

Job satisfaction of tourism and corporate employees at a South African golf estate

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Abstract

Golf tourism is an important segment of the overall tourism market, generating substantial economic growth and job creation. The national objective to "provide excellent people development and decent work within the tourism sector" is a high priority of South African Tourism. Generally, the tourism industry is not regarded as a provider of decent work. The consequences of not providing decent work cannot be ignored as it could negatively impact on both employees and golf tourists alike. Internal job satisfaction can be defined as satisfaction with the type of job employees perform and could thus differ substantially between corporate and tourism employees based on the fact that the jobs are different by nature. The purpose of the research was to measure the internal job satisfaction and overall job satisfaction of corporate and tourism employees employed at a reputable golf estate in South Africa. A newly developed index based on the literature review conducted was used to gather quantitative data from 92 employees. Overall, all the employees were satisfied with their jobs. The corporate employees were, however, significantly more satisfied than the tourism employees. Goal determination, feedback, recognition and creativity were identified as the variables (which loaded onto the one factor solution) with which the tourism employees were least satisfied.

Key words: corporate employees, golf, job satisfaction, South Africa, tourism employees



<http://columbiagolffoundation.org/wp-content/themes/cgf/library/images/Golf-Ball-on-Tee.png>

1. Introduction

Mr Peter Walton, President of the Global Golf Tourism Organization states: "There are 54 million golfers worldwide of which 25% will definitely take golf holidays in the next 12 months and spend 120% more per day in their destination than a general leisure tourist. Golf is not an amenity or an excursion but a primary driver of incremental tourism." The importance of golf to South African tourism is further emphasised by the following words of Ms Tokozile Xasa, Deputy Minister of Tourism in South Africa: "Golf tourism is an important segment of the overall tourist market, both in terms of volume and spend-per-visitor, because it can drive substantial investment into resort developments, generating substantial economic growth and job creation" (NDT 2013). The South African tourism sector has developed significantly since the country's first democratic election in 1994 (January-Mclean 2010:1). Between 1993 and 2008 the number of foreign arrivals into the country has more than tripled (NDT 2011:1). The 2012 Tourism Satellite Account for South Africa points out that tourism directly contributed 3% of the gross domestic product of South Africa in 2010 (Stats SA 2012:3).

The NTSS is the National Department of Tourism's strategy for the tourism sector of South Africa (NDT 2011:3). Therefore, golf estates have the responsibility to contribute to the achievement of the latest National Tourism Sector Strategy (NTSS) objectives. Golf estates should endeavour to "provide excellent people development and decent work within the tourism sector" (objective two) and "a world-class visitor experience" to its guests (objective five) (NDT 2011:16, 19). Decent work includes opportunities for work that delivers a fair income, provides security in the workplace, gives people the freedom to express their concerns, organise and participate in decisions that affect their lives and guarantees equal treatment for all (Global Unions 2008:7).

The tourism industry's profile as a career of choice is, however, poor. Low pay, long irregular work hours and few career progression opportunities are problems faced by tourism employees in South Africa (NDT 2011:37). This can have a serious impact on job satisfaction. As decent work is one of government's priorities it is also important that the tourism industry demonstrates to government that it is a provider of decent work (NDT 2011:37). Positive job satisfaction of tourism employees can provide evidence that the tourism industry is a provider of decent work and should therefore be of importance to all tourism employers and managers.

2. Problem investigated

The South African tourism industry is not regarded as a provider of decent work. The failure to provide decent work goes against the South African government's priorities (NDT 2011:37). Golf estates failing to provide decent work may also lose out on the benefits of job satisfaction, such as increased profit (Stanford 2008:4; Barrows & Powers 2009:328), customer satisfaction (Berger & Brownell 2009:6; Homburg & Stock 2004:154), employee productivity (Harter, Schmidt & Hayes 2002:273; Saari & Judge 2004:398), organisational commitment (Ho, Chang, Shih & Liang 2009:6; Karatepe & Kilic 2007:249; Lambert, Hogan & Griffin 2007:651), employee health (Faragher, Cass & Cooper 2005:107; Fischer & Sousa-Poza 2008:389-391,393; Lee, Lee, Liao & Chiang 2009:153), reduction in accidents (Gyekye & Salminen, 2009:177; Harter *et al.* 2002:273) and lower employee turnover rates (Dawson & Abbott 2009:2; Hausknecht, Rodda & Howard 2009:282).

3. Objective of the research

The main objective of the study was to measure the internal and overall job satisfaction of tourism and corporate employees at a reputable South African golf estate.

4. Literature review

An investigation into previous researchers' findings on job satisfaction variables is an important consideration as the bases of a job satisfaction study. There are many definitions available for job satisfaction (Drafke 2009:406; Locke 1969:316; Smith, Kendall and Hulin 1969:7; Weiss 2002:175). Judge, Hulin and Dalal (2009:5) described job satisfactions as multidimensional psychological responses to one's job, with evaluative and emotional components. Judge *et al.* (2009) intentionally defined job satisfactions in the plural to include satisfaction with specific job aspects and not only overall job satisfaction (Judge *et al.* 2009:5). The plural job satisfaction concept makes the definition of Judge *et al.* (2009) unique. This study includes satisfaction with specific job aspects, as well as overall satisfaction. The definition of Judge *et al.* (2009) therefore aligns with the current research project. For ease of reading, however the term "job satisfaction" will be used rather than "job satisfactions" in this article.

Over the years, researchers have investigated and identified many determinants of job satisfaction by use of theories, models and surveys. Drafke (2009:406-407) suggested that determinants of job satisfaction can be divided into three dimensions, namely individual, external and internal job satisfaction, each of which contains different job satisfaction variables. Individual variables are mainly concerned with the individual and his or her family and friends (Drafke 2009:415). External variables are related to the working environment, as well as to the work itself, and are easier to change or to separate from the work itself than internal variables (Drafke 2009:409). Internal variables are intrinsic in the work itself and are usually very difficult to change without leaving the job (Drafke 2009:406-407).

Overall job satisfaction can be defined as a holistic achievement of internal, external and individual job satisfaction. The authors

acknowledge the importance of external and individual job satisfaction dimensions. This article, however, only focuses on internal and overall job satisfaction.

A literature review was conducted to establish internal job satisfaction variables which have been found to contribute to overall job satisfaction. These variables include physical work, workload, job variety, task specialisation, autonomy, goal determination, feedback, recognition, independence, authority, creativity, workload, training, emotional dissonance and customer satisfaction.

Physical work can be defined as a person's current job at a particular company and is the most important variable in job satisfaction, according to Drafke (2009:407). Physical work is a motivational factor, according to Herzberg, Mausner and Snyderman (1959), and plays an important role in positively influencing performance and satisfaction (Berger & Brownell 2009:304). The job satisfaction of a tourism and corporate employee could differ considerably in the same organisation due to the physical work performed.

Workload can be defined as the amount of work to be done (Walter 2010:1681). Being able to keep busy all the time influences job satisfaction (Weiss, Dawis, England & Lofquist 1967:1). Liu and White (2011:60) did not find workload to be a significant predictor of job satisfaction; contrarily, subjective workload was found to be significantly correlated with job satisfaction in the study conducted among physicians by Ommen, Driller, Köhler, Kowalski, Ernstmann, Neumann, Steffen and Pfaff (2009:6), who found that a lower workload meant a higher level of job satisfaction. Similarly, Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2007:173) found job satisfaction to decrease with an increase in the volume of work. Plowman (2010) also suggested that reducing employee stressors, such as high workload, may improve job satisfaction.

According to the Job Characteristics Model, job variety increases job satisfaction (Judge *et al.* 2009:23). Drafke (2009:407-408) defined job variety as the skills and depth of knowledge required to do the job, whereas he defined task specialisation as the number of different tasks a person performs at work, with the notion being that the fewer tasks an employee has, the more specialised those tasks will be. Liu and White (2011:59), Smith *et al.* (1969:83) and Weiss *et al.* (1967:2) suggested that doing routine work results in dissatisfaction with the job. Examples of task-specialised corporate positions include accountants and debtors clerks.

Weiss *et al.* (1967:2) defined independence as the opportunity to work alone on the job. The chance to work independently has been found to improve job satisfaction (Jones, Hohenshil & Burge 2009:155; Karsh, Booske and Sainfort 2005:1270). Corporate employees could have more opportunities for independent work than tourism employees who are often required to work as a team.

Authority can be defined as the opportunity to tell other people what to do (Weiss *et al.* 1967:1). McClelland (1961) stated that employees have the need for power, which must be satisfied before the employee will be motivated (Hayes & Ninemeier 2009:73). Some employees may experience increased job satisfaction by gaining more authority (Ahmed, Nawaz, Iqbal, Ali, Shaukat & Usman 2010:71; Weiss *et al.* 1967:1). Increased positional authority promotes higher self-worth, which could in turn promote job satisfaction (Malliarou, Sarafis, Moustaka & Kouvela 2010:49).

Decentralising control and reducing the number of management levels result in managers having more subordinates, forcing them to delegate some responsibility and decision-making to subordinates. Hui, Au and Fock (2004:46) suggested that empowering employees by giving them discretion and autonomy in their work is an effective way in which

service managers can improve the performance and satisfaction of frontline employees. The positive link between autonomy and job satisfaction is evident in other research as well (Chiboiwa, Chipunza & Samuel 2011:2912; Drafke 2009:408; Hackman & Oldham 1976:256; Herzberg *et al.* 1959:132; Jones *et al.* 2009:155; Karsh *et al.* 2005:1270; Malliarou *et al.* 2010:49; Miller, Mire & Kim 2009:422; Weiss *et al.* 1967:2).

Goal determination can be defined as the freedom to set one's own goals and success criteria on the job and may result in increased job satisfaction (Drafke 2009:407-408). The relevance of work-related goals to job satisfaction depends largely on the extent to which the employee cares about and marks his or her progress in achieving the goals (Lent & Brown 2006:239). Offering employees meaningful and challenging work projects that enable progress in achieving long-term goals is one method of improving Maslow's (1943) stated self-actualisation needs (Envision Software Inc., 2009a).

Recognition can be differentiated from feedback by the fact that recognition is received from a manager and less frequently, but is more significant than feedback. If recognition is given to all employees equally, the effect on job satisfaction may be negative for employees who put in extra effort. On the other hand, lack of recognition for a job well done may result in dissatisfaction (Drafke 2009:408). Increased feedback (Hackman & Oldham 1976:256; Karsh *et al.* 2005:1270; Miller *et al.* 2009:422) and recognition (Liu & White 2011:60; Smith *et al.* 1969:83; Weiss *et al.* 1967:2) result in increased job satisfaction. McClelland (cited in Mullins 1998:324) suggested giving feedback to employees on their performance in order to improve their achievement motivation, which must be satisfied before the employee will be motivated.

Learning is a motivational factor, according to the theory of Herzberg *et al.* (1959), and plays an important role in

positively influencing performance and satisfaction (Hayes & Ninemeier 2009:73). According to Vroom's (1964) expectancy theory, management should ensure that employees are trained and capable of doing their work, as this will improve their motivation (Pinder, 1987:81-83). A learning organisation is one that has the capability of integrating people and structure to direct the business onto a path of continuous learning and change (Egan, Yang & Bartlett 2004:282). Schmidt (2007:492) found a significant correlation between overall job satisfaction and satisfaction with job training among customer contact employees. Training may empower customer contact employees, such as many tourism employees, to know how to deal with every situation. Regular and relevant training at all levels can energise staff (Marketing Innovators International 2005:5).

Creativity can be defined as the chance to try one's own methods of doing the job in a new manner, and also has an influence on job satisfaction (Weiss *et al.* 1967:2). Creativity is a very necessary attribute for tourism employees, as they are constantly working with people who are by nature unpredictable. Utilising an employee's creative potential can lead to improved job satisfaction (DiLiello & Houghton 2008:43-44; Mostafa 2005:10; Smith *et al.* 1969:83), resulting in a win-win situation that allows the employee the freedom to use his or her creative potential, thus improving the organisation's effectiveness (DiLiello & Houghton 2008:43-44). Offering meaningful and challenging work projects that allow for creativity and innovation is one method of meeting Maslow's (1943) self-actualisation needs (Envision Software Inc. 2009a).

Emotional dissonance is required by tourism employees to achieve exceptional customer satisfaction. Unfortunately, "pretending" to be cheerful has often been noted to cause strain (Spector, Dwyer & Jex cited in Dormann & Kaiser 2002:261; Zapf, Cropanzano & Wright cited in Dormann & Kaiser 2002:261). Cheung

and Tang (2010:3208) and Pugh, Groth and Hennig-Thurau (2011:382) found that persons who need to fake their emotions have low job satisfaction.

Ryan, Schmit and Johnson (1996:875) found that customer satisfaction leads to employee satisfaction, more so than the reverse. Yoon, Seo and Yoon (2004:403) found customer participation to influence job satisfaction. Although customer participation may increase interaction enjoyment, it may also increase job stress and reduce job satisfaction (Chan, Yim & Lam 2010:58).

5. Research methodology

5.1. Design and measurement instrument

A quantitative research design was selected. A quantitative design was better suited to this research study than a qualitative design for the following reasons. Firstly, a significant amount of literature was available on potential determinants of internal job satisfaction. Secondly, there was limited time available for respondents to participate in the study due to their busy work schedules (Leedy & Ormrod 2010:107). Therefore, a qualitative design such as personal interviews and focus group discussions were not practically possible as it would have been too time consuming. The instrument used to gather the data was a newly developed questionnaire based on the literature review conducted and consisted of 13 internal job satisfaction variables.

Popular surveys used to measure job satisfaction are the JDI or Job Descriptive Index (Smith *et al.* 1969), on which three variables were based (variables 3; 7 and 9 in Table 2), and the Minnesota Satisfaction Questionnaire, also known as the MSQ, (Weiss *et al.* 1967) on which six variables were based (variables 3; 4; 7; 8; 10 and 11). Some variables were based on more than one existing questionnaire, some on only one and others only on the literature review conducted (variables 1; 2;

5; 6; 12 and 13). The phrasing method and five-point Likert scale of the MSQ was adopted to rate the satisfaction with each of the internal job satisfaction variables, where 1 equals strongly disagree (thus highly dissatisfied) and 5 strongly agree and consequently highly satisfied (Weiss *et al.* 1967).

The final question, i.e. "overall I am satisfied with my job", was used for statistical purposes as the dependent variable. A single-item measure of satisfaction was used since it provides a more complete picture of an employee's job satisfaction. According to Wanous, Reichers and Hudy (1997:250), the single-item measures of job satisfaction are more robust than a multiple-item scale measure of overall job satisfaction.

5.2. Reliability and validity

McMillan and Schumacher (2006:186) identified the Cronbach α coefficient as the best method to study the reliability of survey research when not dealing with a choice between two items, but rather a series of possible answers.

Representatives of the participating hotels were asked to approve the questionnaire prior to data collection. Their approval of the questionnaire as a measurement of employees' job satisfaction enhanced the face validity of the questionnaire (Leedy & Ormrod 2010:92). Since the job satisfaction questionnaire in this case was based on measurement instruments that had all already been validated, namely the MSQ (Weiss *et al.* 1967) and JDI (Smith *et al.* 1969), the likelihood of construct validity (Bless, Higson-Smith & Kagee 2006:159) of the current measurement instrument was high. Although the likelihood of construct validity was high, this was uncertain in a South African context. Bless *et al.* (2006:157) stated that if an instrument is based on the literature of the relevant research field and the instrument measures all the different components of the variable in question, the instrument is sure to have high content validity (Babbie & Mouton 2008:123). The

content validity of the measuring instrument in this case was proven by being founded on applicable literature and previous job satisfaction questionnaires.

5.3. Data collection and research participants

One specific day for data collection was arranged with the human resource manager of the golf estate in order to collect the data. No sampling technique was used, as all employees working at the golf estate was invited to participate in the research. The sample was, however, limited to the employees who were willing to participate in the study.

The researcher distributed the questionnaires to all levels of employees (part-time and full-time) working on the property. Additional questionnaires were left at the golf estate for employees who were busy at the time of data collection and for employees working the night shift. The researcher offered to interview illiterate employees and collected all completed questionnaires on the same day. Questionnaires received after the data collection date was forwarded to the researcher, allowing all employees (including the night shift) an equal opportunity to participate in the study.

At the time that the study was conducted, 325 employees were working at the golf estate. Data were collected from 92 respondents, 72 were tourism respondents and 20 corporate respondents. This resulted in a response rate of 28.31%. The research was conducted in the peak season of the golf estate, which may have contributed to the low response rate as employees had a high workload.

Table 1 contains the most prevalent biographic data. The vast majority (80%) of the respondents were permanent employees. More than half of the respondents had completed high school, and slightly more than another third had a tertiary diploma. More than three quarters of the respondents worked between 40

and 45 hours per week. The tenure in years ranged from 0.08 to 20, with a mean of 6.9 and a median of 5.6 years. The

number of years in their current position ranged from 0.08 to 18.8 years, with a mean of 4.1 and a median of 2.1 years.

Table 1: Prevalent biographic results

Biographic variable	Category	Results	
		n	%
Race	Coloured	31	34.44
	White	29	32.22
	African	27	30
Highest level of education completed	High School	45	53.57
	Tertiary Diploma	31	36.9
Marital status	Married	36	40.45
	Never Married	42	47.19
Language used most often	English	42	47.73
Average number of hours worked per week	40-45	64	76.19
Employment relationship	Permanent	82	94.25

Source: Authors' compilation from survey data

Of the respondents, 59.55% were male, and 40.45% were female. Many (47.2%) of the respondents had never been married and another sizeable group were married (40.5%). These two groups together made up 87.7% of the sample. The number of dependents the respondents reported varied from zero to five, with a median and mean of two. The age ranged from 19 to 64, with a mean of 34.5 and a median of 33. English was the predominant language, with almost half (47.73%) the respondents speaking English. Three race groups (Coloureds, Whites and Africans) showed fairly strong representation.

6. Statistical methods

Descriptive statistics, maximum-likelihood factor analysis, ANOVA, post-hoc Scheffé test and a Student's t-test were used to analyse the data. Descriptive statistics in the form of frequency tables, means and medians for respondents were computed. Maximum-likelihood factor analysis was

conducted to determine a factor structure for the internal job satisfaction variables. ANOVA established the relationship between the internal job satisfaction variables and overall job satisfaction. A post-hoc Scheffé test compared the three levels of overall job satisfaction. The Student's t-test (Leedy & Ormrod 2010:282) computed whether a significant difference was prevalent between the mean job satisfaction of corporate and tourism employees.

7. Findings and discussion

The question "overall I am satisfied with my job" was consolidated from five categories to three categories, namely satisfied, neither satisfied nor dissatisfied and satisfied. Table 2 compares the overall job satisfaction of corporate and tourism employees. The majority of employees indicated that they were satisfied with the overall job (90% of the corporate employees and 78% of the tourism employees).

Table 2: Satisfaction with the overall job

Satisfaction with the overall job	Corporate respondents (percentage)	Tourism respondents (percentage)
Satisfied (3)	90	78
Neither satisfied nor dissatisfied (2)	5	9
Dissatisfied (1)	5	13

Source: Authors' compilation from survey data

The thirteen items of the internal job satisfaction scale showed a reliability of .86. When the items were analysed using maximum-likelihood factor analysis to

determine any combined factors, a scree plot (Figure 1) indicated that a single factor solution would be best.

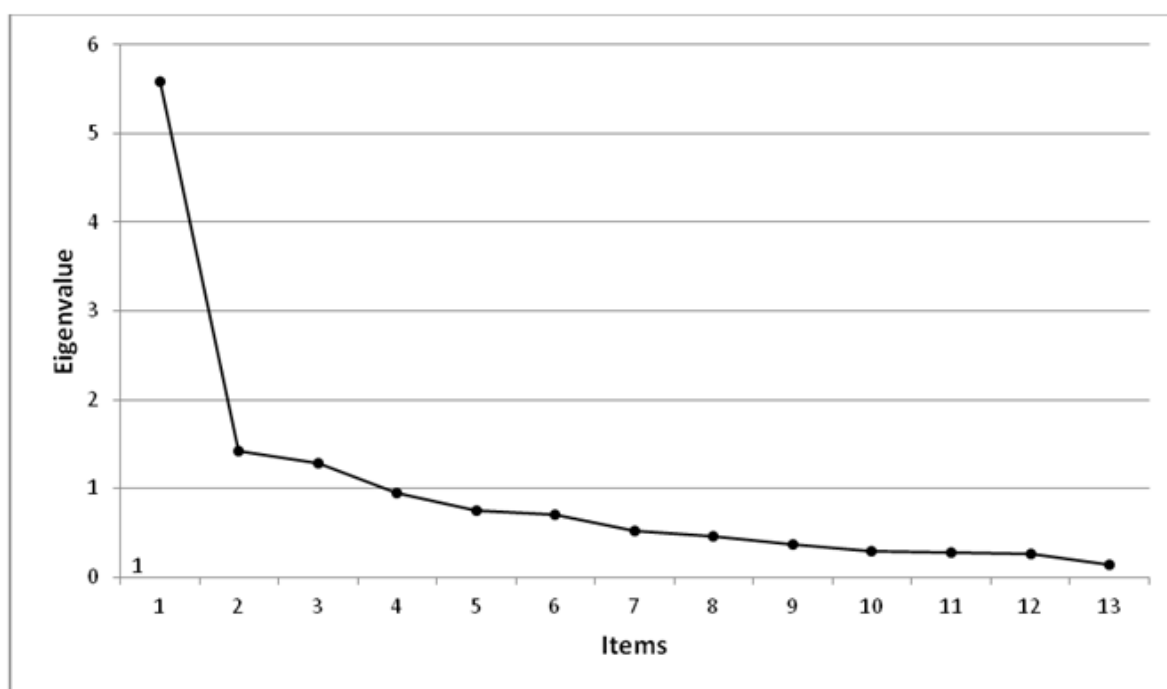


Figure 1: Maximum likely scree plot for 13 internal job satisfaction items

Source: Authors' compilation from survey data

When looking at the factor pattern, it can be seen, though, that items 1 and 12 did not load on the communal factor. All the remaining items loaded very strongly on it, as can be seen in Table 3. The mean of the 11 items which loaded onto the communal factor was calculated to provide a measure of internal job satisfaction. Given the 5-point Likert scale, mean values across these items could

theoretically range between 1 and 5, although in this sample they ranged from 1.46 to 5, with a mean of 3.8 (the diamond in the middle of Figure 1) and a standard deviation of 0.67. Table 3 contains the factor loadings for the entire sample as well as the stated levels of satisfaction for each internal job satisfaction variable by corporate and tourism employees.

Table 3: One factor solution for 13 internal job satisfaction items (maximum likelihood)

Code	Variable	Factor loadings	Level of corporate employees' satisfaction (percentage)					Level of tourism employees' satisfaction (percentage)				
			1	2	3	4	5	1	2	3	4	5
1	Training offered	0.20	0	16	26	53	5	4	17	12	53	14
2	Physical work	0.64	0	0	11	45	44	0	4	5	65	26
3	Job variety	0.61	0	0	11	42	47	2	7	16	57	18
4	Autonomy	0.79	0	0	0	53	47	0	14	11	49	26
5	Goal determination	0.76	0	0	0	74	26	7	13	21	36	23
6	Feedback	0.68	0	16	5	63	16	13	17	13	44	13
7	Recognition	0.68	0	21	21	37	21	13	13	11	48	15
8	Authority	0.71	0	0	21	68	11	3	9	13	61	14
9	Creativity	0.79	0	5	21	48	26	6	11	19	47	17
10	Workload	0.67	0	0	12	59	29	1	10	13	60	16
11	Independence	0.57	0	0	0	67	33	3	6	11	59	21
12	Emotional dissonance	-0.01	11	58	26	5	0	21	19	27	25	8
13	Customer satisfaction	0.49	0	5	16	74	5	2	7	14	54	23

Source: Authors' compilation from survey data

All the corporate employees stated that they were either satisfied or very satisfied with autonomy (53% satisfied and 47% very satisfied), goal determination (74% satisfied and 26% very satisfied) and independence (67% satisfied and 33% very satisfied). The chance to work independently was been found to improve job satisfaction among nursing-home employees (Karsh *et al.* 2005:1270) and African American counsellors (Jones *et al.* 2009:155).

The internal job satisfaction variables with which the tourism employees were most satisfied with were the physical job performed (65% satisfied and 26% very satisfied), independence (59% satisfied

and 21% very satisfied) and customer satisfaction (54% satisfied and 23% very satisfied). Ryan *et al.* (1996:875) found that customer satisfaction leads to employee satisfaction, more so than the reverse, and theorised that this finding would be most prevalent in service industry jobs where contact with customers outweigh contact with peers and managers (Ryan *et al.* 1996:875).

Figure 2 shows the box plots for internal job satisfaction (y-axis) by overall satisfaction (x-axis). The plot is divided into four, showing the four quartiles (25% proportions) of the sample's scores on the particular variable. The box in the middle is middle 50% of the sample. The range

from the top to the bottom is often referred to as the inter-quartile range (IQR) and gives a good idea of where most people fell. The line in the middle is thus the 50% mark (25%+25%), which is, more conventionally, called the median. The diamond represents the mean. The mean

is affected by outliers (and the median not), so the mean may lie quite far from the median, although in this sample it does not, which is one indication (but not sufficient on its own) that the sample's scores have a relatively normal spread.

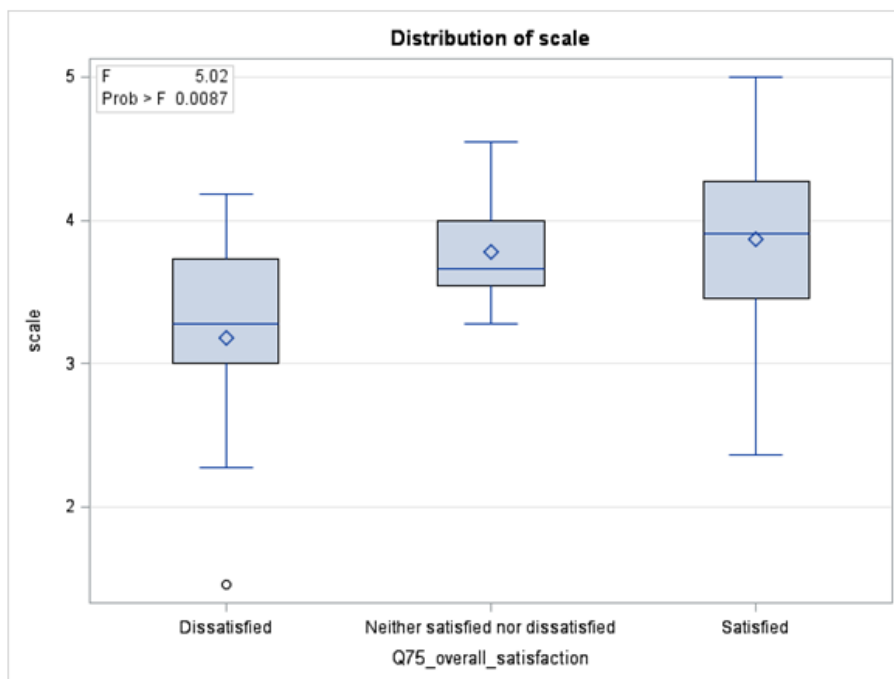


Figure 2: Box plots for internal job satisfaction by overall job satisfaction

Source: Authors' compilation from survey data

Table 4 shows that the overall F-test for an Anova on internal job satisfaction by

overall satisfaction delivered a significant result.

Table 4: ANOVA for internal job satisfaction by overall job satisfaction

Source	DF	SS	MS	F	Pr > F
Model	2	4.10	2.05	5.02	0.0087
Error	84	34.29	0.41		

Source: Authors' compilation from survey data

ANOVA indicates that one or more of the comparisons between the three levels of overall satisfaction are significant, but not which ones. The post-hoc Scheffé test was used to determine which of the comparisons were actually significant. There three groups, giving three comparisons (D vs N, D vs S, N vs S). Table 10 indicates the mean score for

each group as well as what the difference between those means. It also shows which of those differences was statistically significant. When looking at the differences between the three levels of overall satisfaction, it was found that the significant result was attributable to significant differences between the Satisfied and Dissatisfied respondents,

with the Dissatisfied respondents scoring significantly higher (Table 5).

Table 5: Post-hoc Scheffé test for differences in internal job satisfaction by overall job satisfaction

Level A	X A	Level B	X B	X difference	95% Lower CI	95% Upper CI
Dissatisfied	3.18	Neither	3.78	-0.60	-1.42	0.22
Dissatisfied	3.18	Satisfied	3.87	-0.68**	-1.22	-0.15
Neither	3.78	Satisfied	3.87	-0.08	-0.76	0.59

** P<0.01

Source: Authors' compilation from survey data

Table 6 shows that a Student's t-test for differences in internal job satisfaction by sector also showed significant differences,

with the corporate employees being significantly more satisfied than the tourism employees.

Table 6: Student's t-test for differences in internal job satisfaction of corporate and tourism employees using unequal variances

Sector	N	X	Std Dev	Std Err	Min	Max	X difference	DF	t
Corporate	19	4.10	0.49	0.11	3.09	4.91	0.37	39.92	2.67*
Tourism	71	3.72	0.69	0.08	1.45	5.00			

* P<0.05

Source: Authors' compilation from survey data

8. Recommendations

This study investigated internal job satisfaction at a reputable golf estate in South Africa. Overall, both the corporate and the tourism employees were satisfied with their jobs (as can be seen in Table 2). Even though this is the case, it was seen in Table 6 that the corporate employees were significantly more satisfied with the internal job satisfaction factor than the tourism employees. Therefore, the recommendations offered to managers of golf estates are related to internal job satisfaction in an effort to improve job satisfaction of tourism employees.

The internal job satisfaction variables which loaded onto the single factor solution and with which tourism employees were least satisfied with were goal determination, feedback, recognition

and creativity (see Table 3). Managers of golf estates could implement systems with regular feedback which may be a simple and effective method of improving job satisfaction of tourism employees. Managers could consider weekly feedback sessions for all levels of staff in an effort to clarify any obscurities in the minds of employees and give them a sense of direction. This might let employees know in which areas of their job they are performing well and which areas require attention. Managers could also use the feedback sessions to give recognition where due and to allow employees to set their own goals in accordance with company goals, with constant assessment of the progress being made in this regard (Liu & White 2011:61). Access to goal-relevant resources could also be offered to employees (Lent & Brown 2006:242). Giving employees meaningful and

challenging work projects that enable progress towards achieving long-term goals, as well as creativity and innovation, are methods of improving Maslow's (1943) stated self-actualisation need (Envision Software Inc. 2009a). Going hand-in-hand with goal determination, managers could encourage tourism employees to be creative in their problem solving and everyday tasks, as this will lead to a win-win situation of having a more satisfied workforce, as well as a more innovative business (Hsieh 2010:166). This having been said, an essential element in promoting creativity is the tolerance of mistakes (Mostafa 2005:24).

9. Limitations of the study

The results of the study should be interpreted with caution due to the limitations of the study. The employee sample size can be regarded as a limitation. Employees were free to decide whether or not to participate in the study – hence the absence of opinions from non-participating employees. Satisfaction can only be estimated through indicators and cannot be measured as clearly and precisely as profits (Vilares & Coelho 2003:1708).

10. Value of the research and conclusion

Employees at this reputable golf estate enjoy high levels of internal and overall job satisfaction levels. This is an encouraging finding in a country where the tourism industry is not regarded as an employer of choice.

The research indicated that corporate employees are more satisfied with the internal job satisfaction variables as well as the overall job than tourism employees. This can be due to a variety of reasons, but the physical work does not seem to be the most influential variable in the apparent differences in satisfaction between the two groups of employees.

As stated in the problem statement, job satisfaction can result in many benefits for

a business. One of these benefits is customer satisfaction (Harter *et al.* 2002:273; Vilares & Coelho 2003:1704). Job satisfaction influences customer satisfaction in two ways: directly through the process of emotional contagion, and indirectly through the manner of interaction with customers (Homburg & Stock 2004:154). On average it costs a business five to six times more money to attract new customers than to retain existing customers (Berger & Brownell 2009:6), making this point very important for a golf estate. Tourism employees are in contact with golf tourists much more frequently than corporate employees and can have a great influence on the satisfaction of the golf tourists' experience. As a final analogy, the conclusion can be drawn is that if golf estates in South Africa focus on the needs and preferences of their employees, they could reap the benefits associated with job satisfaction, provide excellent people development and decent work within the tourism sector, and deliver a world-class visitor experience to their guests.

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