

**IMPACT OF EMPLOYEE COMMITMENT ON WORK PRODUCTIVITY IN THE  
HOSPITALITY INDUSTRY IN KAMPALA, A CASE STUDY  
OF HOTEL AFRICANA LTD**

**BY**

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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**MAY, 2018**

**DECLARATION**

I, **ABEEZA FAITH** declare that this dissertation is my own work and has never been produced by anybody else for any award in any institution and that material which is not mine has been fully acknowledged.

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**APPROVAL**

This is to satisfy that this dissertation has been done under my supervision and submitted for examination with my approval.

Signature.....

Date.....

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## **DEDICATION**

I dedicate this report to my dear parents Mr. Bajenza Joseph and Mrs. Mukazana Elizabeth for the love , care and mentorship they have accorded to throughout my entire life, plus other family members and all those who also stood by me throughout this program and inspired me immensely

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## LIST OF TABLES

Table 3.6 Sample size .....	25
Table 4.1.2 Showing age distribution of the respondents .....	31
Table 4.1.3 Showing marital status of the respondents .....	31
Table 4.1.4: Educational Level of the Respondents .....	32
Table 4.1.5 Showing the working experience of respondent.....	32
Table 4.5 Regression analysis between dependent and independent variables .....	36
Table 4.4 Significant relationship between employee commitment and work productivity .....	35
Table 4.3: The determinants of work productivity at Hotel Africana.....	34
Table 4.2 Factors influencing employee commitment in the Tourism Industry.....	33
Table 4.5 Regression analysis between dependent and independent variables .....	36

**TABLE OF CONTENTS**

**DECLARATION .....i**

**APPROVAL ..... ii**

**DEDICATION ..... iii**

**ACKNOWLEDGEMENT .....iv**

**LIST OF TABES .....v**

**CHAPTER ONE .....1**

**INTRODUCTION .....1**

1.0 Introduction ..... 1

1.1 Background of the study..... 1

1.2 Statement of the problem..... 4

1.3 Purpose of the study ..... 5

1.4 Objectives of the study ..... 5

1.5 Research questions ..... 5

1.6.1. Geographical Scope..... 5

1.6.2 ContentofScope ..... 5

1.6.3Time scope..... 5

1.7Significance of the Study..... 6

1.7.1 Academic Significance..... 6

1.7.2 Industry Significance..... 6

1.7.3 Policy Significance..... 7

1.8 Limitations of the study..... 7

1.10 Significance of the study ..... 8

2.1 Concept of Employee Commitment ..... 9

2.2. The factors that influence employee commitment to work in Hotel Africana ..... 10

2.3 The relationship between employee commitment and work productivity in Hotel Africana . 15

2.4 The determinants of work productivity at Hotel Africana ..... 16

2.5 Conclusion..... 23

**CHAPTER THREE.....24**

**RESEARCH METHODOLOGY .....24**

3.0 Introduction ..... 24

3.2 Research Design .....	24
3.3 Area of study .....	24
3.4 Study Population.....	24
3.5 Study Population.....	24
3.6. Sample size.....	25
3.7 Sampling procedure.....	26
3.8 Sources of data.....	26
3.8.1 Secondary data.....	26
3.8.2 Primary Data.....	26
3.9 Data collection methods and instruments/tools.....	27
3.10 Data Processing and Analysis.....	28
3.11 Methods of Analysis.....	28
3.12 Research Procedure .....	28
3.13 Limitations of the Study .....	29
<b>CHAPTER FOUR .....</b>	<b>30</b>
<b>PRESENTATIONS INTEPRETATIONS AND ANALYSIS OF DATA.....</b>	<b>30</b>
4.0 Introduction .....	30
4.1 Demographic characteristics of respondents .....	30
4.1.1 Gender of Respondents.....	30
4.1.2 Age of the respondents .....	30
4.1.3 Marital Status of the Respondents.....	31
4.1.4 Education Levels of the Respondents.....	32
4.1.5 Working experience of respondents .....	32
4.2 Factors influencing employee commitment in the Tourism Industry.....	33
4.3 The determinants of work productivity at Hotel Africana .....	34
4.4. Relationship between employee commitment and work productivity .....	35
4.5 Regression analysis.....	36
<b>CHAPTER FIVE .....</b>	<b>37</b>
<b>DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>37</b>
5.0 Introduction .....	37



5.1 Findings on the factors that influence employee commitment to work in the tourism industry.	37
.....	37
The findings revealed that .....	37
5.2 Findings on the impact of employee commitment on work performance in the tourism industry .....	38
5.3 Findings on the relationship between employee commitment and work productivity.....	39
5.4. Conclusions .....	39
5.3. Recommendations .....	40
<b>REFERENCES .....</b>	<b>43</b>
<b>APPENDICES.....</b>	<b>46</b>
APPENDIX I: QUESTIONAIRES .....	46
APPENDIX II: RESEARCH BUDGET.....	49
APPENDIX III: TIME FRAME.....	50
APPEENDIX IV: MORGAN AND KRECJIE TABLE .....	51

## **CHAPTER ONE INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, statement of the problem, research objectives, scope of the study, and significance of the study in relation to the impact of employee commitment on work productivity in the hospitality industry in Kampala.

### **1.1 Background of the study**

Historically, Commitment in the workplace has been quite widely studied since 1950's (Cohen 2003). On the other hand, like Jokivuori (2009) points out, there is quite rational reason behind that, since organizational commitment is connected to many things we consider important work productivity, sickness related absences and willingness to change job, just to mention few. (Meyer & Herscovitch 2001). It was revealed by (Meyer & Herscovitch 2001), that committed employees give a big contribution to organizations because they perform and behave on achieving organizations' goals. Furthermore, workers who are committed to their organization are happy to be members of it, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization (George and Jones, 1996). Thus, we could say that there is any relationship between organizational commitment and job productivity. However, surprisingly, previous research suggested that organizational commitment is largely unrelated to job productivity (Mathieu & Zajac, 1990). In addition, Mowday et al. has also concluded that the link between commitment and productivity is largely nonexistent (Maxwell & Steele, 2012).

Employee commitment is one of the basic concepts describing the relationship between an employee and an organization. Along with such concepts as work commitment and employee productivity, it has been one of the leading research subjects for over 30 years. According to Meyer & Allen, (2007), their great interest in the construction of organizational commitment was a result of its role in individuals' functioning in the place of work. For example, there were numerous arguments that strongly committed employees work more and have better results than those with lower level of commitment (Meyer & Allen, 2007). They are also more willing to assist other co-workers, to undertake additional actions in the workplace and to take active part in solving problem situations (Shore & Wayne, 1993). However, as some studies indicate, there

occur negative correlations between organizational commitment and attendance level, abandonment tendencies and staff fluctuation (Allen & Mayer, 1996; Bañka, 2000). As the success of a company may depend on how its employees get committed to it, understanding which factors determine commitment development and what keeps it on the same level seems to be particularly important.

Employees' work productivity can be analyzed by gauging the level of their commitment and the level of satisfaction that they derive from doing the job. Employee commitment has been defined in numerous ways. Many studies have established relationships between work commitment and attitude and behaviours in the workplace (Maxwell & Steele, 2010). Work commitment and attitude is related to the employees' behaviour and their productivity efficiency (McClurg, 2009). Employee commitment is multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization (Meyer & Allen, 2008 p. 72). General issues concerning employee commitment and job satisfaction as a part of job involvement and job effectiveness have been explored previously (Miller, Walker, Drummond, & Hoboken, 2006).

Employee dissatisfaction most often rises from various changes in job policies. Workers are not always consulted when such changes are effected, and often some of their rights are violated. Such situations produce frustration and disappointment, which, in turn, affect employees' level of commitment and productivity. When employees can participate in decisions regarding their job environment, they develop a positive attitude; thus, satisfaction and productivity are both enhanced. Casual employment has been increasing rapidly over the last two decades, particularly in service sectors like the tourism industry. Many researchers have argued that such employment arrangements can be beneficial for both organizations and workers. However, the comparatively high level of staff turnover in the tourism industry in many countries has resulted to increased costs for the businesses. The most significant factor contributing to this turnover rate is the level of job commitment among the employees of these organizations. This paper explores the relationships between employee commitment, job attitude, and service quality.

According to Bratton and Gold 2010] employee commitment is relative to the workers' attachment to or participation in the organizations in which they employed. Employee

commitment is significant since it determines whether employees are likely to leave their jobs or improve productivity. Numerous studies have related to employee commitment (Mowday, Steers, and Porter, 2011) emphasized concepts they referred to as attitudinal commitment and behavioral commitment. Another concept introduced by Meyer and Allen (2013) is the most recognized among employee commitment theories. In this approach, employee commitment has three multi-dimensional components namely: affective commitment, continuance commitment, and normative commitment. Affective commitment, which relates to emotional attachment, is normally linked to a favorable working environment and relationships with the other employees. Normative commitment, on the other hand, is related to obligation: employees may feel they owe the organization for being given a job when they need it most. Finally, continuance commitment relates to such terms of employment as job contracts, which may make leaving the current job very costly or troublesome (Mullins, 2013).

Work productivity and turnover owing to organizational environment have become a major headache to many heads of organizations in general, and human resource managers in particular (Freund & Carmeli, 2014). This problem is mostly attributable to lack of stability and job security for employees, who constitute one of the most important resources in the organization. Many organizations have begun to foster workers' commitment to their work/occupation/career; to the organization, its values, and ambitions; and to a strong job ethic. Because organizational commitment is an important determinant of the experience work and central to understanding and managing organizational behavior (George & Jones, 2006).

Employee commitment is highly influenced by the level of motivation, which is essential in evoking a positive employee attitude towards the job which is understood as commitment. Without motivation, the workers feel short-changed; they feel as if they have nothing much to work for (Morrison & Robinson, 2007). To define the motivation problem more specifically, Schermerhorn, Hunt, and Osborn 2008], among a range of issues, focus on questions concerning ethics, leadership, and the work commitment of employees in the tourism industry. They assert that part-time work is becoming more popular, despite its controversial work arrangements. Current media coverage on the sluggish growth in the tourism industry that employees in the industry have a varied level of commitment and attitudes to their jobs (Morrow, 2009). Some employees have been portrayed as not committed at all to their jobs: they are lazy they lack a

sense of professionalism; they are seen as people who come to work only to receive their salary at the end of every month. If the level of employee productivity is to be raised, the organization needs to focus heavily on altering the working environment to raise the level of employee satisfaction. Thus, employees were enabled to adopt a positive attitude towards their jobs, by which they may become true professionals (Morrison & Robinson, 2007).

Today employees of Hotel Africana Ltd act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best amongst all others (Mowday et al., 1982). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In past organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity (Abelson, 1976). Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success. The employee performance can also be increased when the employees are more satisfied with their job and duties as well. Their satisfaction may depend on the rewards system, the organizational culture and employee knowledge sharing (Mowday et al., 2012). Hotel African however is suffering from the Continuously changing Consumer demands, Competition from Hotel industry alternatives, improper and ineffective marketing where other industries outpace Hotel industry in the adaptation of cutting edge technology, poor customer satisfaction, poor customer satisfaction that is one of the major challenge in the hotel where is the increasing pressure to succeed, shortage of trained personnel with Hotel industry expertise and therefore these have threatened its development and progress.

## **1.2 Statement of the problem**

According to Lam, Pine, and Baum (2009), highly committed employees will endeavor to meet an organization's goals and interests as witnessed in Hotel Africana Ltd, whose employee staff have given a big contribution to the Hotel since they have been willing to improvise, innovate and invest themselves personally in the Hotel activities which has given the competitive edge to the Hotel (Dessler, 2013). However, despite Hotel Africana Ltd effort to improve on the commitment of its employees, the hotel continues to register cases of absenteeism ,appearing late for work , showing less interest towards work, delaying on one task for a couple of hours,

poor customer care, increased turnover and others (Allen & Meyer, 2010). This has resulted hotel into poor services delivered to its clients.

Despite the fact that there are less cases of absenteeism, late coming in the profits have consistently gone down, sales targets are not met , low budget performance , and generally low business expansion to mention but a few of the challenges (Internal Auditor Report, 2015). It is therefore due to this background that has enticed the researcher to establish the impact of employee commitment on work productivity at Hotel Africana.

### **1.3 Purpose of the study**

The study was about employee commitment and work productivity. a case study of Hotel Africana Ltd.

### **1.4 Objectives of the study**

- i). To establish factors that influence employee commitment to work in Hotel Africana.
- ii). To establish the relationship between employee commitment and work productivity in Hotel Africana.
- iii). To find out the determinants of work productivity at Hotel Africana.

### **1.5 Research questions**

- i). What are the factors that influence employee commitment to work in Hotel Africana?
- ii). What is the relationship between employee commitment and work productivity in Hotel Africana?
- iii). What are the determinants of work productivity at Hotel Africana?

### **1.6 Scope of the study**

#### **1.6.1. Geographical Scope**

The study was conducted in Hotel Africana, located on Plot 2 - 4 Wampewo Avenue P.O. Box 10218, Kampala, 0256, UG

#### **1.6.2 Content Scope**

The studies mainly focused on customer care service quality as the dependent variable and customer satisfaction as dependent variable and effect of customer care on customer satisfaction.

#### **1.6.3 Time scope**

The study covered findings from years of 2013–2016 that gave the researcher a true picture and draw up the rightful conclusions about the topic in question.

## **1.7 Significance of the Study**

### **1.7.1 Academic Significance**

The study will help to build on the researcher's knowledge and understanding of the study variables. It will also help the researcher to gain more skills of conducting research and this will be important to the researcher while in office or pursuing further studies.

The study will help the researcher as a partial fulfilment of the requirements for the award of the degree of Bachelor of Tourism and Hotel Management of Kampala International University.

The study helped to build on my knowledge and understanding of the study variables. It will also help the researcher to gain more skills of conducting research and this was important to me while in office or pursuing further studies. It will also help me to appreciate the concept of employee commitment.

The study will also add knowledge on the existing knowledge about customer care services to the public. This therefore helped the public recognize and appreciate customer care services. The public especially customers of the hotels were able to recognize certain customer care services they are supposed to receive from services provided.

### **1.7.2 Industry Significance**

To related companies, the study will help to always provide better quality services since it's directly related to employee commitment.

To the hotel industry, the study informs efforts to increase the commitment of staff at any hotel in Uganda and Africa at large. Therefore the suggested recommendations will go a long way in assisting management of Hotel Africana, Hotel to make strategic decisions as to how to restructure their training programs to match the needs of the dynamic hotel industry.

The hotel clients also stand to benefit from the elevated levels of service quality as recommended at the end of this report. Better and more affordable packages are expected to be unveiled in the industry as it seeks to grow after adopting the recommendations.

The study findings will help to identify and highlight the weaknesses in staff training of Hotel Africana, and how staff training influences service quality and how to design an appropriate staff training programmes, and it will be able to compete fully with other hotels both local and international.

It will also benefit other business service providers to make informed decisions as far as service is concerned.

### **1.7.3 Policy Significance**

The study is also expected to add knowledge on the existing knowledge about customer care services to the public. This will help the public recognize and appreciate customer care services. The public especially customers of the hotels will be able recognize certain customer care services they are supposed to receive from service provide

To the Government, the study will help in making policies that are aimed at providing quality services in the Government owned enterprises.

The study findings helped to identify and highlight the weaknesses in service quality of Hotel Africana and how service quality influences customer satisfaction and how to design an appropriate customer care service programme. This will help Hotel Africana recover its customers after implementing the necessary customer care services and it was able to compete fully with other hotels both local and international.

### **1.8 Limitations of the study**

Because of time constraints, the research was limited only to Hotel Africana for that matter, which could not allow a comprehensive research on a large scale.

Furthermore, the research will be limited to only one hotel while comparison of different banks or different service sectors would have been better.

Also, due to the unique cultural background of the people in the study area, the outcome of the study may be difficult to replicate in other places.

Another limitation was that, the entire questionnaire given out could not be retrieved for analysis.



### 1.10 Significance of the study

This study will be important as it will contribute greatly to the limited number of studies on the subject.

The findings of the study will act as a guide to policy makers in the hospitality industry in analyzing the effect of employee commitment on work productivity and thus seek way forward in curbing down any hindrances limiting effective operation of hotels in Uganda.

The result of this study will also provide other hotels with information on the importance of employee commitment and how best they can satisfy their employee so as improve on their attitudes towards work.

The study should help to the employees of Hotel Africana Ltd to improve on their skills in different aspects ranging from food production, housekeeping, Linen Keepers and receptionist to the hotel so as to improve on the productivity of the hotel.

### 1.11 Conceptual framework

#### Independent Variables

#### EMPLOYEE COMMITMENT

- Employee Retention
- Employee Bonus
- Rewards and Benefits
- Career Development
- Retirement Benefits

#### Independent Variables

#### WORK PRODUCTIVITY

- Efficiency
- Effectiveness
- Increased levels of profitability
- Improved service delivery



The above model shows the relationship between the study variables in relation to the impact of employee commitment on work productivity in the hospitality industry in Kampala, where by the independent variable is Employee Commitment which is influenced by factors like employee Retention, employee Bonus, Rewards and Benefits, Career Development and Retirement Benefits, while the dependent variable is work productivity which is determined by Efficiency, Effectiveness , Increased levels of profitability, etc

## **CHAPTER TWO LITERATURE REVIEW**

### **2.0 Introduction**

This chapter intends to present the theoretical and empirical literature reviews, knowledge and other information relevant to the theme of this study. As such, this chapter focuses on reviewing the scholars' views about effects of rewards' on impact of employee commitment on work productivity in the hospitality industry in hotel Africana ltd. This chapter will essentially look at the research works conducted locally in Uganda carried out by different researchers giving their findings and recommendations, pointing out the gaps they left that the researcher would want to close. The literature review will explore the theories and models explaining the key study variables so as to set the study in line with the current best practices.

This chapter presents a review of related literature of the study. It therefore stresses various themes from the study objectives including causes of unemployment, effects of unemployment as well as solutions to unemployment.

### **2.1 Concept of Employee Commitment**

Employee commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newsroom and Davies, 2012). Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees' willingness to remain with a firm in the future. It often reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group. According to Allen and Meyer (2010), employee commitment refers to the psychological attachment of workers to their workplace.

Mullins (2009) view employee commitment as encapsulating by giving all of one-self while at work. They also state that employee commitment entails things such as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvements and giving loyal support. Employees today are increasingly self-assured of their value to employers, and

would consciously choose to work for those organizations that meet the above workplace expectations. Organizations that demonstrate commitment to employees will attract and retain the desired workforce and will ultimately win the battle for the workforce share (Madigan et al., 2009). Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals.

## **2.2. The factors that influence employee commitment to work in Hotel Africana**

### **Retirement Benefits:**

Retirement benefits are funds which are set aside to avail people with pension or income after the ending term of their career. The common categories fitting in retirement plans include defined benefit plans and defined contribution plans. Pension entitlement is funds received by employees on retirement in relation to the size of funds accumulated by the combined contributions of the employer and the employee, the rate of return on the investment of the accumulated fund and the rate of return on an annuity purchased by the employer (Beam et al., 2004).

### **Leave Travel Allowances:**

Leave travel allowances are provided by most hotels to their employees. Employees are given extra amount in the form of travel allowance and vacations with pay. Moreover, to ensure the wellbeing of an employee, vacations become vital. In addition, such benefit favor employees who need to spend time with their family and/ or who need time to care for their aging parents (Panwar and Gupta, 2012).

### **Meals:**

Employee meals tend to vary between restaurants but usually involve one free or discounted item per shift. Every restaurant does this differently, depending on budget, food type or corporate rules. Furthermore, free meals are considered to be of paramount importance to most employees who work in hotel industries, because they improve employee morale. Therefore, employers try as much as possible to provide free meals per day, unlimited amount of soft drinks and coffee to their employees (Jerris, 2009).

### **Employee Bonus:**

According to McNamara (2008), employers pay performance bonuses to employees who achieve satisfactory or high ratings during their annual performance appraisals. An incentive-based bonus links the amount of the payment to the level of performance. For instance, an employee whose overall performance rating is outstanding or the highest level achievable may receive the largest bonus the company has determined it will pay each employee. An employee whose rating is satisfactory or above may receive a lesser amount, but a bonus nonetheless. The built-in incentive for employees is to strive for high performance throughout the entire evaluation period, which means their performance must be consistently high for a 12-month period if the company conducts annual performance appraisals (Dohmen and Falk, 2007). Today's employees are better educated, increasingly mobile and are constantly seeking empowerment. The ever-changing technology, increased competition and globalization have created a new workplace that bears little resemblance to the businesses of the past. In the workplace of the future, many employers are realizing that the only constant advantage that they will have is their people is their intellectual capital (Robbins et al, 2009).

### **Rewards and Benefits:**

Organizational commitment can be categorized into normative, continuance and affective commitment. Normative commitment refers to employees' perceived obligation to stay with an organization whilst employees with continuance commitment choose to stay with an organization because they have no choice (Malhotra et al., 2007). In contrast, affective commitment is conceptualized as an emotional attachment and loyalty displayed towards the organization as a result of rewards obtained. Affective commitment is the commitment dimension which has been found to be most strongly related to positive occupational and organizational outcomes such as job satisfaction, motivation and employee retention (Buitendach and De Witte, 2005). In many organizations, there's growing commitment gap – a widening split between the expectations of employers and what workers are prepared to do. The most common reason for this is a failure of management in some way or another. Properly managed employees can be motivated to achieve excellence in any area of business. Pickard (2003) observes that increasing business competitiveness demands that organizations have to offer the best quality products or services for the best price.

### **Demographic Factors:**

Demographic factors that have been found to have stable relationship with turnover in past research include age, tenure, level of education, level of income, and job category (managerial or non-managerial). Maertz and Campion (2011) in their study found out that amount of education was positively associated with turnover suggesting that the more educated employees quit more often and that non-managerial employees are more likely to quit than managerial employees. Voluntary labour turnover decreases with increasing age (Young, 2010). This is because changing occupations becomes more difficult and threatening with age. The typical worker, who is thirty five (35) years of age or above has become involved in an occupation that will engage him or her until retirement and despite occasional signs of discontent, few of such workers entertain serious thoughts of changing occupation.

Employee age has been regarded as a positive predictor of commitment for a variety of reasons. Kaldneberg et al., (2015) argue that as workers get old, alternative employment options generally decrease, making their current job more attractive. They pointed out that older individuals may have more affective commitment to the organization because they have greater history with the organization than younger workers. Mungumi (2012) found out that, employees who are not married have a higher propensity to leave work than the married employees. All researchers agree that labour turnover is higher among females than males especially in married women.

Poon (2014) posit that older workers are more satisfied with their job, receiving better positions and having „cognitively satisfied“ their remaining in the organization. Meyer and Allen (2007) suggest that the latitude that employees have to express their attitude to the organization will vary considerably across the performance indicators and between jobs. Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers and found that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers.

**Career Development:**

According to Prince (2005), employee's career advancement is a phenomenon which is formalized, organized and it is planned effort to accomplish the balance between requirement of organization workforce and individual career needs. The rapidly rising awareness makes it evidence that employees can give leading edge to the organization in market place. It is challenge for today human resource managers to identify the organization developmental strategies which enthusiasts the employee commitment to the organization vision and values to motivate the employees and help the organization to gain and sustain the competitive advantage (Graddick, 2008). Greller (2006) states that people always work for a reason and the cause should be provided by work, organization, co-workers or from within. In order to strengthen the bond with employees, organization must spend on the development of employees. It creates promotion opportunities within organization and provides training opportunities and skill development to improve their employee's employability on the internal and / or external labour market.

**Training and Development Opportunities:**

McElroy (2011) observes that organizations that extensively train their employees create a reputation for valuing and developing employees and are able to attract a cadre of highly skilled employees. Such organizations send a clear message to their employees that they are committed to the development of their people leading to high affective and normative commitment. However, organizations that provide Hotel specific training are likely to induce continuance commitment because the training makes employees more valuable to their existing employers than to potential employers. Such skills constitute sunk costs in terms of time and effort that an employee stands to lose if he/she leaves the organization. Such employees are „betting“ that the time and energy invested will pay off with continued employment in that organization. Several career-related factors including internal training have been recognized as influencing the level of organizational commitment of employees. When employees perceive that an organization adheres to career-oriented employment practices, their psychological attachment to the organization increases, which results in decreased turnover intentions (Chang, 2009).

## **Management Styles**

The role of the leader has become vital, especially in an environment that is constantly changing (Cope and Waddell, 2001). The effect of leaders' influence on workers' work-related experience cannot be underestimated. In many cases, the caliber of the relationship between the worker and his or her immediate director is the most powerful indicator of job satisfaction. This connection between management performance, leadership, and satisfied workers is easiest seen in new workers, who generally equate their feelings about their work with the quality of their leaders. An inaccessible or insensitive management style costs an organisation both directly and indirectly. Low productivity, frustrated workers, loss of time, and money spent to enhance the confidence of the staff are reflections of workers' attitudes. Borstorff and Marker (2007) state that the relationship between managers and employees influences employees' decision to stay in a job as the supervisors and managers have an important impact on employee turnover. The length of time that employees stay in an organisation is largely determined by the relationship between employees and their managers. Employees value certain factors about managers. Taylor (2012) notes that employees desire managers who know and understand them, and who treat them justly.

## **Organizational membership**

Committed employees are more productive and work with a focus on quality to increase customer satisfaction and the profitability of their organization. High employee commitment also leads to superior performance. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity (Steinhaus and Perry, 2006). In many organizations there is a growing gap between the expectations of employers and what they are prepared to do. To succeed in the face of increasing competition, organizations need improved productivity at all levels. This requires commitment on the part of all employees which can only be achieved through better management practices. Poor supervision and failure on the part of managers and supervisors to create a committed workforce can lead to the loss of valued employees. According to Madigan and Dorrell (2010), 41 percent of employees feel that their organization is not developing effective managers and supervisors.

### **2.3 The relationship between employee commitment and work productivity in Hotel Africana**

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organisations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them.

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.



Ali, (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee commitment and organizational performance. They therefore concluded that organizations can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

#### **2.4 The determinants of work productivity at Hotel Africana**

##### **Monetary Compensation/ Salaries:**

No one works for free, nor should they. According to (Rhoades and Eisenberger, 2002), Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, et al., 2011).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, et al., 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions etc (Rukhmani et al 2010).

##### **Leadership:**

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

**Job Enrichment:**

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance.

At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. (Whittaker, 2008).

**Information Availability and Communication**

Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other's self-confidence (Chiang and Jang, 2008).

**Work Environment:**

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani et al 2011). Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being.

According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. (Whittaker, 2008). Negative performance was provoked by poor working conditions since employees job demand mentally and physically tranquility (Irons and Buskist, 2008).

### **Good Managerial Relations:**

A good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good communication, and regular feedback about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tella, 2007). The evidence that “good management” plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems .A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality-of-work-life survey (Yazdani et al, 2011).

### **Promotion Opportunities:**

According to Ramasodi (2010), Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector . It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al, 2011). If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees was automatically motivated and satisfied.

**Work Group:**

The work group does serve as source of motivation to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept (Oluseyi and Ayo, 2009).

**Nature of Job:**

Many years of research in different organizations and jobs have shown that nature of job itself becomes a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase motivation level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job. There is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest it may possibly bring demotivation among intelligent employees (Mehmood, Irum, Ahmed and Sultana, 2012).

**Co-Workers:**

A co-worker is a person who holds a position or rank similar to that of an employee in the same Hotel/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Bagraim, Cunningham, Potgieter and Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. (Iqbal 2010).

**Rewards and recognition:**

According to Maurer (Kalimullah et al, 2010) rewards and recognition are essential factors in enhancing employee commitment which is directly associated to organizational achievement (Jun et al., 2006). Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee commitment in Hotels in Uganda. Hence, administration of Hotels in Uganda should build up the arrangement for giving that rewards and recognition to enhance employee commitment(Turkyilmaz et al, 2011).

**Trust:**

Trust is defined as the perception of one about others, decision to act based on communication, behavior and their decision. If a hotel wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees“ motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Annamalai, Abdullah and Alasidiyeen, 2010).

**Fairness of Treatment:**

Kalpana (2013) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (over-compensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Accordingly, individuals try to reduce the unfairness by altering input (e.g. working less) or output (e.g. stealing from the Hotel). The main drawback for organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity. (Kalpana, 2013).

**Total Life Space:**

The idea of “total life space” is a new concept for human resource managers, growing in importance as the number of employees grow. Employees want to be able to balance the demands of work and home. To do this, they want their managers to expect a reasonable amount of work, but not so much that the job interferes with personal life (Kalimullah et al, 2010).

## **Training and Development**

Training provides chances to employees' growth and enhances their knowledge and skills for effective development (Kabir, 2011). Trained workers are more motivated with their job as compared to untrained employees (Abdullah and Djebavni, 2011). These training programs positively raise employees' advancement that is good for competencies (Hunjra et al., 2010). By getting these training programs employees are able to get self-assured, evolution of career, and have positive thought for their organizations/companies (Kabir, 2011). The aim of these training and management programs is to amend employees' skills and organization potentialities (Hunjra, Chani, Aslam, Azam and Rehman, 2010).

## **Responsibility:**

According to Lai (2011), employee participation may enhance motivation and commitment through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals identity (Lai, 2011).

## **Empowerment and employee commitment**

Employee empowerment and participation consists of contribution of employees in management and decision making associated to policies, objectives and strategies of the organization. Empowerment results in motivating employees that leads to constant expansion and organizational growth. Empowerment directs faster decision of customer troubles for the reason that employees did not fritter away time referring customer objections to managers. Increased self-sufficiency enhances work productivity, amplifies employees' wisdom of self- efficacy and their motivation to get upon and complete certain tasks. Managers should regard employees in decision-making procedures (Mani, V, 2010).

**Task Significance**

According to Khan (2010), task significance is the extent to which an employee perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or outside the organization (Lunenburg and Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something meaningful.

**Medical Insurance:**

As an employee benefit, the medical insurance usually covers physician costs, fees for the surgeon, drugs prescribed by the doctor and hospital accommodation. Moreover, as part of overall benefits package, visual care and dental could also be offered (Beam and McFadden, 2004).

**Paid Time Off:**

Paid time off is provided for the purpose of relaxation, rest and a planned interruption from the workplace or to attend to personal affairs. Paid time off is to be taken within the year accrued in order to receive the personal replenishment value intended. The paid time off is earned by the employees while working. The most common types of this employee benefit include holidays, vacation leave and sick leave (Beam et al., 2004).

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### **2.5 Conclusion**

Hotels in Uganda value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important because; a Lo (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained; Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs; (d). In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter focuses on the methods, procedures and techniques that the researcher intends to use in his study. It particularly dealt with the research design, study area, study population, sample size; sampling methods, data collection instruments, validity and reliability of instruments, data processing, data analysis and limitations of the study.

#### **3.2 Research Design**

The research design descriptive in nature to meet the objectives of the study and was based on both quantitative and qualitative methods. Therefore, qualitative research design was used in form of statements assigned to variables that were adequately measured using statements. Whereas quantitative research method was used in form of numbers and statistics. Qualitative and quantitative research designs that were used include unstructured interviews, group discussions, structured questionnaires, observation and recording information respectively.

#### **3.3 Area of study**

The study was conducted in Hotel Africana Limited located at on Plot 2-4 Wampewo Avenue, P.O Box 10218, Kampala, 0256, UG.

#### **3.4 Study Population**

The study population includes employee staff members and customers of hotel Africana Limited who provided information on the behaviours of the customers and how they development of the hotel at large. These involved the hotel staff, and also management within the Hotel.

#### **3.5 Study Population**

The population of the study was 100 respondents of which the sample size selected through the solvent's formulae is 80 respondents. These involved the casual laborers staff, and also management within the factory.

### 3.6. Sample size

From the total population of 100 individual respondents of internal staff members of Hotel Africana Limited, a sample of 80 respondents was selected. Simple random and purposive sampling methods were used as respondents are to be grouped according to departments. This procedure is less costly and time saving. Each respondent had an equal chance of being selected.

**Table 3.6 Sample size**

Department	Population	Sample size	Sampling method
Senior management	07	05	Simple Random sampling
Human resource (HRM)	03	02	Simple Random sampling
Laundry department	24	18	Purposive sampling
Front office	36	27	Purposive sampling
Kitchen	30	28	Purposive sampling
<b>Total</b>	<b>100</b>	<b>80</b>	

*Source: primary data (2018); sampled using Slovene's formula, (2003)*

Solvent's formula is applied as follows,

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

$$n = \frac{100}{1 + 100(0.0025)}$$

$$= \frac{100}{1 + 0.25}$$

$$= \frac{100}{1.25}$$

**n= 80 respondents**

Where n = simple size

N= population of the study

l= constant

e = level of significance

**n =80 Respondents.**

### **3.7 Sampling procedure**

I used simple random sampling technique in selection of the respondents, meaning that each and every individual had the same chance of being selected be it male or female. In this procedure, the respondents were selected at random, and these respondents were identified according to their willingness and availability to take part in the study.

### **3.8 Sources of data**

This research project is enriched by the use of both secondary data and primary data. Primary data are the new data or original data generated by this research, whereas secondary data are existing data or information collected for a purpose other than that of the study. (Finn *et al*, 2000). Various techniques of data collection will be employed to gather both primary data and secondary data.

#### **3.8.1 Secondary data**

In order to successfully address the research questions, the research required some secondary data collection. The main purpose is to better understand the background of key issues the research is trying to examine. As argued by Veal (1997), secondary data, though meant for another purpose, is considered useful in providing the basis for the research project. Secondary data will use in this research, which is mostly quantitative in nature collected for administrative records or management data. Other sources of secondary data were; local newspapers, brochures, reports such as the financial reports of Hotel Africana.

#### **3.8.2 Primary Data**

Primary data was collected by using four major techniques of data collection. These will be in-depth semi-structured interviews, field observation and document analysis. While each of these techniques is discussed in detail in the subsequent sections, document analysis will also serve as a source of secondary data.

### **3.9 Data collection methods and instruments/tools**

#### ***i). Questionnaire survey method***

The study used a self-administered questionnaire and semi structured instruments to collect data from respondents. McMillan and Schumacher (2001) recommend a questionnaire if the respondents were in position to answer the questionnaire. Different set of questionnaires were set and given to respondents selected. Both open ended and closed ended questionnaires were formulated to provide adequate information on the study about the topic for the study.

Using open ended form, I asked questions relating to the study objectives which allowed the respondents to give as much information as possible. In close ended form, I used questionnaires to get all responses from the respondents. The respondents were determined and guided by the research questions to the respondents to avoid irrelevant information from the respondents.

This method was good especially when the respondents who tend to be busy doing their work and have little time to attend to external duty. I thus solved this by designing interview schedule to meet the respondents' time.

#### ***ii). Documentary Analysis method***

Secondary data from materials such as textbooks, newspapers, journals and internet was used to back up primary information and relate the findings to other approaches already in existence. The method used document checklists and guides to get views from other writers which are instrumental especially in comparison analysis and literature review.

#### ***(iii) Interview Tools***

Besides the questionnaire method, interviews were also carried out at Hotel Africana where both formal and informal interviews were performed. In formal interviews, guides were used with the target groups while informal interviews were through day-to-day conversation with different people park residents and some park management who will be administered through interview.

#### ***(iv) Editing***

Here I ensured that, all data is completed without any omissions, inconsistency and inaccuracy during the study. I needed to always check the responses to avoid ambiguity and vagueness to make sure they are meaningful for coding purposes.

I also checked the questionnaires thoroughly from the beginning to the end making sure that, all questions relate to the expected response. Manual techniques were necessary for example, rectifying errors that were discovered.

### **3.10 Data Processing and Analysis**

Data analysis is generally was used to show how significant the data collected is data that was analyzed using different tables and pie charts. I used qualitative methods summarizing the responses from the key information into tables, percentages and others. The data was analyzed using MS. Excel used for analyzing data. It was presented in form of tables and frequency polygons, like; pie-charts, bar-graphs and other descriptive statistics. This was done manually because of varying responses whereas editing refers to the process of correcting errors from the respondents that was collected. Editing was done by checking in the questionnaires to eliminate errors and detect omissions to all the questionnaires the research focused on the information in the frequency tables to analyze and interpret the data.

### **3.11 Methods of Analysis**

#### **a) Tables**

Tables are the most common method of presenting analyzed data. Tables offer a useful means of presenting large amounts of detailed information in a small place. Frequency distribution tables in this case were used where by response values are summarized in a table.

Frequency distribution table measurements are grouped into classes. Then the number of measurements for each class is reported. The totals for each class are called the frequency of the responses for that class. Frequency distribution tables present the frequencies or counts of the occurrence of each value (class or category) of a variable.

#### **b) Graphs**

The main objective of graph is to present data in a way that is easy to understand and interpret, and interesting to look at. Common types of graphs include; bar charts, histograms, frequency polygons, scatter graphs and cumulative frequency polygons.

### **3.12 Research Procedure**

A letter of introduction was obtained from the Head of Department, College of Economics and Management seeking permission to conduct the study. It was then presented to the Management of Hotel Africana, in participial to seek permission for carrying out the study in the industry.

After granting the permission, the study proceeded with making appointments with the selected respondents. Thereafter, questionnaires were administered and the required data was collected. Questionnaires were administered to the respondents in order to avoid delay, to avoid collecting wrong data, ensure completeness and accuracy and also not forgetting confidentiality of the data collected which is strictly adhered to.

### **3.13 Limitations of the Study**

One major constraint was the difficulty in convincing the hotel authority and other employees in the hotel to be interviewed and the anticipation is mainly because of the fear to expose their weaknesses to the competitors.

Most of the staff employees working in different departments of Hotel Africana were too busy to give substantial time to the researcher to answer the questionnaires. I thus needed to plead with them to have them interviewed.

The respondents might lose and misplaced the questionnaires and did not respond them in time. This led me to move to the factory several times to get back the questionnaires and also other might be returned totally incomplete.

The time allocated to the study was not sufficient, which limited the researcher from carrying out all in depth investigation of the subject matter in order to meet the dateline for the research report submission which is a pre-requisite for Graduation.

Lastly, financial insufficiency was also a major resource of hindrance for me to successfully conduct the whole research process.

Some respondents were not willing to give in the right information required they doubted my intentions and also wanted something in return in return in form of cash payments, which limited the study, and this came especially in situations of giving in their personal information as regards family backgrounds, and occupations they normally do.

The respondents were difficult to access which also hindered the study since most of them are unfriendly to strangers, and being that the location is remote with limited transport facilities.

## CHAPTER FOUR PRESENTATIONS INTEPRETATIONS AND ANALYSIS OF DATA

### 4.0 Introduction

This chapter covers the presentation of the findings according to the themes of the study which were: to find out the cause of population growth, to establish the effect of population growth on land use and to investigate the relationship between population growth and land use.

### 4.1 Demographic characteristics of respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

#### 4.1.1 Gender of Respondents

The researcher wanted to know the gender or sex distribution of the respondents and this is shown in the following table and illustration. This section indicates the both sexes with the community.

**Table 4.1.1: Presenting the gender distribution of the respondents who participated in the study**

Gender	Frequency	Percentage (%)
Males	32	40.00
Females	48	60.00
<b>Total</b>	<b>80</b>	<b>100</b>

In Table 1, the study findings revealed that the sample constituted of 80 respondents of which 60% were Females and the 40% remaining were Males. This implies that majority of staff working in Hotel Africana Ltd are females due to the fact that it's a females tend to have more interest than men in the hotel business and these were distributed in different departments of the hotel which include; front office, housekeeping, laundry, kitchen, stewarding, catering and banquet, F&B service, health club, human resources, security, procurement, finance and others.

#### 4.1.2 Age of the respondents

The study went on to establish the different age groups of the respondents and the findings were as presented in Table 3. The study also involved all respondents who are responsible and with mature understanding. For example all the respondents were 20 years and above.

**Table 4.1.2 Showing age distribution of the respondents**

Age	Frequency	Percentage (%)
20-25	24	30.00
26-35	32	40.00
36-45	14	17.50
46-55	07	8.75
56+	03	3.75
<b>Total</b>	<b>80</b>	<b>100</b>

The study revealed that the majority of the respondents fell in the age category 20-25 with a response rate of 35.13% representation followed by the age category of 26-35 with a percentage rate of 3.75%. Another group of respondents from the hotel staff were in the age bracket of 36-45 and these happened to be at a percentage rate of 17.50%. However, minority of the respondents from Hotel Africana Ltd was in the age range of 56 years and above and was estimated to a percentage if of only 4.05%, followed by some respondents from the hotel who were in the age range of 46-55 at a percentage rate of 8.75%. This implies that majority of the staff operating in Hotel Africana Ltd were mostly in the age ranges of 26-35 and 20-25, due to the fact that the Hotel is mostly dominated by casual laborers who operate mostly in the House Keeping and restaurant departments.

#### **4.1.3 Marital Status of the Respondents**

The study further went on to establish the marital status of the respondent and the findings were as represented in table 4. The researcher was also interested in finding out the marital status of respondents.

**Table 4.1.3 Showing marital status of the respondents**

Marital status	Frequency	Percentage (%)
Single	37	46.25
Married	20	25.00
Divorced	11	13.74
Widowed	12	15.00
<b>Total</b>	<b>80</b>	<b>100</b>

The study established that the majority of the respondents were single with a percentage rate of 46.25%, followed by another group of respondents from the staffs of the hotel who were married at a rate of 25%. The findings also revealed that minority of respondents from staff operating in



Hotel Africana Ltd were Divorced or separated and these were at a percentage rate of only 13.74%, followed by other respondents who were Widowed at only 15%. This implies that Hotel Africana Ltd is mostly dominated by staffs that are single thus making them be very committed to their work which has greatly increased their work performance hence reducing cases of delayed services, reduced customer complaints and increased efficiency and effectiveness towards their work input.

#### 4.1.4 Education Levels of the Respondents

The study also sought about the educational levels of the respondents and the findings were as represented in table 5. Under this section, the researcher was interested in finding out the education status of all respondents involved in the study. This was partly essential in order to enrich the findings of the study since education level had a significant relationship with level the knowledge about the impact of unemployment on the economic growth of urban areas.

**Table 4.1.4: Educational Level of the Respondents**

Education level	Frequency	Percentage (%)
Bachelor's Degree	30	37.50
Certificates	50	62.50
<b>Total</b>	<b>80</b>	<b>100</b>

Study findings in Table 4.1.4 revealed that majority of respondents operating in Hotel Africana, were mostly Certificate holders and these were at a percentage rate of 62.50%, followed other respondents who had attended Universities thus holding bachelor's degrees and these were at a percentage rate of 37.50%. This implies that Hotel Africana Ltd is mostly dominated by staffs who are certificate holders from different catering and vocational institutes like YMCA, Jimmy Sekasi Institute of catering and business institute, Makerere University Business institute and others.

#### 4.1.5 Working experience of respondents

**Table 4.1.5 Showing the working experience of respondent**

Items	Frequency	Percentage (%)
1-12 months	10	12.50
1-2 years	16	20.00
3-5 years	36	45.00
6-10year	18	22.50
<b>Total</b>	<b>80</b>	<b>100%</b>

The research went on to inquire about on how long the respondents in Hotel Africana Ltd had operated or worked in the hotel and thus the findings revealed that majority of staffs working in Hotel Africana Ltd had worked in the hotel for 3-5 years and these were at a percentage rate of 45%, followed by another group of respondents who had worked in the hotel for 6-10 years and these were at 22.50%. However, minority of staff working in Hotel Africana Ltd had worked for only 1-12 months and these at only 12.50% percentage response rate, while some respondents who had also worked for 1-2 years were at only 20.00% response rate. This shows that most of the employee staff working in Hotel Africana Ltd had worked for 3-5 years and 6-10years thus implying that they had enough experience and exposure in the hotel business, which has helped the hotel to be ranked 5 Stars in its services and class.

#### 4.2 Factors influencing employee commitment in the Tourism Industry

**Table 4.2 Factors influencing employee commitment in the Tourism Industry**

Category	Frequency	Percentage (%)
Rewards and Benefits	20	25.00
Demographic Factors	06	7.500
Career Development	12	15.00
Training and Development Opportunities	17	21.25
Management Styles	11	13.75
Organizational membership	05	6.25
Desire for stable employment	09	11.25
<b>Total</b>	<b>80</b>	<b>100</b>

The study went on to establish factors that influence employee commitment to work in the tourism industry basing on the findings from Hotel Africana, and thus the study revealed that rewards and benefits are the major factors that influence employee commitment to work in Hotel Africana Ltd and this was at a response rate of 25%, followed by another factor of training and Development Opportunities which was also suggested by respondents as another factor which influences employees' commitment in Hotel Africana Ltd and these were at a response rate of 21.25%.

Career Development was also suggested by employee staff of Hotel Africana Ltd as another factor which influences employees' commitment in Hotel Africana Ltd and these were at 16.21%. In the same scenario, Management Styles was also revealed by respondents as another factor which influences employee commitment in the Hotel Africana and this was at a response rate of 13.75%. However, minority of respondents from Hotel Africana suggested that Demographic Factors were some of the factors that influence their commitment towards work at the hotel and this was at only 6.25%, followed by organizational membership which was at 6.75%, while some other respondents also had a verdict that Desire for stable employment was also another factor which tends to influence their performance towards work at the hotel, and this was at 7.50% response rate. This therefore implies that Rewards and Benefits, Training and Development Opportunities and Career Development are the major factor which influences the commitment of Hotel Africana's staff towards work.

#### 4.3 The determinants of work productivity at Hotel Africana

**Table 4.3: The determinants of work productivity at Hotel Africana**

Category	Frequency	Percentage
Monetary Compensation/ Salaries	15	20.00
Leadership	07	11.25
Job Enrichment	05	6.25
Information Availability and Communication	04	5.00
Work Environment	07	11.25
Good Managerial Relations	10	12.50
Promotion Opportunities	13	16.25
Work Group	08	10.00
Nature of Job	04	5.00
Co-Workers	02	2.50
<b>Total</b>	<b>80</b>	<b>100</b>

The study sought to establish the determinants of work productivity at Hotel Africana from, Hotel Africana Ltd staff as the respondents for the study and thus majority of the staff from the hotel suggested that Monetary Compensation/ Salaries are the major determinants of work productivity at hotel Africana with 20% response, followed by respondents who argued out promotion opportunities greatly impacts employee commitment on work performance of employees at the hotel and this was at 16.25%, followed by Good Managerial Relations which

was also suggested to impact the commitment of employees at the hotel and this was 12.50%. In the same scenario, Work Groups were also revealed by respondents from the hotel staff that they have a great impact on their performance at the hotel and this was at 12.16%. However minority of respondents suggested that work environment also has an impact on their performance at the hotel and this was at only 5.41, followed by Job Enrichment and Leadership who were both at 6.25% and 11.25% respectively. These were followed by Nature of Job and the factor of Co-Workers which were both at 2.50%. Thus implying that Monetary compensation/ salaries, good managerial relations, promotion opportunities, work group are the major determinants of work productivity at Hotel Africana.

#### 4.4. Relationship between employee commitment and work productivity

**Table 4.4 Significant relationship between employee commitment and work productivity**

Variables correlated	r-value	Sig.	Interpretation	Decision on H <sub>0</sub>
Employee Commitment Vs Work Productivity	0.702	0.00	Significant correlation	rejected

The last objective in this study was to establish the relationship between employee commitment and work productivity in hotel Africana Ltd. The researcher stated that a null hypothesis that there is significant relationship between employee commitment and work productivity, but to achieve this objective and to test this null hypothesis, the researcher used the Pearson's linear correlation coefficient as indicated above.

The table above revealed positive significant correlation between employee commitment and work productivity as it was ( $r= 0.872$ ;  $sig=0.000$ ). The null hypothesis was rejected meaning that employee commitment and work productivity are significantly related. This also leads to conclusion that improvement of employee commitment increase the level of work productivity.

#### 4.5 Regression analysis

**Table 4.5 Regression analysis between dependent and independent variables**

Variables regressed	Adjusted $r^2$	F-value	Sig.	interpretation	Decision on $H_0$
Employee commitment & Work productivity.	0.875	16.452	0.000	significant	Rejected

Regression analysis results in table above revealed that employee commitment strategies counted for 87.5% on work productivity and this was indicated by adjusted r square of  $r^2=0.875$  leading to a conclusion that increasing on employee commitment significantly affect the level of productivity at Hotel Africana Ltd.

## CHAPTER FIVE

### DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussion of the study findings, conclusion and recommendations made as far as the impact of employee commitment on work productivity in the hospitality industry in Kampala is concerned.

#### 5.1 Findings on the factors that influence employee commitment to work in the tourism industry.

The findings revealed that rewards and benefits are the major factors that influence employee commitment to work in Hotel Africana Ltd as cited by Malhotra et al., (2007) that Organizational commitment can be categorized into normative, continuance and affective commitment. Normative commitment refers to employees' perceived obligation to stay with an organization whilst employees with continuance commitment choose to stay with an organization because they have no choice, followed by other findings which revealed that training and Development Opportunities also another factor which influences employees' commitment in Hotel Africana Ltd as cited by McElroy (2011) that organizations that extensively train their employees create a reputation for valuing and developing employees and are able to attract a cadre of highly skilled employees. Such organizations send a clear message to their employees that they are committed to the development of their people leading to high affective and normative commitment. Career Development was also revealed as another factor which influences employees' commitment in Hotel Africana Ltd as cited by Prince (2005), that employee's career advancement is a phenomenon which is formalized, organized and it is planned effort to accomplish the balance between requirement of organization workforce and individual career needs. The rapidly rising awareness makes it evidence that employees can give leading edge to the organization in market place. It is challenge for today human resource managers to identify the organization developmental strategies which entusiasts the employee commitment to the organization vision and values to motivate the employees and help the organization to gain and sustain the competitive advantage (Graddick, 2008). In the same scenario, Management Styles as cited by Cope and Waddell, (2001), that the role of the leader has become vital, especially in an environment that is constantly changing (Cope and Waddell, 2001). The effect of leaders"

influence on workers' work-related experience cannot be underestimated. In many cases, the caliber of the relationship between the worker and his or her immediate director is the most powerful indicator of job satisfaction.

This connection between management performance, leadership, and satisfied workers is easiest seen in new workers, who generally equate their feelings about their work with the quality of their leaders. An inaccessible or insensitive management style costs an organisation both directly and indirectly. Low productivity, frustrated workers, loss of time, and money spent to enhance the confidence of the staff are reflections of workers' attitudes. In the same case the findings also revealed to us that Desire for stable employment was also another factor which tends to influence their performance towards work at the hotel as cited by Clark and Oswald (2006) that some job satisfaction research demonstrates that employees generally want stable employment, opportunities for promotion and satisfactory compensation. Other research shows that social satisfaction and the characteristics of superiors have an effect on employees' satisfaction levels (Martensen and Gronholdt, 2011). To sum up, these studies support the idea that job satisfaction is influenced by various factors, which in turns have an effect on employee commitment. It is suggested that job satisfaction mediates the relation between working conditions on the one hand and individual outcomes on the other hand.

## **5.2 Findings on the impact of employee commitment on work performance in the tourism industry**

The findings first and foremost revealed that promotion opportunities greatly impacts employee commitment on work performance of employees at the hotel as cited by Ramasodi, (2010), that promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content , pay, responsibility , independence and status among others .An average employee in a typical government organization can hope to get two or three promotions in his entire service , though chances of promotions are better in private sector. In the same way the findings went ahead to reveal that Good Managerial Relations also impacts the commitment of employees at the hotel as cited by (Tella, 2007) that a good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good

communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input-into decisions that affect them, to feel important and appreciated. In the same scenario, Monetary Compensation/ Salaries and Work Groups were also revealed by respondents from the hotel staff that they have a great impact on their performance at the hotel as cited by Rhoades and Eisenberger, 2002) that employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Nature of Job and the factor of Co-Workers were also revealed as other factors which impact of employee commitment on work performance in the tourism industry as cited by (Mehmood, Irum, Ahmed and Sultana, 2012) that many years of research in different organizations and jobs have shown that nature of job itself becomes a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase motivation level. Thus implying that Monetary compensation/ salaries, good managerial relations, promotion opportunities, work group have a great impact on commitment of Hotel Africana Ltd staff's performance.

### **5.3 Findings on the relationship between employee commitment and work productivity**

The findings also indicated a positive and significant relationship between employee commitment and work productivity as it was ( $r= 0.872$ ;  $sig=0.000$ ). This is because the significant value was greater than 0.05, which is the maximum level of significance required to declare a relationship significant. Therefore implying that improvement in the employee commitment increases on the work productivity among employee staff members of hotel Africana.

### **5.4. Conclusions**

Employee commitment has been seen as the basis for boosting work performance and delivering quality service in the hospitality industry. The study established that biographical characteristics of the employees from different departments of Hotel Africana Ltd in terms of age, gender, job level, education level, and job status have an effect on job attitude and the employee



commitment to work. The study established that in many cases, employees who have stayed longer in the job develop a more negative attitude towards their jobs, which affects their commitment to their work. Older employees also tend to assume a more negative job attitude because of many years of working in the same organization at the same level.

The study has revealed that rewards and benefits are the major factors that influence employee commitment to work in Hotel Africana Ltd since organizational commitment can be categorized into normative, continuance and affective commitment. Normative commitment refers to employees' perceived obligation to stay with an organization whilst employees with continuance commitment choose to stay with an organization because they have no choice, also that training and Development Opportunities also another factor which influences employees' commitment in Hotel Africana Ltd which extensively trains its employees create a reputation for valuing and developing employees and is able to attract a cadre of highly skilled employees. Thus this hotel sends a clear message to their employees that they are committed to the development of their people leading to high affective and normative commitment and also motivation through offering rewards, salary increments, promotions, is the key to employees' success in the workplace. The more motivation employees have, the more committed they become to the organization. Thus, motivation is necessary for fostering a good job attitude in the workers. A Hotel which does not motivate its employees is bound to lag behind in terms of competition in the market. Many potential employees are attracted by the motivating elements that exist in a company, and motivation helps to retain the existing good workers that the organization like Hotel Africana has.

### **5.3. Recommendations**

Based on the findings of this study, there is a need to motivate employees to improve their work commitment and job attitude. In order for an organization to be successful, the needs of both the organization and the employees must be satisfied; the management should establish a cohesive relationship with the employees to achieve forward momentum.

The Hotel must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. If people are not given adequate resources, facilities and training they will not be likely to view the organization as being committed to them as well.

The Employees of Hotel Africana Ltd should also play a key role by adhering to the rules and regulations of the Hotel especially in terms of time management, hygiene, etiquette and others.

The hotel should also mind on offering salary increments and fringe benefits to its employee staff so as to influence their morale and attitude towards work since they tend to anticipate favourable working conditions in terms of good salary, good treatment, job security, and enough attention from the managers.

Both the Hotel and employees have expectations over and above the black-and-white terms of the employment contract. The needs and anticipations of both the employers and the employees differ from one organization to another. It is, therefore, of the essence for the organization to anticipate employees' desires so as to come up with a better way to motivate them.

Since it was found that there is a fairly high relationship between employee commitment and organizational performance, the management of companies are advised to hire employees who are likely to become linked to the organization.

Before they hire workers, they will have to look for congruence between the individual's values and goals and the organization's values and goals. Values alignment and identification is central to every conceptualization of employee commitment.

The hotel must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment. If employees are not given adequate resources, facilities and training they will not be likely to view the organization as being committed to them as well.

Employers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself.

Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

Absenteeism failure of individuals to report for work, primarily unscheduled or unanticipated absences. Not all such absences are “bad,” of course. Life happens: employees or members of their family become ill or unexpected events occur.

Management must maintain its flexibility in responding to these. When factors in the organization or the workplace tend to increase unanticipated or unscheduled absences, however, absenteeism reduces productivity and becomes a management problem.

Every organization success depends on its valuable assets “Employees”. So employee’s absenteeism is a major barrier for organization success. So there is a need to control the situation, by taking a thorough and in-detail analysis to identify the critical reasons of absenteeism, which will help to create a proper Organizational Culture.

Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfil their needs and skills.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRES

I, **ABEEZA FAITH** a student of Kampala International University undertaking a Bachelor's Degree in Tourism and Hotel Management. Currently am carrying out a research study on *"impact of employee commitment on work productivity in the hospitality industry in Kampala. a case study of hotel Africana ltd"* as part of the requirements for a ward of Bachelor's Degree in Tourism and Hotel Management. This questionnaire is therefore intended to seek information on the above subject matter. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given. (Please, tick the appropriate answers where options are given).

#### Part A: General Information

##### 1. What is your gender?

a) Male

b) Female

##### 2. Age of the respondents

a) 20-25

b) 26-35

c) 36-45

d) 46-55

e) 56+

##### 3. What is your marital status?

a) Married

b) Single

c) Widowed

d) Divorced

##### 4. What is your education level?

a) Bachelor's Degree

b) Certificate

**5. For how long have you been working in this Hotel?**

- a) 1-12 months                       b) 1-2 years   
 c) 3-5 years                               d) 6-10year

**SECTION B: FACTORS INFLUENCING EMPLOYEE COMMITMENT IN THE TOURISM INDUSTRY**

**REMARKS AND INSTRUCTIONS**

<b>SA</b>	<b>A</b>	<b>UC</b>	<b>D</b>	<b>SD</b>
<b>Strongly Agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly Disagree</b>

**Factors influencing employee commitment in the tourism industry**

		<b>SA</b>	<b>A</b>	<b>UC</b>	<b>D</b>	<b>SD</b>
<b>No.</b>	<b>Response</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
A	Rewards and Benefits					
B	Demographic Factors					
C	Career Development					
D	Training and Development Opportunities					
E	Management Styles					
F	Organizational membership					
G	Desire for stable employment					



**SECTION C:THE DETERMINANTS OF WORK PRODUCTIVITY AT HOTEL AFRICANA**

**REMARKS AND INSTRUCTIONS**

<b>SA</b>	<b>A</b>	<b>UC</b>	<b>D</b>	<b>SD</b>
<b>Strongly Agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly Disagree</b>

**The determinants of work productivity at Hotel Africana**

		<b>SA</b>	<b>A</b>	<b>UC</b>	<b>D</b>	<b>SD</b>
<b>No.</b>	<b>Response</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
A	Monetary Compensation/ Salaries					
B	Leadership					
C	Job Enrichment					
D	Information Availability and Communication					
E	Work Environment					
F	Good Managerial Relations					
G	Promotion Opportunities					
H	Work Group					
I	Nature of Job					
J	Co-Workers					

**Thank you for your corporation**

**APPENDIX II: RESEARCH BUDGET**

<b>No.</b>	<b>Item</b>	<b>Qty</b>	<b>Unit Cost</b>	<b>Total Cost</b>
1	Study analysis	5	20000	100,000
2	Typing and printing	80	500	80,000
3	Binding	4	15,000	60,000
4	Data Collection	-	5000	100,000
5	Meals	1		50,000
6	Miscellaneous			80,0000
	<b>Grand Hotels</b>			<b>470,000</b>

**APPENDIX III: TIME FRAME**

Activity	Time in month					
	Dec 2017	Jan 2018	Feb 2018	Marc 2018	Apr 2018	May 2018
Proposal writing						
Data collection						
Data analysis						
Submission of the dissertation						

**APPEENDIX IV: MORGAN AND KRECJIE TABLE**

*Table for Determining Sample Size of a Known Population*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	283	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

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