THE INFLUENCE OF SUPERVISOR EMPLOYEE RELATION ON EMPLOYEES PERFORMANCE IN THE HOSPITALITY INDUSTRY: THE CASE OF DAR ES SALAAM

ADELINE NEHEMIAH MAJULE

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2017

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation titled: ***The Influence of Supervisor Employee Relation on Employees Performance in Hospitality Industry, the Case of Dar es Salaam,*** in partial fulfilment of the requirements for the degree of master of Human Resource Management of the Open University of Tanzania.

....

Dr Salvio Macha

(Supervisor)

....

Date

COPYRIGHT

DECLARATION

I, **Adeline Nehemiah Majule,** do hereby declare that this dissertation is my own original work and that it has not been and will not be presented to any other University for similar or any other degree award.

....

Signature

....

Date

ACKNOWLEDGEMENT

ABSTRACT

This study explored the influence of supervisor – employees' relations on job performance among hotels in Dar es Salaam City which involved 44 male and 76 female, purposive sampling was adopted to select 120 respondents from which data was collected. Furthermore, various methods of data collection such as in depth interview, administered questionnaire and focus group discussion were applied to obtain data from the respondents. A researcher used thematic analysis to analyse qualitative data and statistical package for social science (SPSS) to analyse quantitative data. The findings showed that employee's perception had effects on employees' relations where the work performance or productivities were affected positively or negatively depending on the perception of employees to their supervisors. It was found that perceptions of employees on their relationships with managers/supervisors was positive, and friendly to the large extent hence contributed to good performance of the work force. On supervisors' strategies to strengthen relationship with employees, the research found out that employees were being awarded financial bonus and recognition to motivate good performance. The study recommended that Hotels supervisors/managers should continue practices that motivate employees to remain friendly and work hard to improve productivities or job performance. Conducive working environment, training, good salary, recognition from Management, and good career development should be priority for hospitality industry. Hotels should make a clear channel for information flow for employees regarding job performance for all employees and suggestion scheme regardless of job position. This will make employees feel valued and trusted by their managers.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

LIST OF ABBREVIATIONS

ER   Employee Relationship

HRM   Human Resource Manager

GDP   Growth Domestic Products

VIE   Valency–Instrumentality–Expectancy

JNI   Julius Nyerere International Airport

FGD   Focus Group Discussions

SPSS   Statistical Data Packages for Social Scientists

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Employee relations is a set of organizational functions and practices that deals with issues related to people including staffing, compensation and benefits, performance management, organization development, health and safety, communication, and administration at a particular company/organization.

Michael (2005) defined that Employee relations is the way to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation as preventive measures to resolve problems that affect the working environment. Managers of Employee Relation (ER) do exercise their expertise to provide guidelines to their subordinate on how to improve performance and behaviour of the employees. Human Resources (HR) Managers normally provides guidelines to their subordinates for resolving employee grievances, disputes and legal matters. One of the most important functions of HR departments is to provide information to internal customers about rules, regulations, policies, goals and targets of the organizations to communicate vision and mission of the Management.

In a question by Davis *et al.,* (2012) so *why do many supervisors fail fairly early in the career?* He responds that 'Well, for many it is the inability to relate to the employees.' Miller *et al.,* (2007) comments that you will be successful in your own job to the degree that your team members allow you to be, and this will depend on

how you manage them. Today's effective leaders do not use the power tactics of the past. Modern managers find that the practice of threatening employees is usually counterproductive. Instead, they view their task as one of motivating employees to do their best (Manning & Curtis, 2009).Within the hospitality industry the one singular leadership trait is excellent interpersonal skills. These include listening, questioning, negotiating and interaction with both guests and employees (Hunter, Tinton & Mannall, 2010).

Effective managers need to understand the people they rely on for the performance of their unit. Each person, team/ group and organization is complex and unique but the performance of an individual, team, group or organization depends on their capacity to work, willingness to work and opportunity to work. A study by Sturman et al., (2006) indicated that managers need to work to maintain their relationships with their subordinates in different ways, first focusing on how fairly they are perceived, but later putting a greater emphasis on performance management as the relationship matures.

Moreover, supervisor-employee relationship is a reciprocal right and obligations are created between the employee and the supervisor. While employee relations is an approach that incorporates all the issues in the employer–employee relationship in the workplace, including recruitment, equal opportunity, training and development, and organizational structure. From the employee relations perspective, an employee is an asset rather than a cost, and open communication and goal orientation are encouraged. It is accepted that legitimate differences exist in workplaces, but the aim is to reduce conflict through effective procedures and relationships.

While research has investigated elements of this web of relationships, no single study has examined these variables together and over time, or how the levels and changes in the levels of these variables influence each other. This study investigated on the relationships between supervisor/HRs and employee and the way they affect performance of employees of Hotels in the City of Dar es Salaam.

It should be noted that the service sector has been contributing a major share to the GDP of Tanzanian economy (more than 40%) for the past five years (REPOA, 2015). Main business in the Tanzania service sector includes telecommunication, financial services, hospitality industry (tourism and hotels). Employment remains a major challenge in the sector whereby more than 75% are informal employment. The researcher think that there is a need to understand the supervisor employee relationship and performance of the employees in hotels especially for Dar es Salaam, the major business city in Tanzania, accounting for more than 70% of the country's GDP.

1.2   Statement of the Problem

The service sector in Tanzania is constantly growing, especially for hospitality industry. Indeed, tourism industry has greatly contributed to the economy growth in Tanzania. In this few years, the number of tourists is kept increasing along with mass promotion activities that are actively promoting Tanzania tourism internally and externally. From *Tanzania Economic Survey Book (2016)*, in 2016, the number of tourists who visited Tanzania increased by 12.9 percent, up to 1,284,279 compared to 1,137,182 in 2015. As a multiplier effects, the increase in number of tourists will generally advocate thus stimulate the development of hotel industry in Tanzania.

Many hospitality industries are goal achieving oriented where various organization functional are crucial (Randhawa, 2007. Medina, 2012 & Naumann 1992). Thus high performance in hospitality industry will become one of the major indicators of achieving the overall objectives. One of the challenges in achieving optimum objectives is supervisor's employee relations or simply HR employee's relations.

In fact, many researchers discovered that hotel industry is facing the problem of shortage skilled labour and personnel (Mohamad & Nurzeti, 2010). It reflects the turnover and employment rate eventually. The motive behind this research is to investigate the employer's (HR) employee's relation influence employee performance in hotels as the issue is little known in Tanzania although many researchers have been done on this topic.

1.3   Research Objectives

1.3.1   General Research Objective

To find out how Supervisor –Employee Relations influence employee performance in hotels.

1.3.2   Specific Research Objectives

(i)   To identify supervisors' strategies for enhancing relationship with subordinates for better performance.

(ii)   To find out how employees in hotels perceive their relationship with supervisors.

(iii)   Determine the effect of supervisor- employee relationship on job performance of the employees.

1.4 Research Questions

1.4.1 General Research Question

How supervisors –employee relations influence performance in hotels?

1.4.2 Specific Research Questions

(i)   What are supervisors' strategies for enhancing relationship with subordinates for better performance?

(ii)   What is the perception of employees on their relationship with supervisors in hotels

(iii)   What are the effects of supervisor- employee relationship on job performance of the employees?

1.5 Relevance of the Study

This study generates new knowledge on supervisor-employee relationship and job performance especially in Hotels in Tanzania. The phenomenon is not well investigated and known in Tanzania. Moreover, research findings will be useful for Hotels managers/owners and decision markers in hospitality industry in general. It exposes effective strategies for enhancing supervisor- employee relation; the perception of employee on supervisor –employee relation and how all that affects job performance. The report will be made available and disseminated through Open University library, online platforms including websites and social media as well as through journal article papers.

CHAPTER TWO

LITERATURE REVIEW

2.1   Definition of Key Concepts

2.1.1   Human Resource Management (Supervisors)

Human resource management is defined in different ways by different scholars around the world. Management' can therefore be defined as the art and science of coordinating activities within a firm, via a process of managerial decision-making, including areas such as finance, operations, sales and marketing, and human resources. Human resource management is therefore defined as the process of analysing and managing an organisation's human resource needs to ensure satisfaction of its strategic objectives'.

(Hellriegel, Jackson, Slocum & Staude, 2009). Another scholar explained it as the policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising' (Dessler, 2007).

In summary HRM is "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved. Thus in managing peoples of different behaviour, strategies and effective plans are very crucial to enhance   firms or organizations that working as hospitality industries achieve their optimum goals set. To achieve the set goals it is very important to make sure that every employee implements his or her responsibility accordingly. In

developing countries like Tanzania where hospitality industries are used to employ employees of little level of education, managers need to improve or increase workers performance through motivation and improving relationships with their workers. Specifically as the aim of this study, need to examine the influence of HR's relation toward the performance of workers in hotels.

In HR relations to workers it is also important to discuss other factors that essential components of supervisors. Coyle –Shapiro et al., (2013) pointed out other factors that were influential. These were the role of analysis as well as management, the connection between HRM and achieving an organisation's strategic goals, the importance of HR policies and practices; and specific HR activities such as recruitment, selection, learning and education, and performance management to which we might add other things, such as reward, job design, employment (or 'manpower') planning, diversity management, equal opportunities and employment relations.

2.1.2 Employee

Employee is person working or serving for another person, firm or organization for the   sake of payments of wages or salary. In this, subject employee focus on person serving or working in hospitality industries specifically hotels.

2.1.3 Supervisors –Employee Relation

Employee relations involves a level of interaction between employers and employees, or their representatives, to achieve a set of working conditions that will meet the needs of employees as well as allowing the organisation to achieve its strategic, tactical and operational objectives.

Chaudhry *et al.,* (2013) defined employee relations as a set of organizational functions and practices that deal with issues related to people as staffing, compensation and benefits, performance management, organization development, health and safety, communication, and administration. Employee Relation Practices are viewed as ambiguous over the past years. Competition forced employee relations to perform a strategic role as a business partner instead of adopting ER practices only to take disciplinary actions and advocating employees.

Supervisor's roles in workers performance play important aspects in achieving organizational goals and targets. To be more precise in measuring the performance outcomes of workers one of important roles of supervisor is to provide training to workers. The supervisor's role in training programs is often viewed as a critical organizational climate dimension where it may influence the effectiveness of training programs in an organization (Noe, 1986, 2008; Blanchard & Thackers, 2007).For instance one of the subjects is to improve customer care in hospitality industries in order to achieve customer satisfaction.

Many scholars like Facteau et al. (1995), Chiaburu and Tekleab (2005), and Ismail et al. (2007) view that supervisor's role in training programs have two salient features: support and communication. Support is often related to a supervisor who provides encouragement and opportunities to improve employee performance in organizations (MacNeil, 2004; Noe, 2005). In a training context, supervisors often encourage and motivate trainees to attend training programs, help employees before, during and after training programs in terms of time, budgetary support and resources. Supervisors also play important roles in getting employees to be actively involved in decision making,

and guide trainees in applying the new competencies to accomplish organizational goals (Elangovan & Karakowsky, 1999; Nijman, 2004; Tai, 2006). As mater of facts continuous and frequently communication between supervisors and workers will enhance effective relationships which in turn improve services or production toward achieving organizational expected outcomes or goals.

2.1.4   Hospitality Industries

Hospitality industries or sector comprises tourism and hotels. Researcher is interesting in hotels specific services offered in hotels including food and accommodation. Du Plessis, (2015) explored that the hospitality industry refers to organizations' that provide accommodation and food services for people when they travel. The hospitality industry is also known as a "people business". The hotels and catering organizations underperform, still deliver inadequate services, and provide limited facilities compared to similar businesses in the same region. Services delivered to customers depend on quality of service.

2.2   Theoretical Analysis

Theories or model are functions or concepts that explain relationship between variables. Various theories have been employed to study supervisor's employees' relations. Ndede (2014) in his study of effects of rewarding management on employee performances employed two theories to elaborate the subject. These theories were Expectancy theory and Instrumental theory. Expectancy theory; the concept of expectancy was originally contained in the Valency–Instrumentality–Expectancy (VIE) theory formulated by Vroom (1964). In this theory, Valency stood for value, instrumentality was said to be the belief that if we do one thing it will lead to another

while expectancy was said to be the probability that action or effort will lead to an outcome. The modern expectancy theory thus states that all actions are based on the expectation of a favourable reward putting bi-polar pressure on organizational employee employer relationship. The first side is the pressure on management to reward employee to the expectations of their performance and the second to employees to perform to the expectation of the employers

This theory can be linked in this study since we have dependent variable and independents variables. The outcomes or performance will dependent on change in supervisor's practices such as rewarding, training of staffs, recruitment of skilled labour and effective planning of organizational goals and target. However   the arguments of this theory are certainty where the expectancy of the outcomes is subject of probability. This theory was centered on rewarding management as researcher was interesting in exploring the effects of rewarding on workers performance in hospitality industries.

On the other hand we have instrumental theory which chosen by Okoth (2014). The theory is the arguments based on belief. Instrumentality can be defined as the belief that if we do one thing it will lead to another. In its crudest form, instrumentality theory stated that people work only for money, though 11 this early version has been modified with time. The theory emerged in the second half of the 19th century, when the emphasis was on the need to rationalize work and to concentrate on economic outcomes. At the time, the theory assumed that employee performance is tied to the direct relationship between rewards and penalties to performance, (Condly *et al.,*2005). From this basis, it is seen that the theory has its roots in the scientific

management methods of Taylor & Muchinsky (1976), who wrote and the assertion that It is impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay. At present, instrumentality theory is based on the principle of reinforcement, which states that, with experience in taking action to satisfy needs, people perceive that certain actions help to achieve their goals while others are less successful. Success in achieving goals and rewards therefore acts as a positive incentive and reinforces the behavior, which is repeated the next time a similar need emerges. Conversely, failure or punishment provides negative reinforcement, suggesting the need to seek alternative means of achieving goals. This process has been called the law of effect, (Tahir *et al*, 2013). This theory is relevant in improving human resource employee relation toward achieving goals by enhancing workers performance.

2.4   Empirical Analysis of Relevance Studies

Various studies have been done across the global exploring the influence of supervisors employee relations toward achieving industries strategic goals. A number of studies will be cited for analysis.

Study carried out by Lather *et al.,* (2015) were exploring the effects of subordinate workers relation on turnovers of hospitality industries. According to the study negative relationship between supervisors and employee have effect on turnovers. Supervisor's practices such as mutual trust, professional help, communication or fairness in performance evaluation are conducts that can have influence on workers performance.

A workplace relationship (Brunetto *et. al*., 2013; Morrison, 2004) was found to be a potential root cause. Workplace relationships are something that is experienced by each and every employee in their work settings. The presence of harmonious superior – subordinate relationships and perceived co-worker cohesions are infectious phenomenon that help employees to build a strong association not only with seniors and peers, but also with their organization and consequently having negative/inverse impact on turnover intentions (Brunetto *et. al*., 2013; Adebayo, 2011; Kim *et. al*., 2010, Mossholder, 2005; Harris *et. al*., 2005; Michael). The significance of this study relies on the facts that supervisor's relation to their employees is a bridge to the success of industry or organization toward achieving objectives.

Azman *et al*., (2009) on his study to "relationship between supervisors role and job performance" revealed that Supervisor support does act as a determinant of job performance and supervisor communication does not act as a determinant of job performance. This result confirms that supervisor's role is a partial predicting variable of job performance in the organizational sample. In the organizational context, supervisors have provided adequate support (e.g., encourage employees to attend training programs and apply newly acquired knowledge and skills that they gain from training programs in their jobs) and used good communication practices (e.g., provide feedback, encourage discussion and openly deliver information on training) when dealing with training programs. The majority of the employees perceive that supervisor support can lead to higher job performance in the industry.

A study by Wanjala (2014) revealed out variables that influence job performance in hotels. These variables were problem solving, thinking and creativity, inspiring

employees to strive for organization vision and mission, working as team toward achieving the same goals and encourage workers' participation in decision making. The study were focusing on leaderships influence on job performance but leadership, maybe termed as supervisors on other hand thus reflect influence on workers. Job performance or workers' outputs is the functions of the variables above. Thus any variation in variables will affect the job performance.

2.5   Research Gap Identified

Many studies regarding the Employee relations issues had been done around the world. In low developed countries especially Sub Saharan Africa where services industries are inadequate had being the main subject. The objective of this study is to explore the influence of employee relations to job performance of worker in hotels Dar es salaam, Tanzania the subject which most of workers in this sector are vulnerable   to employee relations toward achieving the organization goals and needs .Hence there is need why to study this topic to identify the nature of hotels workers environment and the challenge associated to this industry, as the literature still lacking enough resources about the topic particular in Tanzania.

2.6   Analytical /Conceptual Frameworks

The conceptual framework explains the relations between dependent variables and explanatory variables. HR practices and process are those functions and tasks taken by HR/Supervisors toward implementing organizational strategies and achieving goals. Stone (2013) described the following aspects of human resource, which affect the job performance of workers in working environment. The key dependent variable of interest in this study is job performance where the explanatory variables are contained

in the Management practices and processes associated with employee relations, which summarized in the pictorial below.

Independent Variables Dependent Variables

Employee relations	Job performance
• strategies	• Quality of service
• percetion	• Profitability
• rewarding/motivation	• Customer satisfaction
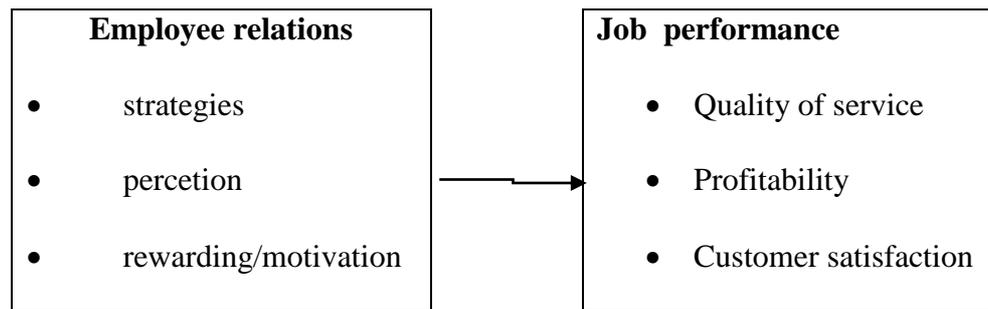
Figure 2.1: Conceptual Frame of Employee Relations

2.7   Theoretical Frameworks

There are a good number of models that have been postulated by various scholars to describe the HRM concept. However, as shall be seen these various models either fall under the soft or the hard approach of HRM. The theories that will be discussed in this study are Human resource management Soft and Hard models. These two models are approach that will elaborate the variables in this study.

(a)   Soft Model of HRM (Havard Model)

The Harvard Model was postulated by Beer *et al.,* (1984) at Harvard University. The authors of the model also coined it the map of HRM territory. The Harvard model acknowledges the existence of multiple stakeholders within the organization. These multiple stakeholders include shareholders various groups of employees, government and the community at large. The recognition of the legitimacy of these multiple stakeholders renders this model a neo - pluralist model. This model emphasizes more

on the human/soft side of HRM. Basically this is because this model emphasizes more on the fact that employees like any other shareholder are equally important in influencing organizational outcomes. In fact the interest of the various groups must be fused and factored in the creation of HRM strategies and ultimately the creation of business strategies.

A critical analysis of the model shows that it is deeply rooted in the human relations tradition. Employee influence is recognised through people motivation and the development of an organization culture based on mutual trust and team work. The factors above must be factored into the HR strategy which is premised on employee influences, HR flows, reward system etc. The outcomes from such a set up are soft in nature as they include high congruence, commitment, competencies etc. The achievement of the crucial HR outcomes has got an impact on long term consequences, increased productivity, organizational effectiveness which will in turn influence shareholder interests and situational factors hence making it a cycle. It is thus important to note that the Harvard model is premised on the belief that it is the organization's human resources that give competitive advantage through treating them as assets and not costs.

(b) The Michigan/Matching Model

The Michigan model was propounded by Fombrun Tichy and Devanna (1984) at the Michigan Business School. They also named this model a matching model of HRM. Precisely, the matching aspect of this model demonstrates that the model is inclined towards the harder side of HRM. This is because the matching model emphaizes more on "tight fit" between the HR strategy and the buisness strategy.It demands that

available human resources must be matched with jobs in the organization.The HR strategy must be highly calculative in terms of the quantity of the human resources required to achieve the objectives enshrined in the business strategy.

Business strategy takes the central stage in this model hence human resources are taken like any other resource which must be fully utilised together with the other resoruces to achieve organizational objectives.Evans and Lorange (1989) argue that the Michigan model is based on the "product market logic" which demands that to gain high profits labour must be obtained cheaply, used sparingly, developed and exploited fully.Moreover, Devanna (1984) the point of departure in the Michigan Model is the pre-eminence and pre-dominance of a business strategy, which must strictly be achieved by the available resources regardless of whether, they are able to do so or not. In fact the business strategy must be achieved through minimum labour costs enhanced by structural re-organization, Performance Related Pay and staff reduction.

This models can be linked in this study in a way that, Harvard model emphasis on organization's culture on human relation to influence performance of the employee through mutual trust, motivation and team work, hence organization's performance depend on the outcome of HR manger's strategies toward human resource to influence and motivate employees to perform better. Moreover, matching model, emphases on matching between human resource manager strategies and organization strategies, human resource manager and employees are the stakeholders of the organization hence good relationship between both side influences performance of the organization.

Furthermore, Organisations are continually examining ways to improve competitiveness and profitability. Central to these objectives is the effectiveness and efficiency of supervisor-employee relationship in the organization. A business seeking to improve performance will use its employee relations processes to encourage an effective workforce as a way of adding value to all areas of its organisational performance as well as focus on using specific strategies to retain, reward and motivate effective and skilled employees.

2.8   Summary of Chapter

The chapter covered literature review where important elaboration of variables is covered. It covered definitions of key concepts, theories and concepts related to variables. The following chapter (3) will dwell on research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Study Design

This study employed a cross sectional research design. Cross sectional research design is applicable where either the whole population or subset of the study population is selected from which data is collected to meet the objectives of the study. It is called cross sectional because the study normally intends to find out what is happening about the phenomenon at the time of undertaking it (Pine *et al.,* 1997). The choice of this research design was based on the consideration that the study explores the hospitality sector and managerial modality given its current state of affairs. This means, the study design was more suitable for the study.

3.2   Study Area

The study was conducted in Dar es Salaam region involving the three Municipals of Ilala, Temeke and Kinondoni. Dar-es-salaam is the largest business city in Tanzania. The city is located along the cost of the Indian Ocean, in the east of the country. According to the 2012 population census, Dar es Salaam accommodates nearly 5 million people. Moreover, The city of receives many visitors compared to other regions of Tanzania, data by Tanzania Civil Aviation Authority indicates that the number of passengers arriving at Julius Nyerere International Airport- JNIA grew by 145% between 2004 and 2014. The increase in both, frequency of flights and new airlines servicing the airport, led to this growth is the result of rising interest from corporate travellers as well as the country's leisure sector benefiting from Kenya's recent insecurity issues. Hotel demand is driven by regional and local corporate travel,

followed by international corporate and leisure travel. It is estimated that Dar provides more than 35% of Tanzania's hotel room supply. The Hotel market supply has remained relatively stable in the past five years, with new supply entering from 2017, provided occupancy of 66% in 2015, compared to 71% in 2014.

3.3   Study Population

The study involved 120 workers and managers/supervisor in the hospitality/hotel industry in Dar es Salaam from the three municipals of Kinondoni, Temeke and Ilala. Below were inclusion and exclusion criteria. The total number of respondents involved in the study was 120.

3.3.1   Participants Inclusion Criteria

People working in hotels in Dar es Salaam and hotels representatives from managerial position (managers, supervisors and owners).

3.3.2   Participants Exclusion Criteria

Cognitive impairment, refusal to give consent and those not mentioned in the inclusion criteria.

3.4   Sampling Procedures and Sample Size

3.4.1   Sample Size

Based on the study, purposive sampling was used during selection of hotels and respondents**.** Purposive sampling refers to purposive selection of participants in the study considering a number of characteristic based on a phenomenon being investigated (Babbie, 1992:183). In this regard, respondents were selected based on their job positions as either employee or managers/supervisor of employees in selected hotels. In this case, a total of 35 hotels were selected for data collection, 1

supervisor/manager/owner from each hotel and 5 employees from each of the hotels were selected as respondents. The Table 3.2 presents the sample. Furthermore, sample size determination due to the unknown number of population of workers from hotel industry, the below formula used to determine the sample size for the study.

$n \geq z^2 (p) (1-p)/d^2$

Where:

z = standard normal deviation set at 90% confidence level

p = percentage picking a choice or response (30%)

d = confidence interval (0.05) 0.2025

$n \geq (0.90^2) (0.5) (1-0.5)/ 0.05^2$

$n \geq 81$

This means that the sample size for the study should be not less than 81 people to represent the whole population for the study. Therefore, due to the sample size determination the sample size for the study was 120 people which represented the reliable and validity of the data collected from all three municipals as it shown in the Table 3.1.

Table 3.1Sample Size and Description

S/N	Municipal	No of Hotels	No of Employees	No of Supervisors	Total
1	Kinondoni	10	50	10	60
2	Ilala	5	25	5	30
3	Temeke	5	25	5	30
Total					120

Source: Field Data (2017)

3.4 Types of Data and Methods Used

In the course of the study, the researcher collected qualitative and quantitative data, both secondary and primary sources of data. Qualitative data was collected regarding strategies of supervisors' to enhance their relationships with subordinate employee, employee perception on their relationship with supervisors and the effects of such relationship to job performance.

Qualitative data on the other hand was collected especially on job performance of employees and on social demographic characteristic of respondents including gender, age, income earning, customer –employee ratio and other quantitative information. Primary qualitative data was obtained from the respondents though interview and focus group discussions where by quantitative data was obtained through self-administered questionnaires.

On the other hand, secondary information was obtained through reviewing of documents being guided by a checklist, which the researcher prepared prior to field work. Documents including employee turnover and performance from hotels, published reports on Tanzania hospitality industry, academic and newspaper articles on the subject of the study were explored for secondary data collection.

3.5 Data Collection Methods and Instruments

Interviews, questionnaire and Focus Group Discussions (FGD) were used during collection of primary data. These methods were used sometimes together to ensure checks and balances as they complement one another. The use of three methods all together was to ensure validity and reliability of the collected data.

3.5.1 Questionnaire

A questionnaire is a series of questions asked to individuals to obtain useful information about a given research topic. During data collection for this study, self-administered questionnaires were used as stated above. The respondents were given questionnaires with a series of both closed and open ended questions. Through questionnaires, respondents provided information about their social demographic information, strategies for employee – supervisor relationship, employees' performance and turnover.

3.5.2 Interview

Interview can be structured or unstructured. Given the nature of study, the researcher used both structured and unstructured interviews for data collection. Interviews intend to get a deeper understanding of the respondents on the subject matter in a detailed and unlimited manner. For instance, the researcher was able to understand strategies by supervisors to enhance their relationship with employee for improved performance, the perception of employees on their relationship with respective supervisors and the effects of such relationship on employees' performance. Interview was applicable for both supervisors and the employees.

3.5.2 Focus Group Discussion

Focus Group Discussion is among the methods of data collection in research. Under this method, a researcher normally moderates a discussion by throwing questions to the group of respondents. The researcher collects the information emanating from the discussion amongst respondents concerning the phenomenon of study. This method is resourceful as it brings together different perspectives from different social groups on

a topic of study. It also encourages respondents to give information without fear. The researcher used this method for detailed views of respondents on supervisor – employee relationship. Three FGDs were held, one in each of the Municipals, Kinondoni, Ilala and Temeke respectively. During the FGDs, separate sessions were organized for supervisors and employees to provide conducive environment for respondents from each side.

3.7 Data Analysis

3.8.1 Qualitative Data

The researcher used thematic analysis in analyzing qualitative data. Thematic analysis is an approach whereby data are grouped under themes and sub-themes based on the objectives of the study (Alhojailan, M. I., and Ibrahim, 2012). Data were sorted and organized under three main themes and sub themes therefore. Those themes included strategies by supervisors to enhance their relationship with employee, perception of employees on their relationship with supervisors, and effects of supervisor –employee relationship on job performance. Moreover, the researcher used Dedoose software during analysis of qualitative data. Dedoose is designed to enable researchers easily organize, analyse and present qualitative data. In this case, data were typed entered into the coded descriptors of Dedoose software. Afterwards, the researcher was able to obtain the data in terms of graphs and tables and in respondents' quotes.

3.8.2 Quantitative Data Analysis

The researcher used Statistical Data Packages for Social Scientists (SPSS) for the analysis of Quantitative data. Data was sorted, coded and entered into the SPSS software. After data entry, the researcher was able to present that in descriptive

statistics including frequencies, mean, and percentages and making cross tabulations of variables to check the relationships. Quantitative data were presented in tables and graphs.

3.9   Ethical Issues and Considerations

The study was adhered to all ethical issues. Ethical issues are crucial in research since they guide the researcher on what is permissible. The researcher observed all ethical issues including informed consent, confidentiality of information, privacy and anonymity of respondents. In addition research clearance was obtained from the Open University of Tanzania after following all procedures as required.

3.10   Validity and Reliability of the Study

To ensure validity and reliability, a questionnaire were reviewed by lecturers and fellow Masters Students at the Open University of Tanzania for soliciting comments. Comments used to improve research questions and data collections tools. In addition, a pilot study was conducted prior to the field data field. Interview and self-administered questionnaires were administered at to a certain number of people out of the study population before commencement of actual data collection exercise. The pilot study was enabled the researcher to improve on data collection tools.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1   Introductions

This chapter provides interpretation of findings, data analysis and discussion of the findings based on the objectvies of the study. It starts by interpretating the data collected from the field and afterwards provides analysis and then discusses the findigns based on the findings of other scholars.

4.2   Interpretation of the Results

4.2.1   Social Demographic Information

4.2.1.1 Gender

Most of respondents were female accounting for 76 (63%) of the total number of respondents and male were 44 (37) out of 120 as indicated in Table 4.1.

4.2.1.2 Highest Level of Education

Level of education was another social demographic aspect of the studied respondents since the study dealt with employees. The study revealed that 80 percent of the employees had attained a University education and the rest had secondary education qualifications. For managers, all of them (100%) were found to have attained university level of education.

Table 4.1: Gender and Highest Level of Respondents

Employees			Managers			Managers and employees		
Education	Frequency	percentage	Education	frequency	Percentages	Gender	Frequency	Percentage
Secondary	16	20	Secondary	00	00	Male	44	36
University	64	80	University	40	100	Female	76	64
Total	80	100		40	100		120	100

Source: Field Data (2017)

4.2.1.3 Job Positions of the Employees

Respondents were asked about their job positions. Results shows that most of employees were at customer care services (receptionists) accounting for 50 percent. The position was followed by restaurant waiters/waitress who accounted for 25 percent, bar restaurant waiter/waitress 12.5, and cleaners 12.5 percent were cleaners as shown in Table 4.2.

Table 4.2: Job Positions of Employees

Job Tittles	Frequency	Percentage (%)
Receptionist	40	50
Restaurant waiter/waitress	20	25
Bar waiter/waitress	10	12.5
Cleaners	10	12.5
Total	**80**	**100**

Source: Field data (2017)

4.3   Employees' Perception on their Relationship with Managers

One of the objectives of this study was to find out how employees perceive the existing relationships between them and their supervisors. Respondents were asked to rate their relationship with their managers in three aspects, which are friendly, neutral and hostile. According to the findings 50 percent of the respondents (employees and managers) felt the relationship was friendly whereby 27percent felt it was hostile and 23 percent felt it was neutral. Table 3, bellow show the results of the perception of the relationship between employees and supervisors in hospitality industries (hotels).

Table 4.3: Perception of Relationship between Employees and Supervisors

Relationship	Frequency	Percent
Hostile	11	27
Friendly	20	50
Neutral	9	23
Total	**40**	**100**

Source: Field data 2017

To be more precise in investigating the perception between employees/supervisors relationship, the researcher asked respondents how frequently the management held meetings to discuss work related affairs with managers. Meetings were categorized into Manager-employees meetings – those convened by managers; employee-manager meetings- those requested by employees and the results were as follows:

It was revealed by 65 percent of the respondents that there was very frequently (Manager-employee meeting) and 35 percent revealed that Manager- Employees meeting were frequently. On the other hand, Employee Manager meeting, respondents felt they were frequently being held (42%), very frequently held (38%), and rarely held (20%) as shown in Figure 4.1.
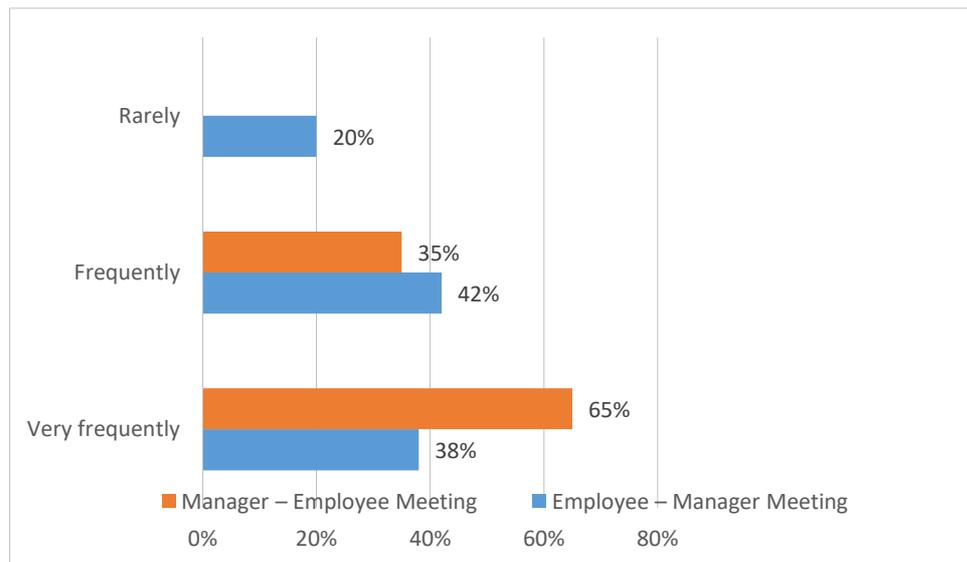
Figure 4.1: Frequency of Meetings
Source: Field data (2017)

4.3.1 Employees Perception on Internal Communication Situation with Managers

Researcher explored the perception of employees on internal communication channels used by the management to share information with employees. It was found out that

70 percent of interviewed employees said the internal communication with managers was good and 30 indicated that communication between them and the management excellent as showing in the table below.

Table 4.4: The Employees Perception Situation of Internal Communication With Managers

Perception	Frequency	Percentage (%)
Excellent	24	30
Good	56	70
Total	**80**	**100**

Source: Field data (2017)

4.3.2 Employees Suggestion Scheme

The research explored on how employees provide suggestions to managers, and the results suggested that 72 percent of respondents or employees said they were often given opportunities to give suggestion to their supervisors and 28 percent had never been given any opportunity for their suggestions to be heard. Figure 5 elaborates the results.
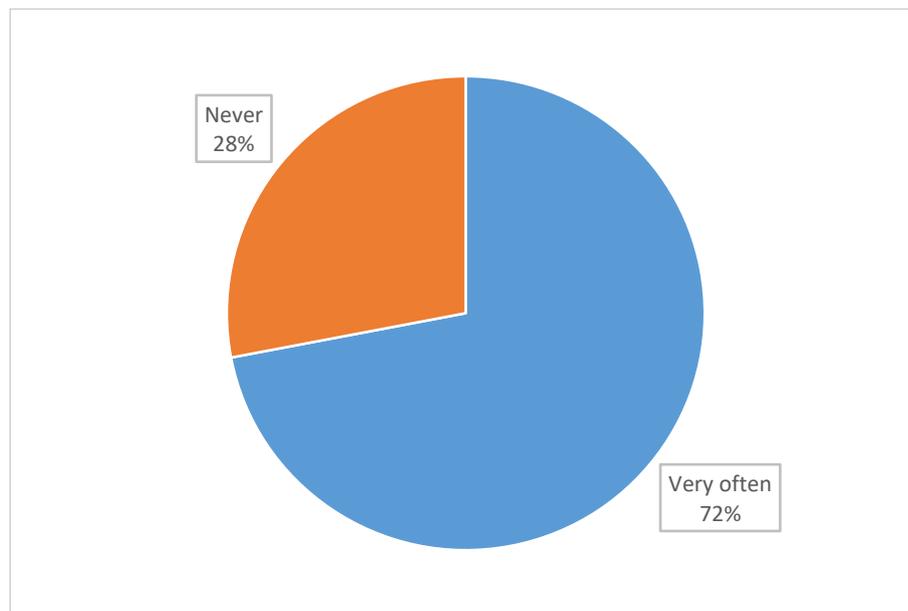
Figure 4.2: Response by Employees

Source: Field data (2017)

4.3.3 Perception on Employees' Involvement

Perception of employees' involvement was another variable to employee's perception on relationships with managers. The findings revealed that 100 percent of managers often involved their subordinates in decisions whereas 68 percent of employees felt being involved. Figure 4.3 illustrate the perception on employee's involvement.
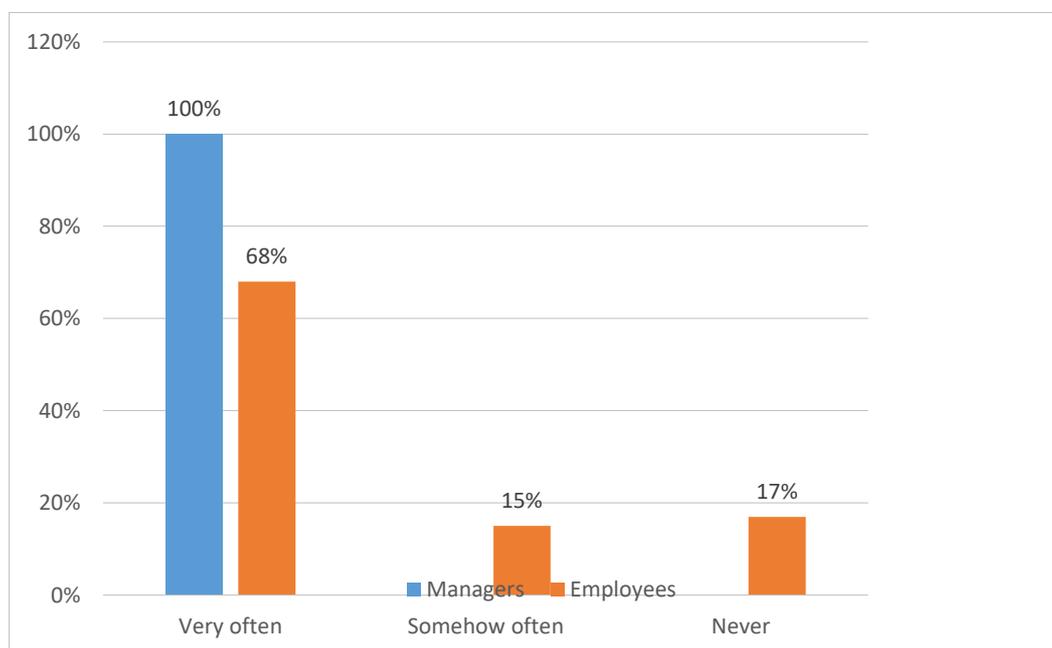
Figure 4.3: Perception on Employee's Involvement
Source: Field Data (2017)

4.3.4   Feeling of Employees on Supervision Style

Researcher asked how employee feels the style of supervision from their managers. Employees explained how they feel about the supervision style and the results were rated into very close, close and somehow close. In this case, 34 (42 percent of employees) felt closely supervised, 32 (40 percent) felt somehow closely supervised, and the remaining 14 (18 percent) felt very closely supervised. Table 4.5 summarized the results of feelings of employees on supervision style in hotel.

Table 4.5: Feeling of Employees on Supervision Style

Supervision	Frequency	Percentage (%)
Very close	14	18
Close	34	42
Somehow close	32	40
Total	**80**	**100**

Source: Field Data (2017)

4.4 Strategies for Enhancing Relationship with Subordinates for Better Performance

Out of 80 employees who responded in the study, 77% revealed that information from management to employees was shared through staff meetings while 23% indicated that information sharing between the two sides was done through staff meeting and social media especially WhatsApp groups. This were among of the strategies to enhance the relationship between management and employees.

4.4.1 Rewarding Good Performance

Apart from other issues, the study investigated on the kind of rewards employees received for their good performance. Findings indicate that 32 percent of employees were oftenly rewarded whereby 25 percent said they are very often rewarded for better performance, 20 percent said their rarely rewarded for their better performance while 23 percent had never received a rewarded related to job performance as shown in the Table 4.6.

Table 4.6: Response by Employees on Rewarding Good Performance

Response	Frequency	Percent
Very Often	10	25
Often	13	32
Rarely	8	20
Never	9	23
Total	**40**	**100**

Source: Field Data (2017)

4.4.2 Kind of Reward

Researcher asked which method was used to reward the best employee among two suggested ways. The study found out that 58 percent of interviewed employees were rewarded through financial bonus whereby 42 percent were rewarded by receiving Certificate of Recognition. The results are summarized as illustrated by Table 4.7.

Table 4.7: Kind of Reward

Type of Reward	Frequency	Percentage (%)
Financial bonus	46	58
Certificate of Recognition	34	42
Total	**80**	**100**

Source: Field Data (2017)

4.5 Discussion of the Findings

The aim of this study was to find out how employee supervisors relationships affect work performance in hotels. Specifically, the study explored on the perception of employees on their relationship with their supervisors, the effect of the relationship between the two sides on job performance and strategies that supervisors use to enhance the relationship with their subordinates in order to enhance their performance.

4.5.1 Perception of Employees on Relationship between Subordinates

The findings revealed that about 50 percent of respondents felt friendly with their managers or supervisors. This kind of friendship is vital for job performance in all levels of employees and their supervisors since it enhance the level of interactions between employees and their employer. Friendly relationship provides conducive working conditions for the employees resulting to better performance.

The finding is supported by a study of Ruya (2014) as he found out that when supervisors show concern about employees' feelings and personal well-being, employees may believe their supervisors sincerely care about them, not only due to business issues, and, therefore, be more committed to the organization. If employees feel friendly to their managers they likely to work hard leading to better performance and achievement of company's goals.

Connected to the above, study by Okoth (2014), informs that employees perform highly with special focus on security, firmness in service, team work, meeting of targets, diligence in service, decorum and etiquette, high professionalism, serving with a human face and speed. There is however a fair level of adequate response to challenges faced by customers, service with fairness and justice, sensitivity to customers' requirements and understanding to customers and management. It is however also seen that the employees do not handle difficult situations calmly.

4.5.2 The Effects of Employee Supervisor Relationship on Job Performance

In another aspect, the researcher explored the supervision style of managers to their employees where 18 percent of interviewed employees felt very closely supervised,

42 percent felt closely supervised and 40 somehow closely supervised. This result is in line with study by Wanjala (2014) on influence of leadership style on job performance, the study found out that based on the relationship between the employees and the manager there was either a positive or negative influence on the job performance.

The study revealed that there was a negative influence of encouraging staff to participate in decision making on the job performance, positive influence of think and say 'we' rather than 'I' on the job performance and a negative influence of believes only their ideas are best on the job performance of the respondent.

Kim et al., (2010) noted, employees value the relationship quality of their bosses and therefore, they are less likely to change their jobs. Furthermore Graen et al., (1995) considered high quality superior-subordinate relationships leads to partnerships which is characterized by behavioural and emotional exchanges of loyalty and support. In such kind of relationships, subordinates have more opportunities for self-expression, information exchange and emotional support since they share a kind of informal relationship with seniors

Researchers have indicated employees' perceptions of their supervisors' behaviours improve organizational performance by building organizational trust (Reinke, 2004) and has a positive relationship with the leader's personal values (Washington, Sutton, & Field, 2006).

4.5.3 Supervisors Strategies to Enhance Relationship with Subordinates for Better Performance

On the other hand the findings explored the strategies which were used by supervisors in enhancing better performance for employees. Strategies investigated by researcher in this study were communication, meetings between supervisors and employees rewarding as motivation for better performance. In communication strategy the findings showed that internal communication between managers and employees enhance work performance, 30 percent of interviewed staff said communication was excellent and 70 percent communication was good between them and supervisors/managers. These results somehow predict the existing of relationship between employees and managers. A study by Lather *et al.,* (2015) pointed out the significance of communication in enhancing relationships at work place as means of increasing organization turnovers. He argued that Communication is a vehicle that builds relationships between superiors and subordinates. Good quality of communication between superiors and subordinates provides a platform for self – expression and information exchange.

Similarly, the study explored the channels of information flows among employees and supervisors. It was revealed that 77 percent of employees received information from management on their performance through staff meeting and 23 percent of the employees received information from management through Social Media particularly WhatsApp.

Furthermore researcher explored rewarding as means of enhancing relationships between employees and supervisors in the work place. The findings pointed out that

out of employees interviewed 25 percent were often rewarded after better work performance and 32 often rewarded for better performance. This result indicate that managers use rewarding as means of motivating staff to work hard for achieving organization or firms goals. Employees were rewarded by financial bonus and others were given certificate of recognition after better performance.

Various scholars explored factors that influence job performance. For example, Du Plessis, Toh, & Chen (2013) reveals that there is a relation between job performance and the organizational reward system and reward schemes such as pay, benefits, promotions and other financial benefits greatly contribute to job performance in the workplace. Job performance improves when pay and promotion are seen as fair and reasonable; equal pay for equal work and fairness in promotion. However there were other factors that influence relationships and job performance to employees. This is motivation which comprises financial bonus, job security, recognition, motivational talks and promotion (Du Plessis, 2015).

Another scholar proposed that training of staff is a key strategy in improving job performance. It leads to staff acquiring of new skills and job competence and hence they become capable of handling their daily activities properly (Azman *et al*., 2009).

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1   Summaries of the Findings

All the employees involved in the study strongly agreed that relationship with their managers' weather negative or positive affects their performance. On same note, managers recognized that involvement of workers in decision making is very important in ensuring high performance of the employees.

In terms of performance feedback from supervisors, all the 80 hotel employees strongly agreed that they frequently receive feedback regarding performance especially on areas for improvement from respective managers. Similarly, all interviewed managers informed the researcher that they do provide feedback on employees' performance regularly.

It was revealed by 90% of the employees that good working relationship is being maintained through regularly meetings between managers and subordinates /employees. Similarly, managers/supervisors mentioned staff meeting as the main procedure to maintain good relationship between the two sides.

However, about 18% of the employees revealed that sometimes they experience harassments from their managers as they fail to reach certain performance targets. Whereby all the 80 (100%) of the employees revealed that their professional skills had been increasing due to performance feedback provided to them by their supervisors.

5.2   Conclusion

The study found out that most of employees perceive their managers friendly and other work very closely with their supervisors. It is also found out that the closely working of employees with their managers enhance relationships, which turn into improved productivity. Other factors which suggested affecting the employee's relations were supervision style and internal communication by managers, where the closely and friendly supervision is a likely to enhance workers productivity or performance.

The findings revealed the strategies that had been employed by supervisors in enhancing relationships between employees and managers. The study pointed out the strategies for enhancing employee relations as means of improving workers performance in hotels. These were rewarding system and regular staff meetings. Majority of employees were often rewarded through financial bonus and others were appreciated through awarded Certificate of recognition. Almost eighty percent of respondents acknowledged that the information flow were through staff meetings where managers provides feedback to employees on their performance.

5.3   Recommendations

Based on the findings, the following recommendations are hereby suggested:

(i)   Hotels should implement effective and implementable strategies which provides friendly working environment that leads to better performance. Those strategies include training, good salary, recognition from Management, and good career development programmes by employees.

(ii)   Hotels' management should put in place proper communication channels for communicating performance feedback to their employees. This will make employees feel valued and trusted by their managers.

(iii)   Involvements of employees by supervisors in decision making on matters relating to job performance is the key in improving workers performance in hotels.

5.5   Limitations of the Study

Every study is subjected to limitations due to errors and bias. Firstly the area of study was just a single region (Dar es Salaam) in the country which exclude other region in the country where the possibility of variation in study population is likely inevitable. The sample size is small which does not represent population of hotels employees in the whole country. In future, larger sample may be opted. Secondly, some employees were reluctant to fill questionnaires they deemed unsafe when reporting exact answers. This posed a great challenge to the research as the researcher had to take a longer time to find employees who were willing to provide adequate information.

REFERENCES

Adebayo, S. O. and Ogunsina, S. O. (2011). Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State. *Journal of Management and Strategy*, *2(3),* 13-20.

Alhojailan, M. I., and Ibrahim, M. (2012). Thematic Analysis : A Critical Review of its Process and Evaluation. *WEI International European Academic Conference Proceedings*, *1*(2), 8–21.

Armstrong, M. (2005). *Armstrong's Handbook of Management and Leadership: Approaches to HRM and L&D*. New York: Kogan Page Limited Publishing.

Azman, I., Ching S. L. L., Mohd, N. A., Dollah,, F. N., and Boerhannoeddin, A. (2009). Relationship between supervisor's role and job performance in the workplace training program. Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak. Kuala Lumpur, Malaysia.

Bach, S.. (2005). *Managing human resources*. *4th Edition.* Oxford: Blackwell.

Beer, M., Spector, B., Lawrence, P., Mills, Q., and Walton, R. (1984). *Managing human resource assets*, New York: Free Press.

Blanchard, P. N.; Thacker, J. W. (2007). *Effective training: systems, strategies, and practices.* Washington DC: Pearson Prentice-Hall.

Boxall, P., and Steeneveld, M. (1999). Human resource strategy and competitive advantage: A longitudinal study of engineering consultancies. *Journal of Management Studies, 36*(4), 443-444.

Braun, V., and Clarke, V. (2006). Thematic Analysis Revised on 1st May 2016 from: http://dx.doi.org/10.1191/1478088706qp063oa.

Brunetto, Y., Xerri, M., Shriberg, A. Farr-Wharton, R., Shacklock, K., Newman, S. and Dienger, J. (2013). The Impact of Workplace Relationships on Engagement, Well-being, Commitment and Turnover for Nurses in Australia and the USA. *Journal of Advanced Nursing, 69(12),* 2786–2799.

Chaudhry, S. M., Sohail, F., and Riaz, N. (2013). Impact of Employee Relation on Employee Performance in Hospitality Industry of Pakistan. *Entrepreneurship and Innovation Management Journal 1(1),* 60-72.

Chiaburu, D. S., and Tekleab, A. G. (2005). Individual and contextual influences on multiple dimension of training effectiveness. *Journal of European Industrial Training*, *29(8),* 604-626.

Claydon, T., and Beardwell, J. (2007). *Human resource management: a contemporary approach. 5th edition*. London: Prentice Hall.

Condly, S. Clark E., and Harold, D. (2005). The Effects of Incentives on Workplace Performance, *Performance Improvement Quarterly, 16(3),* 46-63.

Coyle-Shapiro, J., Hoque, K., Kessler, I., Pepper, A. Richardson, R., and Walker, L. (2013). *Human Resource Management,* London: University of London

Davis, B., Lockwood, A., Alcott, P., and Pantelidis, I. (2012). *Food* and *Beverage Manager. 5th ed*. New York: Routledge.

DeVanna, M. A, Fombrun, C. J., and Tichy, N. M. (1984).*A Framework for Strategic Human Resource Management, in Fombrun*, New York: John Wiley.

Du Plessis, A.J. (2015). *Contemporary theory and practice.* Cape Town: Juta Publishers.

Elangovan, A. R., and Karakowsky, L. (1999). The role of trainee and environmental factors in transfer of training: an exploratory framework. *Leadership and Organization Development Journal, 20(1),*268-275.

Evans, P., and Lorange, P. (1989).*'The two logics behindHuman Resource Management*: Manilla: MacMillan.

Facteau, J. D., Dobbins, G. H., Russell, J. E. A., Ladd, R. T., and Kudisch, J. D. (1995). The influence of general perceptions of the training environment on pretraining motivation and perceived training transfer. *Journal of Management*, *21(1),*1-25.

Folger, R. and Cropanzano, R. (1998). *Organizational justice and human resource Management*. London: Sage Publications Inc.

Fombrun, C. J. (1984). The External Context of Human Resource Management. *Strategic Human Resource Management, 12(4),* 34 – 47.

Halai, A. (2006). Ethics in Qualitative Research: Issues and Challenges. *Journal of Working Paper. 4*(4), 1–13.

Harris, K. J., Kacmar, K. M., and Witt, L. A. (2005). An examination of the Curvilinear Relationship between Leader – Member Exchange and Intent to Turnover. *Journal of Organizational Behaviour, 26*(2), 363-378.

Hunter, G., Tinton, T., and Mannal, C. (2010). *Hospitality Supervision, Level 3*. Hampshire: Cengage Learning EMEA.

International Labour Organization (ILO), (2010). *Sectoral Activities Programme. Developments and Challenges in the Hospitality and Tourism Sector.* Geneva: ILO.

Kim, B. C., Lee, G., and Carlson, K. D. (2010). An Examination of the Nature of the Relationship between Leader – Member – Exchange (LMX) and Turnover Intent at Different Organizational Levels. *International Journal of Hospitality Management, 29(4),* 591-597.

Lather, S. A., and Singh, A. (2015). A Study of the Impact of Workplace Relationships on Turnover Intentions. *The International Journal of Business and Management*. 2(1), 24 – 41.

MacNeil, M. C. (2004). Exploring the supervisor role as a facilitator of knowledge sharing in teams. *Journal of European Industrial Training*, *28(1),*93-102.

Manning, G., and Curtis, K. (2009). *The Art of Leadership (3rd ed.).* New York: The McGraw-Hill.

Miller, J. E., Walker, J. R., and Drummond, K. E. (2007). *Supervision in the Hospitality Industry, Applied Human Resources.* New Jersey: John Wiley and Sons.

Morrison, R. (2004). Informal Relationships in the Workplace: Associations with Job Satisfaction, Organizational Commitment and Turnover Intentions. *New Zealand Journal of Psychology, 33(3),* 114-128.

Mossholder, K. W., Settoon, R. P., and Henagan, S. C. (2005). A Relational Perspective on Turnover: Examining Structural, Attitudinal, and Behavioral Predictors. *Academy of Management Journal, 48(4),* 607-618.

Nijman, D. .J. J. (2004). *Differential effects of supervisor support on transfer of training,* Enschede: University of Twente.

Noe, R. A. (1986). Trainee attributes and attitudes: neglected influences on training effectiveness. *Academy of Management Review, 11(3),* 736-149.

Noe, R. A. (2008). *Employee training and development*, New York: McGraw Hill.

Okoth, N. H. (2014). *Effects of reward management on employee performance in Hotels in North Coast, Kenya*. Nairobi: University of Nairobi.

Ruya, H. (2014). "Hotel employees' perceptions of supervisors' servant leadership behaviors, and relationships with employees' affective commitment" Graduate Theses and Dissertations. Rome, Italy.

Stone . J. R. (2013). *Managing Human resource 4th edition.* New York: John Wiley & Sons.

Sturman, M. C., and Park, S. (2016). The changing relationship between supervisors and subordinates: How managing this relationship involves over time. *Cornell Hospitality Report, 16*(13), 3-8.

Tahir A., Mehmood S, and Ramzan, D, (2013). Managing Performance through Reward System, *Journal of education and Research for Sustainable Development, 3(1),* 12-24

Taylor, M. S., and Muchinsky, P. M. (1976). Intrasubject predictions of occupational preference: The effect of manipulating components of the valence model. *Journal of vocational behavior*, *8(2),* 185-195.

Torrington, D., L. Hall, Taylor, S., and Atkinson, (2011). *Human resource management.* London: Prentice Hall.

Wanjala, M. (2014). The influence of leadership style on employees' job performance in the hospitality industry: Case study of Safari Park Hotel. United States international University Africa. Nairobi, Kenya.

APPENDICES

Appendix I: Interview Guide for Employee Supervisors/Managers

THE INFLUENCE OF SUPERVISOR EMPLOYEE RELATION ON EMPLOYEES PERFORMANCE IN HOSPITALITY INDUSTRY, THE CASE OF DAR ES SALAAM

About this research

This study is done by Adeline Nehemiah Majule, registration number Pg 2016/10740 from Open University which aims to investigate on the relationships between supervisor/HRs and employee and the way they affect performance of employees of Hotels in the City of Dar as Salaam. All information gathered by this research will be held in the strictest confidence. Under no circumstances will researchers publish, release or disclose any information on, or identifiable with, individuals or organizations. The research involves supervisor/manager or employer of hotels in Dar es Salaam

1. What kind of procedure are you implementing for resolution among employees while maintain optimal working relationship to influence good performance in the organisation?

2. Is there any attendance record or attendance policy?

3.   If an employee is tardy, misses work or does not adhere to her/his schedule what action are you take?

4.   Do you have any compensation or any kind of opportunity to career progression?

5.   What kind of strategies are you using to maintain good relationship with your subordinates while maintain good performance to the organisation?

Appendix II: Research Questionnaire for Employees/Subordinates

About this research

This study is done by Adeline Nehemiah Majule, registration number Pg 2016/10740 from Open University which aims to investigate on the relationships between supervisor/HRs and employee and the way they affect performance of employees of Hotels in the City of Dar as Salaam. All information gathered by this research will be held in the strictest confidence. Under no circumstances will researchers publish, release or disclose any information on, or identifiable with, individuals or organizations. The research involves supervisor/manager or employer of hotels in Dar es Salaam.

Section A; Social demographic characteristics

Please from below questions tick [√] a response for each question and specify as required on specific question as directed.

1. Sex

    a. Male

    b. Female

2. Age 'between'

    a. 15-25

    b. 26-36

    c. 46-47

    d. 47 and above

3. Marital status

   a. Single

   b. Living together

   c. Married

   d. Divorced

   e. Widow/er

4. What is your highest level of education

   a. None

   b. Primary

   c. Secondary

   d. Advanced level

   e. University

   f. Postgraduate qualification

Section B; Social economic characteristics

5. What is your position in your organisation? (Specify)

   …………………………………………………………………………………

   …………………………………………………………………………………

6. What is your working hours per day

   a. 5-8 hours

   b. 9-12 hours

    c. 13-15 hours

    d. 15 hours and above

7. How do you perceive you relationship between you and your supervisor/ manager?

    a. Hostile

    b. Friendly

    c. Neutral

8. How frequently do you have any kind of casual meetings between employees and manager/supervisor?

    a. Very frequently

    b. Frequently

    c. Rarely

    d. Very rarely

    e. Never

    f. Occasionally

9. How do you think about internal communication between top management and employees

    a. Excellent

    b. Good

    c. Poor

    d. Very poor

10. Do you usually use employees' suggestion scheme in the hotel management?

    a. Very often

    b. Sometimes

    c. Rarely

    d. Never

11. How likely does your supervisor/ manager involving you in decision making especially on matter that affects you?

    a. Very likely

    b. Somewhat likely

    c. Very little

    d. Not likely

12. What kind of supervision are your receiving from your supervisor/manager?

    a. Very close

    b. Close

    c. Minimum

    d. None

13. How do you share important facts and news about the organisation among employees?

(Specify)……………………………………………………………………

……………………………………………………………………………

…………………………………………………………………………………

…………

14. Are you receiving any kind of rewards/ motives related to your performance from your supervisor/manager?

    a. Very often

    b. Sometimes

    c. Rarely

    d. Never

15. What kind of rewards are you receive from your supervisor/manager if there is any?

    a. Financial

    b. Material

    c. Vacation

    d. Training

    Other

    (specify)……………………………………………………………………

    ………………………………………………………………………………

    …………………………………………………………………………………

    ……...

16. Do you think the relationship between you and your supervisor/ manager or employer affects your performance towards the improvement of organisation services?

    a. Strongly agree

b. Agree

c. Disagree

d. Strongly disagree

e. Neutral

17. If you agree in question (16) how does it affect and if you disagree how does it
    not affect the performance?

    Specify……………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    …………………………………………………………………………………....

18. Do you agree that receiving feedbacks and be involved in decision making by
    your supervisor/manager is useful to improve your performance in hotel?

    a. Strongly agree

    b. Agree

    c. Disagree

    d. Strongly disagree

    e. Neutral

19. Is there any kind of harassment or discrimination are you receiving from your
    manager/ supervisor or employer

    a. Most of the time

    b. Some of the time

    c. Seldom

d. Never

20. Is your professional skill increasing in the performance of hotel job due to good internal communication?

a. Strong Agree

b. Agree

c. Neutral

d. Disagree

e. Strong disagree

Appendix III: Research Questionnaires for Employees/Subordinates

About this research

This study is done by Adeline Nehemiah Majule, registration number Pg 2016/10740 from Open University which aims to investigate on the relationships between supervisor/HRs and employee and the way they affect performance of employees of Hotels in the City of Dar as Salaam. All information gathered by this research will be held in the strictest confidence. Under no circumstances will researchers publish, release or disclose any information on, or identifiable with, individuals or organizations. The research involves supervisor/manager or employer of hotels in Dar es Salaam

Section A; Social demographic and socio-economic characteristics

Please from below questions tick [√] a response for each question and specify as required on specific question as directed.

1. Sex

   c. Male

   d. Female

2. Age 'between'

   e. 15-25

   f. 26-36

   g. 46-47

   h. 47 and above

3. Marital status

 f. Single

 g. Living together

 h. Married

 i. Divorced

 j. Widow/er

4. What is your highest level of education

 g. None

 h. Primary

 i. Secondary

 j. Advanced level

 k. Higher learning

 l. Other (Specify)…………………………………….…

5. How frequently do you have any kind of casual meetings with your subordinates?

 g. Very frequently

 h. Frequently

 i. Rarely

 j. Very rarely

 k. Never

 l. Occasionally

6. Do you usually involve your subordinate in decisions making, especially those decisions which affect them?

    a. Very often

    b. Sometimes

    c. Rarely

    d. Never

7. How likely are you providing feedback about performance of your subordinates?

    a. Very likely

    b. Likely

    c. Unlikely

    d. Very unlikely

    e. Neutral

8. What kind of procedure have you implementing for resolution in case of misunderstanding among employees or between you and your subordinates to maintain optimal working relationship which will not affect the

    Performance (specify)

…………………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

…………………………………………………………………………………

……………………………………………………………..

9. How do you perceive you relationship between you and your subordinates?

    d. Hostile

    e. Friendly

    f. Neutral

10. Do you think it is important to use employees' suggestion scheme for proper management of the hotel?

    a. Very important

    b. Important

    c. Slightly important

    d. Not important