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Job Satisfaction and Service Efficiency in Hospitality Businesses in Anambra State, Nigeria.

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ABSTRACT: This study investigates the relationship between job satisfaction and service efficiency in hospitality businesses in Anambra State, Nigeria, focusing on three core dimensions of job satisfaction: perceived leadership support, work environment, and recognition. The hospitality sector plays a vital role in the state's economic development, yet its growth is hindered by staff dissatisfaction, operational inefficiencies, and inconsistent service delivery. A descriptive survey design was adopted, and data were collected from 319 respondents selected from twelve hospitality establishments across the three senatorial zones of Anambra State. The research instrument demonstrated strong reliability, with a Cronbach's alpha coefficient of 0.80. Data were analyzed using descriptive statistics and Pearson Product-Moment Correlation. Findings revealed a significant positive relationship between perceived leadership support and service efficiency, indicating that supportive leadership improves employees' ability to deliver timely and quality services. Additionally, results showed a strong positive relationship between work environment and service efficiency, underscoring the role of conducive physical and psychological work conditions in enhancing service performance. Furthermore, the study established a moderate yet significant relationship between recognition and service efficiency, demonstrating that acknowledgment of employee contributions boosts morale and efficiency. The study concluded that job satisfaction is a major determinant of service efficiency within the hospitality sector. **I**t recommended that hospitality managers strengthen leadership support, improve workplace conditions, and institutionalize recognition programs to enhance service delivery and organizational competitiveness.

Keywords: Job satisfaction, service efficiency, hospitality business, work environment

INTRODUCTION

The hospitality sector in Anambra State represents a vital segment of the local economy, contributing significantly to tourism, employment, and service trade. However, its full potential is constrained by operational inefficiencies, employee turnover, and uneven service performance. Previous research has shown that poor working conditions, lack of career development, and limited support for workers lead to low morale

and high attrition, which in turn undermine service delivery. Anabaraonye, Anah, and Williams (2023) documented that excessive job mobility adversely affects performance in hospitality firms in Awka, pointing to a pressing need to examine the underlying causes of staff dissatisfaction and its connection to service efficiency.

Job satisfaction is a well-established predictor of organizational outcomes, and in a service-intensive field such as hospitality, it has particular salience. Studies in Nigeria have repeatedly confirmed that satisfied employees are more likely to remain with their organizations, engage deeply in their roles, and provide better customer service. Bello and Bello (2021) found that supervisory support, work stress, and promotion opportunities significantly affect turnover intentions among hotel staff in Lagos. Likewise, Bello, Aina, and Oluwole (2021) demonstrated that job stress and leadership support positively influence employee performance in hotels. These findings suggest that improving satisfaction may be a strategic lever for enhancing service performance in hospitality businesses in Anambra State.

Service efficiency in hospitality relates to the capacity of hotels and restaurants to provide services that are timely, consistent, and of high quality, thereby satisfying customers and optimizing operational performance. In Anambra State, research by Onubogu and Oparah (2021) revealed that responsiveness, assurance, tangibility, reliability, and empathy dimensions of service quality are strongly correlated with guest satisfaction in hotels across Awka, Onitsha, and Nnewi. Moreover, Okechukwu and Okwuchukwu (2022) found that service quality strongly predicts not only guest satisfaction but also perceived value and customer loyalty in Awka hotels. These studies underscore the link between how well employees are supported and motivated, and the quality of service delivered.

The disruptions caused by the COVID-19 pandemic have heightened the urgency of sustaining job satisfaction in the hospitality workforce. Although Anambra-specific data remain limited, global and national insights suggest that organizations that maintain strong employee support, recognition mechanisms, and a healthy work environment are more resilient in times of crisis. The strain imposed by the pandemic makes it more critical than ever to examine how leadership, work climate, and recognition influence job satisfaction, especially because maintaining service efficiency under resource constraints is vital for recovery and long-term sustainability.

Despite the growing attention to employee engagement and commitment in Anambra's hospitality sector, research remains scarce on the specific pathways through which job satisfaction affects service efficiency. Idigo and Okeke (2023) explored employee engagement and commitment in Anambra hospitality firms and emphasized the role of organizational support and autonomy, but they did not directly link these to service outcomes. Meanwhile, Nwankpa, Nwangene, and Maduka (2025) demonstrated that service quality dimensions correlate with customer satisfaction in selected Anambra hotels, but did not examine the influence of job satisfaction factors like leadership support or recognition. This gap highlights the need for a focused investigation into how perceived leadership support, work environment, and recognition shape employee satisfaction and in turn drive service efficiency in the hospitality business in Anambra State.

In this study, job satisfaction is conceptualized in terms of three specific dimensions: perceived leadership support, work environment, and recognition. Perceived leadership support refers to employees' belief that their supervisors and the organization care

about their welfare, provide feedback, and encourage their development. Work environment encompasses the physical and social dimensions of the workplace including safety, resources, interpersonal climate, and stress levels. Recognition includes formal and informal acknowledgment of employees' contributions through praise, rewards, and advancement opportunities. These dimensions are hypothesized to influence how satisfied employees feel in their roles, which then effect their motivation to deliver efficient and high-quality service in hospitality firms in Anambra State.

Objectives of the study

The broad objective of this study was to investigate the relationship between job satisfaction and service efficiency in hospitality business in Anambra State, Nigeria. The specific objectives are to:

i. Evaluate the relationship between perceived/leadership support and service efficiency in hospitality business in Anambra State, Nigeria.
ii. Ascertain the relationship between work environment and service efficiency in hospitality business in Anambra State, Nigeria.
iii. Determine the relationship between recognition on service efficiency in hospitality business in Anambra State, Nigeria.

Hypotheses

The following null hypotheses were formulated to guide the study on job satisfaction and service efficiency in hospitality businesses in Anambra State, Nigeria.

H01: There is no significant relationship between perceived or leadership support and service efficiency in hospitality businesses in Anambra State, Nigeria.

H02: There is no significant relationship between work environment and service efficiency in hospitality businesses in Anambra State, Nigeria.

H03: There is no significant relationship between recognition and service efficiency in hospitality businesses in Anambra State, Nigeria.

LITERATURE REVIEW

Conceptual Review

Job Satisfaction

The concept of job satisfaction has a strong psychological underpinning and traditionally has been of great interest to social scientist concerned with the problems of work in an industrial society. The concept itself over the years has transformed to become a Nobel area of research in understanding human motivation. Job satisfaction as concept has been widely researched especially in the area of management and organizational behaviour. However, general perspective on the concept of job satisfaction exists with different interpretation but mostly defined along the line of aspects of an individual job and employee well-being. Taking into consideration of previous studies, it is observed that institutional concept of job satisfaction describing employees working attitudes in an effort to conceptualize job satisfaction has gradually evolved over time.

Management and organizational behavior scholars have long discussed the importance of a happy workplace. There is no universally accepted definition of job satisfaction, despite the fact that the notion has been the subject of substantial study by academics, practitioners, and authorities in the field of management. In and of itself, the idea has evolved into a Nobel laureate field of study into what drives people. Aşık (2010), a "job" is all the work done to create a product or service inside an organizational setting, done for a specific

price, within a specific time frame, and under specific conditions. The opposite is true when people's needs are satisfied; this state is known as "satisfaction" (Yirik and Baltac, 2014). When a someone is happy with their work, they are said to be experiencing job satisfaction (Onuorah & Okeke, 2010). Onwuka & Nwakoby (2021) sees work satisfaction as how pleased an individual is with his/her employment. Their definition of job satisfaction is the overall feeling that a person has about their work. The Harvard Professional Groupings (2008) defined work satisfaction as the sense of achievement and success that person receives at their place of employment.

Borah (2012) characterized job satisfaction as a joyful or good emotional feeling of an employee. Gupta and Sethi (2012) characterized job satisfaction as a response of an individual towards employment. Berelson and Steiner (1949) in Babu (2008), have described job satisfaction as an interior state of human activity that all the circumstances, hopes, aspirations, and motives that are to be attained in the heart produce a joyful state for human beings. Job satisfaction is the amount to which an employee's goals, desires and expectations of the employment are being met (GuiXia and Rashid, 2019). It is a sort of perceptions of fulfillment that relies on their daily duties and positively connected with greater levels of job performance (Klassen & Chiu, 2010).

Ineme et al. (2016), job satisfaction starts when individuals are appropriately assigned to where they are psychologically qualified to explore and utilize organizational resources at their disposal to a beneficial influence on the organization. Kalamawei et al. (2016) propose that job happiness is an aftermath of increase in compensation. They suggest that "physicians tend to be more satisfied with the benefits, while nurses tend to be more satisfied with pay and benefits." According to them, predictors of job satisfaction include job stability, advancement, hours of work, compensation, benefits, the delegation of work by supervisors, and degree of autonomy. Thiagaraj and Thangaswamy (2017) suggest that "job satisfaction is a weighty determinant of organizational commitment." The mentioned writers think that a disgruntled employee may depart a business that failed to recognize employees' contributions' as globalization makes it possible for firms to compete and hire hands throughout the universe. Employers should bear in mind that when an employee quits a company, there is a loss to the business in terms of collected knowledge and trade secrets, which workers might transmit to another firm (Thiagaraj & Thangaswamy, 2017).

Perceived Leadership Support

Perceived leadership support refers to employees' perception of how much their leaders value their contributions, care about their well-being, and provide the necessary resources for them to succeed. Leadership is a process by which a person encourages others to attain an aim and guides the organization in a way that makes it more cohesive and coherent. Leadership is a process wherein a person inspires a group of others to attain a shared purpose (Northhouse, 2007 in Onwuka et al., 2021). Kent (2005), leadership is an interactive process between the leader and followers that generates change and growth, influencing their motivation and behavior. A leader, therefore, is someone who directs followers toward shared objectives, motivates them, oversees and coordinates their efforts (Budak & Budak, 2004: 379; Erdogan, 2007), and whose guidance is accepted by individuals united by a common goal (Koçel, 2010). Perceived leadership support encapsulates the extent to which employees believe their leaders recognize their efforts, respect their contributions, and foster a supportive work environment. Although leadership styles and

behaviors differ among individuals, perceived leadership support is shaped by how these styles are experienced by subordinates. Leadership theories provide insight into how such perceptions form. These are broadly classified into universal leadership theories and contingency theories. Universal theories include the Traits Approach, Leadership Behavior Approach, McGregor's Theory X and Y, and Likert's System 4 Model, whereas contingency theories consist of Fiedler's Contingency Model, Path-Goal Theory, and Reddin's 3-Dimensional Model of Leadership (Koçel, 2020). Under the Qualities Approach, an individual is viewed as a leader based on distinguishing characteristics (e.g., IQ, gender, expertise), which may influence how supportive they are perceived to be by others (Budak & Budak, 2014).

In the Leadership Behavior Approach, leadership effectiveness is evaluated based on interactions and relationships with subordinates rather than intrinsic traits, which directly aligns with the construct of perceived leadership support. According to McGregor's Theory X and Y, Theory X leaders adopt an authoritarian stance assuming employees dislike work, while Theory Y leaders are more democratic, trusting employees to take initiative. These differing assumptions significantly influence how support is perceived by subordinates—Y-style leaders tend to be viewed as more supportive (Koçel, 2020). Similarly, Likert's System 4 Model outlines four leadership types: exploitive autocratic, benevolent autocratic, participatory, and democratic. Perceived support tends to be highest under participatory and democratic leadership styles due to their inclusive and encouraging nature (Koçel, 2020).

Work Environment

The work environment refers to the setting, social features, and physical conditions in which a job is performed. It encompasses the location, physical setting, and the relationships between employees and employers. A positive work environment is essential for employee satisfaction and productivity, fostering an atmosphere where individuals feel valued and motivated. Conversely, a negative work environment can lead to decreased morale, productivity, and increased employee turnover. The physical aspects of the work environment include the layout, equipment, and overall working conditions. Since 2020, the COVID-19 pandemic has significantly influenced physical work environments, leading to the widespread adoption of remote work and hybrid models. Companies have invested in ergonomic furniture, advanced technology, and redesigned office spaces to ensure safety and productivity. Research by Wang et al. (2021) highlighted that a well-designed physical environment could reduce stress and improve employee well-being and efficiency.

The psychological work environment pertains to the mental and emotional conditions in which employees work. It includes factors such as job stress, workload, and work-life balance. The pandemic has brought the psychological aspect to the forefront, with many organizations recognizing the importance of mental health support. Studies, such as those by Karanikas and Cauchi (2021), indicate that supportive leadership and mental health resources are crucial in mitigating work-related stress and enhancing employee engagement and productivity
.

Remuneration

Remuneration is a kind of episodic compensation from a business to its workers, which is completely described in an employment contract (Chaudry, Sabir, Rafi and Kalyar, 2011). Remuneration denotes the diverse approach utilized to reward or

recompense people for their labor and services offered to a business (Makokha, Muchai & Namusonge, 2018). Attiogbe & Quartey, (2013) argued that compensation refers to all sorts of cash returns both real and intangible advantages that an employee obtains as a part of an employment contract. Furthermore, pay as a human resource management function and practice, has to do with every sort of incentive employees' receive in exchange for executing a job. Also, compensation is not merely a free present, but salary or a reward obtained while employment (Attiogbe & Quartey, 2013). Remuneration systems should give fundamental incentive to employees to execute job properly and successfully. Salaries impact the employees' productivity and job performance consequently, the quantity and manner of payment are highly crucial for both management and employees (Makokha & Namusonge, 2018).

Furthermore, the remuneration employees receives can be in different forms which often include: salary, bonuses; profit sharing; overtime pay; recognition rewards and checks; sales commission; health insurance; company-paid car; stock options; company-paid housing; and other nonmonetary but taxable income items (Agwu, 2013; Arasa, Kimani, & Thomas, 2017).Remuneration covers all types of cash returns and physical services and benefits employees get as part of an employment relationship (Akter & Moazzam, 2016). In the same method Danish and Usman (2010) saw pay as the sufficient and equitable recompense of workers for their good contribution to the firm. Employees pay does not depend only on the jobs they hold, instead organization vary the amount paid according to differences in performance of the individual, group or the whole organization as well as differences in employees' qualities such as security, education levels and skill (Gerhart & Milkovich, 2015). Monday (2010) sees compensation as the whole of all benefits made accessible to workers in return for their services, the overarching aims of which are to recruit, retain and motivate employees. Adeoye, (2014) states that diverse salary and benefits methods are offered to achieve optimal use of the human resource inside the firm. Remuneration is an aspect of human resource management function that deals with every type of compensation and reward employees receive in exchange for carrying out organizational assigned tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer (Adeniji &Heirsmac, 2014).

Service Efficiency

Service efficiency**,** defined as the measure of how effectively and swiftly services are delivered to meet organizational goals and customer expectations, has garnered significant attention since 2020 due to the COVID-19 pandemic and subsequent changes in the work environment. Service efficiency is influenced by various factors, including technology, organizational culture, leadership, and work-life balance. Understanding these factors is crucial for organizations striving to enhance service delivery in a rapidly evolving operational landscape.

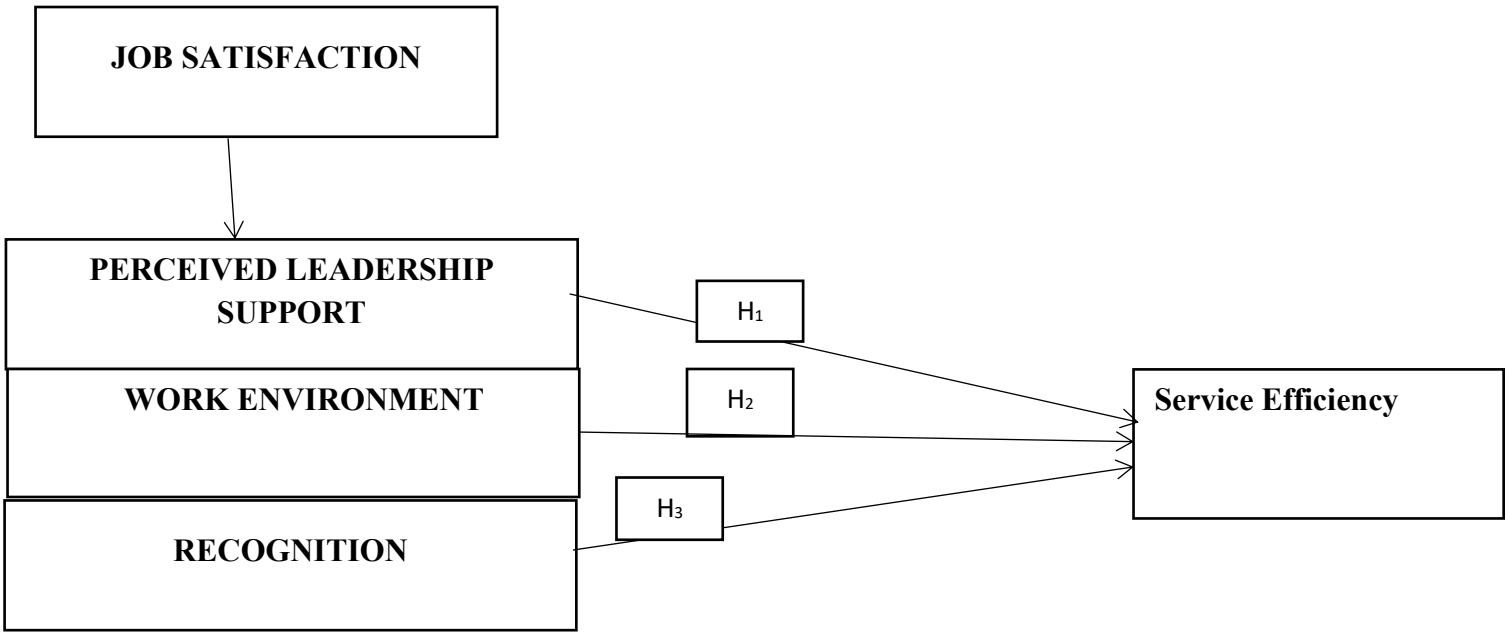
The shift to remote and hybrid work models has been one of the most significant changes affecting service efficiency. Studies have shown mixed results regarding the impact of remote work on service delivery. A study by Bloom et al. (2021) found that remote work improved service efficiency due to reduced commute times and flexible work schedules. However, other studies, such as the one by Prodoscore (2020), highlighted challenges like home-based distractions and communication difficulties, which can hinder efficient service delivery. As a result, organizations have had to adapt by implementing effective remote work

policies and equipping employees with the necessary tools and resources.

Technology plays a pivotal role in influencing service efficiency. The adoption of digital tools and platforms has accelerated since 2020, facilitating real-time collaboration and communication among dispersed teams. Tools like Zoom, Microsoft Teams, and Slack have become essential for sustaining service efficiency in a remote work environment. According to a report by McKinsey & Company (2021), organizations that effectively leverage technology can achieve significantly higher levels of service efficiency. However, the report also stresses the importance of adequately training employees to use these tools to realize their full potential.

Organizational culture is another critical factor that shapes service efficiency. A positive and inclusive culture that promotes trust, cooperation, and innovation can substantially improve how services are delivered. Research by Cameron and Quinn (2021) indicates that organizations with resilient and adaptable cultures are better positioned to maintain high service efficiency, even during periods of disruption. When employees feel valued and aligned with the organization's mission, they are more likely to contribute to efficient and quality service delivery.

CONCEPTUAL FRAME WORK



Source: job satisfaction and employee performance model (Nebe 2024)

Theoretical Review

This study is anchored on Herzberg Two-Factor Theory

Herzberg Two-Factor Theory

Frederick Herzberg, a behavioural scientist, in 1959, developed a motivational theory referred to as the Two-Factor Theory. This two-factor theory was a modification, made by Frederick Herzberg and his associates, on the Abraham Maslow's Hierarchy of Needs Theory (Weihrich and Koontz, 2005). Herzbreg's Two-Factor Theory can also be referred to as Motivator-Hygiene Theory or The Dual-Structure Theory (Onwuka and Nwakoby, 2021:34).

Herzberg and his associates carried out this experiment with 203 accountants and engineers from different industries in the Pittsburgh area of U.S.A (Mullins, 2016). These subjects (the accountants and engineers) were asked to describe times when they felt exceptionally good or exceptionally bad about their jobs. From their responses, which were consistent, Herzberg and his associates concluded that there are two different sets of factors affecting motivation and work.

The first group of factors they called MOTIVATORS or SATISFIERS (Nnabuife, 2009) or GROWTH FACTORS (Mullins, 2016). Motivators or Satisfiers or Growth factors results to satisfaction (Nnabuife, 2009). They serve to motivate the individual to superior effort and performance (Mullins, 2016). They directly motivate an employees to work harder (Onwuka, et. al, 2021). Motivators are intrinsic. They relate to what people are allowed to do and the quality of human experience at work. In other words, they all related to the job contents (task being performed). They include achievement, recognition, challenging work, advancement or promotion opportunities, responsibility, opportunity for personal growth (Nnabuife, 2009; Idemobi, 2011). These motivators (satisfiers) were associated with long-term positive effects on job performance (Onwuka et. al., 2021) and strong contributors of job satisfaction (Idemobi, 2011).

The second group of factors they called HYGIENE FACTORS or DISSATISFIERS (Nnabuife, 2009; Onwuka et.al., 2021) or MAINTENANCE FACTORS (Mullins, 2016). The name, Hygiene Factors, is used because, like hygiene, the presence will not make you healthier, but absence can cause health deterioration (Onwuka et. al., 2021). These group of factors results to dissatisfaction (Nnabuife, 2009). These group of factors would demotivate an employee if not present, but would not in themselves actually motivate employees to work harder. They are factors that surround the job (Onwuka et. al., 2021). The hygiene factors are extrinsic. They relate to the job context, i.e. they are concerned with the job environment. The hygiene factors include salary/pay, company policy and administration, status, relationship with peers, physical working conditions, job security, quality of supervision, fringe benefits, relationship with supervisor, relationship with subordinates (Idemobi, 2011). The absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction. Hygiene factors produced only short-term changes in job attitudes and performance (Onwuka, et. al., 2021).

Herzberg two-factor theory was propounded on the premise that a recognition of the complimentary role of hygiene and motivators will improve employee work experience and elicit positive behaviour at work place. Herzberg (1959) proposed that an employee's motivation is best understood when the respective attitude of that employee is understood. That is, the internal concept of attitude which originates from a state of mind, when probed, should reveal the most pragmatic

information for managers with regard to the motivation of workers. The theory emphasized that the recognition of employee needs for survival and growth can improve the overall working conditions of employees hence minimizes dissatisfaction and improve on job satisfaction in the work environment. This collaborates with the views of Lundberg, Gudmundson and Anderson (2009) that hygiene factors which are not directly related to the job itself but concern the conditions that surround performing that job aims to address the basic survival needs of a person. Herzberg (1959) pointed out that hygiene factors can cause dissatisfaction when not motivated or cause dissatisfaction (Okolocha, 2020).

Theoretical Exposition

Perceived Leadership Support and Service Efficiency

Perceived leadership support refers to employees' beliefs regarding the extent to which their leaders value their contributions and care about their well-being. This perception plays a vital role in determining how effectively employees perform their roles, which directly impacts service efficiency within organizations. Service efficiency the timely and quality delivery of services is often a reflection of how empowered and motivated employees feel under their leadership. Leaders who demonstrate concern for employee development, provide clear direction, and create a supportive environment are more likely to foster efficient service delivery (Wang et al., 2022).

Transformational leadership is particularly effective in enhancing service efficiency, as it emphasizes vision, inspiration, and individualized support. Leaders who adopt this style encourage innovation, offer continuous feedback, and recognize employees' efforts, creating a work environment that motivates staff to go beyond routine service delivery. Research by Arnold and Connelly (2021) shows that such leaders instill a sense of purpose and commitment among employees, which boosts their willingness to meet customer needs efficiently and exceed performance expectations. The result is a more agile and responsive service system that adapts to customer demands.

Work Environment and Service Efficiency

The work environment, encompassing physical, social, and psychological components, plays a pivotal role in influencing service efficiency within organizations. A conducive work environment supports employees' ability to perform tasks effectively and deliver quality services, thereby enhancing overall organizational performance. Nguyen et al. (2021), when the workplace promotes both physical and mental well-being, service delivery tends to improve, as employees are better equipped to manage their responsibilities without excessive stress or discomfort. In contrast, a negative or poorly managed work environment can hinder service delivery, leading to delays, errors, and reduced client satisfaction.

The physical aspects of the work environment such as lighting, temperature, noise levels, and ergonomic design have a direct impact on employees' capacity to maintain consistent service standards. Proper lighting and a comfortable climate help reduce fatigue, while ergonomic setups like adjustable chairs and desks minimize physical strain, allowing workers to focus more effectively on service-related tasks. Zhang and Liu (2022) found that ergonomic interventions not only improved physical comfort but also increased the efficiency of service delivery, as employees experienced fewer distractions from physical discomfort. Moreover, reducing workplace noise enhances concentration and enables staff

to engage more effectively with customers and colleagues.

Recognition and Service Efficiency

Recognition plays a crucial role in enhancing service efficiency, acting as a strategic tool that motivates employees to deliver services more effectively and consistently. When employees feel acknowledged and valued for their contributions, they are more likely to be committed to providing high-quality service. Ahmad et al. (2021), recognition serves as a psychological boost that affirms employees' roles in achieving organizational goals. This validation encourages employees to uphold or exceed performance expectations, ultimately leading to more efficient service delivery.

One of the key mechanisms through which recognition enhances service efficiency is by increasing employee engagement. Engaged employees are typically more committed to their tasks and willing to invest discretionary effort into improving service outcomes. Recognition fuels this engagement by reinforcing employees' sense of purpose and belonging. Kaur and Sharma (2022) found that recognition significantly improves engagement, which directly contributes to higher efficiency in service-oriented roles.

When employees are fully engaged, they are more attentive to customer needs, respond promptly, and ensure seamless service experiences. Recognition also contributes to a positive work environment, which is critical for efficient service delivery. A workplace culture that emphasizes appreciation and mutual respect fosters collaboration, reduces stress, and increases morale. Sharma et al. (2021) observed that recognition promotes teamwork and cooperation, leading to improved service workflows and fewer operational disruptions. In such an environment, employees are more inclined to share knowledge, support one another, and work harmoniously towards the delivery of efficient and consistent services.

Empirical Reviews

Ejimudo (2024) also examined the relationship between reward system management and staff performance in Delta State Civil Service and concluded that the poor performance of the employees is as a result of poor and lack of adequate pay reward to them. Researchers like Ahmed and Ali (2018) in their literature "the impact of reward and recognition programs on employee motivation and satisfaction" founds that there is a positive relationship between rewards and work satisfaction as well as motivation. The impact of non-monetary rewards on employee performance Maryann (2013) argued that there is a significant relationship between employee performance and non-monetary rewards.

Abu Abdissamad (2023) studied the effects of non-financial rewards in Nigeria public and private organization. His findings was that monetization policy of the government in public service had adversely affected the morale of public servants negatively as they felt that organizations official vehicle were purchased and maintained by them. The study also revealed that workers are dissatisfied since most of the fringe benefits that was source of motivation to them has all disappeared. Finally, researchers have attempted to compare monetary and non-monetary rewards in relation to employee performance. For instance, Ezigbo (2011) and Lotta (2012) argued that monetary and non-monetary rewards should be provided to the employees to increase their performance.

Mbah,. Mgbemena, & Ejike, (2015) examined the impact of effective reward system as a tool for employee performance in civil service using Anambra state civil service as case study. As specific objectives, the study examined the relationship between employee performance

and pay reward, employee recognition, conducive work environment and staff development. As a survey design, an item structured instrument developed by the researcher to reflect such options as strongly agree, agree, disagree, strongly disagree and undecided popularly referred to as the modified five (5) point Likert Scale, was used to elicit information from the respondents. Out of the 1481 senior civil servants identified through the nominal roll of various ministries at the state secretariat, Awka Anambra state, 315 was estimated as the sample size. Statistical tools considered most appropriate for analyzing the data generated from the fieldwork were Pearson correlation coefficient and multiple regression analysis. Findings from the study shows that pay reward and some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high level performance in the service as obtains in the private sector of the economy.

Njanja Maina, Kibet,. & Njagi (2013) determined the effect of reward on employee performance at Kenya Power and Lighting Company (KPLC) Ltd. The specific objectives sought to determine the effect of cash bonus on employee performance. The research adopted correlation research design. 68management employees were used as respondents. Data was collected using questionnaires. Descriptive statistics (frequency tables, percentages) were used to present data. Inferential statistics (chi-square) was used to analyze the relationship between cash bonuses and employee performance. Data was analyzed with the help of the Statistical Package for Social Sciences (SPSS) computer programme. Their findings showed that cash bonus have no effect on employee performance (p=0.8). This is because those who received cash bonuses and those who did not all agree that the cash bonus affects their performance are the same.

Olubusayo Ibidunni, and Olokundun,. (2024) examined the effect of incentives packages on employees' attitudes towards work. A descriptive research method was adopted for their study using one hundred twenty valid questionnaires which were completed by members of staff of four (4) selected government parastatal in Ogun State, South-West Nigeria. A stratified and systematic sampling technique was used in the study. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct. However, employers of labour and decision makers should endeavor to review incentives packages at various levels in order to earn employees' commitment and satisfaction.

Hameed, Ramzan, Zubair, Ali, &. Arslan (2024) measured the impact of compensation on employee performance. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan and different analytical and descriptive techniques were used to analyze the data. It was found from different results that Compensation has positive impact on employee performance. The result shows from correlation analysis that all the independent variables have weak or moderate positive relationship to each other

while the regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance.

Bari, Arif, and Shoaib (2023) study was to find out the impact of nonfinancial rewards on employee attitude and to get information about the factors which affect their performance at workplace in the business institutes of Karachi. A survey was conducted from the different designation of employees and 9Universities of Karachi were selected to find out whether the Non-Financial Rewards are offered to employees and if does, so it affects employee attitude in the workplace and increases Employee Performance. A sample of 300 employees were taken from nine Universities which were randomly selected. Data was gathered through Questionnaires containing 5likert scale questions. Their results showed that feedback to employees, freedom, career development plan, valuation of employees, learning programs, open & comfortable work environment and good supervisory relations have positively affected on employee attitude and performance in the workplace.

METHODOLOGY

The study employed a descriptive survey research design to investigate the relationship between job satisfaction and service efficiency in the hospitality business in Anambra State, Nigeria. This design was suitable because it enabled the collection of data from a large and diverse population, providing insight into current practices, perceptions, and trends within the hospitality sector. It also allowed the researcher to statistically examine the relationships among key variables, including perceived leadership support and service efficiency, work environment and service efficiency, and recognition and service efficiency. By utilizing this design, the study effectively captured the real-time experiences and attitudes of employees across selected hospitality establishments. The research was conducted across the three senatorial zones of Anambra State, namely Anambra North, Anambra Central, and Anambra South. These areas were chosen due to their high concentration of hospitality businesses resulting from their commercial and urban nature. The population consisted of 1,563 managerial and non-managerial staff from twelve hospitality businesses that met the inclusion criteria of operating for over fifteen years, employing more than seventy staff, and being located in major commercial centers. Primary data were obtained through structured questionnaires administered to staff, while secondary data were sourced from journals, textbooks, government publications, and industry reports to provide supporting evidence and contextual understanding for the study.

The sample size for the study was determined using the Borg and Gall formula, yielding approximately 319 respondents, which ensured adequate representation of the population. A proportionate sampling technique was used to distribute the sample across all twelve hospitality businesses according to their staff strength. The research instrument underwent both face and content validity checks by experts in human resource management and hospitality studies to ensure clarity, relevance, and accuracy. Reliability was confirmed through a test-retest procedure, and internal consistency was assessed using Cronbach's Alpha, which returned an acceptable average coefficient of 0.80 across all constructs, demonstrating that the questionnaire was stable and reliable for data collection. Data generated from the survey were analyzed using

descriptive and inferential statistical techniques. Descriptive statistics such as mean, standard deviation, and frequency distribution summarized the demographic characteristics and responses of participants. Inferential statistics, particularly Pearson product-moment correlation, were employed to examine the relationships between job satisfaction variables and service efficiency. The Statistical Package for Social Sciences (SPSS) was used for all analyses to ensure accuracy, enhance the interpretation of results, and support the drawing of valid conclusions regarding the interactions between job satisfaction and service efficiency within the hospitality sector in Anambra State.

DATA PRESENTATION AND ANALYSIS

Table 4.3.1: Correlation between Perceived Leadership Support and Service Efficiency (H01)

Variables	r	p-value	Decision
Perceived leadership support and service efficiency	0.56	0.002	Reject H0

Source: SPSS version 23, (2025)

Table 4.3.1 shows that the correlation result ($r = 0.56$, $p = 0.002 < 0.05$) indicates a positive and statistically significant relationship between perceived leadership support and service efficiency in hospitality businesses in Anambra State. This means that as leadership support increases, service efficiency also improves. Therefore, the null hypothesis (H01) is rejected.

Table 4.3.2 **Correlation between Work Environment and Service Efficiency (H03)**

Variables	r	p-value	Decision
Work environment and service efficiency	0.67	0.009	Reject H0

Source: SPSS version 23, (2025)

Table 4.3.3 shows that the correlation coefficient ($r = 0.67$, $p = 0.009 < 0.05$) reveals a significant positive relationship between work environment and service efficiency. This suggests that a better and more conducive work environment enhances the quality and efficiency of services delivered. Therefore, the null hypothesis (H03) is rejected.

Table 4.3.5: Correlation between Recognition and Service Efficiency

Variables	r	p-value	Decision
Recognition and service efficiency	0.50	0.007	Reject H0

Source: SPSS version 23, (2025)

Table **4.3.**5 shows that the correlation coefficient (r = 0.50, p = 0.007 < 0.05) demonstrates a moderate but significant positive relationship between recognition and service efficiency. This shows that employees who are recognized for their contributions tend to deliver services more efficiently. Therefore, the null hypothesis (H05) is rejected.

Discussion of Findings

Hypothesis One (H01):
There is no significant relationship between perceived leadership support and service efficiency in hospitality businesses in Anambra State, Nigeria.
The correlation analysis revealed a positive and significant relationship (r = 0.56, p < 0.05) between perceived leadership support and service efficiency. This suggests that when employees perceive their leaders as supportive, they tend to deliver services more efficiently. This finding is consistent with Bari, Arif, and Shoaib (2023), who established that non-financial rewards such as good supervisory relations and supportive leadership positively influence employee attitude and performance. Similarly, Ahmed and Ali (2018) demonstrated that recognition and supportive work conditions improve employee motivation and satisfaction, which translates to service efficiency. The result, however, contrasts Njanja et al. (2013), who found no significant relationship between cash bonus and employee performance, implying that leadership support and recognition may sometimes play a stronger role than financial rewards in driving efficiency.

Hypothesis Two(H02):
There is no significant relationship between work environment and service efficiency in hospitality businesses in Anambra State, Nigeria.
The correlation coefficient (r = 0.67, p < 0.05) indicated a significant positive relationship between work environment and service efficiency. A conducive work environment enhances employee productivity and service delivery. This finding corroborates Bari, Arif, and Shoaib (2023), who emphasized that open and comfortable work environments boost employee attitude and workplace performance. It also aligns with Bello, Aina, and Oluwole (2021), who reported that work environment significantly affects turnover intentions in Lagos hotels, suggesting that improving work conditions leads to better retention and performance. Therefore, a supportive and enabling work environment remains a critical determinant of efficiency in hospitality settings.

Hypothesis Three (H03):
There is no significant relationship between recognition and service efficiency in hospitality businesses in Anambra State, Nigeria.
The result (r = 0.50, p < 0.05) demonstrated a moderate positive relationship between recognition and service efficiency. Employees who feel recognized tend to be more efficient in their service delivery. This finding is in line with Ahmed and Ali (2018), who established a positive relationship between recognition programs and employee satisfaction and motivation. Likewise, Idemobi, Ngige, and Ofili (2017) concluded that reward systems (including recognition) have a significant impact on workers' performance and commitment. The present finding also

resonates with Olubusayo, Ibidunni, and Olokundun (2024), who argued that incentives and recognition strongly shape employees' attitudes toward work. Recognition therefore remains a powerful non-financial motivator that enhances both efficiency and commitment in hospitality businesses.

Summary of Findings

This study examined the relationship between job satisfaction and employee performance in hospitality businesses in Anambra State, Nigeria, The following key findings emerged:

i. There is a strong significant positive relationship between perceived leadership support and service efficiency with ($r = 0.56$, $p < 0.05$). This indicates that supportive leadership enhances employees' efficiency in service delivery.
ii. The study found strong significant positive relationship between work environment and service efficiency with ($r = 0.67$, $p < 0.05$). This shows that a conducive work environment promotes improved efficiency and productivity among employees.
iii. The study revealed a strong significant positive relationship between recognition and service efficiency with ($r = 0.50$, $p < 0.05$). This implies that recognition of employee efforts enhances efficiency in service delivery.

CONCLUSION

The findings of this study provide clear evidence that job satisfaction variables significantly relate with service efficiency of hospitality businesses in Anambra State. Based on the findings, the following recommendations are made:

i. Hospitality business managers should strengthen leadership support mechanisms, such as mentoring and open communication, to enhance employee service efficiency.
ii. Management should invest in creating conducive work environment that promotes comfort, safety, and teamwork, which in turn boosts efficiency.

Employers should institutionalize employee recognition programs, such as "Employee of the Month," commendation letters, and non-monetary awards, to further drive service efficiency.

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