

**Perceived National Cultural Values and Employees Job Satisfaction in the Nigerian
Hospitality Industry, Benin City**

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BENIN CITY,**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.)
DEGREE IN BUSINESS ADMINISTRATION**

SEPTEMBER, 2025

DECLARATION

I, **Favour Jumai OLOKO**, hereby declare that the work presented in this thesis is a genuine work done originally by me and has not been submitted elsewhere for the award of any degree. All sources of information referred to in this work are acknowledged with reference to the respective authors.

Favour Jumai OLOKO
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Date

CERTIFICATION

This is to certify that this thesis titled **“Perceived National Cultural Values and Job Satisfaction of Employees in the Nigerian Hospitality Industry, Benin City”** was carried out by **Favour Jumai OLOKO** in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City.

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Date

Dr. D.O. Ogbeide
(Ag. Head of Department)

Date

DEDICATION

This research work is humbly dedicated to **GOD ALMIGHTY**, who by His Grace has made this day possible. He kept me throughout my academic sojourn in this great citadel of learning and provided all my needs according to His riches in Glory through Christ Jesus. I am grateful, Lord Jesus Christ.

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ABSTRACT

This study examined the influence of perceived national cultural values and employees' job satisfaction in the Nigerian hospitality industry, Benin City, Edo State, Nigeria. Specifically, it assessed the relationship between perceived power distance, perceived uncertainty avoidance, perceived masculinity/femininity, perceived individualism/collectivism and perceived time orientation and employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria.

The survey research design was adopted for this study. The population of the study covered all employees of selected hotels in Government Reserved Area (GRA) Benin City, Edo State, Nigeria. A total of 425 copies of questionnaire were distributed while 413 copies were retrieved and found usable. Stratified random sampling procedure was used in administering the copies of questionnaire to sample respondents who are all employees of the selected hotels in Government Reserved Area (GRA) Benin City, Edo State, Nigeria. The data collected through questionnaire administration was analysed using descriptive statistics such as frequency distribution, mean and standard deviation. Multiple regression analysis was used to test the null hypotheses and estimate the research model using the Ordinary Least Squares (OLS) technique through the use of Statistical Package for Social Sciences (SPSS) Version 24.

The study reveals that there is a significant positive relationship between perceived power distance, perceived uncertainty avoidance and perceived masculinity and femininity and job satisfaction while also revealing that there is a positive and non-significant relationship between perceived individualism/collectivism and perceived time orientation and employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria. The study recommends that organisations in the hospitality industry ensure moderate power play and office politics, minimise the risk of uncertainty, consider and balance the masculine and feminine features in the organisations, ensure the collective and individual efforts of employees are recognised, appreciated and rewarded and take cognisance of the short or long term orientation and views of the employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globalisation has brought about a massive rise in businesses across the world (Andreasi, Lawter, Brockethoff & Rutigliano, 2012; Vincent & Iguisi, 2018; Thein, Auste, Currie & Lewin, 2010). There has been increase in both small and large-scale business organisation across the world and business managers have had to manage these organisations based on certain modes of behaviour (Andreasi *et al*, 2012; Grove, 2005; Pacheco, Westhuzian, Ghobadian, Webber & Regan, 2016). They have had to seek after, learn and adopt cultural practices that are presumed to have worked in different environments, especially in more civilised societies. Organisational leaders in developing countries have had to acquire Western education and practices for the purpose of applying such knowledge in managing their businesses (Adegboye, 2013; Vincent & Iguisi, 2018). In a bid to acquire Western education, organisational leaders often travelled outside the country or read foreign books. The experience exposes them to various management practices which they bring into their local environment and apply same to their businesses (Adegboye, 2013).

Unfortunately, some of these management practices that work well abroad often fail to fit into other countries (Pacheco *et al.*, 2016). Such has been the case for some management practices that have been applied to the Nigerian business environment, but with very little effect. This is not surprising especially for the fact that there has been series of studies on national culture across different countries that provide explanations to such tendencies. The earlier study on national culture as revealed in the works of Hofstede (1980), identified national culture along the continuum of power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and long term/short term orientation. The study revealed the differences in culture across countries around the globe. Researchers have

also applied the national culture on businesses and found that different countries have certain peculiarities in their management style which reflect their culture orientations (Grove, 2005; Vincent & Iguisi, 2018). For instance, in terms of individualism and collectivism culture, in Japan and China, there tend to be more collectivism than individualism and this is often noticed in the way managers manage employees in such countries (Thein, Auste, Currie & Lewin, 2010). In the USA and other Western countries, however there tend to be a difference in management style since the countries tend to be geared towards individualism (Hofstede, 1980, Thein *et al.*, 2010). Such individualistic culture is also reflected in the way managers manage their employees in such countries (Andreasi *et al.*, 2012). Therefore, management theories in these countries have probably been developed to suit the national cultures that are prevalent in the given countries.

In Africa, however, the national culture does not seem to fall into the classification of those of the Western national culture, yet most of the management practices in these countries have been adopted and seem to have been practised hook, line and sinker in African countries (Vincent & Iguisi, 2018; Sibani, 2018). Little wonder the perceived abysmal performance in many African firms. One of the important implications of the national culture on firms is in terms of job satisfaction level of employees (Andreasi *et al.*, 2012; Grove, 2005).

There has been inconsistency in the application of Hofstede dimension of culture in Nigeria. While some employers and managers uphold traditional cultural orientations, which fall under collectivism in the Hofstede classification, others practice something different (Dania & Oshodin, 2015; Sibani, 2018). Employees in these organisations often experience difficulty working with their managers. Perhaps the problem arises from the admixture of Western culture with African culture in managing the employees.

Hospitality industry is arguably one of the sectors where job dissatisfaction of employees has been largely felt (Hussein, 2017, Kara, Uysal & Mannini, 2012). This is not different from

the hospitality industry in Nigeria (Adeola, 2016; Okpara, 2010). This may be traceable to the national culture orientation of the managers in this industry. Issues relating to poor opportunity for career advancement, poor employee-manager relations and high volume of work have persisted as part of the working conditions in the Nigerian hotels (Adeola, 2016). This study intends to thoroughly investigate the influence that national culture is having on the job satisfaction of employees in the hospitality industry in Nigeria.

1.2 Statement of the Research Problem

There is an increasing number of studies on national culture both at local and global level (Andreasi *et al.*, 2012; Dania & Oshodin, 2015; Eskildsen & Kristensen, 2010; Grove, 2005; Hofstede & Minkov, 2010; Vincent & Iguisi, 2018; Pacheco *et al.*, 2016). Few of these studies have attempted to relate culture dimensions to employee satisfaction with organisational characteristics, yet job satisfaction issues continue to remain pressing in organisations (Andreasi *et al.*, 2012; Eskildsen & Kristensen, 2010; Grove, 2005; Pacheco *et al.*, 2016). Most of these studies do not specifically link job satisfaction to a particular country, but merely engaged in cross-cultural analysis. For instance, in Eskildsen and Kristensen (2010), the cross-cultural study carried out in terms of job satisfaction level included respondents drawn across 22 nations with a sample size of 25,411 respondents and the analysis of the data was done by comparison with the European Employee Index (EEI). In Andreasi *et al.*, (2012) another cross-cultural study on job satisfaction was conducted across 48 nations. Similarly, Pacheco *et al* (2016) examined the impact of societal culture on job satisfaction across Europe.

These studies examined the trend across the countries without identifying the peculiarities of a given country. There is thus the need for studies that focus on the influence of national culture on organisational characteristics in a specific country. Many firms have had to lose their most talented employees as a result of their inability to handle job satisfaction issues

(Igbinomwanhia, 2010). One of the factors that triggers job dissatisfaction is perhaps the inability of the managers to understand how national culture and related behaviours could affect employees' behaviour.

A continuous application of the Western culture dimensions seems to be having a negative impact on Nigerian organisations. Many of these managers and employers tend to depend so much on Western culture dimensions in managing their employees and this makes one to wonder whether the Hofstede culture dimensions finds relevance in the Nigerian environment, since the Western culture seem to be eroding the indigenous culture values (Pacheco *et al.*, 2016). For instance, the fact that low power distance organisation culture works in American organisations does not mean that it will work well in Nigerian organisations. It might become inappropriate for managers in Nigerian organisations to fully adopt culture dimensions in another country for the management of the employees. It is therefore pertinent to examine the nature of culture dimensions adopted by Nigerian firms in managing their employees.

Employee satisfaction or dissatisfaction with organisational characteristics such as level of supervision, feedback, teamwork and working conditions have been identified to be of great implication to organisational success. There is a need to ascertain the aspect of the Hofstede culture dimensions that have significant relationship with employee satisfaction. The ability to ascertain the influence of such dimensions might help the managers to improve on their behaviour towards the employees.

It has been difficult for the researcher to identify any study that was done within the Nigerian context that links national culture dimensions with job satisfaction of employees, with emphasis on the hospitality industry in Benin City. This is considered an important research gap in the application of national culture to organisational outcomes. Applying this concept to the hospitality industry in Nigeria might help in improving business practices in this sector. This has become necessary considering the important role that hospitality industry plays in

the provision of accommodation to foreigners, tourists and travellers as well as acting as one of the avenues for revenue generation to Edo State Government. There is therefore a dire need for the employees of hotels in Benin City to be well motivated by their employers in the discharge of their duties.

Based on the above gaps, this study seeks to examine the relationship between national culture and job satisfaction of employees within the perspective of organisational culture in the hospitality industry in Benin City. Specifically, it seeks to investigate the nexus between the culture dimensions (such as power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and long term/short term orientation) and employees' satisfaction with job characteristics such as degree of supervision, team work, feedback level and working condition in the hospitality sector of the Nigerian economy.

1.3 Research Questions

The following research questions have been formulated to guide this study:

1. What is the relationship between perceived power distance and employees job satisfaction in the hospitality industry in Benin City?
2. To what extent does perceived uncertainty avoidance influence job satisfaction in the hospitality industry in Benin City?
3. What relationship exists between perceived masculinity and femininity and employees job satisfaction in the hospitality industry in Benin City?
4. Is there any relationship between perceived individualism and collectivism and employees job satisfaction in the hospitality industry in Benin City?
5. To what extent do perceived long term and short-term orientations influence the employees job satisfaction in the hospitality industry in Benin City?

1.4 Objectives of the Study

The main objective of this study is to examine the impact of perceived national culture within the perspective of organisational culture and employees job satisfaction in the hospitality industry in Benin City. The study has specific objectives, which are to:

1. examine the relationship between perceived power distance and employees job satisfaction in the hospitality industry in Benin City;
2. investigate the relationship between perceived uncertainty avoidance and employees job satisfaction in the hospitality industry in Benin City;
3. examine the relationship between perceived masculinity and femininity and employees job satisfaction in the hospitality industry in Benin City;
4. ascertain the relationship between perceived individualism and collectivism and employees job satisfaction in the hospitality industry in Benin City; and
5. investigate the relationship between perceived long term and short-term orientation and employees job satisfaction in the hospitality industry in Benin City.

1.5 Research Hypotheses

The following are the hypotheses of this study and are stated in the null form:

1. There is no significant relationship between perceived power distance and employees job satisfaction in the hospitality industry in Benin City.
2. There is no significant relationship between perceived uncertainty avoidance and employees job satisfaction in the hospitality industry in Benin City.
3. There is no significant relationship between perceived masculinity and femininity and employees job satisfaction in the hospitality industry in Benin City.
4. There is no significant relationship between perceived individualism and collectivism and employees job satisfaction in the hospitality industry in Benin City.

5. There is no significant relationship between perceived long term and short-term orientation and employees job satisfaction in the hospitality industry in Benin City.

1.6 Scope of the Study

This study examined the influence of national culture within the perspective of organisational culture on employees job satisfaction in the hospitality industry in Benin City. In terms of content, the study encompasses cultural dimension constructs such as power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and long term/short term orientation in terms of their influence on the job satisfaction level of employees. In terms of geography, this study is centred on the hospitality industry in Benin City which includes hotels, motels and lounge. The justification or rationale for studying the hospitality industry is due to the perceived cultural orientation displayed by the management towards the employees and the influence it is having on the employees. Many hotel employees do not stay long at their job probably as a result of the low job satisfaction level they experience at work. Also, the incessant employee turnover in these hotels may be have a link with the cultural orientation of the management. Hotels, motels and lounges were selected from the Government Reserve Areas (GRA) in Benin City. The justification for selecting hotels from this area is because of the high concentration of hotels in the region. Specifically, seven hotels have been identified for this study. They include: Brtiz Hotel, ISNO Hotel, Motel Benin Plaza, Randekhi Hotel, Royal Marble Hotel, Uyi Grand Hotel and Vichi Gates Hotel. The justification for selecting the above hotels is based on the ease with which the researcher can have access to data from the management of the hotels. The time period for the study is the year 2025. This is the time frame given to complete and conduct the study.

1.7 Significance of the Study

This study on national culture values and employees job satisfaction is very useful to managers, employees, other stakeholders to the business and researchers.

Managers: The managers will be able to understand the impact which the cultural dimensions have on the job satisfaction level of employees. Where it is discovered that a particular dimension has a negative effect on the job satisfaction of the employees, the managers will have to adopt another dimension that might help in improving the job satisfaction level of the employees.

Employees: The employees will be able to understand the importance of culture dimensions and why their managers behave in a certain way. This will help them to develop a more cordial relationship with their employers or managers for improvement of job satisfaction level.

Researchers and Academics: The study can also be a useful material to researchers and academics who would like to investigate more on the relationships. It will also help provide a useful insight to those who want to gain more knowledge on the application of culture dimension to organisation behaviour.

Other Stakeholders: Other stakeholders to the business, especially the customers will also be able to understand the reason behind the various management styles in hotels.

Lastly, this study will contribute to knowledge by closing the gap that exist between national culture and job satisfaction of employees in the hospitality industry.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on national culture and job satisfaction. It presents conceptual, theoretical and empirical discourse on the subject matter. The chapter also discusses the relationships that exist between the constructs and shows the research gaps in the study.

2.2 Conceptual Review

The concept of job satisfaction was discussed. This talked about the definition of job satisfaction and the dimensions of job satisfaction.

2.2.1 Job Satisfaction

Job satisfaction is becoming a highly researched area in organisational studies as a result of its multi-dimensional influence on organisational characteristics (Kara, Uysal & Magnini, 2011; Pacheco *et al.*, 2016; Saari & Judge, 2004). This stems from the value that people attach to their job or work. Working remains an important area of people's lives and since more of people's time is spent on it, it becomes pertinent to consider their job satisfaction level (Hussein, 2017; Parvin & Kabir, 2011; Zubova, 2014).

As a result, job satisfaction has been described as a term that reflects a perceived feeling of likeness for the job and arises from the personal appraisal an employee has done in terms of how the job characteristics have enabled the employee to meet his/her personal goals. As defined in Locke (1969) cited in Gul, Usman, Liu, Rehman and Jebran (2018:70), "Job satisfaction is a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences". This definition is also corroborated by Newstrom and Keith (2011) who describe job satisfaction as unfavourable and favourable emotions and feelings that employees have with respect to their work.

Following from the above definition, it may be postulated that job satisfaction depends on the perception which employees have in terms of how what they seek to achieve in the job is related to the benefits or rewards they get in return from the job (Pacheco *et al.*, 2016). Job satisfaction has been revealed to mediate and predict organisational outcomes and plays a significant role in firms. As indicated in Gul *et al.*, (2018), Job satisfaction level of employees has the ability of affecting various organisational outcomes. It has been revealed in studies that job satisfaction of employees has a direct influence on the performance of employees (Tutuncu & Kozak, 2007; Gu & Siu, 2008). Job satisfaction is often felt in relation to an employee's exposure to organisational characteristics that include the nature of work, level of supervision, colleagues' inter-relationship, job security, level of autonomy, training, stress level and pay level (Jafri, 2012).

2.2.2 Dimensions of Job Satisfaction

Dimensions of job satisfaction involve a collection of various factors that influence job satisfaction. Zubova (2014) groups the various factors that drive job satisfaction into what is described as the dimensions of job satisfaction. The essence of the grouping is as a result of the difficulty in measuring job satisfaction. According to Zubova (2014:15), "the level of job satisfaction is under the influence of a wide range of variables related to individual, cultural, social, environmental and organisational factors".

Zubova (2014) identifies five variables that make up the dimensions of job satisfaction. They are individual, social, cultural, organisational and environmental factors (Zubova, 2014). The individual factors define the elements that are unique to an individual. They are also described as demographic such as: personality, education, marital status, age and orientation to work. The social factors define the nature of relationship existing in the organisation. It consists of interpersonal relationship existing among the colleagues; the informal organisation and group working norms. The cultural factors define the shared beliefs, values

and attitude in the organisation. The organisational factors include the nature and size of the firm, formal structure, policies and procedures, degree of supervision and working climate. The environmental factors define the relationship of the firm with its external environment such as social, technology, economic and government (Zubova, 2014).

Each of the above dimensions has varying influence on job satisfaction. Mullin (2010) reveals that organisational culture is a strong predictor of job satisfaction. Zubova (2014) argues that employees are likely to retain their jobs as a result of organisational factors such as the compensation practices of their firm. Gu and Siu (2008) reveal that factors such as organisational support in the form of assistance from colleagues and management improve a balanced working climate that further promotes job satisfaction level. It has also been shown that job training and development provide job satisfaction level especially for employees in service jobs (Gu & Siu, 2008; Zubova, 2014).

This current study however focuses on the organisational dimension of job satisfaction. Specifically, the study relates the Hofstede (1980) cultural dimension variables at the organisation level to the satisfaction of the organisational characteristics by employees. Organisational characteristics in this study include degree of supervision, team work, feedback level, decision making and working condition.

2.3 Concept of Culture

Culture has been defined from various points of view (Bellou, 2010; Taylor, Levy, Boyacigiller & Beechler, 2008; Zubova, 2014). This is due to several sources upon which cultural issues are drawn as a result, there is no specific definition of culture. Culture is often seen as a composition of societal rules, values and norms which people identify with and influences the beliefs, opinions and attitude which people have in towards one another and with life (Lewis, 2006; Tervonen 2012; Zubova, 2014).

Although there are many studies on culture, but studies that link culture to the behaviour of employees in the organisation are limited (Bellou, 2010; Taylor, Levy, Boyacigiller & Beechler, 2008; Pachecco *et al.*, 2016). Major studies in this respect can be traced to the works of Hofstede (1980) who introduced national culture dimensions as framework for explaining employees' behaviour in relation to values and norms (Hofstede, 1980a, 1980b, 1991; Pachecco *et al.*, 2016; Yamamura, Satoh & Stedham, 2003). The framework describes culture along a set of dimensions that find application to national, societal, organisational and family levels. With respect to the framework, Hofstede (1980:25) describes culture as “the collective programming of the mind that distinguished the members of one group or category of people from others...”. This implies that culture relates to the collective shared values of a group of people. Such cultural values can be learned and transferable from generation to generation. Cultural values do not easily change but remain stable with time. As explained in Hofstede (1991), culture is stable over a given period of time. Gaspay, Dardan and Legorreta (2008) are also of the position that is a homeostatic quasi-equilibrium concept that can have stable influence on organisational characteristics as time progresses.

2.3.1 National Culture Values

There is an increasing number of studies that are of the opinion that the understanding of people in terms of why they behave in a certain way should be traced to their cultural backgrounds (Vincent & Iguisi, 2018; Zubova, 2014). The works of Hofstede (1980) provides a breakthrough to cultural studies. Hofstede conducted an international study between the 1960s and 1970s in branches of IBM operating in more than 80 countries. The findings initially led to the introduction of four national cultural dimensions of power distance, individualism/collectivism and uncertainty avoidance. Bondis research in 1991 further led to the addition of the fifth dimension called long term orientation (Tervonen, 2012; Zubova, 2014).

2.3.1.1 Perceived Power Distance

Power Distance (PWD) is defined as the extent to which the people in a firm accept that power distribution is not balanced (Dania & Oshodin, 2015). According to Hofstede and Hofstede (2005:46), “Power distance is the extent to which less powerful members of organisations within a country expect and accept that power is distributed unequally”. In other words, PWD is the extent to which there is inequality in the distribution of power in the firm.

PWD measure is used to measure interpersonal relationships between supervisors and subordinates in terms of the gap in the relationship, that is how far or how close they are (Hofstede, 2005; Hofstede & Minkov, 2010). PWD is often a perception felt by the employees rather than the employer. As explained in Zubova (2014), PWD represents inequality and is defined from below, not from above. PWD has a practical implication in many organisations, since inequality of power is often found to exist in all societies, even though the inequality differs from society to society (Zubova, 2014).

Power distance may be manifested in the form of the ease with which an individual in a lesser position communicates or relates with another individual in a higher position. As identified in Hofstede and Minkov (2010), it is possible for power distance to be either low or high. A low power distance will occur where there is no wide gap between the employees and the manager, while a high-power distance is said to have occurred where there is a wide gap in communication between the manager and the subordinates.

Gul *et al* (2018) create a distinction between low and high-power distance firms by stating that a culture with low power distance has a reduced hierarchical relationship and employees are given the opportunity to make decisions on their own. There is also an increased autonomy of the employees in such culture, whereas in a culture with a high body distance, hierarchy relationship is strongly emphasised. There is a strong degree of formalisation which

makes the employees more context-sensitive and loyal to the authority (Gul *et al.*, 2018; Lee & Antonakis, 2012).

2.3.1.2 Perceived Uncertainty Avoidance

Uncertainty Avoidance (UNA) describes the extent to which a firm feels that it is being threatened by situations that are unknown to them and how much the firm tries to avoid it (Dania & Oshodin, 2015). According to Hofstede and Hofstede (2005:167) uncertainty avoidance is the extent to which members of a culture feel threatened by ambiguous or unknown situations.

UNA is often measured in terms of the practices, rules and regulations that an organisation has formulated that enable it to reduce or eradicate uncertain and unpredictable situations in which it finds itself (Kirmanen & Salanova, 2010; Zubova, 2014). A country is said to have a high UNA if it has a long history of homogenous people who have come to understand the rules and regulations of guiding against uncertainty (Zubova, 2014).

Zubova (2014) distinguishes between high and low UNA by arguing that in a country with high level of UNA, business risk is drastically reduced because there is predictability of future events with high degree of certainty, whereas in a country with a low level of UNA, there is a young history of how uncertainty is reduced; the people in the country are often diverse as a result of immigration and do not completely conduct their activities within the confines of formal rules and regulations. In such country, business risk is relatively high and employees have to become very flexible and open to ideas, innovation and creativity (Gudykunst, Ting-Toomey & Nishida 1996; Zubova, 2014).

From the above, it follows that high uncertainty avoidance implies that the firm has a strong ability to control the situations around it, while a low uncertainty avoidance implies the inability of a firm to have control over the situation that surrounds it. Uncertainty avoidance depends on the amount of information and exposure which the firm has. A firm which has

adequate resources and is able to predict the changes in its business environment, whether internal or external may be able to develop a higher level of uncertainty avoidance over a firm with inadequate resources and information. Table 2.1 below presents the features of uncertainty avoidance in an organisation.

Table 2.1. Features of uncertainty avoidance in organisations

Low Uncertainty Avoidance Organisations	High Uncertainty Avoidance Organisations
Tendency to not formalize relationships, documents, agreements in legal contracts	Tendency toward formalizing relationships, documents, agreements in legal contracts
Less order	More order
Not keeping records	Keeping records
Less documenting of meetings	Documenting all the conclusions of the meetings
Rely on informal policies and procedures	Rely on formalized policies and procedures
Verifying less communications in writing	Verifying communications in writing
Less calculated risk,	more uncontrolled risk More calculated risk
Less facilitate of new products development	More facilitate to develop new products
Less facilitate to implement a new product	More facilitate of implementation of new products
Less resistance to change	Stronger resistance to change
Less desire for rules	Stronger desire to make rules to better predict behaviours and less tolerance to break rules

Source:Trindade, 2015.

2.3.1.3 Perceived Individualism and Collectivism

Individualism connotes a national culture of equality that is concerned with a flexible orientation in which individuals are more concerned with meeting the needs of themselves

and their immediate family members rather than meeting the needs of a wider group of people (Dania & Oshodin, 2015). Collectivism on the other hand relates to a knit-social relationship in which people relates with and care relatively with a wider group of the society (Dania & Oshodin, 2015).

According to Hofstede and Hofstede (2005) cited in Zubova (2014:19), “Individualism refers to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family”; Collectivism “pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetimes continue to protect them in exchange for unquestioning loyalty”.

In a country with individualistic culture, individual interest is paramount to group interest and there is more inclination to caring for the nuclear family. People’s orientation is geared towards the “I” way of behaviour (Mohammed, Nor, Hasan, Olagantha & Gunasekaran, 2013; Zubova, 2014). Such people place more value in personal achievement; they prefer to work with freedom and seek for challenging opportunities (Deal & Prince, 2007; Zubova, 2014). In a collectivistic country on the other hand, group interest prevails over individual interest. People place more value on the development and fostering of relationship with a group and tend to provide support for the extended family, hence people’s orientation is geared towards the “We” of behaviour (Hofstede & Hofstede, 2005; Zubova, 2014). As a result, there is relatively a higher display of loyalty towards the group in return for a sense of belonging (Hofstede & Hofstede, 2005).

In relation to the organisation, it has been found that firms that have a high level of collectivism tend to have a low level of individualism and vice versa (Andreassi *et al.*, 2012). Also, firms with high levels of collectivism (hence low level of individualism) tend to have employees that display organisational characteristics such as team work rather than working

individually or independently, whereas firms that have low level of collectivism (hence high level of individualism) tend to have employees who are more independent in performing their tasks (Andreassi *et al.*, 2012).

2.3.1.4 Perceived Masculinity and Femininity

Masculinity is used to measure the extent to which a firm is geared towards the preference for achievement, heroism and materialistic rewards (Dania & Oshodin, 2015). Femininity is used to measure the extent to which a firm is geared towards the provision of care for weakness, concern for quality of life and employees' emotions (Dania & Oshodin, 2015). According to Hofstede and Hofstede (2005:120), "Masculinity is the tendency when emotional gender roles are clearly distinct; Femininity-the tendency when emotional gender roles overlap".

A country with a high masculinity gender role tends to be well defined. For instance, the male gender is expected to be very hard working and highly focused in the pursuit of material wealth, while the female gender is expected to be modest and be supportive to the male gender for happiness and purposeful living (Kirmanen & Salanova 2010; Zubova, 2014). A country with low level of masculinity (that is, high level of femininity) tend to support the belief that the male and female gender should share equal roles in the society. The emphasis is on relationship building and sustenance, family support and quality of life, hence there is a culture that promotes modesty (Deal & Prince, 2007; Zubova, 2014).

Firms that display masculinity culture have characteristics that include high level of ambition, target-oriented and craze to outperform other firms in the industry. Such firms seek to gain competitive advantage over other firms. Zubova (2014) is of the opinion that in a high masculine firm, employees work longer hours and shorter vacations, also the resolution of conflict is usually aggressive in nature, whereas in a low masculine firm, employees take longer vacations and prefer to working flexible hours.

2.3.1.5 Perceived Long Term and Short-Term Orientation

Long Term Orientation (LTO) and Short-Term Orientation (STO) is used to measure the extent to which a firm has more consideration for the future. It measures a firm's willingness to delay present social and material gains and sacrifice their current emotional and social gratification for the future (Hofstede & Minkov, 2010). The firm also has the ability to relate with the past, but pays more attention at solving future problems (Hofstede & Minkov, 2010). According to Hofstede and Hofstede (2005:210), "Long-term orientation means the fostering of virtues oriented toward future rewards-in particular, perseverance and thrift. Short-term orientation indicates the fostering of virtues related to the past and present-in particular, respect for tradition, preservation of "face" and fulfilling social obligations".

A firm with a long-term orientation is ready to delay present gratification for the future. The firm tends to have a high level of patience even when results are not forth coming, due to its highly futuristic orientation (Zubova, 2014), while a firm with a short-term orientation is more concerned about the past and the present. They care more about immediate gratification than future gratification.

Firms with short term orientation tend to put more emphasis on values, respect for traditions and do not readily seek to explore possibilities. Such firms tend to be satisfied with the status-quo and do not easily consider change as an important factor. The firm tends to be easily obsessed with results, hence expect quick results. As revealed in Hofstede and Minkov (2010), firms that have a high long-term orientation as their culture tend to be more careful in the spending and are ready to adjust to changes taking place in their environment.

Table 2.2. Summary Definition of Hofstede Cultural Dimensions.

S/N	National culture dimensions	Central focus
1	Power Distance	Related to the different solutions to the basic problem of human inequality
2	Uncertainty Avoidance	Related to the level of stress in a society in the face of unknown future
3	Individualism versus	Related to the integration of

	collectivism	individuals into primary groups
4	Masculinity versus femininity	Related to the division of emotional roles between men and women
5	Long-term Orientation versus short-term orientation	Related to the choice of focus for people's efforts: the future or the present

Source: Hofstede, 2001.

2.4 Conceptual Framework

The diagram in Figure 2.1 shows a hypothesised relationship between the dependent variable- job satisfaction and the independent variable - national culture (proxied by power distance, uncertainty avoidance, masculinity, individualism and long-term orientation). This relationship is hypothesised to be positive or negative. Also, the influence of the national culture variables on job satisfaction can either be significant or not significant. The combined effect of power distance, uncertainty avoidance, masculinity, individualism and long-term orientation may have the ability of predicting changes in the job satisfaction to a high or low extent. The null hypotheses of each of the constructs may also be accepted or rejected.

Figure 2.1 Conceptual Framework

2.5 Theoretical Review

In this section, some theories that provide support for job satisfaction and culture in organisations are briefly discussed. The theories that provide support for culture includes the job characteristics model and two-factor theory, while theories that provide support for culture include the leader-member exchange theory.

2.5.1 Theories Related to Job Satisfaction

2.5.1.1 The Job Characteristics Model

Job Characteristics Model was developed by Hackman and Oldham (1975) to explain how job satisfaction is enhanced from the nature of work in an organisation. Based on the model, when an organisation provides working conditions that motivate the employees, there will be increased job satisfaction level (Hackman & Oldham, 1975; Hassard, Teoh & Cox, 2018). The model is of the view that an organisation should provide at least five job characteristics that include skill, variety, task identity, task significance, autonomy and feedback. It is argued that these characteristics when resident and abundant in an organisation will drive the job satisfaction level of employees (Hassard *et al.*, 2018). It is argued that the organisation job characteristics will help in providing meaningful work and employees who are outcome or result-oriented (Bota, 2013).

This model implies that employees will be satisfied with their job when the job provides meaning and enables them to achieve their requisite goals, hence employers and managers of the hospitality can improve on the job characteristics or working conditions for job satisfaction to increase. In other words when skill level, more work variety, task identity and significance, autonomy and feedback quality increase, there is likely to be improvement in the job satisfaction of hotel employees.

The job characteristics model has been applied in some empirical studies (Bota, 2013). The theory has revealed consistency with job satisfaction level of employees (Bota, 2013; Hassard

et al, 2018). The implication of the above theory to the current study is that it identifies the job characteristics which the manager should look out for in the process of ensuring that the employees are satisfied with their jobs. Hotel managers will have to ensure that there is an effective feedback both at the vertical and horizontal level of communication in the organisation. The manager also has to display behaviour that will promote job autonomy of the employees.

However, job characteristics model has been criticised for limiting organisational characteristics to five variables whereas there are other parts in an organisation that are important (Zubova, 2014). The theory does not also provide explanation to other job characteristics like formal structure and interpersonal relationships (Zubova, 2014).

2.5.1.2 Two-Factor Theory

Two-factor theory was introduced by Herzberg (1959) as cited in Juneja (2015). The theory explains what motivates employees to work satisfactorily in an organisation (Juneja, 2015; Shen, 2013). Herzberg led a team of researchers in Pittsburgh to investigate what promotes satisfactory and dissatisfactory behaviour in organisation (Nair, 2010; Zubova, 2014). The results of the study led to an identification of two factors referred to as hygiene and motivating factors (Bloisi, 2007; Nair, 2010; Zubova, 2014).

Based on the theory, the hygiene factors are extrinsic and are related to the working conditions or job context which the employees may not be able to control (Bloisi, 2007). The factors include: level of supervision, organisation's policy, level of interpersonal relationships, feedback quality, working conditions job security, salary and the job itself. The theory is of the view that such factors make the employees to be dissatisfied with their jobs if they are not present (Mullins, 2010; Zubova, 2014). Also, when the above factors are adequately available, reduce job dissatisfaction (Mullins, 2010).

The motivator factors on the other hand, are intrinsic and often described as job content factors. The factors include responsibility, learning opportunities, recognition, achievement, advancement and growth (Mullins 2010). As explained by Zubova (2014), when these factors are present, they can provide satisfaction for the employees, but when they are absent, they provide dissatisfaction.

The hygiene and motivators do not contradict each other, neither are they in opposite terms, instead both factors are expected to be present in the organisation if job satisfaction of the employees must be enhanced. In Zubova (2014), it is argued that the factors that bring out job satisfaction are different from those factors that can cause job dissatisfaction, hence the opposite of satisfaction is no satisfaction, while the opposite of dissatisfaction is no dissatisfaction. According to Stello (2011:6), “by satisfying hygiene needs people can prevent dissatisfaction and poor performance, but only by satisfying motivation factors can bring the type of productivity improvement sought by companies”.

From the above, it is deduced that it is possible for employees to lack motivation to work and feel dissatisfied with their jobs even when working conditions and salaries are adequate. The theory points out that employee satisfaction emanates from the job itself. Managers therefore have to pay enough attention to the job which the employees do. As indicated in Zubova (2014) the idea is that a manager that wants employees to perform their jobs well should be provided good tasks to begin with, hence for employee productivity to improve both the hygiene and motivating factors should be provided.

The two-factor theory has been applied in studies that are related to cultural dimensions and job satisfaction (Shen, 2013; Zubova, 2014). The implication of the above theory to this study is that it provides the factors which constitute job satisfaction. These factors are expected to be present in the organisation where the employees work. The provision of these factors adequately or inadequately will determine the level of satisfaction of the employees. The

theory also helps in identifying why employees will be satisfied when their organisation provides the various job characteristics.

2.5.2 Theories Related to Culture

2.5.2.1 Leader-Member Exchange Theory

The Leader-Member Exchange (LMX) theory was developed by George Graen and Mary Uhi-Bien (1995) as cited in Rockstuhl, Dulebohn, Ang and Shore (2012) and Li, Tang and Chau (2019). It provides explanation to the relationship between a leader (that is the supervisor or manager) and the member (that is subordinates). LMX theory is of the view that a dyadic relationship (that is a paired relationship) that exists between the leader and the members in one environment may be different from the dyadic relationship that exists between the leader and the members in another environment (Rockstuhl *et al.*, 2012).

Based on the theory, what distinguishes the dyadic relationship in any of the pairs is the quality of the relationship. The quality of the relationship is what determines the level of commitment and performance of the people in the organisation (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012; Li *et al.*, 2019).

The LXM theory further presents that the leader has an unequal relationship with the members. In other words, the leader treats each member differently. The leader identifies the unique potentials and abilities in each of the members and uses such uniqueness as a basis for dealing with the member; as a result, the way the member behaves becomes a reflection of the nature of relationship between him/her and the leader (Rockstuhl *et al.*, 2012). The LMX theory has been applied in a number of studies to explain the relationship existing between the manager and the employees (Li *et al.*, 2019), as well as studies that relate to culture dimensions (Dania & Oshodin, 2015; Rockstuhl *et al.*, 2012).

The implication of the above theory to the current study is that it enables the manager to have a close relationship with the employees by putting up behaviour that would enable them

to perform their job better. The theory seems to provide support for culture dimensions such as power distance, individualism and masculinity. For instance, through the development of close relationship with each employee, a low power distance may be encouraged which may foster individualism in the employees.

The LMX theory is generally criticised for its inability to support all the culture dimensions. For instance, it may be difficult to apply the theory to collectivism and masculinity. This is because in the process of getting closer to each employee, individualism seems to be promoted while collectivism that promotes teamwork may not be put into serious consideration.

2.5.2.2 Three Culture Model

The Three Culture Model (TCM) was introduced by Gardenswartz, Rowe, Digh and Bennett (2003) to provide a distinction between cultures. TCM is based on the argument that culture characteristics differ in some respect (Gardenswartz *et al.*, 2003). Three types of culture identified are national, organisational and personality culture. TCM posits that the national culture of a country or society is the same in all respect, whereas personality culture is not the same among people in the society. National culture refers to traditions and values that constitute a country's heritage. Organisational culture is used to refer to traditions and values that provide the basis for decision making in a firm, while personality culture refers to biological traits and values of individuals in a society. Based on TCM, the three cultures tend to be inter-related. The national culture sharpens the personality value system and every organisation is made up of people who are part of the national culture (Gardenswartz *et al.*, 2003).

This theory can be applied to the current study as it provides a link among various types of culture. The theory can also be used to explain the reason people in a given organisation may behave alike. The organisational culture in such organisation may have influenced the

decision-making process of individuals working in an organisation and the organisation is in turn shaped by the fixed national culture. This further implies that although, national culture may remain fixed, organisational culture may be adjusted to reflect an organisation's desired state; the personalities of individuals may also be shaped when they join an organisation.

The TCM is however generally criticised for not providing empirical evidence that supports the explanation that three cultures are inter-related and that the national culture influences the other two types of culture. This is because it is possible for an individual or a manager to display cultural tendencies of another society in his/her current society.

2.6 Theoretical Framework

This study is however under-pinned on two major theories which are the two-factor theory of motivation and the three-culture model. The two-factor theory of motivation is a widely researched theory that helps to provide explanation to what are needed to promote the desired level of job satisfaction which the organisation seeks. It seeks to identify some job characteristics which the employees of the hotels in Benin City probably desire in order for them to be satisfied with the job.

The two-factor theory emphasises that it is the responsibility of managers to ensure that the intrinsic and extrinsic factors are made available to the employees. This further implies that hotel managers should ensure that their employees are satisfied with job characteristics such as: the level of supervision, the organisation's policy, the level of interpersonal relationships, feedback quality, working conditions, job security, salary, the job itself, responsibility, learning opportunities, recognition, achievement, advancement and growth opportunities.

The three-culture model finds relevance to this study as it provides the reason for organisational culture. Based on the theory, the organisation is a subset of the society since it is made up of people who are from the society. These people have their own personal cultural values, but as they join the organisation, they are expected to subordinate their values for the

organisation's cultural values. The organisation's culture itself is expected to be derived from the society (that is the national culture) culture. Therefore, the employer and managers are expected to identify with those aspects of the national culture orientations that provide advantage to their operations. With the three-culture model, the Nigerian hotel managers are expected to display behaviour that line up with the culture dimensions of their country.

However, for the employees to develop the perceived satisfaction on the job characteristics, it becomes important that the employer or manager displays the necessary cultural dimension behaviour that helps in promoting the perceived job satisfaction of the employees. When the appropriate culture dimension is displayed towards the job characteristics, the employees might perceive that their job is highly satisfactory, whereas the reverse will become the case when the culture dimensions are not adequately displayed.

2.7 Empirical Review

Graham (2014) carried out a study on the influence of national culture on Small and Medium scale Enterprises (SMEs) management practices. The purpose of the study was to investigate the impact which the cultural dimensions have on SMEs' operations. The research methodology used in the study was a survey research design. In the study, data was obtained from 50 SMEs that have their base in Slovakia. The questionnaire was the research instrument and was administered to both the managers and employees. The data was analysed by descriptive analysis such as percentages. The values of each cultural dimensions were used to compare the values of the Hofstede index of cultural dimensions. The aim was to define the dimensions as low or high. The following constituted the findings: power distance- high, individualism-low, masculinity-low, uncertainty avoidance-low and long term-low orientation. It was concluded that culture dimension variables play significant roles in the SMEs. The SMEs were therefore encouraged to decrease power distance levels and ensure equality in individualism and collectivism.

Dania and Oshodin (2015) conducted a study on Hofstede cultural dimension and employee performance. The purpose of the study was to examine the impact of organisational culture on employee performance under the perspective of cultural dimensions organisational culture. A cross-sectional survey research design was adopted in the study. A sample of 400 employees in the University of Benin was studied. The questionnaire was the main research instrument. Data analysis was done with the aid of the Ordinary Least Squares (OLS) estimation technique. The findings showed that power distance, masculinity, uncertainty avoidance have positive and significant relationship with employee performance, while individualism/collectivism has negative relationship with employee performance. The study concluded by stating that organisations should try to decrease the gap which power distance between the employees and their supervisors is creating.

Okolie and Okoye (2012) undertook a study on the assessment of national culture dimensions and construction, health and safety climate in Nigeria. The purpose of the study was mainly to examine the impact of national culture on the safety and climate behaviour of employees working in the construction industry. The study employed a survey research design. The primary source of data was the use of questionnaire. 180 copies of questionnaire were distributed to employees in the construction industry. The analysis of the data was done by the use of product Moment correlation coefficient. The findings showed that a positive and significant relationship exists between power distance, collectivism, femininity and uncertainty avoidance and safety climate. Also, femininity, collectivism and power distance had the highest correlation with safety and climate. Long term orientation had a positive relationship with safety and climate but the correlation was low. It was concluded that workers will behave poorly when there is high power distance, low uncertainty avoidance and low long-term orientation. Also, workers behaviour at work will improve when there are high collectivism and femininity.

Another study was carried out by Andreassi *et al* (2012) on the drivers of job satisfaction across four cultural regions, using the Hofstede's theory. The purpose of the study was to examine the extent to which the Hofstede dimensions can promote job satisfaction in Asia, Europe, North America and Latin America, then examine a comparison of the differences that exist across the regions. The study employed a cross-cultural research design and the primary source of data was the questionnaire. The cultural dimensions were operationalised as follows: power distance- social inequality, individualism/ collectivism- the relationship existing between individual employees and the group; masculinity and femininity- social perspective of gender roles; and uncertainty avoidance- the degree to which employees deal with ambiguity. Seven job determinants were identified as job satisfaction determinants which include equal opportunity, accomplishment, teamwork, training, communication, recognition and work life balance. The variables determined job satisfaction within the context of the national cultures. The questionnaire was used in collecting data from 70,000 employees from multinational companies across the regions. The data was further analysed using regression analysis and the comparison test. The findings revealed that a significant relationship exists among the drivers of job satisfaction within the national culture dimensions. Specifically, team work was found to have the strongest relationship with job satisfaction in collectivistic cultures than in individualistic cultures. The work-family balance was found to be a strong determinant of job satisfaction in individualistic culture than in collectivistic culture. Communication with management was more significant in culture with low uncertainty avoidance less significant in culture with high uncertainty avoidance. The level of training was found to be more significant in cultures with low uncertainty avoidance and low significance in culture with high uncertainty avoidance. Recognition given to employees were found to be more significant in feminine culture and less significant in masculine culture, while sense of accomplishment on the job was more significant in

masculine culture and less significant on feminine culture. The implication of the above study to the current study is that it provides a basis for understanding that culture dimensions in relation with job satisfaction of employees is not the same in all countries. Nigerian managers do not really have to copy the implementation of culture dimension in one country and apply such in their organisation. Therefore, cultural practices have to be tailored to fit the Nigerian cultural values.

In a related study carried out by Ariel (2010) on the collectivistic human resource management and firm performance. The purpose of the study was to examine the nexus between organisational collectivistic culture and performance level. The study employed a survey research methodology. 68 insurance companies in China were surveyed. The questionnaire was the main research instrument. It was analysed through the use of descriptive and inferential statistics. The findings revealed that collectivistic culture in the organisation has a positive and significant relationship effect on the performance. On the other hand, individualistic culture was found to have an opposite relationship with the firm's performance.

Eskildsen and Kristensen (2010) conducted a study on the relationship between job satisfaction and national culture. The purpose of the study was to examine the relationship between job satisfaction variables and national culture across countries. The study related data from the European employee index to the Hofstede national dimensions scores. The research design was a cross-cultural survey in which 25,000 employees of 22 countries were surveyed. The findings revealed that Hofstede cultural dimension influence national job satisfaction. Specifically, masculinity and uncertainty were found to have the highest significant influence on job satisfaction.

Huang and Van de Vliert (2004) carried out a study on job level and national culture as joint roots of job satisfaction. The purpose of the study was to examine cross-cultural and cross-

occupational differences in job satisfaction. Data was collected from 129,087 employees of multinational companies in 39 countries. The data was analysed using multilevel analysis. The findings revealed that job level has a positive relationship with job satisfaction in individualistic countries. Such relationship was found to also hold for jobs that present the opportunity for employees to use their skills and abilities. Job level was also found to be negatively related to job satisfaction for collectivistic countries. In such relationship, employees only have a small opportunity to use their skills and abilities.

2.8 Research Gap

Most of the studies on culture dimensions have been carried out at a global level. Such cross-cultural studies tend to compare cultures of different countries. Studies on the application of culture dimensions to specific country's characteristics are very few. Studies that focus on the influence of culture dimensions are even hard to come by. There is thus the need for studies that focus on the influence national culture on organisational outcomes such as job satisfaction in specific countries. One of the factors that trigger job dissatisfaction of employees is perhaps the inability of the managers to demonstrate appropriate culture dimensions behaviour towards their employees while discharging their duties.

Many of these managers and employers tend to depend so much on Western culture dimensions in managing their employees and this makes one to wonder whether the culture dimensions as espoused by Hofstede finds relevance in Nigerian organisations. It is pertinent to examine the nature of Hofstede culture dimensions that are practiced by managers in the hospitality industry in Nigeria because the employees' perceived satisfaction on the job characteristics may be improved when the employer or manager displays the necessary culture dimension behaviour before them.

Therefore, this study seeks to examine the relationship between the cultural dimensions (such as power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism and long term/short term orientation) and employees' satisfaction with organisational characteristics such as degree of supervision, team work, feedback level and working condition in the hospitality sector of the Nigerian economy.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology of the study. It begins with the research design and goes through the population and sampling technique, sample size, operationalisation and measurement of variables, research instrument, validity and reliability of the research instrument, model specification, sources of data and ends with the techniques of data analysis to use in the study.

3.2 Research Design

A survey research design is employed in this study. The justification for using a survey research design is that a survey design is used when there is the need to examine the relationship that exists between two or more variables. Based on the above, the use of the survey research design will enable the researcher to investigate the influence which the national culture variables have on job satisfaction of employees in the hospitality industry in Benin City.

3.3 Population and Sample of the Study

The population of this study consists of employees of seven prominent hotels in Government Reserved Area (GRA) Benin City. Based on the information obtained from the supervisors and managers, the population of the study is 425. The seven hotels are: Brtiz Hotel, ISNO Hotel, Motel Benin Plaza, Randekhi Hotel, Royal Marble Hotel, Uyi Grand Hotel and Vichi Gates Hotel. The justification for choosing the hospitality industry is as a result of cultural and job satisfaction challenges in the industry and this may be the reason why employees do not stay long on their job. The reason for high employee turnover may be due to poor management practices in the industry. The justification for choosing GRA is due to

concentration of hotels in the Government Reserved Area (GRA). Notably, the seven hotels have the highest number of employees in the GRA. Table 3.1 shows the population distribution of employees in each of the hotels under study.

Table 3.1: The population distribution of employees of selected hotels in Benin City as at March, 2020.

S/N	Hotels	Location	Number of Employees
1	Brtiz	GRA	64
2	ISNO	GRA	60
3	Motel Benin Plaza	GRA	60
4	Randekhi	GRA	83
5	Royal Marble	GRA	65
6	Uyi Grand	GRA	55
7	Vichi Gates	GRA	38
	Total		425

Source: From the records (2025)

3.4 Sample Size and Sampling Techniques

Due to the smallness of the population under study, we adopted the whole population as the sample size for this study. This is to ensure that we are able to generalise our findings and be able to apply them in a larger context.

3.5 Sources of Data

The primary source of data through the use of the questionnaire was employed in obtaining information from the employees or respondents. The questionnaire was given to all the employees of hotels.

3.6 Model Specification

In this study the Ordinary Least Squares (OLS) model used is stated below:

$$JSAT = \beta_0 + \beta_1 PWD + \beta_2 UNA + \beta_3 MAS + \beta_4 IND + \beta_5 LTO + e \dots \dots \dots (1)$$

Where:

- PWD = Power Distance
- UND = Uncertainty Avoidance
- MAS = Masculinity/Femininity
- IND = Individualism/Collectivism
- LTO = Long Term Orientation
- e = Error Term
- β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Coefficients of the various independent variables

The *A priori* expectations are: $\beta_1 > 0, \beta_2 > 0, \beta_3 > 0, \beta_4 > 0, \beta_5 > 0$ signifying that an increase in the sub-independent variables will lead to an increase in the job satisfaction of employees in the Nigerian Hospitality Industry in Benin City.

Source: (Adapted from Hofstede national culture survey instrument).

3.7 Research Instrument

A structured questionnaire was used to get the required responses from the respondents. The questionnaire was divided into two parts. Section A deals with bio-data of demographic characteristics of the respondents, while Section B deals with items that include the dependent and independent variables. It begins with the independent variables and move to the dependent variables. The questionnaire follows the order of the 5-point Likert scale measurement such as strongly disagreed, disagreed, undecided, agreed and strongly agreed. The attached weights are 1, 2, 3, 4, 5 respectively.

3.8 Validity and Reliability of Research Instrument

The researcher prepared a draft copy and presented it to her supervisor for objective criticism. After this, 20 copies of the questionnaire were administered to some employees of the hotels. They provided responses to the questionnaire which were coded. Thereafter, the questionnaire items were tested using the Cronbach's alpha reliability test. The results are presented in Table 3.3. The reliability of the items is discussed below.

Table 3.2 Reliability of the Questionnaires

S/N	Questionnaire Items	Number of items	Cronbach's Alpha Value
1.	Power distance	5	0.750
2	Uncertainty avoidance	5	0.821
3.	Masculinity/femininity	5	0.800
4	Individualism/collectivism	5	0.701
5	Long term/Short term Orientation	5	0.732
6	Job satisfaction	9	0.817

Source: Researcher's fieldwork (2022)

Since the Cronbach's alpha reliability values for all the variables are greater than 0.6, it can be deduced that the questionnaire is reliable to be used as a measuring instrument for the study (Nunnally & Bernstein, 1994).

3.9 Operationalisation of Variables

The dependent variable (job satisfaction) and independent variable (national culture) are defined and measured by their given number of items in the questionnaire. Job satisfaction is measured by 9-item, 5-point scale while national culture is measured by 25-item, 5-point scale from different sources.

Table 3.3: Operationalisation of Variables

S/N	Variable	Measurement	Operationalisation	No. in Questionnaire
1.	Age	5-point categorical scale	The respondent's age as at the last birthday.	Q1
2.	Gender	2-point categorical scale	The sex of the respondent	Q2
3.	Years in the firm	3-point categorical scale	The duration in which the respondent has been on the job	Q3
4.	Department	7-point categorical scale	The work group where the respondent is classified in the firm	Q4
5.	Education level	3-point categorical scale	The amount of academic qualification attained	Q5
6.	Dependent variable: Job satisfaction	5-point categorical scale	The extent to which employees are satisfied with the job characteristics in the organisation	Q6-14
7.	Independent Variables: Power distance	5-point categorical scale	How close or far the management is with the employee	Q15-Q19
8.	Independent Variables: Uncertainty avoidance	5-point categorical scale	The tendency for the employees to solve problems and make decisions	Q20-Q24
9.	Masculinity/femininity	5-point categorical scale	The distribution of gender roles	Q25-Q29
10.	Individualism/collectivism	5-point categorical scale	The extent to which employees work for the interest of the organisation	Q30-Q34
11.	Long term/short term Orientation	5-point categorical scale	The extent to which the organisation is ambitious	Q35-Q39

Source: Researcher, (2025).

3.10 Method of Data Analysis

In analysing the data collected, the descriptive statistics including means and standard deviations as well as inferential statistics including Ordinary Least Squares (OLS) regression

techniques were employed. The results of the OLS were then used to test the formulated hypotheses. The tests were conducted at 5% level of significance using SPSS version 24.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the presentation, analysis and interpretation of the data collected from the respondents. It precisely covers the descriptive analysis, interpretation and presentation of socio-demographic information of the respondents and data received from the respondents on questions related to perceived national cultural values and job satisfaction of employees in the Nigerian hospitality industry, Benin City. Also, in this chapter, the regression analysis and its interpretation with respect to the hypothesised relationship perceived national culture values and job satisfaction of employees in the Nigerian hospitality industry, Benin City, Edo State, Nigeria among the sampled respondents are also presented.

4.2 Description of Respondents' Socio-Demographics

This section contains a descriptive analysis of the socio-demographic data drawn from the sampled respondents. The socio-demographic variables include age, gender, years in the firm, department and educational qualification of the respondents.

In conducting the field survey, 425 copies of questionnaire were distributed but 413 copies were retrieved and found usable. This shows that 3 per cent of the copies of questionnaire were not retrieved or found usable while those collected made up 97 per cent of the collection rate and this will be used in the analysis of the responses gotten.

Table 4.1: Socio-Demographic characteristics of the respondents

S/N	Categories	Frequency	
		No.	%
1.	Age		
	0-15years	40	9.7
	16-25years	178	43.1
	26-35years	159	38.5
	36-45years	22	5.3
	46years and above	14	3.4
	Total	413	100
2.	Gender		
	Male	217	52.5
	Female	196	47.5
	Total	413	100
3.	Years in the Firm		
	0-5years	138	33.4
	6-10years	172	41.6
	11years and more	103	24.9
	Total	413	100
4.	Department		
	Front Office	72	17.4
	Reservation	57	13.8
	Housekeeping	84	20.3
	Sales/Marketing	64	15.5
	HRM	53	12.8
	Security	35	8.5
	Others	48	11.6
	Total	413	100
5.	Educational Qualification		
	O'Level	81	19.6
	NCE/Diploma	200	48.4
	Graduate	132	32.0
	Total	413	100

Source: Field Survey, 2025.

Age

From the Table above, we saw that majority of the respondents were in the age bracket of 16-25 years. This group of respondents accounted for 43.1 percent of the total number of respondents. Also, there were respondents between the ages of twenty-six (26) and thirty-five (35) years accounting for 38.5 percent, between the ages of thirty-six (36) and forty-five (45)

years accounting for 5.3 percent, between the ages of forty-six (46) and above years computing for 3.4 percent, while 9.7 percent of the respondents were between the ages of zero (0) and fifteen (15) years.

Gender

Table 4.1 showed that the majority of the respondents were males. This group of respondents accounted for 52.5 percent of the total number of respondents, while 47.5 percent of the respondents were females.

Years in the Firm

Also, Table 4.1 above showed that 41.6 percent of the respondents have worked in their organisations for between six (6) and ten (10) years and this constitutes majority of the sampled respondents. 33.4 percent of the respondents have worked in their organisations for zero (0) to five (5) years while the remaining 24.9 percent have worked in their organisations for about eleven (11) years and above.

Department

The Table above also revealed that 17.4 percent of the respondents worked at the front office of the organisation. 13.8 percent of the respondents worked in the reservation department, 20.3 percent of the respondents worked in the housekeeping department, 15.5 percent of the respondents worked in the sales/marketing department, 12.8 percent of the respondents worked in the human resources department, 8.5 percent of the respondents worked in the security department while the remaining 11.6 percent worked in other departments of the various organisations under study.

Educational Qualification

Table 4.1 above also showed that majority of the respondents received a post-secondary certificate (OND/NCE) as their highest educational qualification. This group of respondents accounted for 48.4 percent of the total number of respondents. 32.0 percent of the

respondents obtained a Bachelor’s Degree or its equivalent while 19.6 percent of the respondents obtained a Secondary School Certificate or its equivalent.

4.3 Description of Research Variables

The variables were described using simple percentage, mean and standard deviation. The independent variable is perceived national culture values while the dependent variable is job satisfaction.

4.3.1 Description of Perceived National Culture Values

In realising this objective, we, first of all, computed the mean scores and standard deviation of responses to each factor of perceived national culture values which are assessed on a five-point Likert scale in which one represents a strong level of disagreement and five represents a strong level of agreement.

Table 4.2 below showed the description of perceived national cultural values among the employees in the Nigerian hospitality industry, Benin City Edo State, Nigeria.

Table 4.2: Description of Perceived National Culture Values

Q/N	Item	Frequency							Decision
		1	2	3	4	5	Mean	SD	
	Power Distance								
15	The management makes decisions on working conditions without involving the employees	10	57	91	120	135	3.76	1.123	Accepted
16	The management is close to the employees	5	67	77	119	145	3.8	1.122	Accepted
17	The supervision of employees is purely task focused	37	66	79	126	105	3.47	1.272	Accepted
18	Management allows social interaction with employees	5	56	97	136	119	3.75	1.055	Accepted
19	Management delegates some tasks to employees	11	4	63	82	253	4.36	0.957	Accepted
	Average Total						3.828	1.1058	Accepted
	Uncertainty Avoidance								

20	My job description is well spelt out so that I know what to do	19	36	82	116	160	3.88	1.156	Accepted
21	This hotel makes it mandatory for everyone to stick to rules	5	24	72	135	177	4.1	0.968	Accepted
22	The management ensures that information is well disseminated to everyone	10	50	79	116	158	3.88	1.124	Accepted
23	I am certain of what the management can do	19	45	107	102	140	3.72	1.173	Accepted
24	Meetings are held without any prior notice from management	18	24	108	119	144	3.84	1.101	Accepted
	Average Total						3.884	1.1044	Accepted
	Masculinity/Femininity								
25	Men occupy top position than women in this hotel	9	29	77	123	175	4.03	1.043	Accepted
26	This hotel has more males than females	32	30	140	82	129	3.6	1.216	Accepted
27	There are some jobs reserved for males and some jobs reserved for females in this hotel	9	27	103	137	137	3.89	1.014	Accepted
28	The management allows the male to solve the more difficult problems than the females	15	25	91	133	149	3.91	1.07	Accepted
29	The management gives more support to the males than the females	9	37	77	120	170	3.98	1.075	Accepted
	Average Total						3.882	1.0836	Accepted
	Collectivism/Individualism								
30	Individual sacrifices interest for the group	22	61	124	106	100	3.49	1.163	Accepted
31	Individuals remain together even in difficult times	5	22	77	128	181	4.11	0.968	Accepted
32	Group welfare has a high priority in this hotel	9	54	77	106	167	3.89	1.141	Accepted
33	Individual regards personal goals as more important	17	48	106	105	137	3.72	1.161	Accepted
34	Management allows participative decisions	14	24	93	132	150	3.92	1.059	Accepted
	Average Total						3.826	1.0984	Accepted
	Long Term/Short Term Orientation								

35	This hotel prepares staff for future opportunities	9	39	70	99	196	4.05	1.104	Accepted
36	This hotel is innovative in operation	32	55	102	80	144	3.6	1.293	Accepted
37	The management is future oriented	9	52	116	109	127	3.71	1.098	Accepted
38	The management engages in regular feedback to prevent mistakes from re-occurring	5	54	102	142	110	3.72	1.035	Accepted
39	This hotel acquires modern equipment to improve working conditions	18	28	81	132	154	3.91	1.108	Accepted
	Average Total						3.798	1.1276	Accepted
	Overall Job Satisfaction Score						3.8436	1.10396	Accepted

Source: Field Survey, 2025.

N.B: 1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively.

Perceived Power Distance

From Table 4.2 above, 255 respondents agreed that the management makes decisions on working conditions without involving the employees but 67 respondents disagreed and strongly disagreed while 91 respondents were undecided. Also, 264 respondents agreed and strongly agreed that the management is close to the employees but 72 respondents disagreed and strongly disagreed to this statement while 77 respondents were undecided. Likewise, 231 respondents agreed and strongly agreed that the supervision of employees is purely task focused but 103 respondents disagreed and strongly disagreed while 79 respondents were undecided. Also, 255 respondents agreed and strongly agreed that management allows social interaction with employees but 61 respondents disagreed and strongly disagreed while 97 respondents were undecided. Also, 335 respondents agreed and strongly agreed that management delegates some tasks to employees but 15 respondents disagreed and strongly disagreed while 63 respondents were undecided. The average responses to the five questions exceeded the benchmark score of 3, the middle point out of 5 on the Likert scale, with an

overall mean of 3.828 with a standard deviation of 1.1058, which is higher than already specified. It is Benchmark showing the positive impact of Perception Power Distance on job satisfaction in the Nigerian Hospitality Sector, Benin City, Edo State, Nigeria.

Perceived Uncertainty Avoidance

Also, From Table 4.2 above, 276 respondents agreed that their job description is well spelt out so that they know what to do but 55 respondents disagreed and strongly disagreed while 82 respondents were undecided. Also, 312 respondents agreed and strongly agreed that their hotels made it mandatory for everyone to stick to rules but 29 respondents disagreed and strongly disagreed to this statement while 72 respondents were undecided. Likewise, 274 respondents agreed and strongly agreed that the management ensures that information is well disseminated to everyone but 60 respondents disagreed and strongly disagreed while 79 respondents were undecided. Also, 242 respondents agreed and strongly agreed that they are certain of what the management can do but 64 respondents disagreed and strongly disagreed while 107 respondents were undecided. Also, 263 respondents agreed and strongly agreed that meetings are held without any prior notice from management but 42 respondents disagreed and strongly disagreed while 108 respondents were undecided. The average responses to the five questions exceeded the benchmark score of 3, the middle point out of 5 on the Likert scale, with an overall mean of 3.884 with a standard deviation of 1.1044, which is higher than already specified. It is Benchmark showing that perceptions of uncertainty avoidance have a positive impact on job satisfaction in the Nigerian hospitality sector, Benin City, Edo State, Nigeria.

Perceived Masculinity/Femininity

Also, From Table 4.2 above, 298 respondents agreed that men occupy top position than women in this hotel but 38 respondents disagreed and strongly disagreed while 77 respondents were undecided. Also, 211 respondents agreed and strongly agreed their hotel

has more males than females but 62 respondents disagreed and strongly disagreed to this statement while 140 respondents were undecided. Likewise, 274 respondents agreed and strongly agreed that there are some jobs reserved for males and some jobs reserved for females in this hotel but 36 respondents disagreed and strongly disagreed while 103 respondents were undecided. Also, 282 respondents agreed and strongly agreed that their management allows the male to solve the more difficult problems than the females but 40 respondents disagreed and strongly disagreed while 91 respondents were undecided. Also, 290 respondents agreed and strongly agreed that their management gives more support to the males than the females but 46 respondents disagreed and strongly disagreed while 77 respondents were undecided. The average responses to the five questions outperformed the benchmark of 3, the midpoint on a 5-point Likert scale, with an overall mean of 3.882 and a standard deviation of 1.0836, which outperformed the aforementioned benchmarks. Masculinity/femininity ratio positively influencing job satisfaction in Nigerian hospitality in Benin City, Edo State, Nigeria.

Perceived Collectivism/Individualism

Also, From Table 4.2 above, 206 respondents agreed that individuals sacrifice their personal interest for the group but 83 respondents disagreed and strongly disagreed while 124 respondents were undecided. Also, 309 respondents agreed and strongly agreed that individuals remain together even in difficult times but 27 respondents disagreed and strongly disagreed to this statement while 77 respondents were undecided. Likewise, 273 respondents agreed and strongly agreed that group welfare has a high priority in their hotel but 63 respondents disagreed and strongly disagreed while 77 respondents were undecided. Also, 242 respondents agreed and strongly agreed that the individual regards personal goals as more important but 65 respondents disagreed and strongly disagreed while 106 respondents were undecided. Also, 282 respondents agreed and strongly agreed that management allows

participative decisions but 38 respondents disagreed and strongly disagreed while 93 respondents were undecided. The average responses to the five questions exceeded the benchmark score of 3, the midpoint out of 5 on the Likert scale, with an overall mean of 3.826 with a standard deviation of 1.0984, which is higher than the standard deviation of 1.0984 reference above. Benchmark showing Collectivist/Individualist Perceptions Positively Affect Job Satisfaction in the Nigerian Hospitality Sector, Benin City, Edo State, Nigeria.

Perceived Time Orientation

Also, From Table 4.2 above, 295 respondents agreed that their hotel prepares staff for future opportunities but 48 respondents disagreed and strongly disagreed while 70 respondents were undecided. Also, 224 respondents agreed and strongly agreed that their hotel is innovative in operation but 87 respondents disagreed and strongly disagreed to this statement while 102 respondents were undecided. Likewise, 236 respondents agreed and strongly agreed that the management of their hotel is future oriented but 61 respondents disagreed and strongly disagreed while 116 respondents were undecided. Also, 252 respondents agreed and strongly agreed that their management engages in regular feedback to prevent mistakes from re-occurring but 59 respondents disagreed and strongly disagreed while 102 respondents were undecided. Also, 286 respondents agreed and strongly agreed that their hotel acquires modern equipment to improve working conditions but 46 respondents disagreed and strongly disagreed while 81 respondents were undecided. The average responses to the five questions exceeded the benchmark score of 3, the midpoint out of 5 on the Likert scale, with an overall mean of 3.798 and a standard deviation of 1.1276, which is higher than already referenced above. A benchmark showing that time-oriented perception positively impacts job satisfaction in the Nigerian hospitality industry, Benin City, Edo State, Nigeria.

4.3.2 Description of Job Satisfaction

Table 4.3 showed the description of job satisfaction of employees in the Nigerian hospitality industry, Benin City, Edo State, Nigeria.

Table 4.3 Description of Job Satisfaction

Q/N	Item	Frequency					Mean	SD	Decision
		1	2	3	4	5			
	Job Satisfaction								
6	I like the working conditions of the hotel where I work	24	24	93	131	141	3.83	1.138	Accepted
7	I am satisfied with the flexible working arrangement in the hotel	9	25	81	118	180	4.05	1.034	Accepted
8	I enjoy team work in the hotel	29	53	114	118	99	3.5	1.188	Accepted
9	I like the support my colleagues provide when I need their help	8	40	111	120	134	3.8	1.058	Accepted
10	The feedback system is satisfactory	14	54	106	120	119	3.67	1.125	Accepted
11	I am able to get reply from my supervisor with ease	49	72	101	99	92	3.27	1.307	Accepted
12	I am satisfied with the feedback I receive concerning my performance	9	46	100	142	116	3.75	1.051	Accepted
13	I have a good relationship with my supervisor	52	43	101	115	102	3.42	1.306	Accepted
14	I am satisfied with the level of supervision I receive on my job	5	15	91	133	169	4.08	0.938	Accepted
	Total						3.707778	1.127222	Accepted

Source: Field Survey, 2025.

N.B: 1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively

Job Satisfaction

From Table 4.3 above, 272 respondents agreed that they like the working conditions of the hotel where they work but 48 respondents disagreed and strongly disagreed while 93

respondents were undecided. Also, 298 respondents agreed and strongly agreed that they are satisfied with the flexible working arrangement in the hotel but 34 respondents disagreed and strongly disagreed to this statement while 81 respondents were undecided. Likewise, 217 respondents agreed and strongly agreed that they enjoy the team work in their hotels but 82 respondents disagreed and strongly disagreed while 114 respondents were undecided. Also, 254 respondents agreed and strongly agreed that they like the support their colleagues provide when they need their help but 48 respondents disagreed and strongly disagreed while 111 respondents were undecided. Also, 239 respondents agreed and strongly agreed that the feedback system is satisfactory but 68 respondents disagreed and strongly disagreed while 106 respondents were undecided. 191 respondents agreed that they are able to get reply from their supervisor with ease but 121 respondents disagreed and strongly disagreed while 101 respondents were undecided. Also, 258 respondents agreed and strongly agreed that they are satisfied with the feedback they receive concerning their performance but 55 respondents disagreed and strongly disagreed to this statement while 100 respondents were undecided. Likewise, 217 respondents agreed and strongly agreed that they have a good relationship with their supervisor but 95 respondents disagreed and strongly disagreed while 101 respondents were undecided. Also, 302 respondents agreed and strongly agreed that they are satisfied with the level of supervision they receive on the job but 20 respondents disagreed and strongly disagreed while 91 respondents were undecided. The average responses to the 9 questions are above the benchmark score of 3, which is the midpoint of the 5-point Likert scale mark, with an overall average of 3.707778 and a standard deviation of 1.127222, which exceeds the aforementioned benchmarks.

4.4 Relationship between Perceived National Culture Values and Job Satisfaction of Employees in the Nigerian Hospitality Industry, Benin City.

The regression analysis was performed to show the relationship between perceived national cultural values and job satisfaction. Below are tables representing the output of the regression analysis.

Table 4.4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 ^a	.747	.744	3.62323	2.055

a. Predictors: (Constant), Power Distance, Uncertainty Avoidance, Masculinity/Femininity, Collectivism/Individualism, Time Orientation

b. Dependent Variable: Job Satisfaction

The coefficient of determination (R^2) was 0.747. This indicates that 74.7% of all systematic variation in the dependent variable (job satisfaction) with respect to the independent variables (job satisfaction) are accounted for by the independent variables (Power Distance, Uncertainty Avoidance, Masculinity/Femininity, Collectivism/Individualism, Time Orientation) in this model. The adjusted determinant coefficient (R^2) is 0.744, indicating that the data fit the model. The value of the Durbin-Watson (d) statistic is 2.055, which is greater than 2, so there is evidence of negative autocorrelation. This indicates that consecutive error terms are negatively correlated.

Table 4.5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15797.055	5	3159.411	240.666	.000 ^b
	Residual	5343.003	407	13.128		
	Total	21140.058	412			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant),), Power Distance, Uncertainty Avoidance, Masculinity/Femininity, Collectivism/Individualism, Time Orientation

From table 4.5 above, The F-Stat was at a value of 240.666 with a P-value less than 0.05. This showed that perceived national culture values is a significant variable for job satisfaction of employees in the Nigerian hospitality industry.

4.5 Test of Hypotheses

The hypotheses were tested with the p-value (Sig.) in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H_0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H_0) are dismissed. The results of the interpretations presented below.

Table 4.6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.221	1.038		2.140	.033
Power Distance	.235	.081	.139	2.904	.004
Uncertainty Avoidance	.458	.088	.266	5.225	.000
Masculinity/Femininity	.896	.081	.525	11.120	.000
Collectivism/Individualism	.012	.117	.007	.107	.915
Time Orientation	.006	.085	.003	.073	.942

a. Dependent Variable: Job Satisfaction

Hypothesis 1

H₀₁: There is no significant relationship between perceived power distance and job satisfaction of employees in the hospitality industry in Benin City.

Table 4.6 above showed the regression coefficients, t and P-value corresponding to the effect of perceived power distance on the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria. The P-value in the regression result is 0.004 which is lower than 0.05. Hence, the null hypothesis (H_0) is rejected, which states that there is no significant relationship between perceived power distance and job satisfaction employees in the hospitality industry in Benin City. This shows that the study suggested that there is a significant positive relationship between perceived power distance and job satisfaction.

Hypothesis 2

H₀₂: There is no significant relationship between perceived uncertainty avoidance and job satisfaction of employees in the hospitality industry in Benin City.

Table 4.6 above also showed the regression coefficients, t and P-value corresponding to the effect of perceived uncertainty avoidance on the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria. The P-value corresponding to the coefficient associated with the impact of perceived uncertainty avoidance on job satisfaction in the regression result is 0.000, which is lower than 0.05. Thus, we reject the null hypothesis (H_0) that states that there is no significant relationship between perceived uncertainty avoidance and job satisfaction of employees in the hospitality industry in Benin City. This is a proposition that there is a significant positive relationship between perceived uncertainty avoidance and job satisfaction.

Hypothesis 3

H₀₃: There is no significant relationship between perceived masculinity and femininity and job satisfaction of employees in the hospitality industry in Benin City.

The P-value conforming to the effect of perceived masculinity and femininity and job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria in the regression result is 0.000, which is less than 0.05 as indicated in Table 4.6 above. Therefore, we reject the null hypothesis (H_0) that states that there is no significant relationship between perceived masculinity and femininity and job satisfaction of employees in the hospitality industry in Benin City. This denotes that there is a positive and significant relationship between perceived masculinity and femininity and job satisfaction.

Hypothesis 4

H₀₄: There is no significant relationship between perceived individualism and collectivism and job satisfaction of employees in the hospitality industry in Benin City.

The P-value matching the effect of perceived individualism and collectivism and job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria in the regression result is 0.915, which is higher than 0.05 as shown in Table 4.6 above. Therefore,

we do not reject the null hypothesis (H_0) that states that there is no significant relationship between perceived individualism and collectivism and job satisfaction of employees in the hospitality industry in Benin City. This infers that there is positive and non-significant relationship between perceived individualism and collectivism and job satisfaction.

Hypothesis 5

H₀₅: There is no significant relationship between perceived long term and short-term orientation and job satisfaction of employees in the hospitality industry in Benin City.

The P-value matching the effect of perceived long term and short-term orientation on the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria in the regression result is 0.942, which is higher than 0.05 as shown in Table 4.6 above. Therefore, we do not reject the null hypothesis (H_0) that states that there is no significant relationship between perceived long term and short-term orientation and job satisfaction of employees in the hospitality industry in Benin City. This infers that there is positive and non-significant relationship between perceived long term and short-term orientation and job satisfaction.

4.6 Discussion of Findings

This study examined the impact of perceived national cultural values on the job satisfaction of employees in the Nigerian hospitality industry, Benin City, Edo State, Nigeria. Copies of the questionnaire were distributed to persons who currently work in the hospitality industry after which when our target sample size was filled up, an analysis of the responses was done. The findings of the study are discussed below:

Table 4.1 showed that a majority of the respondents were in the age bracket of 17-33 years. This category of respondents accounted for 43.1 percent of the total number of respondents. Also, there were respondents between the ages of thirty-four (34) and forty-nine (49) accounting for 38.5 percent, between the ages of fifty (50) and above years accounting for 8.7 percent, while 40.0 percent of the respondents between the ages of zero (0) and sixteen (16)

years. From the same table above, we saw that majority of the respondents were males. This category of respondents accounted for 52.5 percent of the total number of respondents, while 47.5 percent of the respondents were females. Also, it was shown that 41.6 percent of the respondents have worked in their organisations for between six (6) and ten (10) years and this constitutes majority of the sampled respondents. 33.4 percent of the respondents have worked in their organisations for zero (0) to five (5) years while the remaining 24.9 percent have worked in their organisations for about eleven (11) years and above. In the same vein, it was also revealed that 17.4 percent of the respondents worked at the front office of the organisation. 13.8 percent of the respondents worked in the reservation department, 20.3 percent of the respondents worked in the housekeeping department, 15.5 percent of the respondents worked in the sales/marketing department, 12.8 percent of the respondents worked in the human resources department, 8.5 percent of the respondents worked in the security department while the remaining 11.6 percent worked in other departments of the various organisations under study. As regards educational qualification, it was discovered that a majority of the respondents received a post-secondary certificate (OND/NCE) as their highest educational qualification. This category of respondents accounted for 48.4 percent of the total number of respondents. 32.0 percent of the respondents obtained a Bachelor's Degree or its equivalent while 19.6 percent of the respondents obtained a Secondary School Certificate or its equivalent.

Based on the analysis done, it revealed that there is a significant positive relationship between perceived power distance and job satisfaction. Thus, perceived power distance has a positive impact on the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria and can influence how employees are satisfied with their jobs and the corporate politics at their respective organisations.

Also, based on the analysis done, it revealed that there is a significant positive relationship between perceived uncertainty avoidance and job satisfaction. Thus, perceived uncertainty avoidance has a positive impact on the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria and can affect how employees feel when they face unfamiliar situations that seem threatening, ambiguous and unknown to them.

Based on the analysis done, it revealed that there is a positive and significant relationship between perceived masculinity and femininity and job satisfaction. Hence, perceived masculinity and femininity has a positive impact on the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria as employees will be satisfied if their organisations are able to balance the masculine features of achievement, heroism and materialistic rewards and the feminine features of provision of care for weakness, concern for quality of life and employees' emotions.

Based on the analysis done, it revealed that that there is a positive and non-significant relationship between perceived individualism and collectivism and the job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria. Therefore, perceived individualism and collectivism has a positive impact on job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria though it is not significant the perceived individualism and collectivism may not affect how employees do their job because some employees may want to work in an organisation with an individualistic culture where the efforts of the individual is recognised, appreciated and rewarded accordingly while some want to work in an organisation with a collectivism culture where team, group and corporate efforts are recognised and rewarded.

Based on the analysis done, it revealed that there is a positive and non-significant relationship between perceived long term and short-term orientation and the job satisfaction of employees in the hospitality industry in Benin City, State, Nigeria. Thus, perceived long term and short-

term orientation has a positive impact on job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria as employees will be satisfied if their organisations take into cognisance that they want to benefit both intrinsically and extrinsically in the long and short term they will spend with the organisation.

The findings above corroborate the findings of Graham (2014), Andreassi *et al* (2012), Eskildsen and Kristensen (2010) and Dania and Oshodin, (2015) as it shows that Perceived National Cultural Values is an important indicator that organisations in the Nigerian Hospitality Industry can use to ensure the job satisfaction of their employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, we present the review of findings from the empirical analysis as well as the conclusion and the recommendations required for improvement as a result of these findings.

5.2 Summary of Findings

1. The study shown that there is a significant positive relationship between perceived power distance and the employees job satisfaction the hospitality industry in Benin City, Edo State, Nigeria.
2. It also found out that there is a significant positive relationship between perceived uncertainty avoidance and the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria.
3. This study also showed that there is a positive and significant relationship between perceived masculinity and femininity and the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria.
4. The study also identified that there is a positive and non-significant relationship between perceived individualism and collectivism and the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria.
5. Finally, the study found out that there is positive and non-significant relationship between perceived long term and short-term orientation and the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria.

5.3 Conclusion

This study examined the relationship between perceived national cultural values and employees job satisfaction in the Nigerian hospitality industry, Benin City, Edo State, Nigeria.

Precisely, it assessed the relationship between perceived power distance, perceived uncertainty avoidance, perceived masculinity and femininity, perceived individualism and collectivism, perceived long term and short-term orientations and job satisfaction of employees in the hospitality industry in Benin City, Edo State, Nigeria.

5.4 Recommendations

Based on the findings of this study, the following recommendations were made:

1. organisations in the hospitality industry need to ensure that the power play and office politics are not too much so as not to have a high power distance to enable a cordial and mutually beneficial relationship between and among the management and employees.
2. organisations in the hospitality industry need to make sure that there are laid down policies and procedure so as to minimise the risk of uncertainty in everyday activities and also in complex situations. This will enable employees have some ability to predict management's actions and also synchronise their behaviours in line with both the written and unwritten codes of the organisation.
3. organisations in the hospitality industry need to ensure that there is a balance of the masculine and feminine features so as to be able to adequately cater for all categories of employees as some may prefer one feature to the other while others may prefer a mix to different levels of the two features.
4. organisations in the hospitality industry need to ensure that both the collective and individual efforts of employees are recognised, appreciated and rewarded as this ensures that employees contribute as individuals and to the teams they belong thus affecting the general organisations.
5. lastly, organisations in hospitality industry need to ensure that employees' views and needs according to their time orientation are taken into cognisance. This can be done

by ensuring a balance and structured means of remunerating and compensating them for both the short and long period of time.

5.5 Contributions to Knowledge

This study has made the following contributions to the body of knowledge:

1. The study identified that perceived power distance impacts the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria as the power play and office politics can to a large extent affect employees' relationship with management and if not cordial, can be disadvantageous to the organisation as a result of frequent breakdown in communication and productivity.
2. It also found out that perceived uncertainty avoidance impacts the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria as employees need to be aware of certain policies and procedures that will guide their behaviours at all times.
3. It also found out that perceived masculinity/femininity impacts the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria as employees want to work in an organisation that has a balanced mix of both the masculinity/femininity features.
4. This study showed that perceived individualism/collectivism may not impact the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria but organisations have to ensure that there both the collective and individual approach are adequately used to ensure that employees experience a great workplace.
5. This study discovered that perceived time orientation may not affect the employees' job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria as employees' needs and view of time orientation differ and organisations need to be able to identify and satisfy them accordingly.

6. This study has revealed the extent of impact and clearly shown the relationship between perceived national culture values and the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria and this is useful for organisations in the hospitality industry in determining the level of job satisfaction so as to be able to adequately satisfy their diverse workforce and increase their competitiveness and profitability.
7. Lastly, since only a few studies have been conducted in a developing country like Nigeria (Dania & Oshodin, 2015), this study contributes to the existing literature by measuring perceived national culture values' impact on the employees job satisfaction in the hospitality industry in Benin City, Edo State, Nigeria by surveying organisations in the hospitality industry using the Multiple Regression (OLS) technique to estimate the model.

5.6 Suggestions for Further Research

Based on the scope of this study, the employees in the hospitality industry in Benin City, Edo State, Nigeria were sampled. We, therefore, recommend that future research should be stretched to include other hospitality industries in other states in Nigeria at large. Future research should endeavour to examine the relationship between perceived national culture and organisational performance in other Nigerian private and public sectors while the adoption of the Nigerian work culture and attitudes can also be studied both in the private and public sectors in Nigeria and other countries around the world.

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Appendix
Questionnaire

**Department of Business Admin,
Faculty of Management Sciences,
University of Benin, Benin City.**

Dear Respondent,

REQUEST FOR QUESTIONNAIRE COMPLETION

I am a B.Sc. student of the above department. I am soliciting your assistance in the completion of this questionnaire on the topic “**Perceived National Culture and Employees Job Satisfaction in the Hospitality Industry in Benin City**” in partial fulfilment of my academic requirement. Please tick a response where appropriate in spaces provided. Your anonymity is guaranteed because your name is not required Also, the information given will be used only for this research.

Thanks.

Yours faithfully.

Favour Jumai OLOKO
Researcher

SECTION A: DEMOGRAPHIC INFORMATION

INSTRUCTION: Please tick (✓) and fill in the necessary information as may be appropriate.

1. Age: 0 - 15 years [] 16-25 years [] 26-35 years [] 36-45 years [] 46 years and above []
2. Gender: Male [] Female []
3. Years in the firm: 0-5 years [] 6-10 years [] 11 years and more []
4. Department: Front Office [] Reservations [] House Keeping []
Sales/marketing [] HRM [] Security [] Others []
5. Education Level: O' Level [] NCE/Diploma [] Graduate []

SECTION B: Please indicate your level of agreement or disagreement using Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD)

S/N	RESEARCH STATEMENTS	SA 5	A 4	UD 3	D 2	SD 1
	Job Satisfaction					
6	I like the working conditions of the hotel where I work					
7	I am satisfied with the flexible working arrangement in the hotel					
8	I enjoy team work in the hotel					
9	I like the support my colleagues provide when I need their help					
10	The feedback system is satisfactory					
11	I am able to get reply from my supervisor with ease					
12	I am satisfied with the feedback I receive concerning my performance					
13	I have a good relationship with my supervisor					
14	I am satisfied with the level of supervision I receive on my job					
	Power Distance					
15	The management makes decisions on working conditions without involving the employees					
16	The management is close to the employees					
17	The supervision of employees is purely task focused					
18	Management allows social interaction with employees					
19	Management delegates some tasks to employees					
	Uncertainty Avoidance					
20	My job description is well spelt out so that I know what to do					
21	This hotel makes it mandatory for everyone to stick to rules					
22	The management ensures that information is well disseminated to everyone					
23	I am certain of what the management can do					
24	Meetings are held without any prior notice from management					
	Masculinity/Femininity					
25	Men occupy top position than women in this hotel					
26	This hotel has more males than females					
27	There are some jobs reserved for males and some jobs reserved for females in this hotel					
28	The management allows the male to solve the more difficult problems than the females					
29	The management gives more support to the males than the females					
	Collectivism/Individualism					
30	Individual sacrifices interest for the group					

31	Individuals remain together even in difficult times					
32	Group welfare has a high priority in this hotel					
33	Individual regards personal goals as more important					
34	Management allows participative decisions					
	Long Term/Short Term Orientation					
35	This hotel prepares staff for future opportunities					
36	This hotel is innovative in operation					
37	The management is future oriented					
38	The management engages in regular feedback to prevent mistakes from re-occurring					
39	This hotel acquires modern equipment to improve working conditions					

THANK YOU FOR YOUR TIME