

Employees' Satisfaction Is It an Antecedent of Customers' Satisfaction: An Empirical Study on the Five and Four Star Hotels in the Kingdom of Bahrain

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Abstract

Along eras, customers were considered the single reason for hotel properties to remain in business, and due to the fact that their satisfaction remained to be a crucial issue, both practitioners and academics address it with a special concern. Because customers can easily perceive the enthusiasm and the positive energy of those employees in terms of their willingness to provide them with an enjoyable memorable experience, the founder of Marriott hotel chain stated "*You can't make happy guests with unhappy employees*". Therefore this study aims to investigate whether employees' satisfaction can be viewed as an antecedent of customers' satisfaction. An empirical study was conducted on the hotel industry in the Kingdom of Bahrain to investigate the relationship between employee and customer satisfaction as the impact of such relation in the hospitality industry is not quiet evidenced yet. The research adopts the analytical descriptive approach, utilizing two questionnaires addressed towards employees and customers to identify the impact of employees' satisfaction on customers' satisfaction. Data for this study was collected from employees and customers of five and four star hotels. The study traced the impact of employees' satisfaction on customers' satisfaction and results revealed high correlation between these variables. Empirical findings confirmed that pay and award as well as promotion have significant effect on customers' satisfaction. Drawing from this finding, the research suggests for hotel practitioners to create employee engagement's score and to correlate it to customer satisfaction score in one chart to manage this relationship.

Keywords: Employees' satisfaction, pay and award, supervision, working conditions, promotion, customers' satisfaction, five and four star hotels.

1. Introduction

Along the two previous decades, researchers perceived the employee satisfaction concept as a crucial influential tool on organizational performance. (Greasley, et. al., 2005 and Chen, et. al., 2006).

Numerous empirical studies concluded that satisfied employees are more likely to provide their customers with an excellent service that will significantly impact their retention, and an increase in employee satisfaction will be reflected on increased customer satisfaction as the former is more willing to provide customers with an enjoyable service (Chi and Guroy 2009).

This argument was shown in the study of (Heskett et al., 1997) that launched the term satisfaction mirror to convey the relationship between employee and customer satisfaction debating that business success is yielded from employees satisfaction reflected on their customers' satisfaction (Xu & Goedegeburre, 2005).

This assumption has underlined the positive relationship between employee satisfaction and customer satisfaction (Spinelli and Canavos, 2000). As suggested by this wealth of findings, scholars argued that positively changed employee attitude will lead to positive change on customer satisfaction. (Schneider, Parkington & Buxton, 1980, Schneider & Bowen, 1985; George, 1990; Ulrich et al., 1991; Schlesinger & Zernitsky, 1991; Schlesinger & Heskett, 1991; Tornow & Wiley, 1991; Reynierse & Harker, 1992; Fitzgerald, Johnston, Brignall, Silvestro & Voss, 1993; Schneider, Ashworth, Higgs, & Carr, 1996; Schneider, White, & Paul, 1998; Bernhardt et al., 2000; Harter et al., 2002; Koys, 2003; Wangenheim et al., 2007, Yee et al., 2008)

(Schmit & Allscheid, 1995) reported that it is impossible to sustain a satisfied and retained customer without satisfying employees. Furthermore, (Crosby, Grisaffe and Marra, 1994) found that employees who are truly inspired by a desire to do quality work that achieves their customer needs and meet their expectations, will contribute to the employees' own satisfaction as well. On the other hand, this reciprocal relationship was stipulated by (Bitner, 1990) who found that customers reactive behavior is a reflection of their interactivity with the service provider that play an influential role in creating a positive climate that will be exposed to the customer through higher levels of employee satisfaction as cited by Gouws et.al 2006.

In the hospitality literature, customer satisfaction received significant attention. In several researches, findings suggested that employees are likely to exert a substantial role on customer satisfaction (Spinelli and Canavos, 2000; Wu, 2007). Due to that hospitality products are characterized by being heterogeneous and inseparable, employees are perceived as a key catalyst in the provision of a bundle of interaction, exchange and performance with customers (Bitner et al., 1990) and customers will depend on employees' behavior in forming ideas about the service offering (Clark, 1997). This opinion is supported by (Gursoy and Swanger, 2007) that emphasized on the extent of attention to serving customers and meet their satisfaction is proved to be a "given" factor for hospitality organizations' day-to-day operations as this industry cannot survive without satisfied customers. Therefore, employee satisfaction and retention has become one of the most critical issues facing the hospitality and tourism industry (Matzler and Renzl, 2007).

Although both customer satisfaction and employee satisfaction and their reciprocal relation have been studied extensively, the impact of such relation in the hospitality industry did not receive that required attention. This study aimed to investigate the relationship between employee satisfaction and customer satisfaction in the five and four star hotels in the Kingdom of Bahrain.

2. Literature Review

Job satisfaction refers to the employees' recognition to their jobs (Mc Shane & Glinow, 2005). It was perceived by scholars as an emotional state that results from employees' experiences at work. The argument was that if employees demonstrate highly satisfied experiences with their jobs, they will enjoy an emotional state (Bartolo & Furlonger, 1999). This is supported by (Sharma & Mani, 2013), that described it as the extent of employees' likeness to their job, whereas, (Kiruthiga & Magesh, 2015) referred employees' satisfaction to the happiness of the employees with their job, in another word, it is the fulfilment of their desires and wants at work in terms of remuneration, workload, perceptions of supervision, available resources, flexible working conditions, and team working, etc. On the contrary, employees whom needs and expectations are not met, are likely to express negative attitude in their performance (Arokiasamy, 2013).

Therefore, the influential role of employee satisfaction on employee performance was substantially highlighted by researchers (Babin & Boles, 1998; Bernhardt et al., 2000; Van Scotter, 2000; Koys, 2003; Testa, 2001).

This research address the issue of employees' satisfaction from the Job Descriptive Index (JDI) perspective as reported by (Opkara, 2002). This well-known construct was initially launched by (Smith et al., 1969) and it is used to define and measure job satisfaction (Gregson, 1991), it encompasses five dimensions of namely; pay and award, work environment, satisfaction with work, supervision, and coworkers. However, the dimension of co-worker was merged into the work environment and a fifth dimension was introduced which is professional development (promotion).

The debate of how much does money contribute to the job satisfaction has been an arguable issue for long time. Some researchers has emphasized the role of monetary compensation whereas others downplay it.

Several studies investigated the impact of pay and award on employees' satisfaction, and it was also found that job satisfaction is affected by that dimension (Nguyen et al., 2003). Although employees want to be paid fairly for their job, money is not perceived to be the solely effective way to stimulate individuals. Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required (Hertzberg review 2008, 112-113). This confirms with the findings of (Lambert et al., 2001) that postulated that there are other factors that can drive the employee satisfaction rather than pay and reward, among these factors are the job itself, fellow worker, supervision, and promotion. According to (Arokiasamy, 2013), supervisors play significant role on employee's satisfaction and it is important to know how supervisors may influence on the perception between the organization and employees. This is in confirmation with (Hasan & Kalidas, 2015) that found that a poor quality relationship between employee and supervisor leads to weak level of job satisfaction.

Therefore, (Lavy, 2007) reported that it is crucially important to assess the significance of the dimension that is capable to increase employees' satisfaction, and this may be due to variation among the five dimensions that constitute the construct. Although, (Opkara, 2002) identified that job satisfaction is the result of different drivers like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions, he emphasized on the impact of pay and reward on employees' satisfaction as a significant factor, this is in disagreement with the findings of (Ceylan, 1998, Guest 2004, Silla et al., 2005) who advocated that the working conditions have effect on the satisfaction of employees. These include comfortable work environment in terms of spaces, lighting, temperature, and ventilation.

Furthermore, scholars highlighted the significance of pay and award on satisfying employees, as concluded by (Sokoya, 2000) that the income is the key determinant of employee satisfaction. These results confirm the theory of motivation and job satisfaction by (Herzberg et al., 1959) that reported that employee satisfaction dimensions

are the employee's achievement, recognition, work itself, responsibility, and advancement, which is in line with the Job Descriptive Index referred by (Opkara, 2002).

In service industries, high involvement between employees and customers takes place, requiring close and direct interactions for a relative prolonged period (Chase, 1981) that necessitates, an extent of intimacy, communication and valuable exchanged information (Kellogg & Chase 1995).

In their research, (Kiruthiga & Magesh, 2015) reported that employees may quit their job because they lack some of the fringe benefits i.e. sick leaves, paid vacation, health insurance and other benefits.

Hotels that offer higher remunerations, strong image, and benefit packages can retain easily their employees because the latter become satisfied with their job. Job satisfaction usually arises when the employee enjoys the position he held and feel recognized and awarded for his valuable contribution. Through job satisfaction, employees are motivated, supported towards their goal attainment, and increase their morale. Moreover, the longer an employee stayed with the company, the more valuable they are considered especially in services operations settings. Therefore, organizations had to create friendly atmosphere as well as employee's recognition for their hard work (Kiruthiga and Magesh, 2015). This is in agreement with the findings of (Hertzberg review 2008, 112-113.) that reported that in the hotel industry, employees may encounter different stress level during their interactivity with their customers, this highlight the importance of employee satisfaction with their jobs.

According to (Pugh 2001, Barsade 2002), customers are subject to employees' emotions, that by its turn will drive changes in their own affective situation. They argued that those service employees who are highly satisfied will appear to the customer more composed and contented with their environment, which by its turn will increase customer satisfaction (Homburg and Stock 2004). This argument is in agreement with (Oh and Yoon, 2011) that revealed that employees' satisfaction in the service industry has a significant impact on the service quality which consequently affects customer satisfaction. In contrary, discontent service employees are likely to show unfriendly emotions to their customers, decreasing the extent of customer satisfaction through affective contagion.

The reciprocal influence of customer satisfaction on employee satisfaction is associated to the Social Exchange Theory (Konovsky & Pugh, 1994) and the Psychological Contract Theory (Robinson & Morrison, 1995). Both theories imply that satisfied customers will interact and collaborate with employees who provide benefits for them (Bateman & Organ, 1993). Furthermore, customers who built relations with employees will be in a position to receive more attention from those employees, which lead to an increase in customers' satisfaction (Paul, 2013, Beaty and Lee 1996).

According to the Social Exchange Theory, employees who are enjoying appropriate satisfactory working conditions, will be tended to make extra effort to repay the kindness they received from their organizations (Wayne, Shore, & Linden, 1997; Flynn 2005). In the same context, employee satisfaction will increase when customers appreciate their efforts and the service they provide, the issue that urge the need to get prompt feedback from customers, whether this feedback is an appreciation or a complaint (Ariani, 2015). Therefore, scholars suggested that employees who are satisfied will be tied to serve customers in a better way (Loveman, 1998; Silvestro and Cross, 2000; Yoon & Suh, 2003).

In the other hand, previous researchers reported that employees' satisfaction was perceived as an antecedent of customer satisfaction (Wagenheim, et al., 2007; Yee, Yeung, & Cheng, 2008). Based on that argument, customer satisfaction will strengthen employee satisfaction on the job (Ariani, 2015).

Based on the above argument, the following hypotheses are proposed as shown in the conceptual framework. - Fig. 1 presents the model tested in this study.

- H1: Employees' satisfaction has a positive impact on customers' satisfaction.
- H2: Pay and award positively influences customers' satisfaction.
- H3: Relationship with supervisor positively influences customers' satisfaction.
- H4: Work environment positively influences customers' satisfaction.
- H5: Promotion positively influences customers' satisfaction.

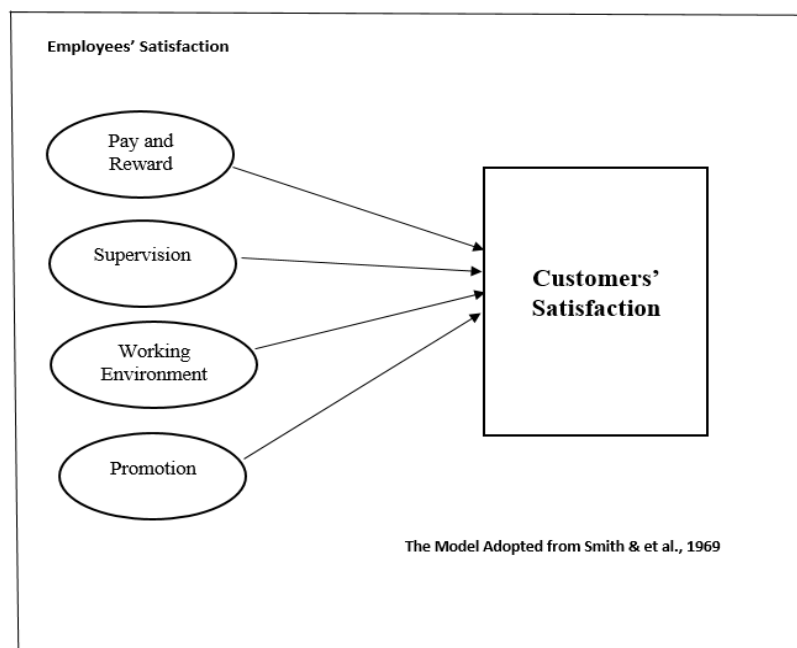


Figure 1. Conceptual Frame Work

3-Methodology

3.1 Data Collection

The data required for this study were collected from both employees and customers of the 5 star and 4 star hotels in the Kingdom of Bahrain. A total of 25 hotels were identified to represent these two categories. Each chosen hotel was allotted 20 customer surveys and 10 employee surveys. Each hotel property was distinguished by a code prior to the data collection process to guarantee that the responses collected refer to the right hotel. Several visits were conducted at each hotel to collect customer surveys, while employee surveys were targeted to those employees who had been working in the company for a minimum of one year. This entire process has been coordinated with the human resource department of the respective hotel.

To protect the privacy of the respondents, their identity including personal details have been withheld.

The respondents were requested to fill out the survey, then put it in a sealed envelope for confidentiality purposes and returned the same to the researcher.

A total of 213 usable employee surveys were retrieved with a response rate of 85.2%. Meanwhile, 416 usable customer surveys were collected yielding a response rate of 83.2%.

It should be noted that the distribution of customer surveys were conducted at the time customers were checking out from the hotel after their kind permission has been thought to fill the survey, highlighting the significance of their participation. The rationale behind selecting the check-out stage to fill out the survey is the belief that customers would be more objective in their judgment about their extent of overall satisfaction with the hotel services and facilities due to the inseparability characteristic of these services. Upon filling out this survey, customers were provided with an envelope to place the completed survey, then sealed and returned to the researcher.

After retrieval of both employee and customer surveys from each hotel, an aggregated measure for each customer satisfaction and employee satisfaction variable (question) was created for each hotel. For instance, from Property A, eight usable employee satisfaction surveys and seventeen usable customer satisfaction surveys were returned. First, an aggregated measure for question one of the employee satisfaction survey was created by averaging all eight responses to question one. The same procedure was applied to compute the summated score for each customer and employee satisfaction questions (variables). Subsequently, summated scores for each customer satisfaction and employee satisfaction variables provided by Property A were processed in a single data file yielding a single line showing the summated responses for Property A. The same procedure was followed for

each property. Results from each property were entered to the data file. These summated scores for customer satisfaction and employee satisfaction were used as it enables the researcher to relatively minimize the measurement error inherent in the measured variables. Since this study summated individual data and reflected it to property level data using a cross-level approach of data transformation, it was necessary to ensure that individual ratings remain stable within each property to guarantee consistency across customer and employee perceptions.

3.2 Testing instruments

To conduct the empirical study, two different questionnaire were used, namely an employee questionnaire used to measure employee satisfaction, and a customer questionnaire which measured customer satisfaction.

To ensure the validity and reliability of the two questionnaires, a pilot testing was conducted to check the reliability of the questionnaire items. The pilot sample selected from the targeted population includes 63 employees and 37 customers. Initially, the first questionnaire consisted of 25 items, however after measuring the validity and reliability, five items were disregarded as keeping them will weaken the validity and reliability, On the other hand, the customer satisfaction questionnaire included 12 items, and it becomes 10 items after repeating the same process.

The dimensions of the dependent variable was based on the model of (Smith et al., 1969). Statements were formed to correspond with each dimension. , the communality of each dimension to the sum of specific statements was tested using Factor Analysis and in particular the Rotation Method: Varimax with Kaiser Normalization.

It was revealed that statements (items) from 1 to 5 were loaded with values that ranged from (0.451-0.689), and the sums of squared loadings for the pay and award dimension were 5.238, while statements from 6 to 10 were loaded with values that ranged from (0.572 – 0.653) and the sums of squared loadings for the supervision dimension were 5.589. Statements from 11 to 15 were loaded with values that ranged from (0.408 – 0.523) and the sums of squared loadings for the working environment dimension were 5.221. Finally, Statements from 16 to 20 were loaded with values that ranged from) 0.518 – 0.673) and the sums of squared loadings for the promotion dimension were 5.561 and the Sums of Squared Loadings for employees' satisfaction were 15.41.

Table 1. Cronbach's Alpha Coefficient Reliability for Employees' Satisfaction and Customers' Satisfaction

	Employees' Satisfaction					Customers' Satisfaction
Factors	Pay and Reward	Supervision	Working Environment	Promotion	Total	0.857
Alpha Coefficient (α)	0.886	0.795	0.779	0.855	0.871	
Sig.	0.01	0.01	0.01	0.01	0.01	0.01

From the data depicted in table 1, it is clear that all values of Cronbach's Alpha Coefficient for the questionnaire dimensions were highly significant at level (0.01). This demonstrates the reliability of the questionnaire.

Four types of factor were extracted from the employee questionnaire, namely pay and ward factor (Items 1 to 5), supervision (Items 6 to 10), working environment (Items 11 to 15) and promotion (Items 16 to 20). The alpha coefficients of the four factors were 0.886, 0.795, 0.779 and 0.855 respectively. The overall reliability of the questionnaire received 0.871 and was evidenced.

To measure the validity of the two questionnaires, the results of the exploratory sample showed that the values of α for each statement of the pay and reward dimension ranged from (0.712) to (0.931), for the second dimension which is supervision, the values ranged from (0.756) to (0.837), for the third dimension the values ranged from (0.748) to (0.799) and for the fourth dimension, the values ranged from (0.864) to (0.881). On the other hand, the values of α for the customer satisfaction questionnaire from (0.827) to (0.892). Therefore it is clear that the values of Cronbach's alpha coefficients were higher than the accepted alpha (0.7).

From the above mentioned analysis, the researcher concluded that items within the construct were homogeneous. Since the values of Cronbach's alpha coefficients are high, there is a clear evidence that these items are appropriate in the underlying construct. Factors were constructed through the use of SPSS statistical software

package, whereas Varimax rotation was used to demonstrate the squared correlations between variables and factors.

Thus, the employees' satisfaction construct encompasses four dimensions made up from 20 items, while the customers' satisfaction construct included 10 items. Separate analysis was undertaken for the two questionnaires. All variables were measured on a five-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree.

4-Results of the Study

To test the research hypotheses, several statistical methods were utilized. Descriptive statistics (mean, standard deviation, skewness, kurtosis and variances) were used to analyze the normality of the data. Additionally, the t-value and the adjusted R² of multiple regression were calculated to determine the proportion of variance in the dependent variable. Moreover, to check the relationship among variables, the Cronbach's alpha coefficient was used to investigate the association among the independent variable which is customer satisfaction.

4.1 Descriptive Statistics

Table 2. Descriptive Statistics of the Questionnaire

No	Item	Mean	S.D.	Skewness	Kurtosis	Variance	Ranking
1	Pay and Reward,	3.75	0.76	0.125	-1.096	0.578	1
2	Supervision	3.092	0.646	0.321	-1.092	0.417	4
3	Working Environment,	3.41	0.626	0.122	-1.023	0.392	3
4	Promotion	3.678	0.706	0.328	-1.087	0.498	2
Customers' satisfaction Dimension		3.711	0.640	0.132	-1.021	0.410	

This table illustrates that the descriptive statistics for the four dimensions of employees' satisfaction and customers' satisfaction, the mean score of Pay and Reward was the highest value as it was 3.75, followed by 3.678 for the promotion dimension, then working environment mean score was 3.41 and finally, comes the supervision dimension with a mean score of 3.092. It is notable, that all values of skewness range from 0 to 3, additionally all values of Kurtosis range from 1.3 to -1.3. This demonstrates the normality of the distributed data. Thus, conforming the homogenous of the sample to the total population. In terms of variance, the values illustrated that there are different levels of variances, this stands for diversity in the sample opinions.

4.2 Testing Hypotheses

Table 3. Pearson Correlation Coefficient between Employees' Satisfaction and Customers' Satisfaction

variables	Pay and Reward	Supervision	Working Environment	Promotion	total
Customers' Satisfaction	0.893**	0.712**	0.716**	0.736**	0.783

** . Correlation is significant at the 0.01 level

* . Correlation is significant at the 0.05 level.

As illustrated in table. 3, there is a relationship between the overall employees' satisfaction and the overall customers' satisfaction as Pearson Correlation Coefficient was (0.783) and significantly correlating at the 0.01 percent level.

This evidenced positive relationship demonstrates that an increase in employees' satisfaction will trigger an increase in customers' satisfaction in general. In terms of the relationship between the dimensions of both employees' satisfaction and customers' satisfaction, it is revealed that pay and reward is the highest dimension correlated to customers' satisfaction with a value of (0.893), followed by promotion (0.736), working environment (0.716) and finally, supervision (0.712).

To determine the extent of impact of employees' satisfaction on customers' satisfaction, multiple regression

analysis was conducted as shown in table 4.

Table 4. Multiple Regression between Employees' Satisfaction and Customers' Satisfaction

(r^2) Regression coefficient	F -value	P-value	Sig
0.513	32.456	0.000	0.01

It is clear from the multiple regression analysis that all employees' satisfaction dimensions (Pay and reward, supervision, working environment and promotion) influence customer satisfaction by 51.3 percent.

Table 5. Output of Coefficients for the Multiple Regression

Variable	t- value	β	p-value	Sig
Pay and Reward	10.87	1.556	0.00	0.01
Supervision	5.37	0.408	0.00	0.01
Working Environment	6.76	0.732	0.00	0.01
Promotion	8.32	0.879	0.00	0.01

The results from the multiple regression presented in table 5 indicate that pay and reward is the most influential dimension as t-value was (10.87) at (0.01) level of significance. Then, promotion was identified to be the second important dimension as t-value was (8.32) at (0.01) level of significance. Whereas, it was revealed that working environment was the third dimension as t-value was (6.76) at (0.01) level of significance. Finally, supervision was the least important dimension as t-value was (5.37) at same level of significance. This can be evidenced as p-value is lower than (0.01) for all dimensions.

Furthermore, ANOVA was used to explore the level of significance between dependent groups. The results showed that there are differences with statistical significance at (0.01) level in employees' satisfaction working in five and four star hotels. Differences were associated to those employees working in five star hotels for supervision and working environment dimensions, while differences with statistical significance at (0.05) level for the pay and reward and promotion dimensions.

In order to portray the respondents profile and interpret the analysis of their demographic data, ANOVA was also used. Results showed that there are differences in gender with statistical significance at (0.01) level in employees' satisfaction. These differences were associated to males' employees for the pay and reward and promotion dimensions, while differences with statistical significance at (0.05) level for work environment and supervision dimensions for females' employees. Furthermore, differences between Bahraini and non-Bahraini employees were revealed. The results showed that that there are differences with statistical significance at (0.01) level for Bahraini employees for all employees' satisfaction dimensions.

5- Discussion

Although some scholars have reported that there is no evidence of a link between employees' satisfaction and customers' satisfaction in the grocery retailing industry in particular (Silvestro & Cross, 2000) or in other industries in general (Schneider and Bowen, 1985), while others found that the link is a very weak in the banking sector (Loveman, 1998),

This research results clearly illustrates that there is a direct significant positive relationship between employee satisfaction and customer satisfaction. This is in accordance with the results revealed by (Wiley, 1996; Kilpatrick, 2000; Bernhardt et al. 2000, Tofani, 2000 and Ronald et al.2005). This argument of such a positive relationship between employees' satisfaction and customers' satisfaction is supported by the justification that it is impossible

to retain a satisfied customer without satisfying those employees who will be serving them. (Schmit & Allscheid 1995)

The findings suggest that employees' satisfaction is one of the significant determinants of customers' satisfaction as employees will be more likely to provide customers with a memorable experience that exceeds their expectations if those employees are satisfied. Therefore, the findings are consistent with Ariani, 2015, Chi & Gursoy, 2009, Tornow, 1990.

The results found that pay and award was perceived by respondents to be the strongest determinant of employees' satisfaction as its t-value was (10.87) at (0.01) level of significance which confirms the results revealed by (Arokiasamy, 2013) who stipulated that an increment in compensation & rewards will lead to increase in employee satisfaction. These results are identically consistent to these reported by (Kiruthiga & Magesh, 2015) who found that hotel salary and service benefits play a critical role in dissatisfying the employees. Additionally, the results are in total agreement with (Mohamed et al., 2013) that concluded that pay exerts a significant impact on job satisfaction especially when employees perceive payment matching explicitly to their expectations.

In terms of promotion, the study revealed that promotion is the second influential dimension on employees' satisfaction as its t-value was (8.32) at (0.01) level of significance, this is justified by employees' belief that promotion will foster their career path and create better development opportunities and consequently will be reflected in salary increase and more fringe benefits. This finding is consistent to the results reported by (Mohamed et al., 2013) who concluded that more opportunities offered to employees towards advancement in their career, the more they will be satisfied with their job. Additionally this finding is confirming the result highlighted by (Hussein, 2012) that career advancement and the opportunities for employees to learn, to grow and to improve their skills have a tremendous impact on their satisfaction. Furthermore, this finding is in agreement with (Jackson & Sirianni, 2009) who concluded that career development programs are very crucial in increasing employees' satisfaction and generating a feeling of empowerment in their daily customer-facing situations.

Although working environment in terms of challenging, and exciting work, teamwork, acknowledgement of work well done, work life balance and the work culture has been perceived by some scholars to be important determinants of employees' satisfaction (Tarasco & Damato, 2006) as it can greatly influence employee morale, the finding of this study revealed that it has a slight impact on employees' satisfaction as its t-value was (6.76) at (0.01) level of significance, this is justified by the fact that most of hotels' employees being expatriates they are tended to adapt to the working environment they are involved in as their key concern is pay and award as well promotion. Meanwhile, this study found that the mean score of job security as one of the sub dimensions of working environment was the highest (3.98) among other sub dimensions. This finding is consistent with (Arokiasamy, 2013) because due the increase in unemployment rate, employees worrying losing their job in the future may not have the ability to afford their life expenses.

On the other hand, the results revealed that relationship with supervisor was perceived to have the least impact on employees' satisfaction as its t-value was (5.37) at (0.01) level of significance.

This can be due to that most of the employees working in the hotel industry are expatriates who left their countries for the sake of getting better remuneration and they are less concerned with the relationship with their supervisors as long as they can manage it. This result is in disagreement with the findings of (Mohamed et al., 2013 and Sturgeon, 2006) who reported that the quality of the supervisor-subordinate relationship have a significant, positive influence on the employees' job satisfaction and performance and since employees are working in the same property and same workplace with their supervisors.

5- Conclusion

As a result of the knowledge acquired from this study, the author concluded that hotel properties have to diagnose the key drivers that causes employees dissatisfaction, this can be achieved by monitoring their extent of satisfaction with their jobs on a regular basis to ensure that they are satisfied and happy with what they do. Therefore, organizations should evidence a concern to employees' well-being to foster their sense of belonging and strengthen their commitment. Since motivating those internal customers will have a positive significant impact on their working morale, organizations should offer reasonable compensation package, recognition and award for their valuable contribution which will explicitly induce their performance. In the same context,

employees should be treated with fairness and respect because simply if they are treated properly, they will treat their customers correctly. Additionally, employees should be provided with adequate training and support that will enable them to use their own judgment in responding to customers' complaints promptly and effectively. Therefore, employees will accept extra responsibilities commissioned to them as they will perceive it as real opportunity for advancement in their career. As promotion was proven to be one the key determinant of employees' satisfaction, organizations have to reconsider their promotion policies based on qualifications and experiences without any biases. Working environment in terms of teamwork, proper work load and job security have influential impact on employees' satisfaction. Finally, the author recommends that hotel properties must create employee engagement's score that will measure the extent to which employees are passionate about their jobs and to correlate this score to customer satisfaction score in one chart, thus this relationship will be easily managed and sustained.

6. Limitations of this Study and Future Implications

The study focused on only a small number of important variables influencing customer satisfaction effectiveness. Thus, further studies can use more variables that might be associated to customer satisfaction. The study was conducted on the five and four star hotels in Bahrain so several results can be revealed if the study includes all remaining hotel categories.

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