

***IMPACT OF PROBLEM SOLVING TECHNIQUE ON PERFORMANCE OF
TRANSCORP HILTON HOTEL ABUJA, NIGERIA***

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AUGUST, 2014

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TRANSCORP HILTON HOTEL ABUJA, NIGERIA***

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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ENUGU CAMPUS**

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**AUGUST, 2014
APPROVAL PAGE**

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DECLARATION

I, **AJOKU ONYINYE PEARL**, a postgraduate student of the Department of Management, Faculty of Business Administration, with Registration Number PG/MBA/12/64066 hereby declare that this project titled "Impact of Problem Solving Technique on Performance of Transcorp Hilton Hotel Abuja, Nigeria is original. It has not been submitted in part or in full to this University or any other institution for the award of any diploma or degree.

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DEDICATION

This project work is dedicated to God Almighty who has always been my helper.

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My appreciation goes to God Almighty for his loving kindness, which saw me through the course of this program. My deep sense of honor and profound gratitude goes to my supervisor Dr. Agbaeze, E. K., an erudite scholar for his cooperation, guidance, and patience in reading through the manuscript and offering most valuable suggestions which have certainly improved the style and quality of the work.

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ABSTRACT

*Problem solving technique is a veritable tool for today's management to utilize for optimal result. This research work used the Impact of Problem Solving Technique on Performance of Transcorp Hilton Hotel Abuja, Nigeria as it investigates on skills in problem solving on customer satisfaction, evaluate whether there is a significant relationship between decision making styles on employee satisfaction, ascertain the usefulness of brainstorming guide on net profit margin and To assess employees assertiveness and self confidence in achieving profit via problem solving technique. The population size of the organization under study was 320 after the use of a statistical tool called Taro Yamane was used to determine the sample size and questionnaire prepared and administered. The first hypotheses indicates that Skill and Customer satisfaction were positively and significantly related ($\chi^2=17.96^{**}> \chi^2_{Tab}=9.487$). This means if the Skill is effective, it will have a great impact on Customer Satisfaction. Hence, we reject the null hypothesis and accepted the alternate which state that "Skill have significance on customer satisfaction in Transcorp Hilton Hotel Abuja, Nigeria" the second hypotheses indicate that Decision Making styles and Employee satisfaction were positively and significantly related ($\chi^2=15.78^{**}> \chi^2_{Tab}=9.487$), This means if decision making is effective, it will have a great impact on Employee satisfaction. Hence, we reject the null hypothesis and accepted the alternate which state that "There is a significant relationship between decision making style of problem solving and employees satisfaction at Transcorp Hilton Hotel Abuja, Nigeria", the third hypotheses indicate that there is a correlation between Brainstorming Guide aids return on Investment as they were related ($r=0.551^{**}, p<0.000$). This shows that Brainstorming can contribute or aid Transcorp Hilton Hotel Abuja, Nigeria's return on investment. Hence, we reject the null hypothesis and accepted the alternate which state that 'Brainstorming guide in problem solving does aids return on investment of Transcorp Hilton Hotel Abuja, Nigeria and the last hypotheses show that there is a tie Correlation between Assertiveness/Self confidence and Profitability as they were related ($r=0.614^{**}, p<0.000$). Hence, we reject the null hypothesis and accepted the alternate which state that 'Assertiveness and self confidence in problem solving impact positively on the profitability of Transcorp Hilton Hotel Abuja, Nigeria. The research findings which show that problem solving technique skills impact on customer satisfaction in the organization, there is significant relationship between decision making styles of problem solving and employees satisfaction, brainstorming guide in problem solving does aids return on investment and Assertiveness and self confidence in problem solving does impact positively on the profitability. The following recommendation put was put forth, that Transcorp Hilton Hotel Abuja, Nigeria and other hospitality firms must imbibe the spirit of research in their decision making. The use of haphazard method of decision should be totally disallowed and problem solving technique must be adopted, furthermore, the success of any firms largely depends on their workforce. There should be proper human resource and personnel management efforts. The workers of the firm must be adequately motivated and remunerated to build enhanced performance. Finally, there should be care and precaution in the application of problem solving technique because of the quantitative analysis that may be involved. A little mistake in the improper utilization of these techniques can lead to organizational failure.*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Problem solving is a constant feature of life, in individual(s), team(s)/group(s) and organization(s) etc. According to Armstrong (2012:495), who opine problem solving as the process of analysis and understanding a problem, diagnosing its causes and deciding on solution that solves the problem and prevents it being repeated. We will often have to react to problems as they arise in our homes and work places, but as far as possible a proactive approach is desirable, involving anticipating potential problem(s) and dealing with them in advance by taking preventive actions using the normal approach to problem solving steps, which requires logical creative thinking; such a logical approach is desirable but is not always easy because the situations where problems have to be solved are often messier with conflicting evidence(s), lack of data, political and emotional issues affecting those involved. In the event where it is possible to apply neat logical sequential methods, the principles of getting and analyzing what information is available, considering alternative solutions and making the best choice based on the evidence, and analysis of the context and an assessment of the possible consequences, remain the same. However, the purpose and reasons for problem

solving technique is to ensure that if properly analyzed, such a mistake does not repeat again. Drucker (1995) cited in Armstrong (2012), points out that when trying to understand, the root causes of a problem you may have to start with an opinion based on events and facts. He assert that opinions are perfectly good starting point as long as they are brought out into the open at once and tested against reality and subjected to hypothesis test analytically. Collaborating Follettös (1924), law of the situation cited in Armstrong (2012) states that fact and event should rule in the end. According to Armstrong (2012:494), to improve problem solving technique skills is necessary to improve your analytical abilities, be creative, be simplistic and focus on implementation. He postulated twelve (12) steps of problem solving technique to include

1. Define the situation
2. Specify objectives
3. Develop hypotheses
4. Get the facts
5. Analyze the facts
6. Identify possible course of action
7. Evaluate alternatives courses of action
8. Weigh and decide
9. Decide on the objective.
10. Adopt a ômeans-endô approach where appropriate.

11. Plan implementation and

12. Implement

The bottom line is that there is no problem but only opportunity in other words one should apply positive thinking to problem solving to change such issues to opportunities. Armstrong (2012:328), assert that the aim of performance, but which performance? Its scope is sometimes perceived as only extending to individuals and their managers. This is often described as a 'performance management system' however while it may be assumed that using performance management process to improve individual performance will inevitably improve team and organizational performance this cannot be left to chance. Performance management should be applied to examine the organizations. Shield (2007:21) observed that: individuals result flow into group results, which in turn contribute to organization-wide results, but he also pointed out that collective behavior both arises from and shapes individual behavior. In this study, they are clearly interconnected, organizational performance practices will be considered in line with the topic of the study, which sees the organization as an entity. As Gheorghe and Huck (2007:19) cited in Armstrong (2012:328), noted, 'Actively manager performance is simply running entire business as one entity. It's a continuous cycle of planning, executing, measuring results and planning the next actions. In the context of a larger strategic initiative, that means of continuous improvements. The aim of managing organizational performance is to increase organizational

capability for the capacity of an organization to function effectively. Armstrong (2012:328), it is about the ability of an organization to guarantee high levels of performance, achieve its purpose (sustained competitive advantage in a commercial business), deliver results and, importantly meet the needs of the stakeholders. It is concerned with the organization as a system and in line with the belief expressed by Coens and Jenkins (2012) cited in Armstrong (2012:328), that to focus on the overall 'system' of the organization yields better results than trying to get individual employee to improve their performance.

Transcorp Hilton Hotel Abuja is a 670 room, 5star Hotel that provides luxury accommodation; Exotic cuisine fully equipped meeting rooms and leisure facilities to business travelers and tourists from all over the world. It is a global multinational corporation (MNC). However like all other MNCs has its own problems which borders on equal employment opportunities, reward management, job satisfaction and stakeholder satisfaction.

1.2 Statement of the Problem

Asika, (2004:162) has significantly pointed out one major phenomenon that becomes a driving force in the Nigerian hospitality industry, as their inability to effectively utilize problem solving techniques in their managerial decision making. To him, the use of orthodox or judgmental approaches in addressing problems in

an organization is becoming out-phased especially in many hotels mainly because of environmental forces and their unreliability.

In addition, many well known hotels in the Nigerian hospitality industry have complained severally on delay in time of decision which frequently occurs as a result of poor decision making techniques or bureaucracy. This sometimes to them, may eventually lead to the firms not finally making a progressive and enhancing decisions.

Furthermore, in recent times, it has not been ascertained whether the techniques of problem solving is suitably effective for our management system. This is so because many firms, especially those who are not highly developed or big enough usually fail to get these techniques approach very well.

It is in the light of the above problems that the researcher seeks to determine the impact of problem solving technique on the performance of Transcorp Hilton Hotel. Thus, this research will assess the adequacy and continuous use problem solving techniques, despite its setbacks of time wasting, lack of motivation of qualified experts and misrepresentation.

1.3 Objectives of the Study

The main objectives of this study would be to investigate the impact of problem solving techniques on organizational performance of Transcorp Hilton Hotel Abuja in the following specific area, viz:

- 1 To examine the impact of skills in problem solving on customer satisfaction.
- 2 To evaluate whether there is a significant relationship between decision making styles on employee satisfaction.
- 3 To ascertain the usefulness of brainstorming as a guide on net profit margin.
- 4 To assess employees assertiveness and self confidence in achieving profit via problem solving techniques.

1.4 Research Questions

The researcher's effort seeks to beam the search light on the following research questions.

1. To what extent does skill in problem solving impact on customer satisfaction?
2. What is the relationship between decision making styles in problem solving and employee satisfaction?
3. How does the use of brainstorming guide in problem solving impact on net profit margin?
4. Do employees assertiveness and self confidence in problem solving impact on the industry's profitability?

1.5 Research Hypotheses

This study is geared towards testing the following alternate hypotheses for the purpose of this research work.

1. Skills in problem solving have impact on customer satisfaction
2. There is a significant relationship between decision making style in problem solving and employees satisfaction.
3. Brainstorming guide in problem solving does aid net profit margin.
4. Employee assertiveness and self confidence in problem solving positively impact on industry's profitability.

1.6 Significance of the Study

This research and the finding will be of immense benefits to the various categories of employees, stakeholders, tourists, Nigerian Institute of Tourism Development Agency (NITDA) Federal Government of Nigeria and other multinational companies, for various purpose because Transcorp Hilton Hotel Abuja is a global brand member of Hilton International (H) Hotels and a family member of TRANSCORP HOTELS PLC as well as Hotel Owners association Academia and Researchers.

1.7 Limitations of the Study

In the course of the study the following limitations were encountered viz;

1. Dearth of data nature of the owners and the organizations global spread.
2. The level of knowledge, educational development experience and understanding of majority of the target respond on the organizational with respect to responding to questionnaires both oral and written.

3. Limitation in data collection and analysis may affect conclusion.

1.8 Scope and Delimitation of Study

The scope of the study is limited to the impact of problem solving technique on performance of Transcorp Hilton Hotel Abuja only. The questionnaire copies were limited to the selected top management staff, middle management staff and functional (supervisors only).

1.9 Conceptual Definition of Terms

Problem Solving Technique

Problem solving technique is a higher order cognitive process that requires the modulation and control of more routine or fundamental skill.

Hotel: Hotel is an establishment providing accommodation, meals and other services for travelers and tourists, by night.

Tourism: Tourism is a collection of activities, services and industries that deliver a travel experience including transportation, accommodations, eating and drinking establishments, retail shops, entertainment, business, activity, facilities and other hospitality services provided for individual or groups travelling away from home.

Employee: An employee is an individual who works part time or full time on a contract of employment whether written or oral, express or implies, and has recognized right and duties.

Performance Management: Performance management is the continuous process of identifying, measuring and developing the performance of individuals and teams and also aligning their performance with the organizations goals.

Reward Management: Reward management is the process of formulation and implementation of strategies and policies that aim to reward people fairly, equitably and constantly in accordance with their values to the organization. It is an act of giving back as compensation, for what should have been done better originally. In Hilton International, it is a package called, make it right (MIR), for guest related cases and as incentive/promotion and recognition to team related cases.

HI stands for **Hilton International**

HH stands for Hilton Honors. This is Hilton hotels loyalty program for guests whereby benefits are given in conjunction with international airlines who partner in the frequent flyer program whereby the guest can double dip for Hilton Honors (HH) points and Airline miles only (AMO).

KAIZEN is a practice of continuous improvement. It was originally introduced by Masaaki Imai, Japanese and today Kaizen is recognized worldwide as an important pillar of an organization's long term competitive strategy based on certain guiding principles:

- i. Good processes bring good result
- ii. Speak with Data, manage by fact.
- iii. Go see for our self to grasp the current situation
- iv. Kaizen is everybody business.
- v. Work as a team. Talk action to contain and correct root causes of problems.
- vi. Talk action to contain and correct root causes of problems.

MIR stands for Make it right, a tool kit for service recovery within the Hilton Hotels worldwide.

SALT stands for satisfaction and loyalty tracking which is the survey system utilized by Hilton Hotels Corporation to determine how our guests feel about their stays at our hotels. It allows guests to provide feedback on various aspects of their experiences from reservations, check-in, and arrival to check-out and departure, in house experiences up to enjoying our services and facilities to settlement of bills.

REVINATE is an online reviewing page which helps hotels improve the guest experience pre-, during and post stay with mobile and desktop solution.

TRIP ADVISOR is an unbiased online hotel reviews, photos and travel advice for hotels and vacations (comparing prices and facilities).

QA stands for quality assurance, is a means of preventing mistakes or defects and avoiding problems reoccurring in service/solutions delivery to guests. It is like a corrective measure and consists of monitoring procedures used to ensure quality.

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CHAPTER TWO

REVIEW OF RELEVANT LITERATURE

2.1 CONCEPTUAL FRAMEWORK

2.1.1 Historical Framework on Performance

This history of performance is quite brief. According to B.B Mahopahro (2010) its roots in the early 20th century can be traced to Tallowös pioneering time and motion studies. As a formal management procedure used in the evaluation of work performance; performance really dates back from the time of the Second World War, not more than 60 years ago. In a broader sense, the practice of performance is a very ancient art. In the scale of things, historically, it might well lay claim to being the worldös second oldest profession. Dulecwcz (1989) cited in (Mahopahro, 2010:102) says that a basic human tender to make judgments about oneself óperformance it seems is both inevitable and universal. In the absence of a carefully structured system of performance appraisal people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. The human inclinations to judge can create serious motivational, ethical and legal problems in the workplaceô. He went further, to say that without a structured appraisal system, there is little chance of ensuring that the judgment made will be lawful, fair, defensible and accurate. Performance appraisal system began as simple methods of income justifications. The process was firmly linked to

material outcome, however in the case of an organization; it is measured in line with product life cycle via early stage and maturity stage. All in the general mode of performance appraisal (for individual, groups and organizational) started in the United State of America (U.S.A) in 1950s

2.1.2 Concept of Performance Management

The extreme research conducted of the chartered institute of personnel development (CIPD) cited in Armstrong (2012:332) identified the following 10 (TEN) principles of performance management as started by practitioner as follows;

1. Performance management is a management tool, which helps managers to manage.
2. Performance management is driven by collaboration purpose and values.
3. Performance management is used to obtain solutions that work.
4. Performance management is only interested in things you can do something about and get improvement.
5. Performance management focuses on changing behavior rather than paper work
6. Performance management is about how we manage people. It is not just a system.
7. Performance management is what managers do as a natural process of management.

8. Performance management is based on accepted principle that operates flexibly
9. Performance management focuses on real development, not plans.
10. Performance management success depends on what the organization is and need to be in its performance culture (current status).

2.1.3 Concept of Organization

Some writers (Etzioni, 1964, Ezewu, 1983) define organization as a group with an identifiable membership that engages in concerted collective action to achieve common purpose. Other writers (e.g. Bamisaiye 1992, and Champion et al 1984) defined organizations as social, religious, cultural, health and other socially relevant services. Single distinctive characteristics of an organization, which distinguishes it from other social structures like the family, is the fact that it has been formally established for the explicit purpose of achieving certain goals. Every organization has its own particular formally instituted pattern of authority and an official body of rules procedures. Alongside this formal relation and in official norms which arise out of the social interaction of individual and groups working together within the formal aspects of the organization are unrelated. One of the most important aspects of the formal structure of an organization is its system of administration and in modern societies; the typical administrative system of bureaucracy. On the whole organization can simply be seen as a group of people

that consist of different but inter-independent parts. It has an outline of activities and responsibilities to be accomplished or to undertake. It has rules and regulations, roles expectations as well as aims and objectives intended to be achieved. In other words, it is a collective entity pursuing common goals, which the organization is meant to attain or achieve. Example of organization is schools, social clubs, Hotels such as Transcorp Hilton, government ministries and parastatals, multinational corporations, hospitals, prisons, Military, mosques and churches etc all these are established to achieve certain specific goals or aims which differ from one organization to another. In conclusion Elzion (1964) stated that an organization has three characteristics as follows:

- i. Division of labor, power and responsibilities deliberately planned to achieve goals.
- ii. The presence of power centre which controls the concerted efforts of the organization and continuously reviews its performance and re-pattern its structure, where necessary, so as to increase its efficiency.
- iii. The substitution of personnel as unsatisfactory persons can be removed and others assigned their tasks and people can be transferred and promoted.

2.1.4 What is Performance Management

In their definitive text upon which this study is based Armstrong and Baron cited in (Mahopahro, 2010:105), defined performance management to be the effective

management of individuals and teams in order to achieve high level of organizational performance. As such, it establishes shared understanding about what is to be achieved and the approach to leading and developing people, which will ensure that it is achieved. They go on to stress that it is a strategy which relate to every activity of the organization set in the context of its human resources policies, culture, style and communications system. The nature of the strategy depends on the organizational context and can vary from organization to organization. In other word organization management should be:

- i. **Strategic:** it is about broader issues and longer term goals.
- ii. **Integrated:** it should link various aspect of the business people management and individuals and teams

It should incorporate:

- i. **Performance Improvement:** throughout the organization, for individuals, teams, and organizational effectiveness.
- ii. **Development:** unless there is continuous development of individuals and teams, performance will not improve.
- iii. **Managing Behavior:** ensuring that individuals are encouraged to behave in a way that allows and fosters better working relationship.

Armstrong and Baron, Stress that at its best performance management is a tool to ensure that managers manage effectively.

- i. Know and understand what is expected of them.
- ii. Have skills, ability to deliver these expectations and supported by the organization to develop the capacity to meet these expectations are given feedback on their performance.
- iii. Have opportunity to discuss and contribute individual and team aims and objectives.

It is also about ensuring that managers themselves are aware of the impact of their own behavior on the people they manage and are encouraged to identify and exhibit positive behaviors.

2.1.5 Performance Evaluation and Motivation

Mahopahro (2010:115), state that the vital component of performance evaluation and motivation model is performance specially the effort per force and performance reward linkages. But what defines performance? In the expectancy model, it's the individual's performance evaluation. To maximize evaluation people need to perceive that the effort they exert leads to a favourable performance evaluation and that the favorable evaluation will lead to the rewards that they value. Following the expectancy model of motivation if the objective that employees are expected to achieve are unclear, if the criteria for measuring those objective are vague and if the employees lack confidence that their efforts will lead to a satisfactory appraisal of their performance or believe that there will be an unsatisfactory payoff by the organization when their performance objectives are

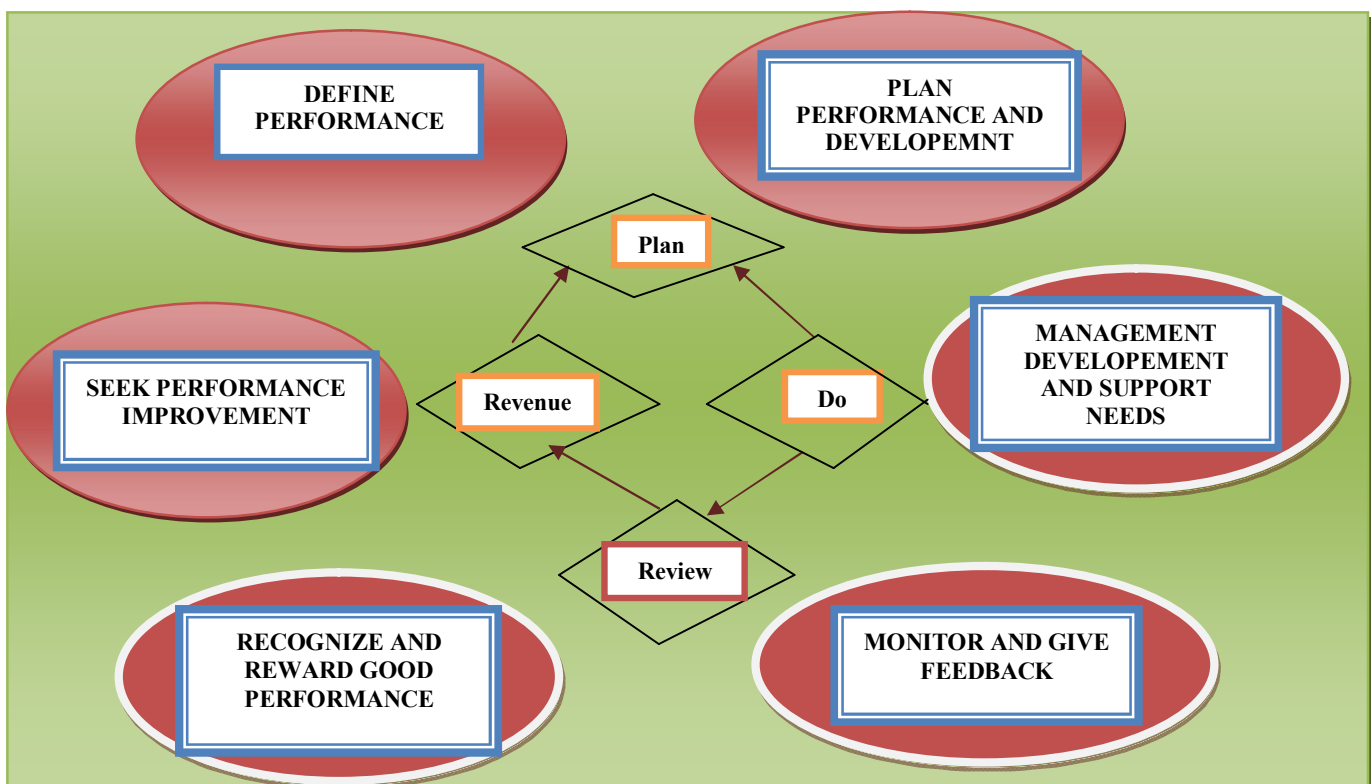
achieved, we can expect individuals to work considerably below their potential. This is the problem with Transcorp Hilton Hotel where the expatriate teams are on different rating reward with the local counter parts on the same level or status and or job description (same managerial level).

2.2 PERFORMANCE PROBLEM SOLVING

Performance management is a positive process and good system, which creates a culture in which success is applauded. Nevertheless, poor performance does exist. It may be a result of inadequate leadership, bad management, or defective system of work, and if so remedies (often involving learning and development) can be put in place: Mahopahro (2010:111). However individuals may underperform and improvements can be achieved through continuing feedback and joint discussion between them and their managers, involving analyzing and identifying the problem establishing the reasons for the problem establishing the reasons for the shortfall and deciding and agreeing on the action to be taken. If all this facts, disciplinary actions may be needed to be taken, as in any of performance management is difficult to implement. It is about ownership by everyone in the organization and especially line managers. It is emphatically not about guardianship by personnel departments.

Empirical survey suggest that individual and managers in organization with performance management systems are quite alike, and especially its emphasis on

personnel development, although performance and how to achieve it. Schemes can be a lack of definition in terms of what is meant by performance and how to achieve it. Schemes can be less successful than they might be because of lack of training especially at the beginning. Managing the performance of people at work is about linking service and other organization's plans and objectives to individual jobs by members of staff. Effective performance management requires an ongoing dialogue for employees and this in turn, needs motivational reinforcement. This is because people may not make the link between their day-to-day roles and achieving objectives.



Source: Armstrong M. and Baron A. (2004) Managing Performance. Performance management in action London chartered Institute of Personnel Development.

Figure 1: The Steps Involved in Managing the Opel's Performance

2.2.1 PROBLEM SOLVING

2.2.2 The Problem at Transcorp Hilton Hotel Abuja, Nigeria

The central problem of this organization lingers on reward management which the research tends to investigate. For instance the expatriate staff earns more than the local (Nigeria) counterparts, and other colleaguesö equal employment opportunity, job satisfaction and stakeholder satisfaction. This alone, de-motivates.

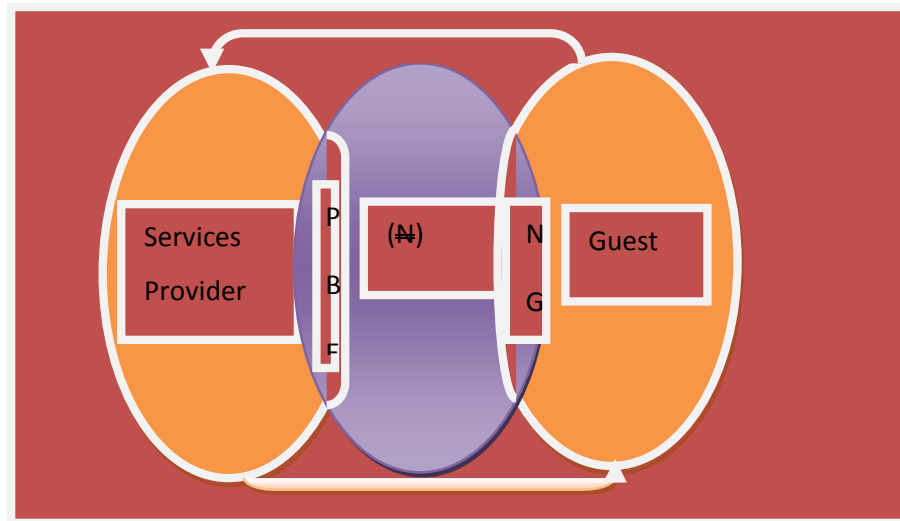
2.3 THEORETICAL FRAMEWORK

2.3.1 Gestalt Theory

This school of thought believe that learning occur by insight. They argued that solution to human problems cannot be reached by a bite a bit approach in place of the stimulus Response (S-R) approach; they brought in the idea of insight. Gestalt psychology energy is part of the growing criticism of the S-R theories during the 1940ö and 1950ö. A German school of thought led by Wolfgang Kohler, Kurt Katka and Max Wertheimer were dissatisfied with (S-R) theory, and advocated that we perceive and think assumption which claim that everything we see or think is together of tiny pieces like those of a Jigsaw Puzzle. The Gestalts believe that we reach to pattern our own perception when we face a problem based upon condition in their environment. Perception as refers to the psychological process that occurs in the brain of organisms leading to the organization and interpretation of sensory information received from given stimulus or stimuli perception

mechanization include analysis and integration of sensory information. According to this view, when faced with a problem situation, the learner first servicing the circumstances which surround the situation in doing so, the human being is using reasoning, experience, and his ability to see one aspect of problem and another. To them every problem has what they call *ógestaltô* a German word that represents the idea of pattern organization and wholeness. This according to gestalt reasoning there can be no part of a problem. A problem exists as a whole and must be seen as a whole. Hence in this study the researcher will look at all problems at Transcorp Hilton Abuja as one, rather multi-division, also, the individual, or groups/team performance as one (organizational collaborating Okam (1998:300), stated that integration advocate and utilize them *óHolisticô* approach to teaching and learning he further stated that *óits structure is in line with Gestalt theory whose Slogan stipulate that the whole is greater than the sum of its parts. He goes on *óan issue, a problem or a topic is best tackled by making use of appropriate knowledge for different subject disciplines in the manner the topic is seen as a whole. He concluded *óa child see the world as one unit and naturally ask question which cut across artificial subject division. An integrated approach to problem solving technique will be adopted in this study. According to this school of thought psychological phenomenon could not be understood by studying simple association among tiny elements but must be viewed as a total configuration or to use the German word as a *ógestaltô. They opine that the whole (Gestalt) is more than just****

the sum of a group of separate parts. In line with this thinking solving of social problem(s) must be seen as the understanding of a total, meaningful relationship and the only acceptable approach to this study.



Source: From <http://www.hospitalityinstitute.nl/?pageid=2118lang=en> retrieved 12th September, 2014

Fig 2: Model of Hotel and Tourism in hospitality

For many organizations the concept of hotel and tourism in hospitality is difficult to explain. What is hospitality and what does it involve? Well hospitality is easy to explain by means of this concept. This concept is about the product, behavior and Environment. Guests have certain expectations with regards to what the hotel and tourism in hospitality supply, thus with regards to product, behaviour and environment. The expectations of the receivers are grafted on his or her needs and goals. The needs that the quest would like to be fulfilled, have their origin in the physiologic, respectively social psychological atmosphere of hunger and thirst

(physiological needs), be part of a certain group (social need) and to be someone or to be treated with respect (psychological needs) which needs and goals play a meaningful role depending on many different factors, social-economic and cultural factor play on important role in fulfilling the needs and goals. The service provider in this study is Transcorp Hilton Hotel Abuja, Nigeria which will fill the gaps in the guests' needs and goals, through service delivery and customer contact with the willingness of purchasing power. The environment in which the service is being offered is also of influence on the experience of the guest. The pertinent question here is "how does the building or surrounding (ambience) affect the guests?" which influence does the working environment have on the residents? "How can we connect the esthetic design and the practical use of the working environment?"

2.3.2 Performance Theory: Understanding Theories

The following three theories underpinning performance management for individuals as identified by Buchner (2007) also, apply to organizational performance in line with Gestalt theory discussed in 2.3.1 (the whole system is more than just the sum of the group or separate parts).

2.3.2.1 Goal Theory

Goal theory as developed by Latham and Hocke (1979) highlights four mechanisms that connect goals to performance outcome.

1. They direct attention to priorities

2. They stimulate effort.
3. They challenge people to bring their knowledge and skills to bear to increase their chances of success; and
4. The more challenging the goal the more people will draw on their full repertoire of skills.

This theory supports the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

2.3.2.2 Control Theory

Control theory focus attention on feedback as a means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what-they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Feedback is recognized as critical part of performance management processes.

2.3.2.3 Social Cognitive Theory

Social cognitive theory was developed by Bandura, (1986). It is based on his central concept of self efficiency. This suggests that what people believe they can or cannot do, powerfully, impacts on their performance, developing and strengthening self-belief in employees is therefore an important performance management objective.

2.3.2.4 Reward Management

According to Armstrong, (2012) reward management is about deciding how people should be rewarded and ensuring that reward policies and practices are implemented. It aims to make an impact on performance, but in doing so a stakeholder approach is required. Reward management makes a positive performance. When it contributes impact on performance culture, one in which the value norms and human resources practices of an organization combines to create a climate in which the achievement of high levels of performance, is a way of life. It shares the purpose of human resources management, which is to meet the needs of the entire stakeholder in the business employees, quest, supplier and the public at large as well as management and share holders.

2.4 PROBLEM SOLVING TECHNIQUE

2.4.1 Strategic Reward Characteristics and Critical Evaluation

Strategic reward is an approach to development and implementation of reward strategies that ensures that they are integrated with and other human resources strategies and that the different reward strategies as Cohere has it, takes acceptance of individual as well as business needs. Armstrong, 2012:30 (Brown, 2010:44) collaborating stated that strategic reward, is ultimately a way of thinking that you can apply to any reward issue arising in your organization, to see and create value from it. Trevor (2011:8) observed that strategic pay is

Positioning as a means of enhancing company performance as securing competitive advantages through the alignment of pay strategic, systems, practices and processes to the organizational strategy. As a management tool, pay is no longer purely a cost of hiring necessary labor, but a means of aligning a company's unique and inimitable asset-their employees-to the strategic direction of the organization.

He noted that this is achieved by attracting and retaining value labor, driving effort and performance and encouraging desired behavior among the board based work force (Trevor 2011:200). Strategic reward can be regarded as an altitude of the mind rather than a set of prescribed technique. It is based on a belief in the need to integrate reward and business strategy and to be forward looking to plan ahead and make the plan happen. An important characteristics reward is that it is systematic in the sense that it is based on analysis of the organization's internal and external environment, business needs and the needs of the stakeholders

2.4.2 Recurring Problems at Transcorp Hilton Hotel

Recurring problems have laid down procedures in handling them. These vary from:

- a. Operational, services oriented following standard.
- b. Interpersonal behavior (attitude and competencies)
- c. Interdepartmental relationship
- d. Business development.

They are easily resolved, prevented or have a planned routine for handling. The unpredictable and unpreventable ones usually occur as emergencies and are dealt with as such, following emergency procedures.

Revenue generation will therefore, limit our problem solving to guest experience, for the purpose of exposing our practice at Transcorp Hilton Hotel Abuja, Nigeria.

Satisfaction tracking is achieved via (7) seven avenues:-

1. Smart Butlers or Guest Service Centre (GSC) a centralized device tracking all in-house guests calls or demands/complaints for prompt resolution and confirmation, with a history of keeping record especially of engineering repairs. Follow up is done with the snags (engineering repairs) to ensure they don't recur.
2. Hilton Journey Ambassadors who facilitates check-in, check-out and payment challenges.
3. Guest Relations courtesy calls known as I heard it from the guests (IHIFTG) report, ascertaining guests' stay experience for satisfaction tracking.
4. Duty managers' report where night manager's daily and weekend happenstances are tracked.

5. SALT, an online questionnaire copies which are randomly selected and these responses are rated across our property, brand and chain world wide, handled by experts from Hilton International, and not done in-house.
6. Trip Advisor, another online comment page which is based on social media practice and is now affiliated to SALT.
7. Revinate another online reporting column where rating is also achieved.

In summary, we have our brand pillars of service with their 5 commitments and translations which are:

1. A room for me meaning provide guest room on arrival.
2. Nourish me meaning healthy meals.
3. Meet my needs meaning provide and if possible exceed my expectations.
4. Respect and value me meaning Respect, reward recognition and recreation.
5. Show me you care meaning keep your promise, apologies when necessary and also make right your wrong. Surprises inclusive. This is why we create and offer Hilton special moments for building long lasting relationship.
(a.k.a wow factor).

From our problem snapshot, we have segmented both business and leisure group of guests with incidences (complaints from their stay records) and checking through the books, the former usually produces more events (complaints) and responses meaning that (A) column for business staying guests, there are more of our repeat guests with regular and frequent visits.

Figure 2.4.1: Problems Snapshot for Business and Leisure Guide

A. BUSINESS	B. LEISURE
Internet connectivity, noise, billing/Rates, heating /cooling ventilator system, working order of bathroom, check-in, staff (services, attitude etc, Room/Suite Cleanliness/housekeeping, Hotel room maintenance Hotel/Room Smell/ambience, Room location/type Restaurant, Reservation accuracy, Parking, Hhonor benefits, Security/Safety and others.	Internet connectivity, noise, Billing/rates, heating/cooling ventilator system, working order of bathroom, check in, staff (service, attitude etc, Room/Suite cleanliness/housekeeping, Hotel room maintenance hotel/room smell/ambience, Hhonor benefits, parking and others

Source: Hilton Quality Dash Board Guide for Business and Leisure Complaints 2013.

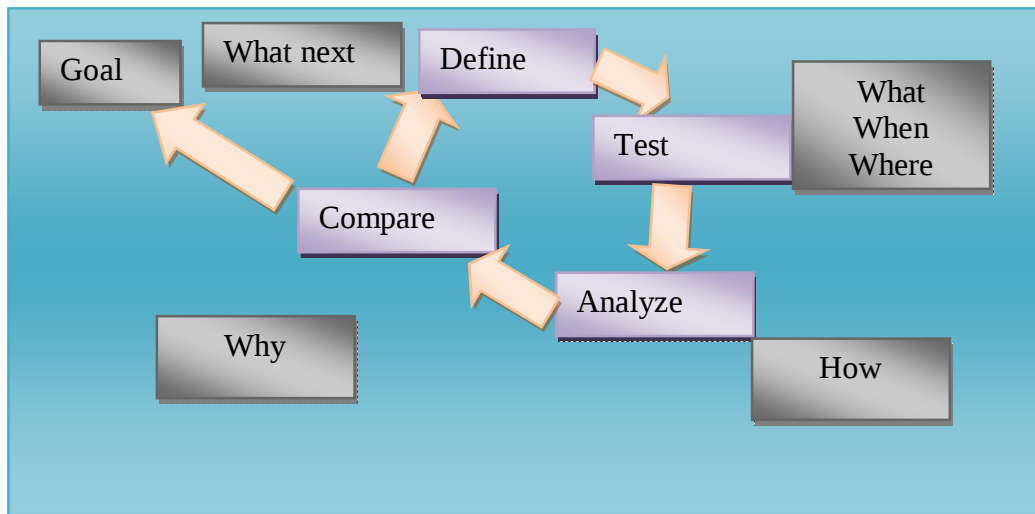
Analyzing our result even more closely and also taking necessary actions to improve guest satisfaction with problem handling have become our next step (paradigm shift). Comparing the problems encountered by both segments in our problem resolution is a key performance indicator, which have opened avenue to make predictions that probability of problem free stays, problems encountered and reported and those that were not reported during their stays, need to be thoroughly checked, tracked, investigated and rectified to avoid recurrence in the future and also commend and reward services that produce problem free stays. (Best Practices) in a proactive way, ensuring preventive measures as yardstick of

control. Driving improvements or pushing for higher performance is the reason why problem solving has become standardized, frequently reviewed and implemented because changes and their goal classification according to Blue Energy, which ensure that successes are rewarded while failure are worked on, for turn around.

How well we solve problems or better still plan better to prevent and pro-act these problems depend on supervision, training culture and reward for excellence.

This explains why the word 'impact' of problem solving is chosen as the project to research on. The word 'impact' literally can be seen as the striking of one thing against another meaning it is an action poised to help unravel and then develop stunningly, or have alarming overcome. Whenever there is an impact, the result will be to take note of, radically think or use the effects to put up better ways of handling/dealing with situations.

Our problem solving technique consists of using generic and adhoc methods in an orderly manner, in finding solutions to problems. It is also mental process that involves discovering, analyzing and solving problems. Problem solving being an art can be seen in below diagrams;



Sources: Source: <http://www.successwithvenkat.com> 15th September, 2014

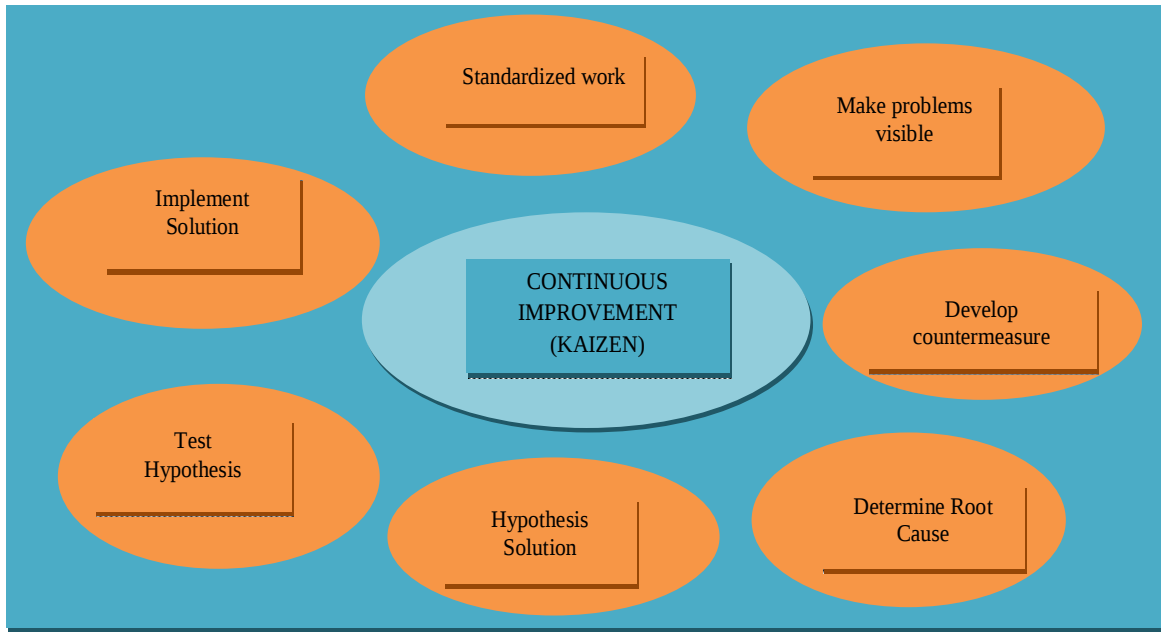
Fig3: Problem Solving Process:

The most essential skills in life, regardless of who you are or what you do, you are likely to face obstacles on the way to success.

How you deal with challenges and obstacles will often be a determining factor in how successful you are, whether as an individual or an organization. While these come in a wide variety of shapes and sizes (individual differences) there are some tools (handy tips and tricks) that are useful. There exists, both quick and slow problem solvers, hence our Human Resources Department effort in identifying the potentials of involved personnel (problem handlers) who can translate problems recurrence its and avoidance probability easily, and this is a prerequisite for job placement, especially those with passion to help (helpfulness). This burning desire to meet clients and retain them is also a basic rudiment, an obligation and indispensable skill for quick problem resolution for guestsö needs and

expectations. This is why we constantly develop our operations team members to adapt to being responsive and smart in thoughts. With these definitions, the picture is getting clearer why our problems solving as both an art and discipline, should be broadly developed in homes, workplaces and schools, like we practice at Transcorp Hilton Hotel Abuja. This corporate culture is revealing in our trainings, work ethics and general mindset which accord guests amazing experiences as we delight them for their loyalty. The relationship we have developed with our guests can be shown from our records as Hilton Hotels worldwide has over 4,000 properties in our brand.

This pursuit of excellence is evident as Transcorp Hotels Plc, owners of Transcorp Hilton Hotel Abuja, Nigeria contracted Kaizen Institute and introduced Kaizen approach to help eliminate waste in the processes our team work with, towards achieving continuous improvement and productivity, using 5S methodology for change. Proving that truly, reward for good work is more work. Kaizen means radical innovation and is represented by the diagram below:



Source: <http://www.successwithvenkat.com> 15th September, 2014

Fig 4: Kaizen Diagram

2.5 EMPIRICAL REVIEW

However empirical review of many, authorized by Lawler (1990) Schuster and Zingheim (1992) which stated that strategic reward provides a powerful lever for improving business performance, failed to state that the problem with strategic reward is that it can promise more than can be achieved. Also Armstrong and Brown (2006:1-2) followed up with analyses of the limitations of conventional assumptions about strategic reward. Trevor (2011) quoted in Armstrong (2012:351) noted the question. To what extent can pay be strategic? He claimed that rationalism is limited and pointed out that pay systems tend to be selected for their legitimacy (best practices as advocated by institutions such as (CIPD and by management consultants), rather than for purely economic reasons.

2.6 SUMMARY OF THE LITERATURE REVIEW

The literature review reveals that modern performance started in 1950s in the United State. Relevant concepts such as the concepts of performance by CIPD cited in Armstrong (2012:332) organization Elzion, 1964, Ezewu 1983 and performance management model by Armstrong and Baron (2004) as basis for relevant theories of the study. The theoretical framework review relevant sociological and behavioral theories such as Gestalt theory that the performance and problem solving technique from holistic point of view of the organization rather than from individual and group or teams perspectives. Other theories reviewed are Goal theory by Latham and Locke (1979), and control theory by Banduran (1986), and control theory in problem solving technique such as strategic reward and evaluation (Armstrong 2012: 350) and (Trevor 2011: 8) on strategic reward and Evaluation (Armstrong 2012: 350) and (Trevor 2011: 8) on strategic pay. This is done in line with the statement of problems and objectives of the study.

2.7 CRITIQUE OF THE LITERATURE REVIEWED

The literature reviewed target is to use empirical Evidences from these reviews to provide problem solving technique for the problem of unequal employment, salary rate between the expatriate staff and their Nigerian (local) counterparts or and among colleagues. All the Empirical reviews are supportive of problem of the study on the assumption that Transcorp Hotels Plc, owners of Transcorp Hilton

Hotel Abuja, Nigeria is a purely Nigeria company, controlling majority shares of a Multinational Company and an international hotel brand. However, both foreign and local policies are managed by the home country property for the purposes of the remunerations of expatriate and local staff. There is no local or international theory for such a situation, even when equal employment opportunity is applicable. The bone of contention is the issue of diversity management. Also, it is noteworthy to point out that careful research in a global context can be carried out. I suggest that diversity management have both positive and negative consequences as well as none at all, but have competitive advantage well, as this increased performance as is the case with Transcorp Hilton Hotel Abuja. The Hotel, of recent has won a lot of international awards based on performance; even with these problems at hand.

1. Transcorp Hilton Hotel was named the best Hilton Hotel in Middle East, Africa and Asia for the year 2010
2. The hotel also was awarded twice in 2013 for best practices in the following areas of front desk operation.
3. Guest Relations department named Award winner for 2nd quarter for Middle East and Africa on Guest satisfaction.
4. Transcorp Hilton Hotel was also named the winner of Hilton Worldwide Prize for the 2012 GC & E (Group conference and Events) and Best Sales and Marketing Team for MEA.

5. Building on its successful years of partnership, Transcorp Hotel Plc has signed a new management agreement with the development of a 350-room 5-Star Transcorp Hilton Hotel in Ikoyi, Lagos
6. Hilton Hhonors desk responsible for our loyalty programmes to the benefits of the guest, won perfect check-in and upgrade from the questionnairesö analysis in our Hilton International Region of Middle East and Africa (MEA)
7. And again this 2014 Sales and Marketing department was named best conference and Events and best in revenue generation for (MEA) Middle East and Africa.

Transcorp Hilton Hotel Abuja continues to develop strategically in the medium and long term period, which will consistently position the hotel as a key player in the hospitality industry. It is one of the leaders in the Hiltonö Global network and owned by Transcorp Hotels Plc.

The advancement of financial activities by our sales of marketing department led to the GC & E = group Conference and Events a new department, which in its mordus operandi led to its separation from Sales department hence a department within a department, was actualized this September 2014.

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<http://www.hospitalityinstitute.net/?pageid=2118lang=en> retrieved 12th September, 2014

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Kothari (2012:32), assert that research design is the arrangement of the condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. He also opine that research design stands for advance planning of the methods to be adopted for collecting the relevant data and the technique to be used in analysis, keeping in view the objective of the research and the availability of time and money. In the course of this work the researcher would apply the survey research methodology.

3.2 SOURCES OF DATA

The data that would be used for this research would be obtained from two sources. They are briefly described below.

3.2.1 Primary Data

According to Kothari (2012:95), defines primary data are those collected afresh and for the first time and thus happen to be original in character. The methods used in collecting primary data are thus, questionnaire, interview and observation.

3.2.2 Secondary Data

Kothari (2012:95), the secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. Secondary data are obtained from existing literature (paper and electronic), research reports, government documents, institution publications and statistical reports, textbooks, journals, newspapers, magazines, the internet, seminar papers, research institutes, relevant corporate institution, libraries.

3.3 AREA OF STUDY

According to Ebinne, Onodugo, and Ugwuonah (2010: 66), they opine that the area of study is simply the interest in the geographical area coverage of the research effort. The area of study of this research work is the Transcorp Hotels Plc and owners of Transcorp Hilton Hotel Abuja, Nigeria.

3.4 THE POPULATION OF STUDY

(Polit and Hungler, 1978) cited in Ebinne, Onodugo, and Ugwuonah (2010: 68), simply put, a study population is the entire aggregation of the cases which meet a designated set of criteria. The population of this study is drawn from the management and senior staff of the Transcorp Hilton Hotel Abuja, Nigeria. The staff strengths at the time of this study is presented in table 3.1 below

**Table 3.1: Distribution of the Population of the Transcorp Hilton Hotel
Abuja**

S/N	Target Population	Top Level Management Staff	Mid Level Management Staff	Total
1	The transnational hotel and tourism service limited Abuja	20	1580	1600
	Total	20	1580	1600

*Sources: from Johnson Jock Assistant Manager Human Resource Department.
As at 4th August, 2014*

3.5 SAMPLING TECHNIQUE

According to Anikweze (2009:83), who assert that sampling is used to refer to the process of selecting a small part of a whole in order to determine some qualities or characteristics of the whole. Thus sampling implies the selection of given number of subjects from a defined population as representative of population.

3.6 SAMPLE SIZE

Sample size simply answers the questions, what should be the proportion of a sample to the population? For the purpose of this study, the researcher will choose the staff from the top level management, and middle level management staff of the **Transcorp** Hilton Hotel Abuja. The total population is (1600). To pull in at a

realistic sample size, the Yamaneös formula will use to get the sample size.

Mathematically, this formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where

e = Level of significance (0.05) depending on the population

N = Total population

n = Desired sample size

$$n = \frac{N}{1 + N(e)^2}$$

Where

e = Level of significance (0.05)

N = Total population

n = Desired sample size

$$n = \frac{1600}{1 + 1600 (0.05)^2}$$

$$n = \frac{1600}{1 + 1600 (0.0025)}$$

$$n = \frac{1600}{1 + 4}$$

$$n = \frac{1600}{5}$$

$$n = 320$$

The total population is (320). From this figure, I calculated the percentage of each of the top level management staff and middle level management staff against the

total population in order to scientifically allocate the structured questionnaire. The result of the calculation will be shown below.

3.7 ALLOCATION OF SAMPLE SIZE

The bowley's population allocation model would be use. The bowley's is stated below:

$$n_h = \frac{nN_h}{N}$$

Where: N_h = No. of Items in each Category

N = Sample Size

N_h = No. of Units Allocated to each group

N = Population Size

$$\text{Management staff} = \frac{320 \times 1600 \times 20}{1600} \text{ Top level Management Staff}$$

$$N_h = \frac{320 \times 20}{1600}$$

$$N_h = \frac{6400}{1600} = \underline{4}$$

Middle Level Management

$$N_h = \frac{320 \times 1980}{1600}$$

$$N_h = \frac{633600}{1600} = \underline{396}$$

3.8 RESEARCH INSTRUMENT FOR DATA COLLECTION

The instruments for data collection for this research work will include structured questionnaire, oral interview and observation.

3.8.1 Questionnaire

The questionnaire which will serve as the major source of primary data collection will be administered to the management and senior staff of Transcorp Hilton Hotel Abuja, Nigeria. The questionnaire will be structured in a way that would be easy to understand. The question will flow sequentially and in a logical order. A cover letter was attached to the questionnaire which bear in the topic of the research study to seek the respondent's corporation and which was strictly treated as confidential.

3.8.2 Oral Interview

Oral interview is a very important tool that will aid the collection of the relevant primary data. It will be used to bridge the gap created by questionnaire. That is, it will help to obtain the data and information that could not be made available through the use of questionnaire. The medium will assist the researcher in interviewing some of the employees of Transcorp Hilton Hotel Abuja, Nigeria. The interaction proved valuable to the study due to the fact that those that were interviewed are directly involved in problem solving strategies or technique in the organization

3.8.3 Observation

This is a process of gathering data through direct observation (Anikpo 1986) as cited Ebinne, *et al* (2010: 70).

3.9 QUESTIONNAIRE ADMINISTRATION AND COLLECTION

The researcher's intent in questionnaire administration and collection will be a simple mathematical computation to determine the percentage allocation and number of questionnaire allocated. The questionnaire is personally administered and will be collected by the researcher himself and as the researcher deems fit will employ assistance.

3.10 THE METHODS OF ANALYZING THE DATA

The spirit of data analysis is to enable a researcher to make statistical inference and depict commonsensical conclusions about the research topic. All completed and returned questionnaire will be serialized and analyzed sequentially according to the classification of the research questions. Both descriptive and inferential statistical methods will be adopted to analyze, present and interpreted for the data collected for the study. The description methods includes the use of percentages, tables, and frequencies for the presentation and analyses of data on the other hand, the inferential methods the following based on the formulated hypotheses. For simple analysis, minimalism and understanding of data that would be analyzed, hypotheses **ONE** and **FOUR** will use the chi-square (X^2), the Pearson Product

Moment Correlation shall be applied to test the hypotheses **TWO** and hypotheses **THREE** used regression analyses.

3.11 DECISION RULES

The decision rules states that;

Where a calculated chi-square and correlation value is less than the table chi-square and correlation value, the Null hypotheses would not be rejected and Alternative hypothesis would be accepted but, where the table chi-square and correlation value is less than the calculated chi-square and correlation, the Null hypothesis would be accepted and the alternative hypothesis would not be rejected. The analysis decision computation is used to predict the trend of impact of brainstorming guide on net profit margin for 6years of Transcorp Hilton Hotel Abuja, Nigeria's Ratio Analysis Extracted from the Profit and Loss Account for the period of 2008-2013 see appendixes.

3.12 VALIDITY OF RESEARCH INSTRUMENT

Validity according to Anikweze (2009:109) is the degree to which a measuring instrument measures what it is designed to measure and nothing else. A pre-test will be conducted with questions contained in the questionnaire for this study to check and ascertain its validity as regards the achievement of generating the appropriate data for this study.

3.13 RELIABILITY OF RESEARCH INSTRUMENT

Reliability is the degree that it provides repeatable and consistent result (Schnitzer, 2006) as cited in Anikweze, (2009:112). The researcher also maintained neutrality with no leading suggestions as to the responses preferred. To prove the reliability of the instrument, the test-re-test method will be adopted. Thus, the reliability test makes use of the pilot study. In conducting the test and re-test, the test instrument (questionnaire) administered to 10 Respondents of top level management, and middle level management staff of the Transcorp Hilton Hotel Abuja. The responses were collated and the Pearson Product Moment Coefficient (r) were used to determine the coefficient of the two groups scores.

Table 3.1: Using the simple frequency table

	Questions on questionnaire	X	Y	XY	X ²	Y ²
10	1	9	8	72	81	64
10	2	8	9	72	64	81
10	3	7	7	49	49	49
10	4	10	8	80	100	64
10	5	8	9	72	64	81
10	6	7	7	49	49	49
10	7	6	8	48	36	64
10	8	10	9	90	100	81
10	9	7	7	49	49	49
10	10	6	8	48	36	64
		$\sum x=78$	$\sum y=80$	$\sum x y=629$	$\sum x^2 =628$	$\sum y^2 =646$

Correlation coefficient (r)

$$= \frac{\sum XY - \left(\frac{\sum X \sum Y}{n} \right)}{\sqrt{\left[\sum X^2 - \frac{(\sum X)^2}{n} \right] \times \left[\sum Y^2 - \frac{(\sum Y)^2}{n} \right]}}$$

$$r = \frac{629 - \frac{(78)(80)}{10}}{\sqrt{\frac{628 - \frac{(78)^2}{10}}{10} \times \frac{646 - \frac{(80)^2}{10}}{10}}}$$

$$r = \frac{620 - 624}{\sqrt{\frac{628 - 6084}{10} - \frac{646 - 6400}{10}}}$$

$$r = \frac{5}{\sqrt{19.6 - 6}}$$

$$r = \frac{5}{\sqrt{13.6}}$$

$$r = \frac{5}{3.6878}$$

$$r = \underline{\underline{1.3558}}$$

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter focuses on presentation, analysis and test of validity underlying relevancy substituting among a set of variable using tables, simple averages and statistical method highlighted in chapter three. The analysis is based on the responses obtained from administered questionnaire distributed to staff of Transcorp Hilton Hotel Abuja, Nigeria. Tables are used to present the variable followed by brief analysis of the results and sample proportion test (x^2) and correlation will be employed in testing the hypotheses. The statistical tail test is used to validate the acceptance or rejection of the Null and Alternate hypotheses.

The researcher distributed a total of three hundred and twenty questionnaires which covered the entire sample size being the staff.

Table 4.1.1 Questionnaire Distribution and Responses

Responses	Questionnaire distributed	Percentage distributed	No of returned	Percentage returned	Number not returned	Percentage not returned
Staff	320	100	300	94%	20	6%

SOURCE: FIELD SURVEY, 2014

The table above shows that **300 (94%)** of the administered questionnaire were properly completed and returned. This makes **(94%)** response rate upon which the analysis of this study is based.

TABLE 4.1.2: On Gender Distribution of the Respondents

Sex	Frequency	Percentage
Male	170	57%
Female	130	43%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above table shows that **57%** of the respondents were male while **43%** were female

TABLE 4.1.3: On Qualification Distribution of the Respondents

Qualifications	Frequency	Percentage
MSc/MBA	20	7%
BSc/HND	170	57%
OND/WAEC	110	36%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The table above shows that **7%** of the respondents were those that posses Msc/MBA, **57%** have BSc/HND while **36%** were those with OND/WAEC.

TABLE 4.1.4: On Position Level of the Respondents

Position	Frequency	Percentage
Management level	40	13%
Senior level Management	97	32%
Junior level Management	163	55%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above shows that **13%** of the respondents were management level, **32%** were senior level management while **55%** were junior level management

TABLE 4.1.5: On the Income of the Respondents

Income	Frequency	Percentage
N100000- N 150,000	100	30%
N200,000-N250,000	145	48%
N300,000 and above	55	22%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above shows that **30%** of the sample respondents received less between **N100, 000** and **N150000**, **48%** received between **N200, 000 – N250, 000** while **22%** received above **N300, 000**.

TABLE 4.1.6: On Time Spent By the Respondents

Years of Service	Frequency	Percentage
5 years	156	52%
10 years	100	33%
Above 10years	44	15%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above table shows that **52%** of the respondents have spent 5years, **33%** 10years while **15%** spent above 10 years.

SECTION B

ANALYSIS OF RESEARCH QUESTIONS

Table 4.1.7: Skills are useful in problem solving

Options	Frequency	Percentage
Strongly Agree	75	25%
Agree	72	24%
No Opinion	20	7%
Disagree	77	26%
Strongly Disagree	56	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that 25% of the respondents strongly agree to the fact that Skills are useful in problem solving, 24% agree with them, 7% were of no opinion, 26% disagree while another 18% strongly disagree.

Table 4.1.8: Skills have challenges in the course of applying it in problem solving

Options	Frequency	Percentage
Strongly Agree	70	23%
Agree	71	24%
No Opinion	25	8%
Disagree	79	27%
Strongly Disagree	55	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that 23% of the respondents strongly agree to the fact that Skills have challenges in the course of applying it in problem solving, 24% agree with them, 8% were of no opinion, 27% disagree while another 18% strongly disagree.

Table 4.1.9: Organization needs to develop her Employees in building Skills towards problem solving.

Options	Frequency	Percentage
Strongly Agree	60	20%
Agree	80	27%
No Opinion	32	10%
Disagree	72	24%
Strongly Disagree	56	19%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **21%** of the respondents strongly agree to the fact that Organization needs to develop her employees in building skills towards problem Solving, **27%** agree with them, **10%** were of no opinion, **24%** disagree while another **19%** strongly disagree.

Table 4.1.10: Skills in problem solving have significance on customer satisfaction in the organization

Options	Frequency	Percentage
Strongly Agree	175	58%
Agree	25	8%
No Opinion	10	4%
Disagree	40	13%
Strongly Disagree	50	17%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that 58% of the respondents strongly agree that Skills in problem solving have significance on customer satisfaction in the organization, 8% agree with them, 4% were of no opinion, 13% disagree while another 17% strongly disagree.

Table 4.1.11: Training and development is a veritable management approach needed by the personnel for problem solving in the organization

Options	Frequency	Percentage
Strongly Agree	145	48%
Agree	78	26%
No Opinion	52	17%
Disagree	15	5%
Strongly Disagree	10	6%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that 48% of the respondents strongly agree that Training and Development is a veritable approach needed by the personnel for problem solving in the organization, 26% agree with them, 17% were of no opinion, 5% disagree while another 6% strongly disagree.

Table 4.1.12: Decision making styles creates an avenue for solution to problems of an organization

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	78	26%
No Opinion	65	22%
Disagree	55	18%
Strongly Disagree	12	4%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **30%** of the respondents strongly agree that the decision making styles creates an avenue for solution to problems of an organization, **26%** agree with them, **22%** were of no opinion, **18%** disagree while another **4%** strongly disagree.

Table 4.1.13: Management of Organization must encourage flexible decision making to solve on the spot problems.

Options	Frequency	Percentage
Strongly Agree	120	40%
Agree	56	19%
No Opinion	77	26%
Disagree	40	13%
Strongly Disagree	7	6%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **40%** of the respondents strongly agree that Management of organization must encourage flexible decision making to solve on the spot problems, **19%** agree with them, **26%** were of no opinion, **13%** disagree while another **6%** strongly disagree.

Table 4.1.14: Decision making styles is rigid at one time and flexible at the other, so as to balance the varied employee diversity and help encourage their satisfaction

Options	Frequency	Percentage
Strongly Agree	98	33%
Agree	78	26%
No Opinion	77	26%
Disagree	37	12%
Strongly Disagree	10	3%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **33%** of the respondents strongly agree that Decision making styles is rigid at one time and flexible at the other, so as to balance the varied employee diversity and help encourage their satisfaction, **26%** agree with them, **26%** were of no opinion, **12%** disagree while another **3%** strongly disagree.

Table 4.1.15: Decision Making Style is perceived to be effective and efficient in problem solving in the organization.

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	75	25%
No Opinion	45	15%
Disagree	57	19%
Strongly Disagree	33	11%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **30%** of the respondents strongly agree that Decision making style is Perceived to be effective and efficient in problem solving in the organization, **25%** agree with them, **15%** were of no opinion, **19%** disagree while another **11%** strongly disagree.

Table 4.1.16: Decision making styles adopted by the management of the organization affect employee satisfaction

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	90	30%
No Opinion	23	8%
Disagree	43	14%
Strongly Disagree	54	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **30%** of the respondents strongly agree Decision making styles adopted by the management of the organization affect employee satisfaction, **30%** agree with them, **8%** were of no opinion, **14%** disagree while another **18%** strongly disagree.

Table 4.1.17: Decision making styles aids employee satisfaction

Options	Frequency	Percentage
Strongly Agree	98	33%
Agree	78	26%
No Opinion	77	26%
Disagree	37	12%
Strongly Disagree	10	3%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **33%** of the respondents strongly agree that Decision making styles aids employee satisfaction, **26%** agree with them, **26%** were of no opinion, **12%** disagree while another **3%** strongly disagree.

Table 4.1.18: Brainstorming guide does aid problem solving in the organization

Options	Frequency	Percentage
Strongly Agree	112	37%
Agree	78	26%
No Opinion	56	18%
Disagree	23	8%
Strongly Disagree	31	11%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **37%** of the respondents strongly agree that Brainstorming guide does aid problem solving in the organization, **26%** agree with them, **18%** were of no opinion, **8%** disagree while another **11%** strongly disagree.

Table 4.1.19: Brainstorming guide is useful technique in problem solving needed at the various departments of the organization

Options	Frequency	Percentage
Strongly Agree	87	29%
Agree	97	32%
No Opinion	45	15%
Disagree	17	6%
Strongly Disagree	54	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **29%** of the respondents strongly agree that Brainstorming guide is useful technique in problem solving needed at the various Departments of the organization, **32%** agree with them, **15%** were of no opinion, **6%** disagree while another **18%** strongly disagree.

Table 4.1.20: Brainstorming guide in problem solving seemly aid net profit margin of the organization.

Options	Frequency	Percentage
Strongly Agree	98	32%
Agree	67	22%
No Opinion	67	22%
Disagree	30	10%
Strongly Disagree	38	14%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **32%** of the respondents strongly agree that Brainstorming guide in problem solving seemly and aid net profit margin of the organization, **22%** agree with them, **22%** were of no opinion, **10%** disagree while another **14%** strongly disagree.

Table 4.1.21: Employee's assertiveness and self-confidence are needed in problem solving

Options	Frequency	Percentage
Strongly Agree	100	33%
Agree	55	18%
No Opinion	45	15%
Disagree	52	18%
Strongly Disagree	48	16%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **33%** of the respondents strongly agree that Employee's assertiveness and self-confidence are needed in problem solving, **18%** agree with them, **15%** were of no opinion, **18%** disagree while another **16%** strongly disagree.

Table 4.1.22: Employee's assertiveness and self-confidence in problem solving, leads to customers repeat patronage

Options	Frequency	Percentage
Strongly Agree	70	23%
Agree	71	24%
No Opinion	25	8%
Disagree	79	27%
Strongly Disagree	55	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **23%** of the respondents strongly agree to the fact that Employee's assertiveness and self-confidence in problem solving, leads to customers repeat patronage, **24%** agree with them, **8%** were of no opinion, **27%** disagree while another **18%** strongly disagree.

Table 4.1.23: Employee's assertiveness and self-confidence enable management to ascertain feedback from problem solving action(s) and as well from customer's complaint(s).

Options	Frequency	Percentage
Strongly Agree	65	21%
Agree	75	25%
No Opinion	30	11%
Disagree	74	24%
Strongly Disagree	56	19%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **21%** of the respondents strongly agree to the fact that Employee's assertiveness and self-confidence enable management to ascertain feedback from problem solving action(s) and as well from customer's complaint(s), **25%** agree with them, **11%** were of no opinion, **24%** disagree while another **19%** strongly disagree.

Table 4.1.24: Employee's assertiveness and self-confidence in problem solving positively impact on profitability.

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	75	25%
No Opinion	45	15%
Disagree	57	19%
Strongly Disagree	33	11%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

The above revealed that **30%** of the respondents strongly agree that Employee's assertiveness and self-confidence in problem solving positively impact on profitability, **25%** agree with them, **15%** were of no opinion, **19%** disagree while another **11%** strongly disagree.

4.2. TESTING OF HYPOTHESIS

Hypothesis one

H₀: Skill has no significance on customer satisfaction in Transcorp Hilton Hotel Abuja, Nigeria

H₁: Skill has significance on customer satisfaction in Transcorp Hilton Hotel Abuja, Nigeria

Working with the table 4.1.11: This is shown below

Options	Frequency	Percentage
Strongly Agree	145	48%
Agree	78	26%
No Opinion	52	17%
Disagree	15	5%
Strongly Disagree	10	6%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

Table 1: Chi-Square analysis

Chi-Square Test Statistics between Skills and staff Customer satisfaction

	Skills	Customer Satisfaction
Chi-Square	17.96	9.487 ^b
Df	1	4
Asymp. Sig.	9.487	1.000

The chi-square is computed at 0.05 level of significant

Hypothesis Two

H₀: There is no significant relationship between decision making style of problem solving and employees performance satisfaction at Transcorp Hilton Hotel Abuja, Nigeria.

H₁: There is a significant relationship between decision making style of problem solving and employees performance satisfaction at Transcorp Hilton Hotel Abuja, Nigeria.

Working with the figure on table 4.1.17: This is shown below

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	90	30%
No Opinion	23	8%
Disagree	43	14%
Strongly Disagree	54	18%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

Table 2: Chi-Square analysis

Chi-Square Test Statistics between decision making styles and Employee performances.

	Decision making styles	Employee performance with regard to how involved they are in decision making
Chi-Square	15.78	9.487 ^b
Df	1	4
Asymp. Sig.	9.487	1.000

The chi-square is computed at 0.05 level of significant

Hypothesis Three

H₀: Brainstorming guide in problem solving does not aid return on investment of Transcorp Hilton Hotel Abuja, Nigeria.

H₁: Brainstorming guide in problem solving aid return on investment of Transcorp Hilton Hotel Abuja, Nigeria

Working with the figures on table 4.2.20: This is shown below

Options	Frequency	Percentage
Strongly Agree	98	32%
Agree	67	22%
No Opinion	67	22%
Disagree	30	10%
Strongly Disagree	38	14%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

Table 3: Product Moment Correlation Analysis

Findings on the relationship between Brainstorming Guide and Aid to Investment

		Brainstorming Guide	Aid to Return on Investment
Brainstorming Guide correlation	Pearson	1	.551**
	Sig. (2-tailed)	.5	.000
	N		39
Aid to Return on Investment correlation	Pearson	.551**	1
	Sig. (2-tailed)	.000	.5
	N		5

**** Correlation is significant at the 0.05 level (2-tailed).**

Hypothesis Four

H₀: Assertiveness and self confidence in problem solving does not impact positively on the profitability of Transcorp Hilton Hotel Abuja, Nigeria

H₁: Assertiveness and self confidence in problem solving impact positively on the profitability of Transcorp Hilton Hotel Abuja, Nigeria.

Working with the figures on table 4.2.25: This is shown below

Options	Frequency	Percentage
Strongly Agree	90	30%
Agree	75	25%
No Opinion	45	15%
Disagree	57	19%
Strongly Disagree	33	11%
Total	300	100%

SOURCE: FIELD SURVEY, 2014

Table 4: Product Moment Correlation Analysis

Findings on the Relationship between Assertiveness/Confidence and Profitability

		Assertiveness	Profitability
Assertiveness correlation Sig. (2-tailed) N	Pearson	1	.614**
		.	.000
		5	39
Profitability Pearson correlation Sig. (2-tailed) N		.614**	1
		.000	.
		5	5

**** Correlation is significant at the 0.05 level (2-tailed).**

4.3 Discussions of Findings

The results in the table 1 of the chi-square indicate that Skills and Customer satisfaction were positively and significantly related ($\chi^2=17.96^{**}> \chi^2_{Tab}=9.487$). This means if the Skills is effective, it will have a great impact in Customer Satisfaction. Hence, we reject the null hypothesis and accepted the alternate which state that "Skill have significance on customer satisfaction in Transcorp Hilton Hotel Abuja, Nigeria"

The results in the table 2 of the chi-square indicate that Decision Making styles and Employee satisfaction were positively and significantly related ($\chi^2=15.78^{**}> \chi^2_{Tab}=9.487$). This means if Decision making is effective, it will have a great impact in Employee satisfaction. Hence, we reject the null hypothesis and accepted the alternate which state that "There is a significant relationship between decision making style of problem solving and employees performance satisfaction at Transcorp Hilton Hotel Abuja, Nigeria"

The results in the table 3 of the Correlation indicate that there is a tie between Brainstorming Guide aids return on Investment as they were related ($r=0.551^{**}$, $p<0.000$). This shows that Brainstorming can contribute or aids Transcorp Hilton Hotel Abuja, Nigeria's return on investment. Hence, we reject the null hypothesis and accepted the alternate which state that "Brainstorming guide in problem solving aid return on investment of Transcorp Hilton Hotel Abuja, Nigeria".

The results in the table 4 of the Correlation indicate that there is a tie between Assertiveness/Self confidence and Profitability as they were related ($r=0.614^{**}$, $p<0.000$). Hence, we reject the null hypothesis and accepted the alternate which state that "Assertiveness and self confidence in problem solving impact positively on the profitability of Transcorp Hilton Hotel Abuja, Nigeria".

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTION FOR FURTHER STUDY

5.1 Summary of Findings

This research investigated the **Impact of Problem Solving Technique on Performance of Transcorp Hilton Hotel Abuja, Nigeria**. The study sought to explain the best tactical decisions that could be taken in the proper application of problem solving technique to organizational performances. Based on the analyzed data conducted in chapter four of the study, the following summary of findings was drawn:

- i. Skill has significance impact on customer satisfaction in the organization.
- ii. There is significant relationship between decision making styles of problem solving and employees satisfaction at Transcorp Hilton Hotel Abuja, Nigeria.
- iii. Brainstorming guide in problem solving does aid return on investment of Transcorp Hilton Hotel Abuja, Nigeria.
- iv. Assertiveness and self confidence in problem solving does impact positively on the profitability of Transcorp Hilton Hotel Abuja, Nigeria

5.2 CONCLUSIONS

In line with the above findings, the study concludes that problem solving technique lead to employee's satisfaction and effective organizational performance. It has significant impact on organizational performance with respect to staff employment

(Expatriate/Local) and there are some significant relationship between problem solving technique and organizational performance with respect to stakeholders (Guest). Satisfaction through compensation policy in house, called Make It Right (MIR) is an effective tool with which we recover unsatisfactory services. All these gear towards achieving overall satisfaction, profitability and relationship management.

5.3 RECOMMENDATIONS

In line with the conclusions above, the following recommendations are offered:

- i. Transcorp Hilton Hotel and other hospitality firms must imbibe the spirit of research in their decision making. The use of haphazard method of decision making should be totally disallowed and problem solving technique must be adopted
- ii. Management of Transcorp Hilton Hotel must ensure that they are strategic in their management decision making. All the tools of problem analysis such as PERT, JIT, CPM must be adequately utilized in addition to Kaizen.
- iii. Furthermore, the success of any firm largely depends on their workforce. There should be proper human resource and personnel management efforts. The workers of the firm must be adequately motivated and remunerated to build enhanced performance.

- iv. We have noted that plans and objectives go a long way in determining the success of firms. Hence, Transcorp Hilton Hotel must incorporate Strategic planning into their management efforts. This will build its overall position further firms among the rival hotels in Nigeria.
- v. Finally, there should be care and precaution in the application of problem solving technique because of the quantitative analysis that may be involved. A little mistake in the improper utilization of these techniques can lead to organizational failure and wrong precedence created.

5.4 SUGGESTION FOR FURTHER STUDY

Impact of Problem Solving Technique on performance of Transcorp Hilton Hotel Abuja, Nigeria can be further studied by any individual, group of individuals, organizations, other related firms, academia etc. in order to advance the knowledge of the original study or to dive into related areas that would proffer solutions to problems daunting her organization, that will be critical in impacting positively to her organization. This original work is carried out by *Mrs. AJOKU ONYINYE PEARL* with registration number *PG/MBA/12/64066* of the department of Management, faculty of business administration, university of Nigeria Enugu Campus, Enugu State might not have seemly exhaust the knowledge of the impact of problem solving technique on performance due to some obvious limitation like time, biasness from Respondents and financial constraint. For this obvious reasons

and others that the researcher might not be aware of, the researcher deem it fit for further research studies.

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APPENDIX I

Department of Management
Faculty of Business Administration
University of Nigeria
Enugu.

Dear Respondents,

QUESTIONNAIRE

I am a Postgraduate Student carrying out research on the **Impact of Problem Solving Technique on Performance of Transcorp Hilton Hilton Abuja, Nigeria**. The study is an academic exercise in partial fulfillment of the requirements for the award of Masters in Business Administration (MBA).

I, therefore appeal to you to kindly complete the questionnaire for me. The information given will be utilized solely for this study and will be treated with utmost confidentiality.

Thank you for your co-operation.

Yours Faithfully,

Ajoku Onyinye Pearl
PG/MBA/12/64066

QUESTIONNAIRE

RESEARCH QUESTIONS

INSTRUCTION: Please tick (✓) in the space provided for the option that appeals to you.

Attach more papers if need arise.

SECTION A

BIODATA

1. Gender

- a. Male [] b. Female []

2. Highest education qualification

- a. M.sc/ MBA [] b. B.sc/ HND []
c. OND/WAEC []

3. Level in the organization

- a. Management Staff [] b. Senior Staff []
c. Junior Staff []

4. Level of Income

- a. 100,000 - 150,000 []
b. 200,000 - 250,000 []
c. 300,000 above []

5. How long have you been with the organization?

- a. 5 year [] b. 10 years []
c. Above 10 years []

SECTION B

KEY: SA = Strongly Agree, A = Agree, U =Undecided, D = Disagree, SD= Strongly Disagree

S/N	QUESTION	SA	A	U	D	SD
	To examine the impact of skills in problem solving on customer satisfaction.					
7	Skills are useful in Problem Solving.					
8	Skills have challenges in the course of applying it in problem solving .					
9	Organization needs to develop her employees in building skills in problem solving.					
10	Skills in problem solving have significance on customer satisfaction in the organization.					
	To evaluate whether there is a significant relationship between decision making styles on employee satisfaction.					
11	Training and Development is a veritable management approach needed by the Personnel for problem solving in the organization.					
12	Decision making styles creates an avenue for solution to problems of an Organization.					
13	Management of Organization must encourage flexible decision making to solve on the spot problems.					
14	Decision making styles is rigid at one time and flexible at the other, so as to balance the varied employee diversity and help encourage their satisfaction.					
15	Decision making styles perceive to be effective and efficient in problem solving in the organization.					
16	Decision making styles adopted by the management of the organization affect employee satisfaction.					
17	Decision making styles aids employee satisfaction					
	To ascertain the usefulness of brainstorming guide on net profit margin.					
18	Brainstorming guide aids problem solving in the organization.					

19	Brainstorming guide is useful technique in problem solving needed at the various Departments of the organization.					
20	Brainstorming guide in problem solving aid net profit margin of the organization?					
	To assess employees assertiveness and self confidence in achieving profitability via problem solving techniques.					
21	Employee's assertiveness and self-confidence are needed in problem solving.					
22	Employee's assertiveness and self-confidence in problem solving, leads to customers repeat patronage.					
23	Employee's assertiveness and self-confidence enable management to ascertain feedback from problem solving action(s) and as well from customer's complaint(s).					
24	Employee's assertiveness and self-confidence in problem solving positively impact on profitability.					

APPENDIX II

GUIDED ORAL INTERVIEW SCHEDULE

1. What are the problems encountered in the organization?
2. What factors are responsible for the problems in the organization?
3. What are the formal established procedures for handling problems in the organization?
4. What lead to employee's satisfaction and effective problem solving in achieving organizational performance?
5. How can problem solving technique seemly aid staff, management and stakeholders achieve organizational goals?

APPENDIX IV

ANALYSIS:

Based on the calculated profitability above, it is obvious that the gross profit of Transcorp Hilton Hotel witnessed fluctuation from the period of 2008 to 2013 as a result of some factors. However, the gross profit of 2013 showed an increase in comparison to other years. Same can be said of the net profit margin.

Having an improved profit with respect to the net profit is a clear indication that there is an improved employee performance among other factors. This is based on the premise that the profit of the organization is tied to the volume of activities (guest-wise) since they (guest) are the providers of the fund which the business needs for sustenance and growth.

It is worth saying that guest don't just come and repeat their visit by virtue of unfriendly, bad, uncomfortable services they get rather the reverse is the case for such patronage. Therefore it can be stated that there has been sufficient training for team members to whose excellent guest service, aggressive sales and marketing performance, consistent maintenance service culture and harmonious working relationship via an excellent administration and co-existence of owner to management relationship have confirmed the evidence of the fair market share enjoyed by the Hotel in Abuja and Nigeria generally. Thanking all stakeholders for their contribution towards this great success over the years.

