
An Investigation into How Demotivation Affects staff Job Satisfaction and Productivity in Some selected Restaurant Operations in the Kumasi Metropolis of Ghana.

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ABSTRACT

Satisfaction is an inside state, which is the positive and negative sentiments and conditions of mind which a person holds about his/her work. The main aim of the study was to investigate into how demotivation affects workers job satisfaction in some selected restaurant operations in Kumasi Metropolis of Ghana. The simple random sampling and purposive sampling procedures were used to select 180 respondents for the study. Data was collected using a questionnaire. Descriptive statistics was adopted using Statistical Package for Social Sciences (SPSS) and the results were put into frequency distributions and chart illustrations. The study revealed that three-quarter (75%) of the respondents do not receive their Social Security contributions from their employers and this makes some of the workers feel unsecured in their employment places. This situation tends to encourage high staff turnover. It was recommended that Restaurant owners and managers should put in measures to meet the needs of workers' to enable them feel secured and satisfied as this will help reduce the turnover rate.

KEY WORDS: Job Satisfaction, Demotivation, Restaurants, staff turnover, Managers

INTRODUCTION

Job satisfaction is the progressive and undesirable sentiments and demeanors which a person holds around his/her work. Lawler and Doorman (1997) attested that Work experience impacts a person's degree of work. The information and desires of workers at work means the establishment for their inspiration. The impression of inspiration on the work execution to deliver quality service is pulled in by numerous commitments as training, satisfactory instruments and gear to work with, motivating forces, inspiration and many other variables. Profoundly spurred representative tends to work harder and perform more effectively in their occupations than less propelled people, (smith, 1996). Several studies have appeared that job fulfillment leads to a much better, a higher, a stronger; and improved execution as well as to more customer-orientation exercises (Lau and Huang, 1999). In spite of the fact that, concurring to Shinoy (1996) and Westerman (1994), collected research discoveries prescribe that the connection between job satisfaction and execution is very powerless. Besides, the course of action of the work and the staff degree of fulfillment with the work are critical in an attempt to

raise the clear inspiration and fulfillment with their work. Subsequently, the distinction with respect to what individuals need and really get from their work is of centrality. Sadly, a requirement by restaurants in Kumasi and other neighbourliness foundations, workers are seen always to have been changing employments habitually with complains of unacceptable working conditions or need of work satisfaction.

In these bases, devices and other vital assets for work may not be given enough. Administration in some cases embraces resolute work approaches with hence low compensation and destitute compensation. Most at times, they have no fitting devices and gear to carry out their allotted duties. One of the challenges was advancement of staff through the in – benefit preparing is another issue for representatives. This may an impact on generation or service quality, and may lead to destitute support by clients who will moreover result in low benefits, and so low staff compensation. Workers who are beneath paid may either alter employments or will not join reality to the work they do and such practices ruin efficiency. These elements joined with correct administration issues in most neighborliness setups and this leads to low worker assurance, low generation levels and hence driving to destitute benefit measures and quality. The key point of each commerce association is succeed within the trade so that it can advance the stability of the community, produce items or administrations that are advantageous to clients and give the setting for fulfillment counting development for its individuals. In this regard, workers within the service organization and especially those who have visit contacts with clients more often than not serve as agents of both the organization and their items or administrations to the clients at the point of contact. The quality of the service rendered and the satisfaction that clients may infer will be an appraisal of the whole service involvement. Motivated Workers in an organization depicts positive picture to the association. Hence, when representatives are fulfilled they ended up profitable to the organization. It is the obligation of the administration to come out with a framework that would eventually generate fulfillment for the workers. The representatives are the most pillars with respect to whether a client would appreciate the involvement or contact their competitors for way better arrangements. This research centered primarily on the factors affecting staffjob satisfaction in a few chosen restaurants in Kumasi. Staff inspiration and conveyance of meeting customers' demands are a few of the major components experienced by most organizations in their everyday activities. The most noteworthy need of senior administrators in commerce organizations is to consider means through which their workers can be well persuaded in order to form eagerness and fortify their working wants to exploit their ability and hard work to possible best.

LITERATURE REVIEW

The basic motivational process

The process of inspiration starts with a requirement and workers' discernment of a deficiency. A worker fulfillment is guided by the wants for higher compensation, unwinding and regard so as to be able to take after a specific method of action. Furthermore, a worker may be persuaded to take after a particular course of activity within the predictable future in case the expected result was achieved. However, on the off chance that the employee's activity does not result within the anticipated compensation, he or she is improbable to take after that course of activity. The remuneration to be accomplished at the conclusion of the expected activity at that point tends to serve as a input instrument that helps the worker to assess or evaluate the results of the conduct

when deciding future activity (Hellriegel and Slocum, 2007). The initial stage of worker inspiration process is identifying a worker needs and distinguishing proof through which the worker feels unsatisfied of certain needs. These unsatisfied needs tend to make pressures consequently serving more as a prevention than inspiration compelling the worker to aspire for other goals which in the event that accomplished will help within the lessening of the pressure. This then leads the worker to decide the different choices that can be embraced within the fulfillment of these needs (Hellriegel et al, 2007). The next stage which happens to be the choice from the different objectives to be performed happens after the worker has embraced a really cautious evaluation of these needs. The representative is at that point compelled to create an appraisal of his/ her execution so as to be able to determine any shortfalls inside the method within the going before stage. Any shortage or obstacle not seen by the employee is further likely to bring almost a few results within the execution process which is able anticipate the fulfillment of the expected remunerate. The ultimate stage is at that point utilized to form any reassessment of the requirements of the worker to advance decide any lacks within the in general execution prepare after which the whole prepare is rehashed once more (Hellriegel et al., 2007).

Motivation and Job Satisfaction

Satisfaction is an inside state (Mullins, 1999). Work satisfaction is the positive and negative sentiments and states of mind which a person holds approximately his/her work (Schultz, 1998). In other words, it is the degree to which a person favours his/her works (Molander, 1996). Positive states of mind toward the work are comparable to work fulfillment, while negative demeanors represent work disappointment. Work fulfillment may be a complex wonder and depends on many work-related as well as individual components. Meaning individual components such as age, sex, and work encounters as well as the characteristics of the work impact a person's degree of work fulfillment (Lawler and Doorman, 1997). Indeed in spite of the fact that individual characteristics are unchangeable by the company, they can be utilized for expectations of fulfillment among bunch of workers. The overhaul of the work, as well as the work environment, may lead to increments in job fulfillment and efficiency (Schultz, 1998). People may be fulfilled with a few viewpoints of their work and disappointed with others. In any case, all attitudes are not measured by the generally work satisfaction. In this manner, it may well be of help to break down an individual's demeanor toward his/her work as a entirety, into demeanors held toward single aspects of the work such as pay, security, social conditions, and so on (Molander, 1996). In other words, since the general job fulfillment does not degree all positive and negative demeanors of an individual toward his/her work, it would be of profit to measure single facets of work fulfillment. Work fulfillment could be a primary calculate for the inspiration of workers (Mak and Sockel, 1999) and is closely related to customer-orientation (Lau and Huang, 1999).

According to Blankertz and Robinson (1996), individuals who are fulfilled with their work to a high degree, are exceptionally propelled and don't incline toward to take off their work. The relationship between job fulfillment and work execution isn't unequivocal. A few scholars think that job fulfillment leads to distant better, a much better, a higher; a stronger, an improved, a better execution. Be that as it may, there are parcels of other variables such as the organizational commitment of a representative, and the state of the work market, which have an impact on the turnover conduct as well (Molander, 1996). At last, the more an individual recognizes himself/herself mentally with the work, the higher the work fulfillment appears to be. In this

manner, agreeing to Schultz (1998), work inclusion depends on individual variables such as age and development needs, work characteristics like independence, assortment, incitement, and criticism, and social variables such as group work.

MATERIALS AND METHODS

The Kumasi Metropolis is situated in the Ashanti Region of Ghana. Its exceptional vital position makes it reachable from all places of the country. It is the second biggest city in the country and the administrative capital of Ashanti. It is a rapid developing Metropolis with a projected population of more than two million people and a yearly growth rate of about 5.4%. The Metropolis is about 254 kilometers; its physical structure is fundamentally rounded with a central located commercial area. Descriptive survey was used for the study. A simple random sampling technique was used to select 180 restaurant staff for the study. Considering the nature of the location in which the study was carried out, a hybrid sampling method was used to arrive at the sample population. Close and open ended questionnaires were used to collect data from the respondents. Respondents of all ages were interviewed regarding factors affecting staff job satisfaction in the restaurant operations. Data collected were edited, coded and fed into the computer using Statistical Package for Social Sciences (SPSS). Data were presented in tables and graphs to give visual impression of the data. Frequencies and percentages were used to analyze the data and the results were descriptively presented.

RESULTS AND DISCUSSIONS

4.1 Factors Affecting Job Performance

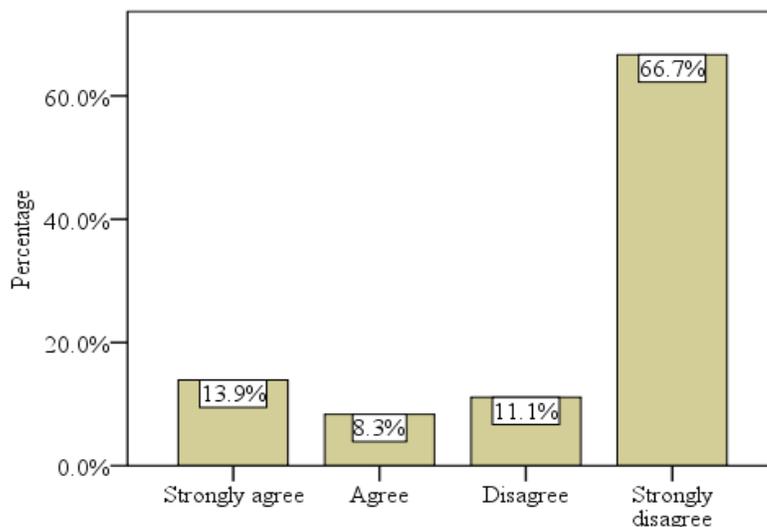


Figure1: Staff salaries match the work they do (Source: Field work, May 2015)

In Figure 1 reveals that 8.3% of the respondents confirmed that their pay matches the work they do while 66.7% of the respondents strongly disagreed to the statement. This shows that over 77.8% of the staff were dissatisfied with their pay. This means that, the reward such as money is

not the main reason for a person to engage in activities but other intrinsic motivators such as the interest in the work itself may play a part itself.

Table 1: End of Years Best Worker Award

Response	Frequency	Percentage
Strongly agree	26	14.4
Disagree	37	20.6
Strongly agree	117	65
Total	180	100.0

(Source: Field work, May 2015)

Table 1 reveals that 14.4% of the respondents agreed that end of year best worker award was given to staff, while 65% also disagreed strongly to the statement. It can be said that more than half (85.6%) of the respondents disagreed that the organization gives award to the best workers at the end of the year. The result confirms that most of the restaurants studied do not implement yearly award scheme for workers.

Opportunity for advancement

Response	Frequency	Percentage
Strongly agree	28	15.5
Disagree	35	19.5
Strongly agree	117	65
Total	180	100.0

(Source: Field work, May 2015)

Table 2 indicates that 15.5 % of the respondents agreed strongly that management gives them the opportunity to upgrade themselves whilst, 65% of the respondents strongly disagreed to the statement. In a closed interview with management revealed that when staff are allowed to advance themselves, they change jobs or put undue pressure on them to increase their salaries which sometimes affect the organisation. It is clear seen that majority (84.5%) of the employers do not give their staff the opportunity to advance themselves.

Table 3: Payment of Extra Duty Allowance

Response	Frequency	Percentage
Strongly agree	40	22.2
Disagree	56	31.1
Strongly disagree	84	46.7
Total	180	100.0

(Source: Field work, May 2015)

Table 3 depicts that 22.2% of the respondents agreed that extra duty allowance was paid to them while 46.7% disagreed strongly to the statement that extra duty allowance was paid to staff. This means that, approximately 77.9% of the respondents disagreed that extra duty allowance were

paid to them. It can be concluded that employers in the studied hotels do not pay extra duty allowance to staff for extra work done and during holiday's periods

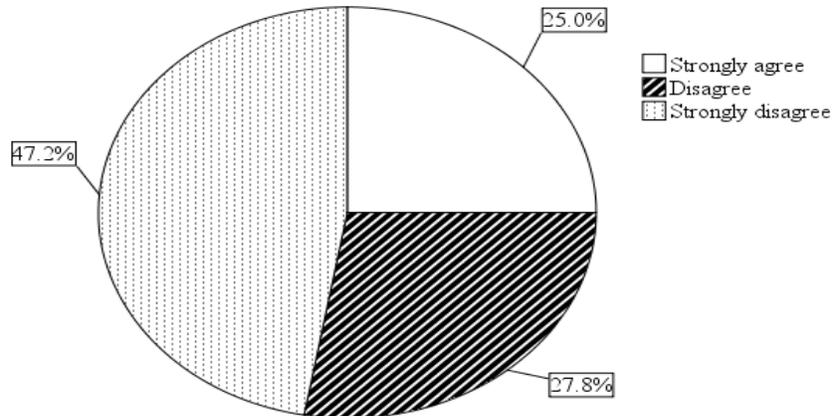


Figure2: Payment of Social Security

(Source: Field work, May 2015)

Figure 2 reveals that 25.0% of the respondents strongly agreed that their employers pay Social Security on their behalf, while 47.2% of the respondents disagreed to the statement and 27.8% of the respondents also disagreed strongly to the statement that their employers pay social security on their behalf. It can be confirmed that three-quarter (75%) of the respondents do not receive their Social Security contributions from their employers and this makes some of the employees feel unsecured in their employment places.

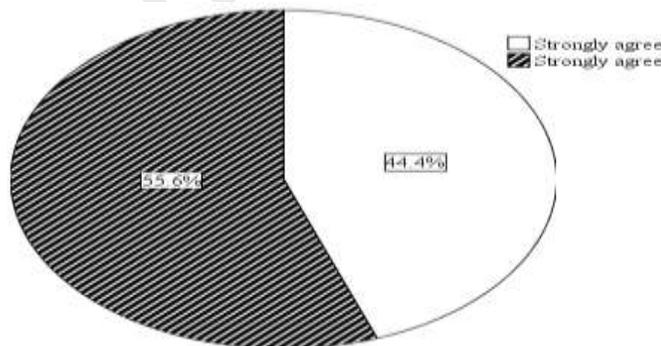


Figure 3: Enough time for other issues (family matters) (Source: Field work, May, 2015)

Figure 3 reveals that 44.4% of the respondents agreed strongly that they have enough time for other issues while 56.6% of the respondents disagreed to the statement. It can be noted that most of the employees do not have enough time to attend to family matters and this may affect their personal lives and also their busy schedules would not permit them to partake in household chores or discharge their duties and responsibilities in their various abodes.

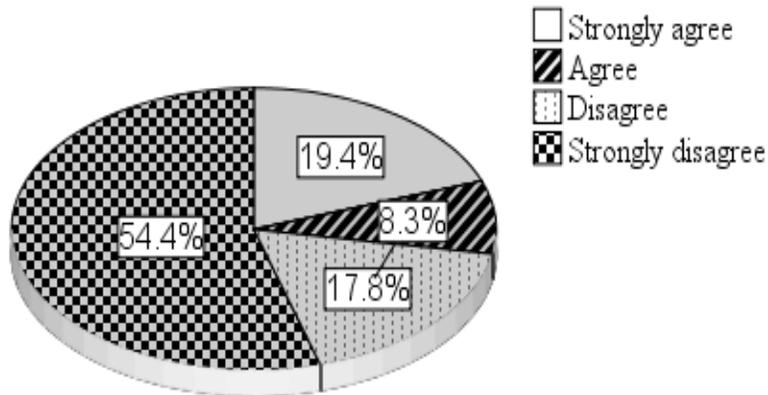


Figure 4: Job Security in the organisation (Source: Field work, May 2015)

Figure 4 shows that 54.4% of the respondents strongly disagreed that they had job security, while 19.4% of the respondents strongly agreed to the statement that they feel secured about their continued employment in their organization. It can be confirmed that most of the employees do not feel secured in the organization in which they work. It is evident that about (72.2 %) of the employees do not have job security. This situation tends to encourage high employee turnover and probably links well with the fact that some of the respondents have worked there for less than one (1) year.

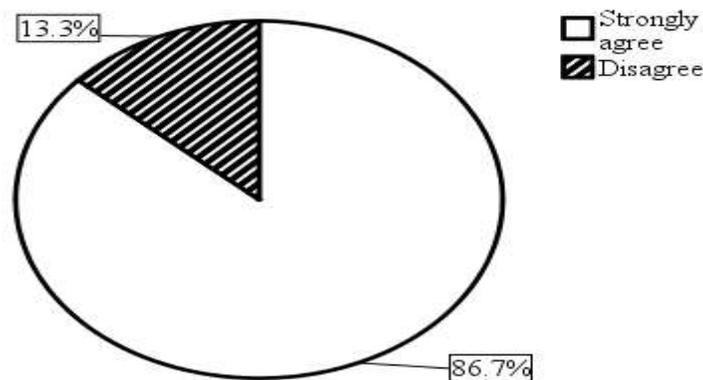


Figure 5: Intention to leave the job (Source: Field work, May 2015)

Figure 5 indicates that 86.7% agreed that they would like to leave their job when there is another job offer while 13.3% of the respondents disagreed to the statement. Majority of the respondents (Junior Staff) agreed that they have the intention to leave the job. With reference to ‘Organizational Commitment’ the job characteristics and work attitudes determine a person’s commitment, which in turn influences a person’s desire to stay in membership with the company.

It is clearly shown that this organizational commitment is almost lacking, and this contributes to why staff leaves the job. This willingness to leave will ultimately result in high employee turnover.

CONCLUSION

From the findings, it can be concluded that lack of staff motivation has a great impact on productivity and organisational commitment and this is the reason why majority of the staff have decided to leave the job. This willingness to leave will ultimately result in high employee turnover which in the long round affect productivity.

RECOMMENDATIONS

- i. It was recommended that Restaurant owners and managers should put in measures to meet the needs of workers' to enable them feel satisfied and secured, as this will help reduce the turnover rate.
- ii. Management should give the staff the opportunity to advance themselves in other to catch up with the modern trends and changes in the hospitality industry. This advancement will assists them in improving upon their performance on the job as well as developing interest in their existing job.

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