring of design. They are the less visible aspects that play a crucial part in determining organisational behaviour and overall performance. Three essential systems are those that have to do with rewards, meetings and decisions. As indicated by all staff, there are few or no systems in place and, if they are in place they are not adhered to. Rewards and incentives are absent; meetings are infrequent, communication lacking and decision systems are left to what staff perceive as management. Staff are not involved and management feel that they are not given enough autonomy. Staff have suggested that decision making be more democratic in nature.

The researcher supports Keidel (1995) in that there needs to be a move toward a combination of autonomy and cooperation, and away from traditional western tendencies to control, by mandating and even controlling. As stated in chapter two, organisation structures must be consistent with the organisational environment and the people in that environment. A structure that may work for other hotels in the group in Gauteng, for example, may not work in Natal. It is essential that the culture of the people is examined and the structure tailored to fit that context. One of the main structural problems in the hotel chain is the degree of centralisation imposed on individual hotels, especially if hotels are not all the same (as are Holiday Inn's), but are unique and purport to offer particular non-standardised benefits. This uniqueness requires more decision-making at hotel (unit) level and less imposition of systems and procedures from the head/central office. This degree of decentralisation is also needed in the hotel itself with specific sub-units given the responsibility and the authority to operate in the most effective manner.

In terms of the way Weisbord (1990) perceived the Six-Box Model and the fit between structure and purpose of the hotel, this seems to be problematic. Staff suggested there was structure but it was not efficient and it did not aid them in the daily task completion.

5.1.4. Relationships

Weisbord (1990) views relationships as how all levels in the organisation work and interact with each other and how decisions are made and communicated. Results indicated that staff respect, and get along with their peers, both in their own departments and in others in the hotel. Importantly, it was reported that they also felt that relationship building with the guest is easy and enjoyable. The problem for staff was a concern about supervisory respect, especially within the F & B department, as well as a strong sentiment that there was a severe lack of communication in the hotel. Management reported a concern with regard to communication and a high degree of “*mistrust, politics and hidden agendas*”.

One of the most important aspects in an organisation is communication. Some experts have estimated that up to 80% of the working day is spent communicating with other employees. This is even more so in a industry such as the service/hospitality industry where communication between employees is vital to delivering superior service as set out in the vision and mission of the organisation (Erasmus, van Wyk & Schenk, 1998). The quality of labour and employee relations depends strongly on the quality and frequency of communication. However Erasmus, van Wyk & Schenk (1998) assert that the view that good communication is the ‘cure-all’ for all labour relations issues in the workplace is an overstatement. Poor communication is often blamed for the problems in an organisation, and although such problems are usually defined as being the result of a lack of communication, a communication overload can be just as confusing and damaging to organisational effectiveness and the way the employees perform. Staff raised concerns that there is this overload, in that they are being told to do varying tasks and things from varying people. This, in itself is poor communication. According to Robbins (2000), poor communication is the most cited source of interpersonal conflict in organisations. For communication to be effective it must include transference of information and an understanding of this information transferred to staff.

Staff suggested that the communication is characteristic of a downward process. Katz and Kahn (1966), state that this form of communication flows from superiors to subordinates. The major disadvantage with this style of communication is the lack of

feedback (Smither, 1988). In an organisation, like the BHH, where there is a climate of distrust, communications from managers tends to be distorted as they move down the hierarchy and bureaucratic structure as in the hotel. There is little opportunity for correcting misperceptions. Not uncommonly, management will assume that staff have received and understood messages. It is clear in this hotel that this is not the case. A lack of openness is another problem with this form of communication. Staff were not involved in the process and are dictated to. Again, relating to what was discussed earlier in the chapter, a downward communication path is the most common form of communication in organisations. However it is clear in the case of the BHH, and it is not working for the staff and management.

Within the hotel there are certain barriers to communication, that together, with the information overload to staff, lack of consistent meetings with HOD's and staff and high levels of distrust (between management), contribute to an overall communication problem. These barriers are (Smither, 1988):

- Serial communication: this being the practise of passing information through several individuals rather than communicating directly. Information is passed in such ways throughout the hotel and staff said that information is "*distorted and lost*". The problem of serial communication has been called one of the most troublesome phenomena in organisational communication (Redding, 1966). Certain individuals are able to manipulate messages for their own benefit, and may limit information passed on to others. This is congruent with the sentiments felt by management that there are "*hidden agendas and politics*" between management.
- Status differential: this relates to the difference in status between those that send and receive the information and how this can affect the communication process. Staff felt that the way supervisors communicate with them was disrespectful, and a downward process and because supervisors wear a certain uniform they feel that they can address staff in a "*poor manner*".
- Social conformity: this relates to how things take place in the hotel, 'learning the ropes' so to speak. The social norms/organisational architecture, as referred to in chapter two, and culture in the hotel and what staff have become used to. Staff have become used to how communication is relayed in the hotel

and even though they are not happy they go along with it. Management raised concern that staff have become suppressed.

- Spatial distance: this relates to the distance between people. The researcher asserts here, that the use of e-mailing can be beneficial but can also lead to further barriers to communication and possible errors in the transference and understanding of the information. Management often resort to e-mailing each other, which could lead to the view, by some, that meetings are not required.
- Cultural barriers: the researcher asserts that this is a major barrier to communication. The culture of the employees at the hotel is not fully taken into consideration. Having mainly Zulu employees, aspects such as the vision and mission, in house surveys and so forth are in formal English, which is generally not well understood by the majority of employees.

Communication problems can lead to breeding grounds for all sorts of issues (Robbins, 2000). Staff suggested that the BHH is a small hotel and good communication should be possible. There is a common theme between communication and employee satisfaction: the less uncertainty there is in the hotel the better the satisfaction of the staff and the more secure they would feel. Distortions, ambiguities, and incongruencies all increase uncertainty and therefore can have a negative impact on satisfaction of employees (Robbins, 2000). Less distortion in communication will result in less mistrust, more goals, feedback and other messages being received by staff at the hotel. Perfect communication, however, is unattainable. Yet evidence suggests, that a positive relationship between effective communication and worker productivity and thus overall organisational performance (Robbins, 2000).

In relation to Weisbord's Model, the levels and manner in which staff are communicating is not working well for the staff. This, too, can be related to the structure of the organisation, how staff understand vision of the hotel, and how their roles fit in the bigger picture of organisational performance.

5.1.5. Rewards

As indicated by staff, this area was one of major concern in relation to pay, promotions and rewards/incentives. As noted earlier in section 5.1.3. Page 58, three

essential systems are those that have to do with rewards, meetings and decisions. Staff and management felt that they were not paid enough and the pay structures in place were unfair. The major concern for staff was the “permanent” and “casual” issue, as well as staff not understanding what it took to be promoted to a permanent staff member, and why they remained casual workers for such extended periods of time. Staff spoke of the importance of receiving a fair day’s pay for a fair day’s work, alongside experiencing an increase in the pace of work (due to a shortage in staff) and work intensification. Many employees felt that they were being inadequately rewarded for their labours.

Erasmus, van Wyk and Schenk (1998) assert that the most basic dimension of any employment relationship with an organisation is the economic dimension, and revolves around the exchange transaction between employees and the organisation that employs them. Remuneration has always stood at the heart of any employment relationship. It is based on the process whereby certain inputs (physical and mental work behaviour) are exchanged for some output (rewards) that are considered to be desirable in satisfying individual needs or goals. The utilisation of rewards can therefore be a very important and a powerful tool in shaping and determining work behaviour aimed to achieve good organisational performance.

Rewards such as pay and benefits are very important to staff as they allow them to survive. Understandably, the remuneration of staff is often the single biggest expense in an organisation and can affect its competitive advantage. However, in the situation at the BHH where staff are dissatisfied about this dimension/aspect and their attitudes can affect the hotels performance, and this needs to be addressed by management.

Rewards can be seen as intrinsic and extrinsic, financial and non-financial and performance-related and membership-related. Intrinsic rewards include those that are associated with the job, such as the opportunity to perform meaningful work, experience variety and receive feedback (Erasmus, van Wyk and Schenk, 1998). Extrinsic rewards include all those rewards that the employee gets from another source beyond the job. For staff then, they are unhappy in terms of intrinsic and extrinsic rewards. Staff also maintained that there are no reward systems in place. At the time of the research, the F & B manager had started to reward staff with a

certificate for those that had performed well. However, no staff and few HOD's had any idea that such an initiative had been started, and the criteria for such an award, again this is symptomatic of the communication problem in the hotel.

In addition to staff feeling underpaid and the hotel inadequate having no reward systems, many felt that the pay structure was unfair. Long service permanent staff earn less than short-term service casual staff. Management also shared these sentiments in that there are no perceived remuneration systems in place. Remuneration management is a complex and specialised human resource function. Organisations must tailor their systems to their specific needs, strategies and objectives. It is a dynamic function and must take the external environment into account (inflation, transport and so forth). Casual and permanent staff asserted that they are not surviving. The researcher e-mailed the regional Human Resource Manager for Kwa-Zulu Natal and the Human Resource Director for Southern Sun asking for light to be shed on the issues uncovered at the hotel, especially those of pay, promotion and the casual staff issue. The e-mails were never responded to. It is clear that such issues of pay and casual workers of up to 8 years in service has some illegal consequence. One member of management suggested that hiring more casual staff and keeping them on for so long is cheap labour and casual staff "*can be kept quiet as they are not unionised*".

The infrequent promotions that happen in the hotel were also a concern for staff. Staff raised concern that when they apply for new positions they are never told why they did not get the position, or are told they will have an interview that never occurs. Staff do not seem to understand the promotion criteria. Management report that staff need to prove themselves and work hard. Casual staff questioned why they have not been promoted to permanent staff when they work so hard. Staff also raised the issue that they are not getting promoted but people from outside are. The internal vacancy notices on the notice boards are seen as the hotel's way of protecting themselves. Once again this relates to a communication breakdown. Staff are not communicated with, as to what the promotion criteria are. They are told to work hard but they feel they do, and yet are never promoted. A problem here could be, that staff feel they are performing their jobs well, yet they do not really know. Staff felt that they are not given feedback of on work performance (there are no performance appraisal systems

in place). They are not trained enough and do not experience a variety of work. As mentioned throughout, management are concerned that there is no “*cross training*” of staff. There is little feedback and no tracking of staff performance. The only way they know they are doing a good job is if there are “*no complaints*”. Performance appraisals do not take place for management either. The researcher feels that it is crucial to evaluate staff performance in light of predetermined standards. According to Smither (1988), these standards can be behavioural (“answers telephone promptly and politely”); personological (“assertive”); or criterion referenced. Typical criteria by which employees are rated can be number of errors, sales volume and so on.

Staff also were very keen to see reward systems in place. Performance based rewards were suggested. The simplest and most valid reason for rewarding staff is to motivate them. The more attractive a reward, the more it can motivate people to behave in certain ways in order to obtain it. Incentive systems are usually part of the overall compensation system in organisations. Erasmus, van Wyk and Schenk (1998), suggest that linking rewards and performance is often very difficult in reality. The success of an incentive system depends on the sound mechanics of the plan, but also on a variety of determinants, such as the organisation climate, employee acceptance, and effective administration. Incentive compensation and related benefits, together with basic salary structures, have a major impact on how staff feel about their work. The staff at the hotel say they feel insecure and unimportant to management. Guests make the staff feel important. An effective reward system can only be in place when a balance is found between the components of pay and incentives and how they relate to strategic objectives of the organisation and, more significantly, how important the human factor is to the hotel.

The results found by the researcher with regard to pay do not seem to be confined to the BHH. The hospitality industry has a reputation for low levels of pay; unfortunately in many cases this reputation is justified. In a survey of the unemployed in the United Kingdom, Hall and Jones (1990), found that over half of their sample had previously worked in the hospitality industry. Level of pay was identified as the most significant reason for leaving. Despite statements to the contrary, it also appears that pay has a low level of organisational priority. Cronney (1988) reports that, although corporate managers of hotel groups stressed the importance of paying

competitive rates to motivate employees, the pay systems employed in the companies were largely informal, inconsistent, ad hoc, and subjective. There were no formal job evaluation procedures in any of the hotels Croney (1988) surveyed. If the hospitality industry is to improve its image then it must introduce systems of pay determination that reduce subjectivity. Teare and Boer (1991), suggest that there is little evidence of functional flexibility such as job rotation, job enlargement or of multi-skilling within the hospitality industry.

Although corporate managers of hospitality companies may be aware of the need for effective recruitment and selection processes, this awareness is not always reflected in the policy at unit level. In a survey of 50 hotel companies by Lockwood and Guerrier (1988) it was found that in all but one hotel the general manager was given complete freedom to staff his/her hotel. In another study by Lockwood and Guerrier (1988), research at unit level revealed that all units followed informal selection methods. It is alarming that the results of studies done in the 1980's and 1990's is revealing the same issues in 2003, and the hospitality industry is still notorious for poor pay, unsociable hours, and little career development.

5.1.6. Leadership

Management culture in the hospitality industry is rooted in the 'how-to' side of the business, as opposed to the behavioural side. Traditionally, hospitality managers have been very task-oriented and have practised reactive, as opposed to proactive, management styles (Teare & Boer, 1991). These authors suggest that if hospitality management and leadership is to truly come of age, there is a need to pay increasing attention to developing a more behaviourally oriented manager. This is, without a doubt, the need at the BHH. Staff felt that supervisors do not do their jobs, and management felt that the overall leadership by the general manager lacked focus, consistency, and motivation. For Weisbord (1990) the role of the leader/s in an organisation is vital as it is the leader/s task to balance all the other 'boxes'.

Leadership and management are two terms that are confused. Robbins (2000) sees the difference between them as being; management is about coping with complexity and leadership is about coping with change. Leaders establish direction by developing a

vision of the future, and then align people by communicating this vision and inspiring them to overcome hurdles. There have been many theorists all trying to postulate the perfect elements for a leader. Trait theorists sought to look at aspects of personality, social, physical or intellectual traits that differentiate leaders from nonleaders (Robbins, 2000). Behavioural leadership theorists propose that specific behaviours differentiate leaders from nonleaders (Robbins, 2000). It is clear that a search for a universal leader type failed. At best, it can be said that individuals who are ambitious, have high energy, a desire to lead, self-confidence, intelligence, hold job-relevant knowledge, are perceived as honest and trust worthy, and are flexible are more likely to succeed as leaders.

The researcher asserts that a major component of being a leader is emotional intelligence. Emotional intelligence (EI) refers to the degree of psychological skillfulness with which people deal with events (Goleman, 1996). Many people that are book smart but lack EI end up working for people who have lower IQ's than them but who excel in EI skills. Goleman (1996) suggests that EI includes the extent to which we are able to: identify and name feelings, identify the thoughts and meanings that are associated with the feelings, express feelings which have been suppressed, exercise self control, identify and solve problems systematically, listen to and understand the points of view of others, and communicate what we think and feel honestly and clearly.

Goleman (1996) has related EI to the organisation and its usefulness in the organisation and in work settings. His adaptation includes 5 basic emotional and social competencies:

- Self-awareness: using this to help decision-making, having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.
- Self regulation: handling emotions so they can facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress.
- Motivation: using preferences to move and guide us toward goals, to help us to take initiative and strive to improve, and persevere in the face of setbacks and frustrations.

- Empathy: sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.
- Social skills: handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and team work.

No leader is perfect, but when leading people and an organisation the researcher believes that striving for perfection is essential. At present there seems to be a leadership problem in that staff are confused and lack focus and direction. These are dimensions that the leader/GM of the hotel should be maintaining, as well as. Weisbord (1990) suggests, maintaining a balance between all other systems in the hotel. The researcher believes that if the general manager of the hotel showed greater focus and consistency in decision-making and allowed his HOD's to run their departments, thus giving them more autonomy and focus, that this would filter down to the staff. Communication also needs to be a major priority of the GM, the first step would be consistent and minuted morning meetings with HOD's. Another major priority of the GM needs to be living the vision and the mission of the hotel and empowering staff.

The challenge of leadership in South Africa is to establish and implement effective strategies, which have relevance in these very turbulent times. The critical issues facing South African organisations is the optimisation of leadership potential (Nasser & Vivier, 1993). The purpose is to correctly target both the cognitive (the mental act or process by which knowledge is gained) and conative potential (which predicts how each person strives and what each person will initiate or prevent) of the leader for the effective energising of the organisation (Nasser & Vivier, 1993).

South African organisations are deeply affected by the turmoil of socio-economic and political instability and future uncertainty. Project research has pointed to the increasing difficulty of proving effective leadership under such conditions. The new generation organisation, those that are able to work and thrive amongst change, is in need of a visionary leader who is recognised as having a strong visionary component (Nasser & Vivier, 1993).

5.1.7. Helpful Mechanisms

For Weisbord (1990) helpful mechanisms are those systems that bind the organisation and how the organisation works at a broad level. According to staff and management the hotel works well as a whole, meaning at a broad level, however, beneath the surface, looking at the hotel systemically, it was felt that the structure of the hotel and the systems in place need to be modified in order to make the hotel work that much better. Staff have a very limited understanding about how the external environment impacts on the hotel and hospitality industry as a whole. Weisbord (1990) sees the recognition and management of external factors as being the task of the organisation's leaders. When facing issues of inflation, the strengthening Rand and so forth, these issues are often not dealt with at unit level but more so by head office. With international expansion forming a substantial part of the strategic agenda of today's hospitality corporations, scanning the environment for trends that dictate strategic postures is a necessary and vital part of leading and managing hotels (Teare & Boer, 1991).

However, the microenvironment can be addressed often at unit level and by the hotel leaders. This involves issues such as getting involved in local crime stop activities, clean up activities, and supporting local business and suppliers. Getting involved in community-based activities such as these will increase the 'curb appeal' of the hotel by improving the surrounding areas and freeing them from crime and litter. It is also important to support local suppliers and building good external relations outside the hotel. It is paramount that the hotel is not viewed as an isolated entity, which it is not. The hotel is immersed in the local environment and to understand hotel employees and what satisfies them it is essential to acknowledge what is going on in the local environment and the issues that staff are faced with. The values for the Southern Sun Group states that:

"We are totally committed to our people. We must ALL create and sustain a working environment that provides job satisfaction and the development of each person's full potential".

For this to be possible, the human resource of the hotel, and its staff, need to become a serious priority, and the needs and concerns of staff addressed. This job satisfaction and development (whether through training or promotion) is seen as a 'value' and needs to be lived by each unit/hotels management.

5.2. The "Wellness" of the Beverly Hills Hotel

The feedback so far, has been somewhat negative and the researcher would like to focus less on the 'sickness' of the hotel and turn to what Weisbord (1990) calls 'third wave' consulting, which looks at the positive aspects and 'wellness' of the hotel. It is essential to look at the weaknesses as well as the strengths of the hotel. Results indicated that the majority of staff are very committed to the hotel. They indicated that they are very proud to work for the hotel, and not only enjoy what they do, but "*love their guests*". Greenberg and Baron (2000) suggest that committed employees are more likely to stay in their jobs and engage in good citizenship. Staff verbalised having great respect for their peers and the management of the hotel. When walking through the hotel and gaining a 'feel' for the culture of the hotel, the researcher was met with friendly and helpful staff of neat appearance. The hotel's structure, furnishings, and position, offers an inviting, relaxing and holiday ambience. Discrete touches and scents of flowers filled the public areas as well as being exceptionally clean. Even though staff said that the food at their canteen was not good on appearance "backstage" (the canteen name) is very inviting and pleasant. There was a television, art on the walls and new operating equipment in the canteen. It was pointed out that the Deputy general manager had given the canteen a "*facelift*". Staff notice boards displayed the employment equity act in both English and Zulu and staff areas were also very neat in appearance.

The hotel seemed busy with many guests eating in the restaurants and laying by the pool. The hotel is clearly doing what needs to be done in terms of servicing guests' needs. The researcher believes that if the hotel is to be the flagship of the new brand, the Southern Sun Collection, that service could be improved.

Finally, in relation to the new branding, staff reported that the hotel looks good and that aspects such as headphones and walky talkies, have contributed towards helping in faster service delivery.

The researcher believes that whenever one probes beneath the surface, one is bound to find inconsistencies and underlying issues. The Beverly Hills Hotel can indeed go from “*good to great*” with the calibre of staff at present. The following recommendations are made to try and aid this process and alert management to the relevant areas that need to be addressed for the hotel to manage change effectively and to try and value the human resource more.

5.3. Recommendations

As mentioned, in order to overcome the problems currently being experienced at the Beverly Hills Hotel the following recommendations and insights are provided.

5.3.1. A Culture of Communication is key

The following recommendations will only be possible and used constructively in light of improved, strengthened and reinforced communication in the hotel. There needs to be an adoption of a culture of communication whereby communication is seen as the most basic and vital resource or key in organisation/hotel performance. Routledge (2000), suggests that organisational performance can be enhanced when employees feel comfortable and at ease communicating and expressing their views.

Communication and a ‘knowing’ workforce can positively impact on every area of the hotel and the staff’s lives and improved service delivery. When staff ‘know’, and are informed, and feel that there are open, honest, and direct pathways and channels, they will feel more at ease to raise questions. This culture of communication needs to first be cultivated at the managerial level, with the HOD’s and the general manager. Improvements are needed with regard to informal and formal communication channels. It is obvious that to maintain competitive advantage and to have your finger on the pulse and to know your guests there needs to be regular and minuted morning meetings and this information should be fed back to staff. This feedback process should be negotiated with the staff themselves, as to how they feel the information should be communicated to them. A suggestion was, that the minutes of the morning meetings should be displayed on the staff notice boards. Suggestion and complaints

need to be dealt with and joint approaches to solutions sought, especially those issues faced by the staff at the hotel (pay, promotions etc). Management should have more round table discussions where such issues are raised and discussed and some solutions sought.

The researcher suggests that with greater communication at the managerial level, issues of mistrust, and supposed 'hidden agendas' can be reduced. Having an environment and culture between management of low levels of communication and high mistrust makes everyone feel uneasy and this filters down to staff and affects morale and job satisfaction of all involved. This, in turn, can affect organisation/hotel performance. If communication is better at the HOD/managerial level this must be passed through the various levels in the hotel. The culture of communication must be seen as respect for fellow employees and the guest. The new brand is stringent on superior service and the experience that the guest should have. If all employees work together and communicate, an experience for staff and guest can be achieved. As staff have said, the BHH, is a small hotel and has the potential to operate at a superior level.

5.3.2. 'Walking the talk' and working towards the vision and mission

Through effective communication, a vital aspect to consider is to workshop and provide employees with the opportunity to understand and question the vision and mission of the hotel. It is imperative that these aspects of the hotel, and the Southern Sun Group, as a whole, are communicated to staff. Understandably, there are constraints of shift-work and attempting to workshop with people 'on the job' can often be difficult. Workshop or meetings with HOD's is suggested, where the vision and mission of the hotel is explained, as well as the concept of the new branding of the hotel, and what role the staff can play in the process. Involving the heads of department and the general manager in the meetings and workshops would send a message of importance, not only in the values of the hotel but in the staff. Staff need to see their superiors actively adopting these values and living them.

As previously noted, people will often support what they feel they have been involved in, and have helped to create, as well as in seeing their role in terms of the whole

process and functioning of the hotel. It is suggested that translating such corporate communication in the local language can lead to a “*buy in*” from staff, an appreciation for, and accepting and welcoming local culture and a better understanding of what often can be formal English and corporate jargon. The researcher believes that if staff understand their role in the hotel and what is needed of them, that this will instil further pride in the hotel, their work and themselves, and hopefully lead to greater job satisfaction. This understanding and communicating of the vision and mission would also create a greater acknowledgement of the guest and the importance of superior service quality, thus trying to gain momentum in ‘moving’ the hotel from “*good to great*” with the new brand.

5.3.3. Pay structures/differentials

It is evident that there are problems with the management of remuneration in the hotel. Not only on the permanent and casual dilemma with staff, but with also with management feeling that the pay structures are unfair. Pay is a highly emotive issue and there needs to be effective communication and management of such issues.

A large pay differential and perceived gain of benefits exists between the permanent and casual staff, and casuals being kept on for too long as casual staff with little hope of promotion. It is essential for the human resource issues to be reviewed. Herzberg, Mausner & Snyderman (1959), showed that if contextual factors (such as pay, pay systems, management, supervisory styles and so forth) are problematic, it can cause major problems with regard to motivation and satisfaction of people.

It is not good enough for staff to resign themselves to the fact that they are working in a notoriously underpaid industry. For staff to be satisfied and secure, such issues need to be resolved at management, and head office level. Out of all the areas discussed with staff, the issue of pay differentials was the greatest concern for ALL staff. The researcher suggests that the regional human resource manager has sit-ins with the staff of the hotel, whereby staff can ask questions and discuss issues such as those raised with the researcher. The management in the hotel also need to be educated more with regard to pay structures and systems for staff. If the HOD’s do not know what is going on in terms of pay this translates to the staff not knowing. Issues of pay can greatly affect staff morale, and the value they see themselves having in the hotel. This

can also lead to slower service to the guest and eventually affect overall hotel performance. At the BHH there is an urgent need to attend to issues of pay, pay structures and grading, promotions criteria and processes as well as training programmes and appraisal systems.

5.3.4. Acknowledge the human resource factor and invest in staff

Throughout this research, the importance of the human resources of the hotel, has been emphasised. Their importance and happiness/satisfaction is paramount. It is vital for the management of the BHH to acknowledge their staff and invest more in their staff. Staff feel insecure and think that they have no career paths in the hotel, or chances for personal growth and enhancement. This, in turn, could harm the hotel. Staff also need to be told by management and superiors that they are valued and their contributions, however small, are paramount to hotel performance.

In the past, the hospitality industry has been able to obtain employees from a relatively permanent pool of mobile labour. This mobility and availability of labour has, in many sectors, encouraged a lack of interest in the human resource issues, despite the variable quality of performance obtained from such employees (Teare & Boer, 1991). Policies in place have also been primarily concerned with cost and cost cutting, rather than the development of employees. Managers within this industry, particularly at the BHH, need to adopt the role of change agent if such changes are to be successfully implemented. Change is always resisted at first, especially by management, who are set in their traditional ways, however, if a culture of communication and change are to come about, a whole range of personnel practises must be employed.

To improve the image of the hospitality industry in general, conditions of employment and staff development need to be addressed. Appreciation of the human resource relates all aspects, such as communication, further training, as well as reward systems for staff. Incentive compensation and benefits, together with efficient salary structures, are all equally important components in developing staff. Staff addressed the importance of rewards. It is suggested to use recognition and verbal rewards first, and foremost, and then try developing departmental goals and targets for staff to aim

to meet. Rewards could range from certificates (staff can add these to their resumes), vouchers for local shops, dinner for two and so forth. Management would be surprised at how the little things mean so much to staff.

Regular appraisal systems are also suggested. This would need to originate from HR. It is vital to track staff performance, not only for the hotel, but for the staff. In conjunction with traditional appraisal systems, staff should be able to rate their peers and supervisors.

Although career management and self-development is primarily the responsibility of the staff member, the hotel has a vital role to play in helping that individual to make career decisions. This could be achieved through in-house career workshops (making use of the regional HR manager and training department). The issue of human resource development and developing staff in the midst of rapidly changing environments in South Africa is essential. All the recommendations centre on the importance of communication and the development and respect of staff.

5.3.5. Create a learning environment and organisation

Training and developing employees is essential for any organisation if they wish to remain viable and competitive, and want their organisation to be a learning organisation and embrace a learning culture, not only on an individual level, but also on an organisational level. According to Senge (1990), there are essential principles underpinning a learning organisation, distinguishing it from the traditional organisation based on hierarchical structures. For example, the learning organisation builds on the commitment made to lifelong learning by both the organisation itself and its people. As the nature of work changes, and more people become one-person micro-businesses, the learning organisation concept takes on a special meaning for the individual. There is a sense in which the self-employed person is his, or her, own learning organisation.

Senge (1990) explains the distinction between the traditional and learning organisation. A traditional organisation has: functional departments, hierarchical structures, discrete tasks, people following instructions, people waiting to be given

work, management supervisors, training courses, activity-based compensation, vertical advancement and policy-driven systems. A learning organisation has: process teams, flat structures, multidimensional work, people doing what is right, people using initiative, leadership coaches, continuous development, results-based compensation, horizontal broadening and customer-driven systems.

Whilst in one sense an organisation is the sum total of the individuals working in it, in another sense, it is much more. As each individual learns so does the organisation, and the organisational learning process in turn produces learning among the individuals. The individual and the organisation are thus linked in a very profound sense, with personal values and vision becoming aligned with those of the organisation in mutually beneficial, and reinforcing ways. This link is far removed from the traditional idea of the 'company man' or 'company woman', where the individual makes a one-sided commitment to the organisation (Senge, 1990). South African organisations need to move in this direction and view learning and training as an asset and not an expense. Being an optimist the researcher believes that there is great potential for the hotel employees that do want to learn. The importance of HRD needs to be recognised, the following are a few of the many reasons why organisations must train and develop their employees (Erasmus, van Wyk & Schenk, 1998):

- To improve the performance of employees who do not meet the required standards of performance
- To prepare employees for future positions
- To prepare employees for forthcoming organisational restructuring or for changes in technology
- To ensure competitiveness in the marketplace by retraining employees
- To increase the literacy of employees
- To benefit the individual employee. For example, HRD helps the individual to make better decisions and increase job satisfaction, which will in turn benefit the organisation.
- To improve interpersonal skills and to make the organisation a better place to work.

If the idea of learning becomes paramount, this in turn can affect the way staff see themselves and their role in the hotel, and will value themselves. The management of the hotel need to support and live such changes. This point has been made by many theorists (Burke, 1982 and Rothwell, Sullivan & McLean, 1995) in that organisational development interventions require the support from top management. Again, if staff see their superiors 'walking the talk' this attitudes will filter through the hotel.

5.3.6. The role of mindset

The researcher believes that it is critical that the hotel's leader and HOD's develop an appropriate mental framework for coping with change from within (as with the new branding) as well as large-scale macro-changes. There is no fixed template, or blue print to manage this change, but the GM, together with his HOD's, must have the courage to step beyond the boundaries of convention. If the hotel is going to go from "good to great", be the best hotel around, and be a standard-setting flag ship to the new brand, lateral thinking is needed, thinking outside of the box and doing things differently. The mindset of the leaders in the hotel has to change. This means seeing the importance of communication, a shared vision and mission, and developing staff. This ultimately will improve job satisfaction and the performance for the hotel as a whole. Suggestions such as these might seem idealistic, as people carry on in their positions and in the way things are being done. However, with the staff at the BHH and effective leadership, the researcher believes that this is more than possible.

5.3.7. The importance of focused and collaborative leadership

All the above recommendations will only be possible through focused, direct, honest and passionate leadership. The GM of the BHH needs to develop greater faith in his HOD's and develop 'pack leadership' whereby everyone leads together. This can be achieved by allowing HOD's to do their jobs and giving them greater ownership in their department and with their staff. Yet the GM, too, needs to be focused and committed to his staff and the hotel. This will only be possible however in a culture of communication. There needs to be a focus on team/departmental work, verbal and non-verbal rewarding, the ability to gauge the energy levels of staff and, most importantly, developing a nurturing and empathising nature. The staff at the BHH

need to be energised and feel important. For the hotel to be taken and developed from where it is now, such leadership is important. It is suggested that the GM and HOD's get involved more with staff, staff have huge respect for management, and will respect their time, and see their superiors 'walking the talk'.

5.3.8. Develop a 'fun factor'

Realistically, not everyone goes to work to have fun. However, in the hospitably industry where hours are long, this is a great environment to instil the fun factor. This could be accomplished through hotel soccer teams and, as staff suggested, having different members of management heading the teams. During the festive season the hotel needs to involve staff and their families in the business through having family braai's and other social activities. The BHH has some wonderful staff with great potential. However such issues as above need to be addressed.

5.3.9. An organisational structure that works

As mentioned earlier in the chapter for the BHH to go from "*good to great*" the organisational structure has to be accommodating. This hotel is premised on being themed, different, and unique and being an experience delivering superior service. For this to be possible the traditional bureaucratic/mechanistic structure does not 'fit' this type of organisation. At present the structure of the organisation precludes such uniqueness. A bureaucratic type structure works well when standardised tasks are the norm, and it is clear that what is wanted for the BHH is anything but standard. The structure need to be consistent with the needs and vision of the hotel, greater autonomy needs to be given at unit level and with this autonomy greater authority and responsibility on behalf of the management and staff. It is when readdressing the organisational structure the standards and goals of the hotel, together with the other recommendations, could be met.

5.4. Summary Of Findings

In summary, this research made use of a multi-method approach to this diagnosis of job satisfaction and overall organisational performance using both quantitative (JDI

questionnaire measuring pay, opportunity for promotions, supervisors, co-worker and the nature of work) and qualitative methodologies (Focus groups and semi-structured interviews). The qualitative phase of the research was guided by Weisbord's Six-Box Model (1990) and looked at areas of organisational performance such as purpose, structure, relationships, rewards, leadership and helpful mechanisms.

- Quantitative results found staff to be most dissatisfied in areas of pay and opportunities for promotions. With regard to the nature of work, co-workers and supervisors the results indicated that staff were more positive in their scores.
- Qualitative results found staff to have little knowledge of the vision and mission of the hotel. The structures of the organisation is seen as hindering staff in performing their daily tasks. Relationships at the hotel with peers were described as being good, but staff felt there was a lack of respect at the supervisory level. Communication was seen as a major concern by all staff including HOD's. Problems with regard to pay differentials and structures was felt by all staff and the fact that there were no rewards systems in place, and little or no chance for promotions and career development. The overall leadership at the hotel was described as lacking focus. Staff had very little understanding of how the external (micro and macro) environments impact on the hotel and hotel performance. Overall, however staff are proud of and enjoy working at the BHH.

CHAPTER SIX - CONCLUSION

6.1. Conclusion

The objective of this research was to diagnose factors that impact on levels of employee satisfaction and overall organisational performance. The previous chapters in this thesis have expounded on the process that the researcher took in discovering and exploring these factors. As noted above, results indicated the major factors leading to low levels of satisfaction to be pay (amount, structure/differentials), opportunities for promotion and the overall communication at the hotel. The results with regard to pay and pay structures and opportunity for promotions were consistent with other research done, internationally, in the hospitality industry. This study can be considered as sufficiently robust to be given serious consideration. It is essential that hotel management be alerted to the factors that impact on staff satisfaction and overall hotel performance.

6.2. Evaluation Of The Study

6.2.1. Methodological Weaknesses

1. Research in the South African hospitality industry is minimal, much of the literature available is based on the United States or the United Kingdom. So for this research the researcher had few previous published findings and was unsure of the many issues that could possibly arise.

6.2.2. Methodological Strengths

1. Even though the researcher had little idea of the issues that may arise, the researcher felt that this worked to her advantage in that she had no preconceived ideas of the possible issues. Guided by the Weisbord model the 'box' issues served as a guide and allowed others to reveal themselves.
2. The size of the research sample was good and robust enough for the purpose of this research. Of the 110 employees, 88 staff took part in the first phase of the research and 22 in the focus groups and 3 Head of Departments and the

Deputy General Manager. The researcher is confident that the results reflect the sentiments of those not involved in the research.

3. Staff were eager, honest and giving with their responses, allowing for richer information and the staff perception been given at every point of the research process.
4. The length of the research and the research being in two phases, allowed staff time to think about the previous stage and bring these questions to the second stage of research. The researcher in this time developed a good rapport with the staff, and this allowed staff to feel more at ease and comfortable with researcher.
5. The dimensions studied in this research were based on a widely used and recognised test of job satisfaction and as being based on Weisbord's model, which has been extensively used in OD interventions, thus adding to the validity of the research methodology.
6. The reliability of the findings were enhanced through inter-rater reliability, in that the researcher, as well as the research supervisor, worked together on the interpretations of the research, allowing for sharing of ideas, not conceived of by either, and a systemic understanding of the data.

6.3. Future Directions

1. The researcher recommends that with the staff being exposed to this research and within the context of a learning organisation that follow up studies/diagnoses are done at the Beverly Hills Hotel, tracking the management of change, and to see whether those issues raised by staff have been effectively dealt with.
2. Similar studies to be done in other hotels that join the Southern Sun Collection brand, in order to ascertain the satisfaction of staff and the performance of the hotels under pressures of change, from within, and from outside.
3. If the Southern Sun Collection is to be a superior brand and to compete with hotels locally and internationally, the researcher recommends benchmark studies with hotels that are perceived to be competition. Understandably, gaining accesses to rival hotel groups would be difficult but then researching, and knowing, as much as possible about one's competition is essential.

4. The Southern Sun Collection is not the only brand to the Southern Sun portfolio. With a shortage of research in the South African hospitality industry performing similar research to this, with other hotels in the portfolio, would be of great help in understanding the calibre of staff at the hotels, and relevant issues for the hotels and addressing these issues to aid hotel performance and staff satisfaction in the group as a whole.

6.4. Researcher's Reflection On The Diagnostic Process

During this long and inspiring research, the researcher confirmed and enhanced her passion for this field of research as well as developing a greater respect for those working in this industry. Even though difficult at times, to gain access to staff to survey and interview during shift work, and staff attending to guests, when staff were interviewed they were very appreciative and receptive. This alerted the researcher to the fact that people need to be recognised and acknowledged for the work they do, and need a forum to air their views. This research was the first time any form of research had been done like this at the hotel, and the researcher feels proud and thankful for this opportunity to be engaged in a seminal project. So often, when in hotels or restaurants, we take those that are serving us for granted, and those that are behind the scenes such as the chefs and housekeeping ladies.

The researcher learnt a great deal about working with in real life and applied situations, having to negotiate with gatekeepers and organise venues and times to meet with staff together with learning the art of restraint when dealing with difficult members of staff. Most importantly, however, the researcher learnt how important being happy with your work is to us as people and how small efforts on behalf of those we look up to can truly make our day. The researcher learnt during the write up of this thesis, that everyone has a story to tell, and hopes that the story and issues of the staff at the Beverly Hills Hotel will now be listened to by those that can make a difference. ☺

CHAPTER SEVEN – REFERENCES

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APPENDIX I
CONSENT LETTER

BH
BEVERLY HILLS
HOTEL

1 February 2003

Professor D Edwards
Rhodes University
Grahamstown
6140

Dear Professor Edwards

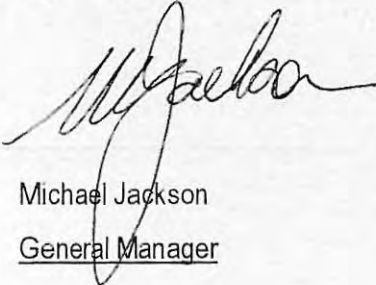
**Participation in research exploring factors that impact on levels of employee satisfaction
and organisational performance.**

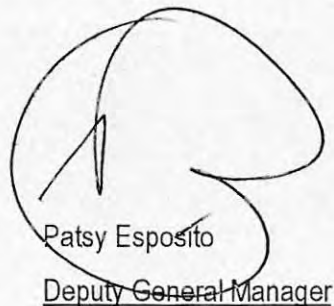
Consent is hereby given for the staff at the Beverly Hills Hotel to take part in the Masters research of Kirsten Foot exploring the factors that impact on levels of employee satisfaction and organisational performance. It is also requested that all data from this research remains confidential and that the anonymity of the staff is upheld.

We feel that this research is pertinent and look forward to the results.

Many thanks.

Yours sincerely,


Michael Jackson
General Manager


Patsy Esposito
Deputy General Manager

APPENDIX II
STAFF QUESTIONNAIRE (JDI)

Section A: Demographic Information

Please complete this section by placing a 'X' in the applicable box.

1. Female	2. Male
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3. Casual staff	4. Permanent staff
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5. Job title _____

6. In which department do you currently work

Food & Beverage	Kitchen	Housekeeping	Maintenance	Pool deck
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Front office	Guest services	Switchboard	Accounts	Porters
--------------	----------------	-------------	----------	---------

7. In which departments have you worked before _____

8. Duration of service with The Beverly Hills Hotel _____

Section B: Job Satisfaction

Please complete this section by placing a 'Y' next to the item/s which describe your jobs,

Place a 'N' next to the item/s which do not describe your job or

Place a '?' if you cannot decide

WORK

Fascinating
Routine
Satisfying
Boring
Good
Creative
Respected
Hot
Pleasant
Useful
Tiresome
Healthful
Challenging
On your feet
Frustrating
Simple
Endless
Gives sense of accomplishment

SUPERVISION

Asks my advice
Hard to please
Impolite
Praises good work
Tactful
Influential
Up to date
Does not supervise enough
Quick-tempered
Tells me where I stand
Annoying
Stubborn
Knows job well
Bad
Intelligent
Leaves me on my own
Around when needed
Lazy

CO-WORKERS

Stimulating
Boring
Slow
Ambitious
Stupid
Responsible
Fast
Intelligent
Easy to make enemies
Talk too much
Smart
Lazy
Unpleasant
No privacy
Active
Narrow interests
Loyal
Hard to meet

PAY

	Income adequate for normal expenses
	Satisfactory profit sharing
	Barely live on income
	Bad
	Income provides luxuries
	Insecure
	Less than I deserve
	Highly paid
	Underpaid

PROMOTIONS

	Good opportunity for advancement
	Opportunity somewhat limited
	Promotion on ability
	Dead end job
	Good chances for promotion
	Unfair promotion policy
	Infrequent promotion
	Regular promotions
	Fairly good chance for promotion

APPENDIX III

STAFF FOCUS GROUP INTERVIEW GUIDE

STAFF FOCUS GROUP INTERVIEW SCHEDULE

Purpose

We are going to be talking about certain things about the hotel. We are starting with 'Purpose'. This is what the BHH is about and what kind of business you are in.

1. What is the main purpose of the BHH?
2. Do you know what the vision and mission of the BHH is?
 - What do they mean?
 - Do you agree with them?
 - Did you have any input/say in their development?

Structure

The next section is about the structure of the hotel and how the hotel works together with the various departments.

1. Can you draw the organisational structure of the BHH indicating:
 - Different departments, relationships and authority
 - How do they all work together?
2. Do you think the structure of the departments and levels in the hotel are helpful/effective in implementing the V & M of the hotel?
3. Do you feel there is enough communication between the various departments?

Relationships

If we can now talk about relationships in the hotel. Such as those with those that work with you, your supervisors/managers and staff

1. How easy is it to develop relationships between:
 - Employees
 - Different departments
 - With your work itself
 - Guests
2. Do your work mates help in you performing your daily tasks?
3. Is there respect between employees and between employees and management in the hotel?

Rewards

We are now going to move to discussing what you feel you are rewarded for, and what motivates you at work.

1. What motivates you to do your work?
2. Do you think your salary/wage is adequate for your work?
3. Is the BH the same as other hotel ITO pay?
4. Are there regular promotions, perks etc?
5. How do you know that you have done a good job?
6. Are you rewarded for good service delivery?
7. Do you think your job matters and that you are an important part of the hotel (contribution)?

Leadership

This section refers to leadership and how you feel that your supervisors/ managers are as leaders.

1. Do you think the sup/managers in the hotel work towards the V & M of the hotel?
2. Do they communicate with the staff?
3. Do you think management is supportive? (Praise, training etc)
4. Do your managers provide you with feedback? (Performance appraisals, grades, procedures)
5. Do you feel they are competent at their jobs?
6. Do they show excitement and enthusiasm?
7. Do you trust them?
8. Are their practises fair?
9. If you are in need of help do you have someone to talk to?

Helpful Mechanisms

1. Do you think the hotel works well as a whole?
2. Is the BHH a pleasant place in which to work?
3. If you had a choice would you work somewhere else?
4. Is the BHH committed to improving EE?
5. Female employees are afforded the same opportunities as men?

APPENDIX IV
MANAGEMENT INTERVIEW GUIDE

MANAGEMENT INTERVIEW SCHEDULE

The following questions were used as a guide in the semi-structured interview with the heads of Department.

Purpose

1. What to you is the main purpose of the BHH?
2. Do you know what the vision and mission of the BHH is?
3. Do you feel you live these out on a daily basis?
 - What do they mean?
 - Do you agree with them?
 - Did you have any input/say in their development?
4. Do you think staff should have more input in their development?
5. What are the main priorities for your department? Are these relayed to your staff?

Structure

1. Do you think the way the departments and levels in the hotel are organised is helpful/effective in implementing the V & m of the hotel?
2. Are there sometimes problems between the different departments? Does each department hold up the work of the other?
3. Do you feel there is enough communication between the various departments?
4. How do you feel communication could be bettered?

Relationships

1. Do you think that there is an ease in relationship building between you and your staff?
2. How do you feel that relationships could be bettered/improved at the hotel?
3. What are some of the main areas of concern for your department at present?

Rewards

1. Do you feel that your staff are important and valued at the BHH?
2. What do you think motivates your staff?
3. Wages and salaries are an emotive issue, how do you feel about this and how could the situation be remedied?
4. What is the procedure with regard to promotions? Do they happen?
5. What does it take to get promoted?

6. Do you think that your staff understands what 'good service' is?
7. Are they rewarded for good service delivery?

Leadership

1. Do you think the sup/managers in the hotel work towards the V & M of the hotel?
2. Do you communicate with the staff? Are they involved in decision-making?
3. Do you think management is supportive? (Praise, training etc)
4. Do Performance appraisals take place?
5. Do you feel that management and supervisors are competent at their jobs?
6. What is the overall leadership like at the BHH?

Helpful Mechanisms

1. Do you think the hotel works well as a whole?
2. What would make the BHH work better?
3. Is the BHH committed to improving EE?
4. What impact do you think the micro and macro environment has on the hotel and the hospitality industry in general?

APPENDIX V
ADDITIONAL GRAPHS (RESULTS)

Figure 16. Service X Pay (less than deserved)

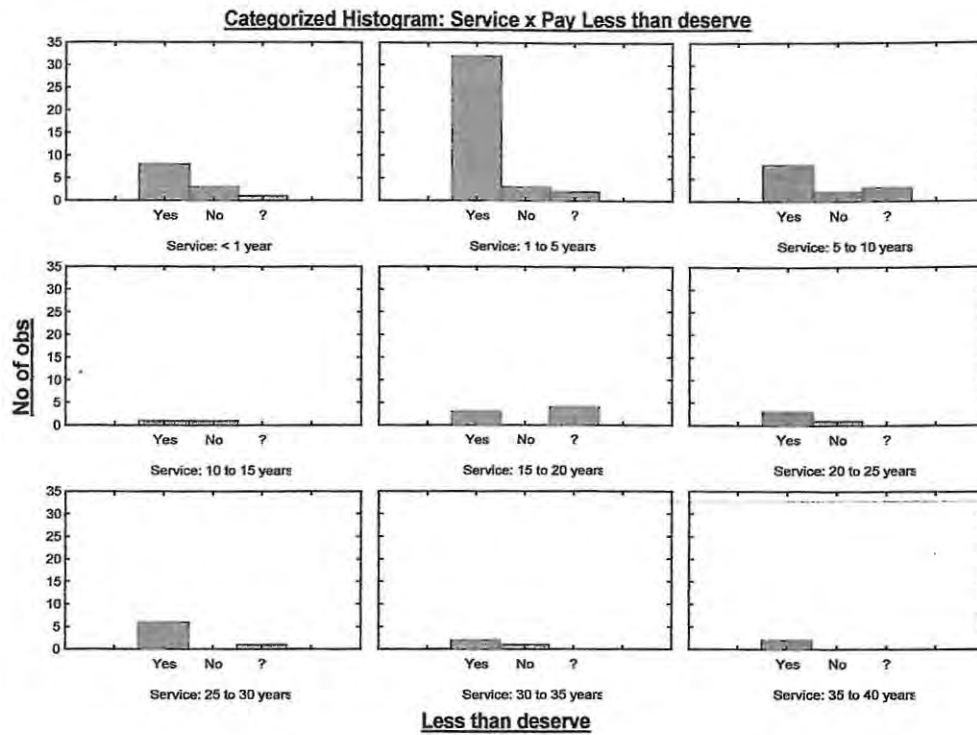


Figure 17. Service X Insecure Pay

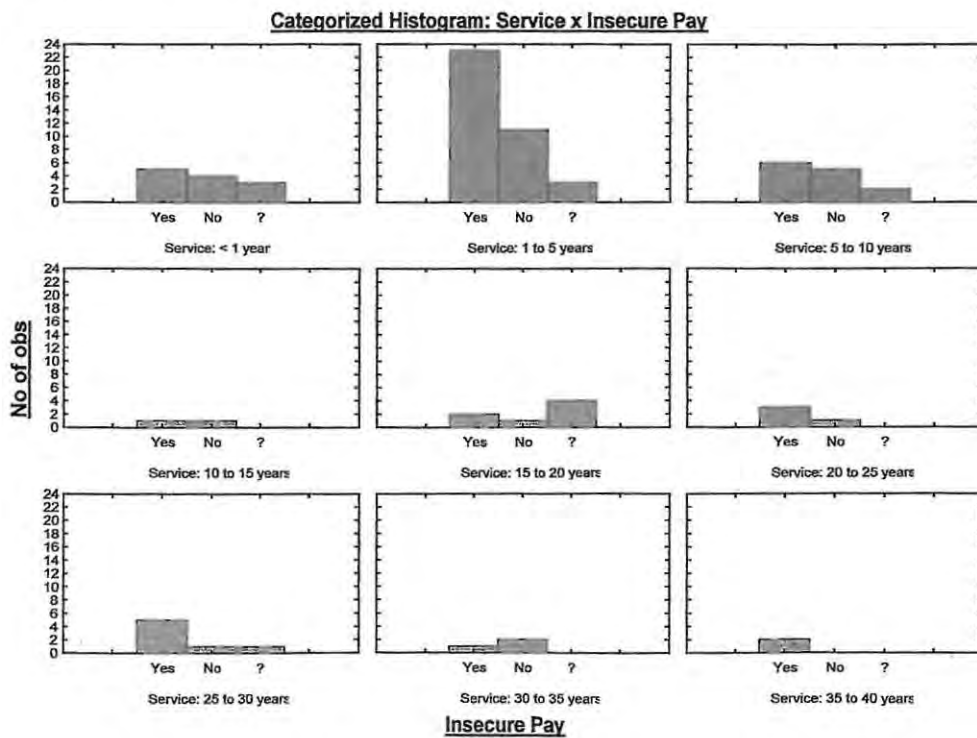


Figure 18. Service X Good chances for Promotions

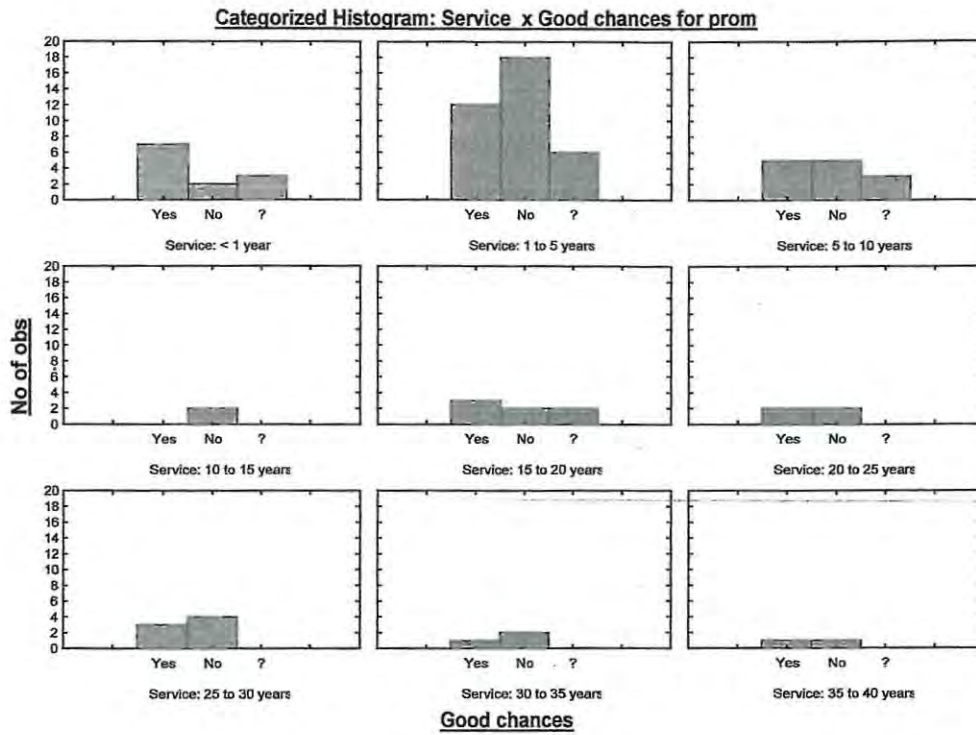


Figure 19. Service X Regular Promotions

