

EFFECT OF EMPLOYEE WELFARE DETERMINANTS ON ORGANIZATIONAL PERFORMANCE OF THREE STAR HOTELS IN KISII COUNTY KENYA

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ABSTRACT

Employee welfare determinants is essential to any organization since it brings into existence the growth of the organization as well as the comfort and improvement of employees. The beneficial factors that are attached to employees include good working conditions, and employee wellbeing leads to the achievement of goals and objectives of the organization. The study sought to determine the effect of employee welfare determinants on performance of three star hotels in Kisii County Kenya. Specific objectives were: to determine the effect of employee working conditions on performance of three star hotels in Kisii County, to examine the effect of employee wellbeing on performance of three star hotels in Kisii County. Philanthropy Theory was used. Descriptive survey design was used. The target population of the study consisted of 297 employees working in three star hotels. Stratified and simple random sampling techniques was used to select the respondents. The sample size was 242. Primary data was collected by use of structured questionnaires. The data collected

was analyzed by descriptive statistical methods, correlation analysis was done using Pearson product moment. The study used regression model to test the effects of the employee welfare determinants on organizational performance. Frequency, mean, percentage and standard deviations was used to analyze descriptive statistics. Inferential statistics used the regression model. The findings indicated that employee welfare determinants (working conditions, and employee wellbeing, had a positive and significant relationship with organizational performance of three star hotels in Kisii County in Kenya. The study concludes that working conditions, employee wellbeing enhanced organizational performance in hotels. The study recommends that hotels need to work towards recognizing their staff appropriately so that they can exhibit improved organization performance.

Keywords: Employee Working Conditions Employee Wellbeing Organizational Performance, Three Star Hotels.

INTRODUCTION

Employees are very important in the progress of any organization. For sustainability, their welfare should be well taken care of. Its therefore not unusual to see workers move from one organization to another as a result of complaints of poor welfare provisions and services to workers. Employees perceive that although capital is provided by the employers, they are the main source used to bring about performance which brings back the investment and high dividends to the employers. Therefore, employee welfare means anything done for the comfort and improvement of employees over and above wages paid (Sanyal, J., & Sikidar, S., 2018).

The process of monitoring general conduct of employees, working condition, recreation of industrial relations, and work design for a health workplace against diseases, unemployment risks and accident to families of the workers. The general benefits to employers is to provide better ways to improve employee's living standards by creation of facilities such as recreational facilities, transformational, housing, health clubs and cultural values that motivates every employee in the organization. Welfare programs improve employee engagement, job satisfaction, commitment and increase in productivity by promoting organizational performance. (Thuo E. M., & Wambugu T., 2022).

Working conditions and physical wellbeing can enhance performance of hotels. Usually, employees are happy with the welfare advantages, which include fringe benefits, retirement benefits, and children's benefits. However, the grey area is that there are nevertheless a few unsatisfied employees on diverse welfare like a reward system, sports, and incentive plans (Prasad 2000).

There is a reliable and developing hotel industry in the Kingdom of Bahrain with a blend of restaurants as one of the most buoyant of the nation. It was predicted that the tourism market revenue of Bahrain was to increase USD 1 billion in 2020. There was increased growth of 6% in vacationer arrivals in 2016. Moreover, there is a large number of day visitors in Bahrain, maximum is from Saudi Arabia, and there may be maximum potential to change these day-remains into more extended, higher treasured visits. As a part of infrastructure improvement, Bahrain is working with partners to create new sights in addition to land and maritime entertainment activities with a purpose to encourage visitors to live longer in Bahrain (EDB, 2017).

Employee Working Condition

Working conditions is that attitude of understanding how well employees' are attached to a different organizational setting and interconnected with their work activities. Work conditions are to be safe for every role played by employees in order to increase productivity. Employees consider the benefit of spending much time for extra cost by maintaining comfortable environments. Work conditions are a physical and behavioral elements associated with employee's role or behaviors of

individual workers. It influences employees with improvement of secure and a health environment for positive performance and productivity of workers. This is shown in most IT industries in Pakistan where working conditions are interconnected to software application by use of high skilled and technical experts (Hafeez et al. 2019).

Human resource section of an hotel industry need to analyze welfare challenges facing employees. This challenges are characterized by intensive work loads, long working hours, job demands, price fluctuations in the economy, which contradict service delivery of hotels. The study also indicates that employees become effective when work environment is very secure in terms of health welfare practices. The hotels can provide quality service delivery if welfare of employees is managed properly making employees to increase commitments. The success or failure of any organization is influenced by welfare conditions to employees. The best welfare practices motivate an employee to work heavy resulting high performance in different roles of the organizations (Ariza Montes *et al.*, 2018).

Employee welfare condition in human resource suggests that employees are psychologically fit for their job roles. Theories such as sociological, economical and psychological theories are focused on employments industries especially in hotels. Hotel industries are facing different working conditions through workloads and long time of standing. Welfare activities between management and employees should be equally submitted by various human resource departments, however, some hotels are not caring about promotions of employees or adopt job rotation. The aspects of established workloads, work hours aspect and equipment of work needs a serious precautions to an employees for organizational performance (Deery&Jago 2015).

The performance of employee decreases when they negatively perceive job safety and security. In turn their attitudes may change by disobeying the rules which leads to an increase in accidents at the workplace. Working conditions which may affect the performance of an organization such as job safety and security, supervisor support, relation with core workers, duration of work and esteem need, impacts negatively to performance of organizations (Kiiru, D. K., 2022). The traditional ways and comfort zones should be looked at using new strategy to create a working environment that is conducive for every staff to enjoy what they do, have pride in it so that they can reach their potential (Nderitu, W. M., 2019)

Employee wellbeing

The improvement of wellbeing is meant for increasing employee morale for positive mental and physical emotions resulting to work effectively. Employee wellbeing is judged by making positive work experiences with good health relationships where one can access any required resources for better results. Employees wellbeing can stimulate working life styles in different positions when career growth is achieved. It creates social identity and economic achievement while working in

positive wellbeing environment. The employee wellbeing is managed by effective communications approaches and work life that meet work balance (Renee 2008).

The wellbeing of employees becomes very important for improvement of performance. Employee wellbeing results to cooperations of management and performance. Workplace management becomes very cooperative while human capital is appropriate for performance by creativity (Denever 2013). Wellbeing of employees are facing challenges in most hotels. Management of working hours and intensive jobs for daily roles. This becomes very important for hotels workload defined by each worker not vulnerable workforce. The nature of work allocated determines the level of achieving employees wellbeing (ArizaMontel 2019).

Employee wellbeing in telecommunication organizations are very unpredictable due to changes in technology catering for unsecured working anticipations. This employee works for long hours in their roles without catering for overtime or weekend hours. The well being can be influenced by family issues which may be positive or negative to the performance of the organization. Organizational performance is greatly achieved with well being of employees both mental and physical health (Keino and Kithae 2016).

Performance of three star hotels in Kenya

Performance of hotel is classified with its service delivery and quality of production. The classification of performance indicators are well managed with employee working in safe environment. Reliable supply of foods when required by customers in order to achieve goals and timely services. The establishment of workforce conditions are majorly applicable to any help of employees in terms of maintaining significant welfare determinants. The three star hotels is characterized by its size of operations procedures, facilities offered, level of quality services, in wide area covered environment. They have bedrooms that suit visitors wing and offers a great standard of showers to bath conforming better for accommodation (Kumar P., 2012)

Hotel performance improves the economy not only in the hospitality sectors but also employment creation. Performance is achieved through sales and income received from accommodation, conferences and parking fees. Performance of the three stars hotels motivate employees in working best in life (Patro, 2012). The employee welfares need improvement with applicable policies governing hotels and other allied industries. They are best for quick employment through its infrastructures, working hours both in shift and normal hours and hence better for opportunity diversification (Clergy, 2016). In Bahrain hotels are given by employees welfare activities based on transportations, housing, health care and flexible for wellbeing. This aspect can improve economic efficiency where performance is significantly determine by personal achievement, entertainment and refreshments qualities (Prasad 2000).

Organizational performance is the actual output of an organization as measured on its intended goals and objectives. It can also be defined as the success of an organization. It comprises of financial profits, return on investment, market share, economical value addition and share holder returns Richard et al. (2009). Hotel performance can be measured using a balanced score card in multiple dimensions such as employee retention, increased infrastructure, timely customer service delivery and improved market share.

The ability to provide customized services, likely leads to customer satisfaction which in turn increases the company's bottom line. The need to improve hotels is critical all over the world as the industry is slowly recovering from COVID. A customer relationship helps businesses to understand their customer groups and to quickly respond to customer shifting desires. Customers' service delivery is viewed as a link between loyalty and financial results which is seen as customer satisfaction, which leads to better financial rewards for the organization Madhovi et al. (2017). Managers rely on quantitative performance such as; revenue, market share, sales, profitability, share of new customers and frequency of visits (Hermans o., 2009).

The performance of the hotels are critical to different business competitiveness environments. These involve agricultural sectors, transportation, education and food science specialists. Performance of hotels are majority documented by monitoring aspects on performance through revenues. Competitors are focusing on the best accounting informations while monitoring of changes in prices is very identical. Revenue collection from hotels improve growth of trade industry through demands, pricing and sale revenues (Gan and Quah 2015). The performance is monitored by market segmentation among the industry depending on different levels. Competitive environment is achieved by quality and achievement efficiency that meets customer satisfaction level (Ramesh 2012).

Achievement arises through high sales over minimal expenses but meeting customer demands is a requirement. Price of related product are very comparable in determining the way to improve performance of the hotels. Revenues and quality management experts are reporting to various season in the hotel on performance. The level of an hotel determines its capital intensity and therefore performance are characterized equally due to different level of ownership, size and capital contributed to it (Adibahat *el.*, 2019). Monitoring of performance of hotel great demand for more customer to come. The competitive monitoring of price across the industry has impacted employee welfares demands reducing performance. The hotel management can have way to refer for the best competitive growth. The achievement of prices are well managed with workforce demand resulting to high revenue diffusions (Hesford 2019).

The performance of three star hotels can be shown by revenue collected or profits during accounting period or daily accounting (Abdou&Shehata 2021). The space occupied by the hotel indicates its sale volume per period with proper market penetration index. Employee welfare helps

to evaluate performance on his or her work in hotel. Hotel workers are very competitive and hence essential to understand their customers' needs and expand service delivery. Performing hotels are characterized by space occupied and number of customers served in the market. The earnings ratio of the hotel remains high during operation cost and profits realized by gross profit and available rooms (Aharon, Jacob, Cohen, Tzur&Qadan, 2021). Hotel indicators are analyzed by creating details of hotel performance hence employee welfare can be tracked well to discover factors determining performance results. This need research to discover employee welfares to different exposures and how to improve better results from gross operating profit per available room (Psankar, 2020).

The influence of welfare activities among employees affects performance of most hotels in Albania. Hotel yield management requires dynamic prices given to maximize revenues from fixed inventory in the space occupied. The performance is based on the understanding of customer behavioral plans influencing hotel to generate profits. Most people are investing in hotels having user friendly websites to book with multiple choices through requests and managing customers where the systems tracking and feedback (Hesford, 2019).

Statement of the problem

Employee welfare is essential to any organization since it brings into existence the growth of the organization as well as the comfort and improvement of employees. The beneficial factors that are attached to employees include good working conditions and employee wellbeing leads to the achievement of employee retention, increased infrastructure, service delivery, market share number of customers as well as increase in sales. The type of hotel, service given, requires worker's skills and knowledge.

The trends in hotel performance has not changed over the years which can be characterized by challenges brought by employee welfare. Management should improve working conditions so as to retain more workers as well as creation of flexible working hours encourages more workers to view hotel jobs as long term career like other industries (Kuria, Alice & Wanderi, 2012). While there is existing literature on the relationship between employee welfare and organizational performance in various industries, there is a gap when it comes to specifically studying the effect of employee welfare determinants on the performance of three star hotels. The available research primarily focuses on higher-tier hotels or general employee welfare in the hospitality industry but there is lack of research specifically targeting the unique context of three star hotels in Kisii County.

Understanding the specific employee welfare determinants that have the most significant impact on performance outcomes in three star hotels such as working conditions, employee wellbeing allowed hotel management to allocate resources effectively and implement the targeted

interventions. Hence, the need to study the effect of employee welfare determinants on performance of three star hotels in Kisii County.

Objectives of the study

The general objective of the study was the effect of employee welfare determinants on organizational performance of three star hotels in Kisii County, Kenya.

Specific objectives

The following were the specific objectives:

- i. To determine the effect of Working conditions on performance of three star hotels in Kisii County, Kenya
- ii. To examine the effect of employee wellbeing on performance of three star hotels in Kisii County, Kenya

Research Hypotheses

Ho₁: Employee working conditions has no statistically significant effect on organizational performance of three star hotels in Kisii County.

Ho₂: Employee wellbeing do not have statistically significant effect on organizational performance of three star hotels in Kisii County.

LITERATURE REVIEW

Philantropy theory

The theory was postulated by Robert Owen (1992) described the nature of provisions required for good employee welfare to exist among workers common in England. It talks about well being of an individual in the society. It also states that everybody feels well when is liked by individuals especially fond between employees and employers working condition. The emotion of employee's welfare in any workplace is determined mainly by the nature of labor welfare existing among workers. This theory adds that good working conditions can enhance affection between workers and managers whichever race, education and disability. The employees can work for his or her welfare benefit in the organization while maintaining social identity such as clean water, housing facilities and health support as part philanthropic requirements (Lalitha, 2014).

This theory assumes that employee welfare encompasses services and benefits that worker offered to improve performance. This includes benefits from health insurance, paid in time, maintaining life style plans and anything that can comfort employee's intellectual improvement. Wage paid to employees makes life easy in understanding worth of living standards as working person also comfort employees for better performance. The facilities, services and social amenities for workers can also improve employee welfare. The human resource managers are working for their betterment while progressing statutory provisions towards workers and trade unions. Employee

welfare can be known by provision of proper social amenities, good housing facilities established services that help individuals healthy which later improves morale (Nanda, 2013).

The criticism of this theory is that affections and healthy workers can result to improvement of performance. This may not be true because other factors are affecting the likeness among workers and employers such as attitudes towards individual codes. Some employers and employees are not philanthropic to one another due to informality of working conditions, lack common goals and purpose to work in that organization. The theory claims that social amenities are similar which may not be established with employers and employees getting social contacts. Some employers are bureaucratic in nature because they work by their personal views not by interactions with subordinates. Good performance may not translate to a healthy working conditions or effective welfare for all employees this is because workers are employed with different position and categories. Some workers are satisfied while others may not regardless of the positions held for the organization (Patro, 2015).

The theory will be applied in this study, because it demonstrates how employers solve problems affecting employees while giving rise to understand their needs. The theory can act as part of helping workers to know his or her desire and how to support the organizational growth. The theory facilitates achievement of financial and non-financial knowledge. It teaches workers to value their experience and life skills in terms of objective, purpose in modern contemporary societies. The theory finally maintains planning of individual resources and creates empathy. Working in hotel requires well emotions of achieving all social and economic benefits for proper employee development.

Empirical Literature Review

Effect of working conditions on organizational performance

Hadian, D. (2018), in his study on the effect of work conditions and work discipline on employee performance in Bandung, noted that there was correlation in between the independent and dependent variable. Descriptive design was used to prove the results on the working conditions, which influenced performance of organizations and the conditions affected their overall behavior on performance of the organization. Hence proved that working condition is a mediation in improving performance.

Manzini, H., &Grandpre, C. (2011), analyzed the Provision of working conditions and employee Assistance Programmes in South Africa Football Clubs. Johannesburg, South Africa: University of the Witwatersrand. The study examined working conditions and performance by employee's assistance programs. The study employed correlation design and found that working conditions covers areas such as space, lighting, humidity, temperature, welfare facilities and cleaner water

accessibility. Where as the researcher seeks to understand more on elements such as workload, hours of work and social interaction and how they affect the performance of hotels in Kisii County. Adequate staffing levels are essential for reasonable workloads and preventing employee burnout. Insufficient staffing leads to the increase in employee stress, lack of job satisfaction and performance is compromised due to heavy workload on an individual. When the management provides adequate staff levels, it enables employees to execute their duties effectively resulting to improved performance (Karatepe and Badder,2021).

Improved working conditions positively impacts retention of employees by reducing turnover intentions. Research indicates that when employees are satisfied with their work conditions they are more likely to stay in the organization which leads to reduced costs and increased stability within the workforce(Karatepe and Badder, 2021).

Employee welfare including favorable work conditions influences guest satisfaction. Satisfied employees who work in a conducive environment are more likely to provide exceptional service which leads to higher levels of guest satisfaction and meet customer needs. Organizations that support flexible work arrangements, paid time off and encourages social balance, there are high levels of job satisfaction and commitment (Allen et al., 2013)

Mokaya, S. O. et.al (2013), studied on the effects of organizational work conditions on employee job satisfaction in the hotel industry in Kenya. Results revealed that working conditions required attention in an effort to improve performance of hotels in Kenya. Employees value work conditions as essential because it helps to determine and improve job satisfaction. The researcher recommended that hotel managers should provide training and development opportunities for staff to enhance their working skills and regular review of working conditions such as terms of service and promotion system to make workers more competitive. Therefore, it is assumed that a review of employee welfare will improve skills of employees, work experience and benefits that come in form of monetary.

Effect of employee wellbeing on organizational performance

Employee wellbeing is a crucial aspect of employee welfare in the hotels. The literature review explores the effect of employee welfare determinants on performance of three star hotels with a specific focus on employee wellbeing. By reviewing relevant studies, this review aims to highlight the importance of employee wellbeing and its impact on employee stress, lifestyle improvement and overall hotel performance.

According to, Ponting, (2020), a case study on how organizational change impacts on hotel leadership and employee wellbeing. The study was in exploratory in nature and a qualitative approach was implored. The researcher used qualitative investigative method of collecting information through, observation and interviewing of respondents. Data analyzed revealed that

communication was key to every employee and it increased morale of working. Further it was revealed that, due to the critical nature in the hospitality industry where there are elevated rates of people; contact hours, odd hour shifts and overtime that open employees especially front line workers lead to fatigue, burnout towards work. These challenging elements such as management of stress, improvement of lifestyle and health risk assessment of hospitality will be implored to bridge the gaps when seeking to improve employee well-being.

Parul, & Ashok kumar, (2013) determined the provision of Welfare under Factories Act and its Impact on Employee well-being. The study found out that employees have a positive attitude towards their work on factors such as shelter, restroom and luncheon facilities which greatly motivates them. It further indicated that there was a correlation on the relationship between the welfare provisions and employee satisfaction after analyzing five companies and that the factors led to employee satisfaction and if they are not present they can sometimes lead to dissatisfaction on the basis of Herzberg's theory of motivation.

Achieving a healthy work-life balance is essential for employee wellbeing. Research shows that employees who experience a better balance between their work and personal lives have higher levels of job satisfaction, lower burnouts rates, and improved overall wellbeing (Morrison et al., 2019). Offering flexible work time-off policies can positively influence employee wellbeing in three star hotels.

Randall and Sim, (2013) analyzed employee wellbeing on customer service delivery in hospitals in Uganda. The study aimed to examine the relationship between physical wellbeing and service delivery. Descriptive research design was used to analyze a target population of 4 hotels and census applied. It is revealed that when organization invest in wellbeing of employees improved flexibility, employee engagement and reduce sickness for better performance. Involving employee wellbeing initiative decreases potentially. The relationships between health life in internal workloads can improve wellbeing with work related activities on performance. Employee relations and wellbeing improved performance through proper decision making and effective communication.

Obrenovic, Jianguo& Khan, (2020), sought to determine the impact of psychological safety and psychological wellbeing on job performance. A sample of 277 company employees in Bahrain was studied. Data was collected using online questionnaires that was formed in five likert scale to measure the research variables. Descriptive statistics and confirmatory analysis was to analyze data by use of SEM software. The results indicates that safety has a positive significant effect on wellbeing of employees and performance by psychological instinct. Past studies have analyzed work safety without adequate integration of training and hazards prevention and control on the performance of organizations, where the study seeks to explain relevant aspects of workplace safety measures for the welfare of employees.

Patro (2012), explored the effects of employee welfare activities on quality of life in private sector in India. The study explored the effect of employee welfare activities on quality life in private sectors. The study adopted mixed research design and the study employed interview schedule and structured questionnaires. The data collected was coded and analyzed by means and frequencies which noted that employee physical wellbeing becomes an overall mental health of employees, emotional and economic progress. Employee wellbeing is determined by co-worker relationships and decision making. Working resources and tools employed increases access to job satisfaction. Workers are more valued and competent when organization meets their expectations including mental health, financial needs and physical wellbeing. Therefore, the researcher seeks to understand more on how stress is handled at work.

Poulsen and Ipsen (2017) explored employee wellbeing on performance of firms. The study sought to explore wellbeing of employees and examine effect of management distance. The study analyzed exploratory research design and pilot study was done on 4 employees using interview schedule for qualitative. The study noted that employees management is improved by proper communication from top managers to other management. Frustration of employee position may not influence working conditions for enhancing performance. Employee proud and wellbeing may not influence performance due to difficult life style assessment. Employee health assessment may also become important on growth of organization.

Crane, (2017) reported that management practices and processes have a significant role to play in the stress experienced by employees in the place of work. The solution to stress issues falls in the hands of organizational management. Managers have the role of helping employees to distinguish between parts of stressors that they have control over. This can be done by promoting adaptive workplace behaviors, supporting the development of both personal and social resources, allowing employees the opportunity to access needed resources and reducing unnecessary drains.

Vashid (2013), did their study on employee wellbeing on performance of total company limited in Zimbabwe. The study examined the effects of employee wellbeing on performance in oil companies. This adopted resource based theory in explaining theoretical review, descriptive design was used to determine phenomena. The study employed closed ended questionnaire to the collected data. The inferential statistics were analyzed which noted that wellbeing affect performance of oil companies. The wellbeing is the greatest approach to understand someone in workplace. The employee is satisfied with employment services through better programs or medical expenses. Accepting employee feedback recognizes good work using employee team relations.

Vander. Vaart, Linde and Cockeran (2013) sought to determine strategic way to improve employee wellbeing and performance. Employee retention expectation may improve motivated workforce for organization achievement. Employees on contract are not always happy due expectation that

may vary over their employment. Descriptive statistics indicated that wellbeing is well managed in workplace by informs more about performance than welfare determinants affect the organization, psychological challenges resulted from lifestyle improvements, stress orientations, and health risk management factors are some of the issue raises poor wellbeing of the employees.

Mbaabu (2013) assess workforce practices and wellbeing of employee performance in Kenya. The study examined workforce expectations was and performance in which commission of university education can affect welfares. The study sought to examine wellbeing by employee health facilities in most organization using descriptive research design. The study examined mental health, workplace quality and job performance. Motivational tools for physical wellbeing was found the most for improving performance. Mental health issues also reduces performance due to anxieties in workplace, and lack of future expectations with stress. These despites showed that disconnections between employees welfares and performance are majorly affected three star hotels activity.

Conceptual framework

Independent variable

Employee Welfare determinants

Dependent variable

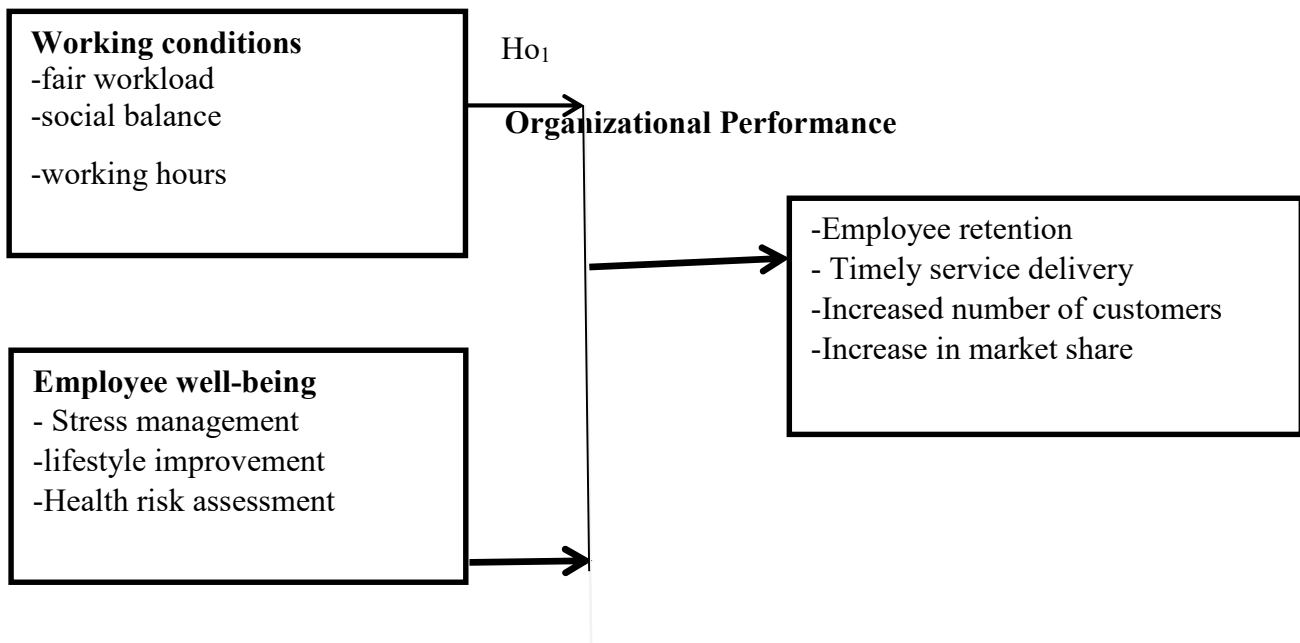


Figure 2.1 Conceptual framework

Employee welfare is essential to any organization since it brings into existence the growth of the organization as well as the comfort and improvement of employees. The beneficial factors that are attached to employees include good working conditions and employee wellbeing measures which leads to the achievement of employee retention, increased infrastructure, service delivery, market share number of customers as well as increase in sales.

RESEARCH METHODOLOGY

Research design

Descriptive survey approach was used to test the hypothesis because it allows the researcher to gain knowledge to make informed decisions on the business (Ten, Fang and Huang, 2020). This research design helped to focus on the available facts, and explain the research variables of employee welfare determinants and performance of three star hotels in Kisii County. The study targeted all cadres of employees; manager, accountant, waiters, drivers, room keepers, food/beverage and security.

The stratified random sampling was adopted in which the sample of 297 respondents was determined by Yamane formula to determine sample size.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{297}{1 + 297(.05)^2}$$

$$n = 170 \text{ respondents}$$

As recommended by (Kristen, 2006), the study catered for non-respondents by adjusting the 170 by adding 30 % which resulted to the new sample size of 221 respondents. This was determined by adding more items by using a specific percentage in ratios. This was based on different stratum in the sample size that was simplified as indicated below;

Therefore, sample size was

$$70\% = 170$$

$$30/70 \times 170 = 72$$

$$72 + 170 = 242$$

The actual sample size was 242 respondents

The confidence level (e) was given .05 with Target population (N) 297 where n 242 is the sample size for study (Schouten & Bethlehems 2012).

Table 3.1 sampling size

S/No	Hotels	Target Population	Sample Size
1	Ufanisi resort	28	21
2	Hotel Nyakoe	31	23
3	Dan's hotel	31	23
4	Marsh park hotel	19	14
5	New zonic hotel	22	16
6	Mocha Hotel	20	15

7	Itibo Resort	20	15
8	Hotel Le Premier	24	18
9	Sameta lodge	24	18
10	La zion	17	13
11	Laserena hotel	20	15
12	Embonga dream city hotel	21	15
13	Magharibi Garden hotel	20	15
Totals		297	242

Source; Field data, 2023

The study used primary data collection approaches. Questionnaire was used in this study because it gives appropriate test of examining available answers in the statements provided. This is very applicable because most respondents filled it quickly than interview schedule and observation which require various explanations.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics on Working Conditions

The first objective of the study sought to determine the effect of Working conditions on performance of three star hotels in Kisii County, Kenya. Using a five point likert scale, the researcher sought the respondents opinion with regard to working conditions within the 3-star hotel setup as indicated in table 4.1.

Table 4.1: Descriptive Statisticson Working Conditions

	N	Minimum	Maximum	Mean	Std. Deviation
There is good job description ensuring flexibility at work	213	1	5	3.96	1.085
Management gives adequate leave or day offs when a worker requests	213	1	5	3.88	.903
The company adheres to layout working hours	213	1	5	3.39	1.142
My job is alwalys guaranteed	213	1	5	3.52	1.075
Employees are involved when planning work schedules	213	1	5	3.32	1.115

Tools/materials for working are readily available	213	1	5	3.56	.953
Induction is done to new employees	213	1	5	3.51	.897
Average Mean				3.59	1.029

Source: Field data, (2023)

The findings in table 4.2 indicates that respondents agreed that there is good job description ensuring flexibility at work (Mean= 3.96; SD=1.085). Incorporating flexibility into job description leads to improved employee morale, better guest experiences, cost savings, and increased competitiveness. Respondents were also in agreement that the management gives them adequate leave or day offs when a worker requests (Mean= 3.88; SD=.903). The company adheres to layout working hours (Mean= 3.39; SD=1.142). Most respondents also agreed that they have a job guarantee (Mean= 3.52; SD=1.075). Employees are also involved when planning work schedules(Mean= 3.32; SD=1.115). Additionally, the findings showed that tools/materials for working are readily available (Mean= 3.56; SD=.953). There is also an induction done to new employees (Mean= 3.51; SD=.897). With an average mean of 3.59 and a standard deviation of 1.029, it is clear indication that the respondents agreed with the items working condition. The findings reveal that while organizational performance of three star hotels are positively influenced by working conditions, they would like the management of the hotels to ensure that they adhere to layout working hours and get more involved when planning work schedules.

Descriptive Statistics on Employee Wellbeing

Objective two of the study examined the effect of employee wellbeing on performance of three star hotels in Kisii County, Kenya. Employee wellbeing has a profound effect on the performance of three-star hotels. When employees are healthy, motivated, and satisfied, it can lead to a range of positive outcomes that benefit both the hotel and its guests. The results are as generated in table 4.2.

Table 4.2 :Descriptive Statistics on Employee Wellbeing

	N	Minimum	Maximum	Mean	Std. Deviation
Staff regularly engage in physical activities	213	1	5	3.50	1.152
The organization supports mental wellness	213	1	5	3.19	1.124
Stress levels at work are manageable	213	1	5	3.06	.994
There is job satisfaction	212	1	5	3.56	1.071
There is balance between personal life job responsibilities	213	1	5	3.62	1.128

There are guidelines for dealing with employee conflicts	213	1	5	2.96	1.216
Average Mean				3.32	1.114

Source: Field data, (2023)

As evidenced in table 4.2, staff regularly engage in physical activities (mean = 3.50, SD = 1.152). The results suggest that regular physical activity promotes better physical health, reducing the risk of lifestyle-related diseases such as obesity, heart disease, and diabetes. It also supports mental health by reducing stress, anxiety, and depression. Also, the organization supports mental wellness (mean = 3.19, SD = 1.124). The findings further showed that stress levels at work are manageable (mean = 3.06, SD = .994). There is also job satisfaction in the organization (mean = 3.56, SD = 1.071). There is balance between personal life job responsibilities (mean = 3.62, SD = 1.128). As well, there are guidelines for dealing with employee conflicts (mean = 2.96, SD = 1.216). Overall, the items on employee wellbeing summed up an average mean of 3.32 and a standard deviation of 1.114.

Correlation Analysis

Pearson product moment correlation coefficient (r) was used to aid in establishing a correlation between the study variables of interest. Correlation coefficient shows the magnitude and direction of the relationship between the study variables. The study sought to find out the strength of the relationship between Working conditions, employee wellbeing on organizational performance. To achieve this, Pearson’s moment correlation was used to measure the strength of the relationship as shown in table 4.3.

Table 4.3: Correlation Analysis

		EWC	EWb	OP
EWC	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	213		
EW	Pearson Correlation	.481**	1	
	Sig. (2-tailed)	.000		
	N	213	213	
OP	Pearson Correlation	.493**	.394**	1
	Sig. (2-tailed)	.000	.000	
	N	213	213	213

Source ; Field data, (2023)

The study findings in table 4.3 depicted that there is a significant moderate and positive relationship between organizational performance and working conditions (r=.493, p<.01). Therefore, an increase in working condition would lead to a 0.493 increase in the organizational performance of three star hotels in Kisii County, Kenya. The study also found a significant, positive and moderate relationship between employee wellbeing and organizational performance

($r = .394$, $p < .01$). Therefore, an increase in employee wellbeing leads to an increase in the organizational performance.

Regression Analysis

Regression analysis is essential for establishing a statistically expected relationship between two or more variables. In addition to predicting the outcome based on the independent variables, it describes the link between the dependent and independent elements. The regression coefficient can be used to calculate how much of the variance in the dependent variable is explained by the independent variable. Regression analysis is used to determine if the independent variable can be relied upon to explain the dependent variable. For this study, both simple and multiple regression were used.

Effect of Working Conditions on Performance of Three Star Hotels

Objective one of the study sought to determine the effect of Working conditions on performance of three star hotels in Kisii County, Kenya. A simple linear regression model was used as indicated in tables 4.4 a,b and c.

Table 4.4 a: Model Summary of Working Conditions on Performance of Three Star Hotels

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.240	.52251

a. Predictors: (Constant), Employee_Working_Condition

Source ; Field data, (2023)

The findings in table 4.4 a show the results of simple linear regression model summary of organizational performance on working conditions. In this model, R^2 value was 0.243 which implied that 24.3% of organizational performance is determined by working conditions. Hence, an increase in the use of working conditions will lead to an increased organizational performance of the employees in of three star hotels in Kisii County, Kenya.

Analysis of Variance was used to determine simple linear regression model fitness in modeling the collected data as compared to use of the mean. The results were presented in Table 4.5b

Table 4.5 b: ANOVA of Working Conditions on Performance of Three Star Hotels

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.507	1	18.507	67.790	.000 ^b
	Residual	57.606	211	.273		
	Total	76.113	212			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Employee_Working_Condition

Source ; Field data, (2023)

Given that the $F_{calculated} = 67.790$, while the $F_{critical} = 3.84(1,211)$. Then $F \geq F_{critical} \alpha 0.05$. Since $F_{calculated}$ is more than $F_{critical}$ at a significant level $p > 0.05$ then, null hypothesis was rejected meaning that working condition significantly predicts organizational performance. In line with the study, Karatepe and Badder, (2021) findings concluded that when the management provides adequate staff levels, it enables employees to execute their duties effectively resulting to improved performance. They further noted that, when employees are satisfied with their work conditions they are more likely to stay in the organization which leads to reduced costs and increased stability within the workforce. In the same way, Allen et al., (2013) asserted that Satisfied employees who work in a conducive environment are more likely to provide exceptional service which leads to higher levels of guest satisfaction and meet customer needs. Organizations that support flexible work arrangements, paid time off and encourages social balance, there are high levels of job satisfaction and commitment. Further support to findings by Mokaya, S. O. et al (2013), recommended that hotel managers should provide training and development opportunities for staff to enhance their working skills and regular review of working conditions such as terms of service and promotion system to make workers more competitive.

Table 4.6 c: Coefficients of Working Conditions on Performance of Three Star Hotels

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.858	.201		9.237	.000
	Employee Working Condition	.406	.049	.493	8.233	.000

a. Dependent Variable: Organizational_Performance

Source ; Field data, (2023)

For each unit of increased working conditions, the regression coefficients in Table 4.6 c calculated the mean change in organizational performance for 3 star hotels in Kisii County. Results showed a significant coefficient of estimate based on $1 = 0.493$ for working conditions ($p\text{-value} = 0.000$, less than 0.05). The results produced the new simple linear regression model that is shown below based on the aforementioned conclusions.

$$Y = 1.858 + 0.406X_1$$

Effect of Employee Wellbeing on Performance of Three Star Hotels

The second objective was to examine the effect of employee wellbeing on performance of three star hotels in Kisii County, Kenya. The findings were generated in tables 4.7 a,b and c using a simple regression model.

Table 4.7 a: Model Summary of Employee Wellbeing on Performance of Three Star Hotels

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394 ^a	.155	.151	.55213

a. Predictors: (Constant), Employee_Wellbeing

Source ; Field data, (2023)

The findings in table 4.7 a show the results of simple linear regression model summary of organizational performance on employee wellbeing. In this model, R^2 value was 0.155 which implied that 15.5% of organizational performance is determined by working conditions. Hence, an increase in the use of employee wellbeing would lead to an increased organizational performance of the employees in of three star hotels in Kisii County, Kenya.

Analysis of Variance was used to determine simple linear regression model fitness in modeling the collected data as compared to use of the mean. The results were presented in Table 4.7 b.

Table 4.7 b: ANOVA of Employee Wellbeing on Performance of Three Star Hotels

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.790	1	11.790	38.676	.000 ^b
	Residual	64.323	211	.305		
	Total	76.113	212			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Employee_Wellbeing

Source ; Field data, (2023)

Given that the $F_{calculated} = 38.676$, while the $F_{critical} = 3.84(1, 211)$. Then $F \geq F_{critical} \alpha 0.05$. This is an indication that employee wellbeing significantly predicts organizational performance. Therefore, the hypothesis; employee wellbeing has no statistically significant effect on organizational performance of three star hotels in Kisii County, was rejected. In a similar vein, Parul, & Ashok kumar, (2013) found out that employees have a positive attitude towards their work on factors such as shelter, restroom and luncheon facilities which greatly motivates them. It further indicated that there was a correlation on the relationship between the welfare provisions and employee satisfaction after analyzing five companies and that the factors led to employee satisfaction and if they are not present they can sometimes lead to dissatisfaction on the basis of Herzberg’s theory of motivation. As well, Randall and Sim, (2013) alluded that employee relations and wellbeing improved performance through proper decision making and effective communication.

Table 4.8 c: Coefficients of Employee Wellbeing on Performance of Three Star Hotels

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.193	.212		10.360	.000
	Employee Wellbeing	.381	.061	.394	6.219	.000

a. Dependent Variable: Organizational_Performance

Source ; Field data, (2023)

For each unit of increased employee wellbeing, the regression coefficients in Table 4.8 c calculated the mean change in organizational performance for 3 star hotels in Kisii County. Results showed a significant coefficient of estimate based on $1 = 0.394$ for well being (p-value = 0.000, less than 0.05). The results produced the new simple linear regression model as shown below.

$$Y = 2.193 + 0.381X_2$$

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

In conclusion, employee welfare determinants are instrumental in enhancing organizational performance of three star hotels in Kisii County, Kenya. This means that if more focus is placed in employee welfare determinants three star hotels management, there could be a resultant positive impact on the staff and hence result in higher levels of performance. Despite the role of working conditions in enhancing organizational performance, the hotels are yet to fully capitalize on it. For instance, there are gaps in planning work schedules and adherence to layout working hours at the workplace.

Employee wellbeing are instrumental in attracting, motivating, and retaining the employees to provide quality services and ensure the smooth operation of the hotel. Particularly, the hotels have put in place balance between personal life job responsibilities with the goal of improving the performance of employees. Other than that, the staff regularly engage in physical activities. However, the staff feel that the hotels has not adequately put guidelines for dealing with employee conflicts. Consequently, the stress levels at work are not manageable.

Recommendations

Recommendation for Policy and Managerial Practice

For the hotel management, employee welfare determinants according to this study, have proved to be effective in improving organizational performance. In order to achieve this, employee welfare determinants must be used to create a sincere focus of appreciation. Also, the results have indicated that, working conditions are key in enhancing organizational performance, managers should ensure flexibility at work for the employees and give adequate leave or day offs when a worker requests. In addition, the management need to understand that employees need to be involved in planning work schedules and induction of new employees. All this can be achieved through strategic implementation of employee welfare determinants to meet the needs of the workforce.

Recommendation for Further Research

The results of the study may not be generalized to all sectors owing to particularities of different sectors. Therefore, future research be conducted in different sectors and more so a comparative study between sectors is recommended. The study focused only on employees of three star hotels in Kisii County. It is possible that if the study was conducted on other 5 star hotels, the magnitude and direction of the relationship between the study variables might be different. Thus, future research should include the other hotels to better understand the relationship between employee welfare determinants on organizational performance.

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