



**Employee Job Satisfaction and Customer Satisfaction in Hotels in Enugu State, Nigeria**

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**Abstract**

*The study examined influence of employee job satisfaction on customer satisfaction in hotel establishments in Enugu metropolis. The researcher adopted primary data in getting the required information through the use of structured questionnaire. The sample size of the study was 139 of hotel staff and 288 of customers that totaled 427. The questionnaire was validated by five experts in the field drawn from Michael Okpara University of Agriculture, Umudike, Abia State and tested for reliability using test retest with 10 hotel staff drawn from Umuahia, Abia State. The correlation coefficient value for the test retest was 0.85. In analysis of the data, simple descriptive statistics such as frequencies, percentages and means were used. The findings revealed that the level of satisfaction employees derive from their jobs has significant influence on their performance on the job and commitment to the organisation. The study recommends that hotel management should work towards maintaining effective employee satisfaction in order to enhance customer patronage. Hotel establishments should introduce an appraisal system that can periodically assess the performance of employees for promotional recommendations. Hotel establishments should provide access for continuous training and development programmes which drives employees' long-term commitment to the organization.*

**Keywords:** Employee, job satisfaction, customer satisfaction, hotels,

**Introduction**

Hotel is a business entity that provides services such as accommodation, foods, beverages and other service facilities where people that use these services are made to stay and feel at home away from home. The staying in hotels may be for just a short time relaxation or staying overnight at the hotel. Hotel is described as a structure with rooms and facilities where products both tangible and intangible are provided for the benefits and wellbeing of guests. It is an accommodation that offers facilities like rooms, food and beverage and other supporting facilities such as sports area, and laundry (Sulastiyono, 2017). According to Tarmoezi & Manurung (2007) hotel is a building that provides rooms with the supporting facilities such as the food and beverage. Steadmon (2013) describes hotel as an establishment whose primary business is providing lodging facilities with food and beverage services for the general public. It is the contribution of hotel towards economic development that has made countries all over the world to emphasize on the significance of this kind of industry, with a belief that this is a source of employment and income generation.



The hotel industry is one of the most viable and competitive industries in the world in the 21st century. The primary purpose of hotels is to provide travelers with shelter, food, refreshment, and similar services and goods, offering on a commercial basis things that are customarily furnished within households but unavailable to people on a journey away from home (Pearl & Robinson, 2011). In the event that customers are satisfied with products or brands, they most likely become loyal customers and keep spreading good word of mouth of the hotel. In the event that they are disappointed, they will probably switch off brands and talk bad of the brand to different customers about the hotel. Customer satisfaction is a psychological concept that expresses the feeling of getting what the customer expects from a product or service. Therefore, customer satisfaction is not regarded as a universal value (Pizam & Ellis, 2013). Customer satisfaction is the response of the client as a result of all the cognitive and emotional phases that a customer passes through after the use of a product or service (Oliver, 2012). Customer satisfaction is an overlap of the customer's expectation of a product or service and the actual provision of the product or service to meet the expectation. (Szwarc, 2015) views customer satisfaction as the conclusion based on customers' comparison of certain products or services they have purchased with those offered by the competitors, about which they hear and see.

Hotels that put a lot of effort in understanding customers' needs and fulfilling them end up learning many factors that contribute to customer satisfaction. Customer satisfaction should be given utmost consideration by the management, because it would be more expensive to draw in new customers than retaining the existing ones. Customer satisfaction is a business philosophy which tends to the creation of value for customers, anticipating and managing their expectations, and demonstrating ability and responsibility to satisfy their needs (Gandolfo, 2010). It is not possible for an employee who is dissatisfied with his work to provide a satisfactory level of service to the customers in the hotel business where simultaneous productions and consumptions are available. To ensure customer satisfaction, employees must also be satisfied with their work and workplaces (Akıncı, 2012). Customer satisfaction constitutes a critical tool for assessing hotel performance (Hongxiu, [Yong Liu, Chee-Wee & Feng, 2020](#)). A satisfied customer is likely to return and spread positive word of mouth to potential customers thereby recommending the hotels to them. On the other hand, a dissatisfied customer is unlikely to return but spread negative words of mouth to destroy the reputation of the target hotel. Dissatisfied customers lead to loss of revenue due to loss of potential customers. Business men who are interested to know whether their customers are satisfied and strive to increase their customer satisfaction levels will sell more products or services and provide more profits (Oliver, 2012). Customer satisfaction is a reflection of employee satisfaction. A satisfied employee is most likely to be motivated thereby leading to increased productivity and quality of work and in turn contributing to organizational success and growth.

The concept of employee satisfaction refers to the sphere of expectations in relation to the company and is, therefore, a purely subjective notion, but translates into quality of work (Mrzygłód, 2014). Employee satisfaction is the emotional response to their job as a result of comparisons between the outputs of the employee expectations or desires (Cranny et al., 2019). Meanwhile, Job satisfaction of employees plays a very vital role on the performance of a hotel establishment. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results (Pratt & Ashforth, 2013). It can be said that satisfied employees are more inclined to be friendly, enthusiastic, attentive and empathetic to customers and happy employees' behavior plays



an important role in shaping the perceptions of customers. Employee satisfaction is the emotional response to their job as a result of comparisons between the outputs of the employee expectations or desires (Cranny et al., 2019). Employee satisfaction is a degree of satisfaction with the employee's job (Demirel et al., 2011). Job performance has been defined as the value an organization can expect from discrete behaviors performed by an employee over time. (Motowidlo, 2013; Motowidlo, Borman & Schmit, 2011). One might conclude that when employees work hard for an organization and perform their jobs well, the organizational results are more likely to be superior (Gould-Williams, 2017). Employee can only work hard when he is motivated and satisfied with the job. An employee that is not satisfied is likely to leave the company. While a satisfied employee is more inclined to be friendly, enthusiastic, attentive and empathetic to customers and happy employees' behavior plays an important role in shaping the perceptions of customers. Lee & Way (2010) point out that a work environment where employees can achieve a feeling of satisfaction can be linked to quality of service and retaining quality employees. When employees know what is expected of them, they are more likely to meet role obligations and are more satisfied with their job (Bowen & Schneider, 2010). A company where employees come and go frequently faces high labour turnover rate which reduces job performance leading to dissatisfaction. In a study Kaya (2007), the factors affecting job satisfaction of employees were identified as communication, integrity, promotion, supervision, nature of work, wage, additional facilities, freedom, and management. A satisfied employee is a happy employee, and a happy employee leads to satisfied customers. It is only through customer satisfaction that a hotel can retain its customers resulting into consumer loyalty.

Consumer loyalty assumes a critical part in a successful business. If your clients are satisfied they will probably buy more from you regularly (Morrison & O'Mahoney, 2012). Clients are the reason we are good to go and consumer loyalty is the thing that makes them return. Consumer loyalty assumes a critical part on the inside of your business. Consumer loyalty is vital to any business. If your clients are satisfied they will probably buy more from you regularly (Morrison & O'Mahoney, 2012). Clients are the reason we are good to go and consumer loyalty is the thing that makes them return. In hotel industry, customer loyalty is an element that shows the effectiveness of the management and all the stakeholders. In order to be fruitful, managers must focus on holding existing customers. This is particularly valid in the hotel business (Tsiotsou & Goldsmith, 2012). According to Jana & Chandra (2016), customer satisfaction has become an important aspect of the hotel industry. Unlike other industries, the hotel industry prospers due to customers' retention. Basically, customers' loyalty is dependent on the quality of the services that they get in a hotel. Moreover, the hospitality industry has experienced the entrance of many investors who are willing to meet all the needs of their customers. Therefore, if customers are not satisfied by the services they receive in one hotel, they will look for better services elsewhere (Jana & Chandra, 2016). For a hotel to remain competitive in terms of customers' satisfaction, it must track the levels of customers' satisfaction through conducting survey. Through these surveys, the management is able to monitor and implement a continuous improvement of their services and goods based on the needs of customers as expressed in their comments or other means of expression (Pearce, Robinson & Mital, 2017). A management approach focused on customer loyalty can improve the competitiveness of the hotel (Tsiotsou & Goldsmith, 2012). To achieve greater heights of customer satisfaction and loyalty, the management must show the willingness to satisfy employees with their work and workplaces and to adapt to the needs of customers.



**Objectives of the Study:**

The main objective of the study is to examine the Influence of employee job satisfaction on customer satisfaction in hotel establishments in Enugu metropolis. The specific objectives of the study are to:

Determine the factors militating against job satisfactions of hotel employee in Enugu State.

Examine the problems affecting customer satisfactions in hotel establishments in Enugu State.

Ascertain the factors contributing to job satisfaction of hotel employees in Enugu State

Determine strategies to enhance employee satisfaction in hotels operating in Enugu State.

**Research Questions:** The following questions guided the study:

- i. What are the factors militating against job satisfaction of hotel employees in Enugu metropolis?
- ii. What are the problems affecting customer satisfaction in hotel establishments in Enugu State?
- iii. What are the factors contributing to job satisfaction of hotel employees in Enugu State?
- iv. What are the strategies to enhance job satisfaction among hotel employees in Enugu State?

**Research Hypotheses:**

The following research hypothesis shall be tested for the study

**H01:** There is no significant relationship between job satisfaction among employees and customer satisfaction in hotels in Enugu State.

**H02:** Job satisfaction among employees has no influence on customer loyalty in hotels operating in Enugu State.

**Research Design and Method**

For the purpose of achieving the objectives of the study, a descriptive research design was used through administration of questionnaire. The study was carried out in Enugu State, Nigeria. The population for the study constituted employees and customers of seven (7) selected hotels in Enugu metropolis. While the population of employees is 213, the population of customers is infinite. To ensure the determination of accurate sample size of the employees, the statistical formula derived by Taro Yamane in (1964) was employed. Also the infinite formula derived by Cochran in (1977) was employed to determine the sample size of the customers. The researcher adopted purposive sampling on the customers. The sample size of the employees obtained using Taro Yamane formula was 139. While the sample size obtained using Cochran formula for infinite population was 288. A total sample size of 427 (139+288) was used for the study.

The researcher made use of a well-structured questionnaire in obtaining the needed information from the respondents. The questionnaire contained two sections (section A for the employees and



section B for the customers) both sections contained structured questions relating to objectives of the study. The questionnaire was designed in four point rating scale - SA = strongly agreed, = 4; A = Agreed = 3; D = disagreed, = 2; SD = Strongly Disagreed = 1. The questionnaire for data collection was given to five research experts from the Department Hospitality Management and Tourism, Michael Okpara University of Agriculture, Umudike, Abia State to examine its fitness for the study.

In this research, the test-retest method of reliability was used with 10 hotel staff drawn from Umuahia, Abia State.. The researcher gave the same test to the ten respondents on two separate occasions at interval of two months. The scores on the two occasions were then correlated which indicated a coefficient correlation of 0.85. The simple descriptive statistics such as frequencies, percentages and means were used to analyze respondents' personal data and research questions. Based on research questions, mean value of 2.5 or above was accepted, and any value below 2.5 is rejected. Ordinary least squares based simple regression analysis method was used to determine the relationship of the variables in the hypothesis testing. Specifically, the probability of the F-statistic test was used to test the hypotheses of the study to determine the relationship between the variables.

Decision rule: If the probability of the F-statistic obtained from the result is = or < 5%  $\alpha$  level of significance, the study would reject the null hypothesis, (H0) and accept the alternative hypothesis, (H1).

### Data Analysis and Result Discussion

Table 1: Factors militating against job satisfaction of hotel employee.

S/ N		SA	A	D	SD	Total Score	Mean score	Remarks
1	Poor Remuneration	101 (72.7%)	31 (22.6%)	5 (3.5%)	2 (1.2%)	524	3.67	Accept
2	Non availability of working infrastructure	82 (59.1%)	47 (33.6%)	6 (4.6%)	4 (2.7%)	520	3.64	Accept
3	Lack of job incentive	90 (64.7%)	43 (30.9%)	4 (2.77%)	2 (1.6%)	512	3.59	Accept
4	Poor working atmosphere	82 (58.9%)	59 (42.7%)	7 (5.3%)	0	535	3.74	Accept



5	High staff turn over	99(71.6%)	34(24.2%)	6(4.2%)	0	523	3.67	Accept
Grand mean							3.66	

Source: Field survey, 2021

Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly Disagreed

Table 1 shows that 101 respondents (72.7%) strongly agreed that remuneration is one of the factors militating against job satisfactions of hotel employee, while 2 respondents (1.2%) strongly disagreed. This was accepted with a mean score of 3.67 which was more than the acceptable level of 2.5. The table revealed that 82 respondents (59.1%) strongly agreed that non availability of working infrastructure is one of the factors militating against job satisfactions of hotel employee, 4 respondents strongly disagreed (2.7%). This was accepted with a mean score of 3.64. The table further discloses that 90 respondents (64.7%) strongly agreed that lack of job incentive is one of the factors militating against job satisfaction of hotel employee, while 2 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59. The table also states that 82 respondents (58.9%) strongly agreed that Poor working atmosphere is one of the factors militating against job satisfactions of hotel employee, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.74. Finally, question five in the table above revealed that 99 respondents (71.6%) strongly agreed that High staff turnover is one of the factors militating against job satisfactions of hotel employee, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.67.

Table 2 Mean responses on the problems affecting customer satisfaction in hotel establishment.

S/N		SA	A	D	SD	Total	$\bar{X}$	Remark
						Score		
1	Hotel facilities	255(58.9%)	185(42.7%)	23(5.3%)	0	534	3.74	Accept
2	Service capabilities	299(69.1%)	114(33.3%)	20(4.6%)	0	520	3.64	Accept
3	Service efficiency	280(64.7%)	134(30.9%)	12(2.77%)	7(1.6%)	512	3.59	Accept
4	Service attitude	255(58.9%)	185(42.7%)	23(5.3%)	0	534	3.74	Accept





5	Lack of professional staff	280(64.7%)	134(30.9%)	12(2.77%)	7(1.6%)	512	3.59	Accept
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**Grand mean**

**3.36**

*Source: Field survey, 2021*

*Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly disagreed*

Table 2 shows that 255 respondents (58.9%) strongly agreed that Hotel facilities is one of the problems affecting customer satisfactions in hotels in Enugu State, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.74 which was more than the acceptable level of 2.5. The table revealed that 299 respondents (69.1%) strongly agreed that Service capabilities is one problems affecting customer satisfactions in hotels in the State, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.64 above the acceptable level of 2.5. The table above also revealed that 280 respondents (64.7%) strongly agreed that Service efficiency is one of the problems affecting customer satisfactions in hotels in the State, while 7 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59 above the acceptable level of 2.5. The table shows that 255 respondents (58.9%) strongly agreed that Service attitude is one of the problems affecting customer satisfactions in hotels in the State, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.74 above the acceptable level of 2.5. Finally the table discloses that 280 respondents (64.7%) strongly agreed that Lack of professional staff is one of the problems affecting customer satisfactions in hotels in the State, while 7 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59 above the acceptable level of 2.5.

**Table 3:** Mean responses on the factors contributing to job satisfaction of hotel employees?

S/N		SA	A	D	SD	Total Score	Mean	Remarks
1	Wage	90 (64.7%)	43 (30.9%)	4 (2.77%)	2 (1.6%)	512	3.59	Accept
2	Promotion	82 (58.9%)	59 (42.7%)	7 (5.3%)	0	534	3.74	Accept
3	Nature of work	90 (69.1%)	46 (33.3%)	6 (4.6%)	0	520	3.64	Accept



4	Reward and communication	90 (64.7%)	43 (30.9%)	4 (2.77%)	2 (1.6%)	512	3.59	Accept
5	Management	101 (72.7%)	34 (22.6%)	5 (3.5%)	2 (1.2%)	524	3.67	Accept
Grand mean							3.65	

Source: Field survey, 2021

Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly disagreed

Table showed that 90 respondents (64.7%) strongly agreed that Wage is one of the factors contributing to job satisfaction of hotels in the State, while 2 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59. The table above also states that 82 respondents (58.9%) strongly agreed that Promotion is one of the factors contributing to job satisfaction of the hotel employees, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.74. The table revealed that 90 respondents (69.1%) strongly agreed that Nature of work is one of the factors contributing to job satisfaction of the hotel employees, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.64. The table above reveals that 90 respondents (64.7%) strongly agreed that Reward and communication is one of the factors contributing to job satisfaction of the hotel employees, while 2 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59. Finally, the table revealed that 101 respondents (72.7%) strongly agreed that Management is one of the factors contributing to job satisfaction of the hotel employees while 2 respondents (1.2%) strongly disagreed. This was accepted with a mean score of 3.67.

Table 4: Mean responses on the strategies to enhance job satisfaction among hotel employees

S/N		SA	A	D	SD	Total Score	Mean	Remark
1	Professional development	90(64.7%)	42(30.9%)	4(2.77%)	2(1.6%)	512	3.59	Accept
2	Working atmosphere	82(58.9%)	59(42.7%)	7(5.3%)	0	534	3.74	Accept
3	Prompt payment of salary	90(64.7%)	43(30.9%)	4(2.77%)	2(1.6%)	512	3.59	Accept





4	Friendly management style	96(69.1%)	46(33.3%)	6(4.6%)	0	520	3.64	Accept
5	Professional training of the staff	90(64.7%)	43(30.9%)	4(2.77%)	2(1.6%)	512	3.59	Accept

Grand mean 3.63

Source: Field survey, 2021 ,

Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly disagree

Table 4 revealed that 90 respondents (64.7%) strongly agreed that Professional development is one of the strategies to enhance job satisfactions among hotel employees, while respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59. The results showed that 82 respondents (58.9%) simply agreed that working atmosphere is one of the strategies to enhance job satisfactions among hotel employees in the State, while no respondents (0%) strongly disagreed.

This was accepted with a mean score of 3. The table above shows that 90 respondents (64.7%) strongly agreed that Prompt payment of salary is one of the strategies to enhance job satisfactions among the hotel employees, while 2 respondents (1.6%) strongly disagreed. This was accepted with a mean score of 3.59. The table also revealed that 96 respondents (69.1%) strongly agreed that Friendly management style is one of the strategies to enhance job satisfactions among hotel employees, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.6.

**Test of Hypotheses.**

**Hypothesis 1:** Employee satisfaction has no significant influence on customer satisfaction in hotel.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.816a	.666	.652	.63913	.504

a. Predictors: (Constant), Employee satisfaction

b. Dependent Variable: Customer satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.765	1	18.765	45.936	.000b
	Residual	9.395	204	.408		



Total 28.160 205

- a. Dependent Variable: Customer satisfaction  
 b. Predictors: (Constant), Employee satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.512	.594		.862	.398
	Employee Satisfaction	.953	.141	.816	6.778	.000

- a. Dependent Variable: customer satisfaction

The data extracted was estimated based on the ordinary least squares based simple regression analysis method to determine the relationship of the variables. Customer satisfaction was used as the dependent variable while employee satisfaction was used as the independent variable. The adjusted R square which is the coefficient of determination and the F statistic was used to ascertain the significance of the overall model. Specifically, the probability of the F-statistic test was used to test the hypotheses of the study to determine the relationship between the variables. The coefficient of determination R-square of 0.666 implied that 66.6% of the sample variation in the dependent variable (customer satisfaction) is explained or caused by the explanatory variable (employee satisfaction) while 33.4% is unexplained. This remaining 33.4% could be caused by other factors or variables not built into the model. The value of R-square is an indication of a relationship between the dependent variable (customer satisfaction) and independent variable (employee satisfaction). The value of the adjusted R<sup>2</sup> is 0.652. This shows that the regression line which captures 65.2 per cent of the total variation in employee efficiency is caused by variation in the explanatory variable (customer satisfaction) specified in the model with less than 34.8 percent accounted for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 45.936 is an indication that the model is statistically significant at 5 percent level of significance at degree of freedom  $df_1 = 1$  and  $df_2 = 3$ . Finally, the test of autocorrelation using Durbin-watson shows that the Durbin-watson value of 0.504 falls outside the conclusive region of Durbin-watson partition curve. Hence, we can clearly say that there exists some degree of autocorrelation thereby rejecting null hypothesis, (H<sub>0</sub>) and accepting alternative hypothesis (H<sub>1</sub>) that states that there is significant relationship between job satisfaction among employees and customer satisfaction in hotels in Enugu State.

**Hypothesis 2:** Job satisfaction among employees has no influence on customer loyalty in hotels operating in Enugu State



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885a	.782	.773	.58359	.981

a. Predictors: (Constant), job satisfaction among employees

b. Dependent Variable: customer loyalty

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.167	1	28.167	82.702	.000b
	Residual	7.833	204	.341		
	Total	36.000	205			

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), job satisfaction among employees

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	1.200	.309		3.886	.001
	Job Satisfaction Among Employees	.722	.079	.885	9.094	.000

a. Dependent Variable: customer loyalty

The coefficient of determination R-square of 0.782 implied that 78.2% of the sample variation in the dependent variable (customer loyalty) is explained or caused by the explanatory variable (Job satisfaction among employees) while 21.8% is unexplained. This remaining 21.8% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable (customer loyalty) and independent variable (Job satisfaction among employees). The value of the adjusted R2 is 0.773. This shows that the regression line which captures 77.3 per cent of the total variation in performance is caused by variation in the explanatory variable (Job satisfaction among employees) specified in the model with less than 22.7 per cent accounted



for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 82.702 is an indication that the model is statistically significant at 5 percent level of significant at degree of freedom  $df_1 = 1$  and  $df_2 = 3$ . Finally, the test of autocorrelation using Durbin-watson shows that the Durbin-watson value of 0.981 falls outside the conclusive region of Durbin-watson partition curve. Hence, there exists some degree of autocorrelation because the F statistic with 82.702 has probability of 0.0% level of significance. Since the probability of the F statistics is below 5% level of significance, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_A$ ) accepted which has been concluded that job satisfaction among employees has influence on customer loyalty in hotels operating in Enugu State.

### **Discussion of the Findings**

The study revealed that remuneration, non-availability of working infrastructure, lack of job incentive, poor working atmosphere and high staff turnover are the major factors militating against job satisfaction of hotel employees in Enugu metropolis. The finding of this study is in line with Studies by Davras & Gulmez (2013) which revealed factors militating against job satisfactions of hotel employee. The findings is also consistent to the findings of Ibis and Batman (2017) reveled similar results that remuneration, non availability of working infrastructure, lack of job incentive, poor working atmosphere and high staff turnover as factors militating against job satisfactions of hotel employee. Findings in the study showed that factors of employee job satisfactions consist of eight dimensions; colleagues, management style, additional facilities, nature of the work, promotion, wage, reward and communication. Findings in the study further reveals that the factors affecting Job satisfaction of employees were identified as communication and integrity, promotion, supervisors, nature of work (physical and non physical factors), wage, additional facilities, freedom and management.

Hotel facilities, service capabilities, service efficiency service attitude and lack of professional staff are among the problems affecting customer satisfaction in hotels in Enugu. The finding is consistent to the findings of Reuben, Suveera & Karodia (2016) which revealed problems affecting customer satisfactions in hotels. The findings is also consistent to the findings of Uryan, 2012) investigated problems affecting customer satisfactions in hotels industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja. Findings in the study showed that problems affecting customer satisfactions in hotels affect the productivity and growth of hotel also reveal that problems affecting customer satisfactions in hotels includes hotel facilities, service capabilities, service efficiency, service attitude, and lack of professional staff. The study concludes there is a gap between customer satisfaction, employee satisfaction and organizational performance. However, the study of Jeon & Choi, (2012) is contrary to the present study and it revealed that hotel facilities, service capabilities,



service efficiency, service attitude, and lack of professional staff are not the problems affecting customer satisfaction in hotels.

Wages, promotion, nature of work, reward and communication and effective management are among the factors that contribute to job satisfaction of hotel employees according to the finding of the study. The findings is consistent to the findings of Marina (207), which revealed that factors contributing to job satisfaction of hotel employees includes wage, promotion, nature of work, management ,reward and communication. The findings is also consistent to the findings of Porter, (2013) examined factors contributing to job satisfaction of hotel employees, results revealed wage, promotion, nature of work, management ,reward and communication. The findings is in contrary to the findings of Singh and Dewan, (2019) which revealed that wage, promotion, nature of work, management, reward and communication are not factors contributing to job satisfaction of hotel employee

The study revealed that the strategies applied in hotels to enhance job satisfaction among hotel employees to be professional development, working atmosphere, prompt payment of salary, friendly management style and professional training of the staff. The finding is consistent with the findings of Latif, Ahmad, Mushtaq, Ferdoos and Naeem (2013) which revealed the strategies to enhance job satisfactions among employees in hotels. The findings is also in conformity to the findings of Xie and Johns (2010) who conducted a study on the evaluation of the impact of job satisfaction on customer satisfaction and retention at lonmin row land shaft north west province. Findings show that the Job satisfaction is considered to be one of the most essential variables in the life of an employee of any organisation. Therefore, studies related to job satisfaction have increased over the past few years as many organisations realized its value. The growing interest in job satisfaction is justified by the fact that in today's business conditions, employees and their knowledge are becoming key factors in achieving competitive advantage. Employee retention and all of the elements associated with job satisfaction has become the primary focus of many organisations..

In Hypothesis (**H<sub>01</sub>**), the F statistic with 45.936 has probability of 0.00% level of significance. Since the probability of the F statistics is below 5% level of significance, then the null hypothesis (H<sub>0</sub>) was rejected and alternative hypothesis (H<sub>A</sub>) accepted which states that relationship between job satisfactions among employees has significant influence on customer satisfaction in hotels. The finding is consistent to the findings of Marina (2017), which revealed that relationship between job satisfactions among employees influence customer satisfaction in hotels. Also, the findings are consistent to the Reuben, Suveera and Karodia (2016), which revealed that relationship between job satisfactions among employees influence customer satisfaction. In Hypothesis (H<sub>03</sub>), since the probability of the F statistics is below 5% level of significance, the null hypothesis (H<sub>03</sub>) is rejected and the alternative hypothesis (H<sub>A</sub>) accepted which has been concluded that job satisfaction among employees has influence on customer



loyalty in hotels operating in Enugu State. The finding is consistent with the findings of Ashar, Ur-Rehman and Shahbaz (2010), which revealed that job satisfaction among employees has influence on customer loyalty. The findings is also in conformity to the findings of Reuben, Suveera and Karodia (2016), which also revealed that the Job satisfaction is considered to be one of the most essential variables in the life of an employee. This implies that the customer loyalty depends on job satisfaction among employees.

### **Conclusion**

This study evaluated employees and customers opinions on the influence of employee job satisfaction on customer satisfaction. The results revealed that the most effective factors affecting customer satisfaction are tangibility, reliability, responsiveness, assurance, empathy and communication with employees. It was determined that physical facilities, management tolerance and fear of losing job were least effective in customer satisfaction. The finding revealed that the level of satisfaction employees derive from their jobs has significant influence on their performance on the job and commitment to the organisation. Doubtlessly, this study has revealed greatly that job satisfaction have a significant influence on employees' performance as well as commitment of the employees to their roles and the organisation which in turn affect the customer satisfaction in hotel establishments. Based on the information gathered and the hypothesis tested, the study concluded that employee satisfaction has a significant influence on customer satisfaction and hotel performance.

### **Recommendations**

- i. Hotels should work towards maintaining effective employee satisfaction in order to enhance customer patronage by introducing an appraisal system that can periodically assess the performance of employees for promotional recommendations.
- ii. Managers of hotels should endeavor to intensify efforts in the area of non-financial rewards as a means of influencing employees for greater performance as well as provide access for continuous training and development programmes which drive employees' long-term commitment to the organisation.

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