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The Effect of Organizational Safety Climate on Employees' Job Satisfaction: A Study of Workers in Selected Hotels in the Tamale Metropolis in Ghana

Joshua Humphrey

Abstract- This study examined the effect of organizational safety climate on the job satisfaction levels of workers at the Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House in the Tamale Metropolis in Ghana. A cross-sectional survey was used as the research design. A total of 127 respondents were selected using the stratified random sampling technique. Questionnaires that contained the 50-item Occupational Safety Climate Questionnaire and the 11-item Job Satisfaction Scale was used to collect data. Data was analyzed with the Simple Linear Regression test, PROCESS'' Macro Script Moderation test, One-Way Analysis of Variance test and the Independent t test. Results indicated that organizational safety environment predicts employees' job satisfaction. Particularly, the role played by hotel management had the most influence on employees' job satisfaction. In addition, differences in workers' "age" and "rank" had no moderation effect on the relationship between organizational safety environment and job satisfaction. Furthermore, no significant difference was found between the organizational safety environment among the selected hotels. the final result revealed that, management staff of the selected hotels were more satisfied with their jobs than Junior staff (counterparts). It was concluded that hotels' safety climate has a strong effect on employees' job satisfaction. Specifically, the role played by management in ensuring a positive organizational safety environment has a strong positive effect on employees' satisfaction with their jobs at Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House in Tamale, Ghana.

I. Introduction

The hotel industry is thriving in various countries, due to the important services they provide for both locally based and foreign clients (Mun, Ying, Lew, Wei & Ning, 2017). As at May 2017, there were 2723 hotels and lodges in Ghana. Over the years, the Ghana's hotel industry has remained resilient in spite of recent global economic challenges. For instance, between the year 2015 to 2016, Ghana's hospitality industry grew 1.2%. Ghana's tourism industry expanded by 5.6% in 2016, and is projected to maintain an annual growth rate of 5.1% per annum from year 2017 through to 2027. The hotel industry is expected to grow 1.1% in the year 2017, 2.1% in 2018 and 2.3% in 2019 (Dogbevi, 2017). On the average, the proliferation of hotels in developing countries such as Ghana is growing faster than most developed countries (Dogbevi, 2017).

Irrespective of the great prospects Ghana's hotel industry has, it falls short when it comes to meeting some globally acceptable standards (Ghana News Agency, 2017) one of which is health and safety environment (Kiliç & Selvi, 2009). In fact, the hotel industry is one of the sectors that is implicated for its poor environmental safety practices (Kiliç & Selvi, 2009). It is estimated that workers in the hospitality industry such as hotels are 51% more prone to serious injuries and disabling injuries that result in time spent away from work (Liladrie, 2010).

According to Abubakar (2017) and Küçükyaman and Demir (2019) people who work in hotels are susceptible to sustain injuries, respiratory diseases, dermatological diseases, among others, at their workplace. This is due to the lack of protective equipment, exposure to customers some of which are reckless, hazard prone working environment, exposure to chemicals to harmful chemicals (e.g. detergents). Other factors that indirectly undermine the safety climate of hotels include heavy workload, workload uncertainty, poor ergonomic design of kitchens, poor psychosocial security environment, etc. (Öktem & Öztoprak, 2020; Sormaz et al, 2014).

In most countries such as Ghana, poor organizational safety climate has been found as be one of the major causes of work-related hazards, injuries and death among employees (Ampofo, 2017; Awudu, 2018). Also, ineffective implementation of organizational health and safety policies by various firms is one of the major causes for the surge in poor organizational safety climate in Ghana (Sikpa, 2011). In recent times, organizations are increasingly paying huge compensations or fines to their affected (i.e. injured, maimed, etc.) workers and their dependents (Awudu, 2018). For instance, according to Ampofo (2017) between the year 2015 and 2016 various organizations in Ghana were compelled to pay a total of GH₵6.7 million to either their injured or maimed workers and their dependents. Having done that, there was an outstanding amount of GH₵5.1 million to be paid for 9 months only in the year 2017 (Ampofo, 2017). Hazard-prone working environment undermined workers' health

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and safety, thus, costing countries up to 10-20% of their Gross National Product (Amponsah-Tawiah & Dartey-Baah, 2011).

According to Hofmann, Morgeson and Gerras (2003) organizational safety climate has to do with managements' attitude towards issues concerning safety, proactive behaviors meant to maintain a hazard-free working environment, and a system of reward for adherence to pro-safety behaviors among employees. Meanwhile, Kelly, Lercel and Patankar (2015) define safety climate as a measure of employee attitudes and opinions regarding safety. Organizational safety climate could be either positive (little or no accidents, injuries, and enhance employees' adherence to safety protocols, etc.) or negative/poor (near misses and near-miss reporting, work-related stress and accidents, employee mortality, etc.) (Balogun, Andel & Smith, 2020; Mearns et al., 2003; Zohar, 2010; Zohar & Luria, 2005). A positive organizational safety environment occurs when an organization establish a clear procedure for reporting information regarding safety deficiencies, being fair when rewarding employees' adherence to high safety standards, and punishing non-adherence to organizational safety standards (Avrama, Ionescub & Mincua, 2015; Öktem & Öztoprak, 2020). Hence, organizational safety climate is determined by input of management/ senior staff and junior staff workers. The most common factor that drives work-related accidents and injuries is believed to be managements' and employees' reckless attitude and behaviours towards safety (Stoilkovska et al., 2015).

Poor organizational safety climate has a negative impact on employees' job satisfaction (Humphrey, 2019; Öktem & Öztoprak, 2020; Sembe & Ayuo, 2017). It should be noted that, job satisfaction is related to employees' perception and attitude towards their jobs or work environment, and the extent to which they like their job (Anantha, Huam & Abdul 2013). The role played by the management of firms in enhancing a positive organizational safety climate supersedes that of lower level employees (Sembe & Ayuo, 2017).

The hotel industry is extremely service oriented, people-intensive and experience-based. As a result of that, most of the services they provided by hotels directly provided by employees (Kong, Jiang, Chan & Zhou, 2018). So having experienced, loyal and motivated employees has a positive effect on the quality of serviced rendered to customers (Aminudin, 2013; Emiroğlu, Akova & Tanrıverdi, 2016; Mun, Ying, Lew, Wei & Ning, 2017; Vetráková & Mazúchová, 2016). Also, employees who are not satisfied with their jobs usually engage in counterproductive behaviours at the workplace which undermines their service quality and job performance (Kong, Jiang, Chan & Zhou, 2018; Tuna et al., 2016).

Hotel workers who are satisfied with their jobs tend to deliver high-quality services to customers, and vice versa (Kong, Jiang, Chan & Zhou, 2018). But, unfortunately, quite a number of employees who work in the hospitality sector such as the hotels are dissatisfied with their jobs, and have high intentions to leave their jobs (Kim et al., 2016). Therefore, it is important for hotels to ensure that their employees are satisfied with their jobs so as to enhance the quality of their services and reduce their turnover intension (Kong, et al., 2018; Mun, et al., 2017; Vetráková & Mazúchová, 2016). Though poor organizational safety climate persists in the hotels industry, relatively few studies have been conducted examine its effect on employees' job satisfaction in Ghana (Abubakar, 2017). This shows that a research gap exists in this research area which ought to be bridged.

a) Objectives of the Study

The general objective of the study is to investigate the effect of organizational safety climate on employees' job satisfaction. The specific objectives of the study were:

i. To examine the relationship between organizational safety climate and employees' job satisfaction.
ii. To ascertain whether employees' age and rank will moderate the relationship between organizational safety climate and job satisfaction.
iii. To compare the level of safety climate among the selected hotels (Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House) in Tamale.
iv. To ascertain whether senior staff will be more satisfied with their jobs than junior staff.

b) Statement of Hypothesis

i. A significant positive relationship will exist between organizational safety climate and employees' job satisfaction.
ii. Differences in employees' age and rank will moderate the relationship between organizational safety climate and job satisfaction.
iii. A significant difference exists between the level of safety climate among the selected hotels (Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House) in Tamale.
iv. Senior staff will have a more satisfied with their jobs than junior staff members.

II. Literature Review

a) Organizational safety climate and job satisfaction

Over the years, various studies have been conducted looking into the relationship between organizational safety climate and job satisfaction among employees. One of such studies is that of Malek, Fahrudin and Kamil (2009) whose result revealed that the nature of employees' working environment has a direct effect on their job satisfaction. Specifically, as the

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quality of an organizations safety climate rises the more employees will be satisfied with their jobs (Avrama et al., 2015; Malek et al., 2009). Therefore, organizational safety climate predicts the job satisfaction of employees (Bergheim, et al., 2015). Bergheim et al.'s (2015) finding reinforced that of Omusulah (2013) whose results revealed among other things that, organizational health and safety climate has a direct influence on employees' job satisfaction (either negatively or positively). The outcome of Omusulah's (2013)'s related study reinforced that Bergheim et al. (2015) and Kiruthiga and Magesh (2015) who have also established that positive organizational safety and health practices predict employees' job satisfaction.

In their study, Huang et al. (2014) examined the nature of safety climate at the workplace and to ascertain whether safety climate had a direct effect in the promotion of pro-safety behaviors and job satisfaction. At the end, Huang et al. (2014)'s result revealed that the perception employees have about the safety climate of their workplace determines whether they will be content with their jobs or not. Similarly, Stoilkovska et al. (2015) discovered that a significant positive relationship exists between organizational safety climate and employees' job satisfaction (Stoilkovska et al., 2015).

Omusulah (2013) further states that, employees who suffer accidents are unsatisfied with their jobs, and this dissatisfaction with their jobs increases when the accident reoccur. Thus, a safe environment at the workplace makes it possible for workers to be happy and find it easier to complete their tasks, whereas an unsafe workplace makes it difficult for workers to be happy (Omusulah, 2013). This finding strengthens that of Robin and Walker (2000) and Kiruthiga and Magesh (2015) who have also established a strong connection between organizational health and safety practices and job satisfaction. Yusuf, Eliyana and Sari (2012) further states provides empirical evidence showing that organizational health and safety does not only provide a sense of security to employees, but also could provide satisfaction to employees (Robin & Walker, 2000).

In the same way, the findings of Öktem & Öztoprak, (2020) reaffirms that of the earlier studies that were captured above. Specifically, among other findings it was discovered that a significant positive relationships exist between organizational safety climate and employees job satisfaction. Kiruthiga and Magesh, (2015) argues that the important and critical managerial problem faced by the employers all over the world is to maintain job satisfaction among their employees. This is even critical in the hotel industry because the attitudes and behaviours of employees are crucial in the hotel industry as it directly impact the customers. In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the hotels. In the hotel industry employees experience many problems which force them to leave their jobs (Kiruthiga & Magesh, 2015).

Based on the above review, it could be said that indeed organization's safety climate has a direct effects of employees' job satisfaction. This is so because the more positive or safe an organization's safety climate is, the more likely it would be for their employees to be satisfied with their jobs. However, most of the aforementioned studies were done in organization not in the hospitality sector. Nevertheless, this research gap is addressed in this present study which concentrated on the hospitality sector (Humphrey, 2019).

b) Organizational health and safety practices in the hospitality industry

In Ghana, due to the lack of research studies done on the status of health and safety in the hotel sector, statistics on the number of injuries, health and safety violations, among others are non-existent. Yet in developed countries like the United States of America's the hotel industry (hotel, motels, guest houses, etc.) employ for that 1.5 million workers. Unfortunately, hotel workers are nearly 40% more likely to be injured on the job than all other service sector workers put together (Buchanan, et al., 2010). In addition, hotel workers are involved in major injuries that causes them more days off work, more job transfers, and more medically restricted work compared to other employees in the hospitality industry (Buchanan, et al., 2010). In their study which targeted workers from 78 Three Star Hotels, Moharana, et al. (2011)'s findings revealed among other things that laundry workers did the heaviest work, followed by the kitchen and housekeeping workers.

III. Methods

a) Research Design

A cross-sectional survey was used as the research design because respondents were sampled from three different hotels in tamale: Picorna Hotel, University of Development Studies Guest House and Radach Lodge and Conference Center. As one of its merits, cross-sectional survey ensure that all various groups of respondents are fairly represented to enhance the generalizability of research findings. According to Cherry (2019) one of the outcomes of cross-sectional surveys is to make inferences about a population of interest (universe) at one specific point in time. Also, cross-sectional surveys allow researchers to look at numerous individual characteristics such as gender, age, etc. of the studied population at the same time, and to determine how they predict the variables under study (Creswell, 2014; Levin, 2006; Setia, 2016).

b) Study Population

The population out of which respondents were selected and used for this research were employees at Radach Lodge and Conference Center, Picorna Hotel,

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and the University of Development Studies Guest House, Tamale in the Northern region of Ghana. It is estimated that the aforementioned hotels where respondents were selected had a total of about 166 employees.

c) Sampling technique and sample size

A total of 127 respondents were selected using stratified random sampling technique. Stratified random sampling was used because the researcher met respondents in small groups in their respective hotels, after which respondents were selected at random (which gave each member of the group equal chances of being selected). Hayes (2019) defines stratified random sampling technique ass a probability sampling technique that involves the division of a population into smaller sub-groups known as strata. The strata are formed based on members' shared attributes or characteristics such as working in the same hotel, among others (Hayes, 2019). Table 1 presents the details of the number of respondents selected from the three selected hotels in the Tamale Metropolis in the Northern Region.

Table 1: Representation of Hotels and the Number of their Employees used

Name of Hotel	Frequency (N)	Percent (%)
Radach Lodge and Conference Center	38	29.9
Picorna Hotel	46	36.2
University of Development Studies Guest House	43	33.9
Total	127	100

As shown in table 1 above, out of the total of 127 respondents used in this study 38 (29.9%) were selected from the Radach Lodge and Conference Center, 46 (36.2%) of respondents were selected from Picorna Hotel, whereas 43(33.9%) of respondents were selected from University of Development Studies Guest House.

d) Data Collection Tools

Primary data was used in this study, and this was obtained through the use of survey questionnaires. Hence, the main data collection instrument for primary data was the use of questionnaire. Data was collected with questionnaire that was subdivided into three sections: Section A, B and C. Section A of the questionnaire captured data on respondents' personal information such as type of hotel, age, gender, level of education, marital status, rank and tenure.

Meanwhile, the Sections B contained Kines, et al. (2011)'s Nordic Occupational Safety Climate Questionnaire (NOSACQ-50). The NOSACQ-50 is a 50-item diagnostic and intervention tool, used to assess the status and progress organizational safety climate. The scale had 22-items dealing with managerial dimensions, whereas the remaining 28-items focused on employees' safety dimensions (Kines et al., 2011). All items in the NOSACQ-50 items were scored on a 4-point likert scale ranging from strongly disagree to strongly agree. Specifically, Strongly Disagree= 1, Disagree= 2, Agree= 3 and Strongly Agree= 4 (Kines et al., 2011). Items 3, 5, 8, 9, 13, 15, 18, 21, 25, 26, 28, 29, 30, 31, 32, 34, 35, 41, 45, 47 and 49 were reversed scored (Bergh, Shahriari & Kines, 2013). The mean score is calculated for each dimension, and the mean score over 2.5 is generally considered a positive result, whiles 2.5 and below was captured as a negative score. The overall Cronbach alpha for the NOSACQ-50 was $\alpha = .88$ (Humphrey, 2019), whereas that of this present study was $\alpha = .90$ which was very high. Meanwhile the Cronbach alpha for the 22-items dealing with "managerial dimensions" subscale was $\alpha = .87$, whereas that of the 28-items "employees safety" dimensions (subscale) was .83 for this present study. This shows that the data collected with the NOSACQ was very reliable.

The Sections C of the questionnaire contained the 11-item Job Satisfaction scale. Items were scored on a 5-point Likert scale where 1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied and 5 = Very Satisfied. No items were reversed scored. A higher mean score indicated higher job satisfaction whiles a lower score indication job dissatisfaction. The overall Cronbach alpha for the Job Satisfaction scale for this present study was $\alpha = .94$ which was very high. This shows that the data collected with the Job Satisfaction scale was very reliable.

e) Data Collection Procedure

Introductory letters were sent to the management of Radach Lodge and Conference Center, Picorna Hotel, and the University of Development Studies Guest House. On the day set for data collection, the researcher met respondents in small groups in their respective hotels which were situated in different parts of Tamale. During the meetings, the researcher explained the purpose of the study and the positive implications the outcome of this research will bring to employees in the long term when the findings is shared with management. Afterwards, employees were given the opportunity to ask questions for clarification and

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assurance of confidentiality. The researcher gave appropriate answers to the questions of respondents. Thereafter, most employees volunteered to participate in the study. Also, the researcher explained the instructions respondents were to adhere to when filling their questionnaires. Having done that, questionnaires were given to respondents to complete and submit the following day. Out of a total of about 140 employees a total of 127 were used as respondents for this study. The researcher used a total of 26 days to collect data from respondents.

f) Data Analysis and Presentation

Descriptive and inferential statistical tests within IBM's Statistical Package for Social Sciences (SPSS) version 23 was used for data analysis. Specifically, the Simple Linear Regression test, Process Macro Script Moderation test, One-Way Analysis of Variance test and Independent t test were used to test the various hypothesis. Thereafter, appropriate APA tables were used to present result followed by their interpretations.

IV. Results

a) Sample Characteristics

Table 2: Descriptive Statistics on Respondents' Gender, Age, Marital Status, Level of Education, Rank and Tenure.

GROUPS	FREQUENCY (N)	PERCENT (%)
Gender		
Males	50	39.4
Females	77	60.6
Age		
Below – 30yrs	58	45.7
30 – 39yrs	18	14.2
40 – 49yrs	32	25.2
50yrs & above	19	15.0
Marital Status		
Married	63	49.6
Unmarried	64	50.4
Level of Education		
Middle School(SSS)	37	29.1
HND/Diploma	29	22.8
Bachelors Degree	37	29.1
Masters Degree	24	18.9
Rank		
Junior Staff	74	58.3
Management Staff	53	41.7
Job Tenure		
Below – 2yr	26	20.5
2 – 4yrs	57	44.9
5 – 7yrs	11	8.7
8 – 10yrs	33	26.0
Total	127	100

Out of the total of 127 respondents used in this study, 39.4% were males whiles 60.6% were females. As regards respondents age, it was shown that 45.7% of respondents were below 30 years, 14.2% were between the ages of 30 to 39 years, 25.2% were between ages 40 to 49 years whiles 15% of respondents were 50 years

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and older. Furthermore, 49.6% of respondents were married whiles 50.4% were not married. With regards to respondents' level of education it was shown that 29.1% completed Middle School (Senior Secondary School). In addition, 22.8% of respondents had Diplomas, 29.1% of respondents had Bachelors Degree whereas 18.9% of respondents had Maters' Degree certificates. Result further showed that 58.3% of respondents were Junior Staff members whiles 41.7% of respondents were Management staff members of the selected hotels in Tamale. Finally, table 2 above shows that 20.5% of respondents had worked in their hotel for less than 2 years, 44.9% of respondents had worked for 2 to 4 years, 8.7% of respondents were between the ages of 5 to 7 years. The remaining 26% of respondents were between the ages of 8 to 10 years.

b) Results for Tested Hypotheses

Hypothesis One: The first hypothesis stated that "a significant positive relationship exists between dimensions of organizational safety climate and job satisfaction." Result is presented in Table 3:

Table 3: Simple Linear Regression Test Result on the extent to which Organizational Safety Climate Predict Job Satisfaction.

Predictors (subscales)	β	R	R^2	p
Management Dimension	.611			.000
Employee Dimension	.045			.620
Total		.641	.411	

Table 3 shows that the simple linear regression analysis was used to test whether a significant positive relationship exist between dimensions of organizational safety climate and job satisfaction. Results indicated that organizational safety climate explains approximately 41% of variance (R^2 = .411, F (7, 185) = 43.303, p = .000) in employees' job satisfaction. Management Dimension subscale of Organizational safety (β = .611, p = .000) predicts job satisfaction. Meanwhile, Employee Dimension subscale (β = -.143, p = .132.), did not predict job satisfaction. This implies that the role management plays in ensuring positive organizational safety environment has a stronger influence on employees' job satisfaction. Hypothesis one is partially accepted.

Hypothesis Two: The second hypothesis stated that "age and rank will moderate the relationship between organizational safety climate and job satisfaction." Result is presented in Table 4:

Table 4: PROCESS'' Macro Script Moderation Test Results on the Moderation Effect of Age and Rank on Organizational Safety Climate and Job Satisfaction.

Variables	β	R	R^2	p
Age	-45.193	.815	.664	.000
Rank	95.312			.000
OSC*Age				.000
OSC*Rank				.000

Where OSC = Organizational safety climate

Table 4 shows that the Process Macro Script Moderation test was used to test the moderation effect of age and rank on the relationship between organizational safety climate and job satisfaction. Results R^2 = .664, F (5, 121) = 47.747, p = .000) showed that age (β = -45.19, p = .000) and rank (β = 95.312, p = .000) have no moderation effect on the relationship between organizational safety climate and job satisfaction. This implies that age and rank do not have any interaction effect on the extent to which organizational safety climate predict job satisfaction. Hypothesis two is rejected.

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Hypothesis Three: The third hypothesis stated that "a significant difference exists between the level of safety climate among the selected hotels (Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House) in Tamale." Result is presented in Table 5:

Table 5: One-Way Analysis of Variance Test on whether Type of Hotel affects Organizational Safety Environment

Hotels	M	SD	df	F	p
Radach Lodge and Conference Center	41.84	13.28			
Picorna Hotel	41.26	11.92			
University of Development Studies Guest House	41.14	12.20			
Total	41.39	12.34	2,124	.036	.964

Table 5 indicates the One-Way Analysis of variance test used to determine whether a significant difference exists between the level of safety climate among the selected hotels (Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House) in Tamale. Results (F= .036, Sig.= .964) showed that no significant difference exist between the level of organizational safety environment among the selected hotels. This implies that Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House have similar organizational safety environments. Hypothesis four is rejected.

Hypothesis Four: The fourth hypothesis stated that "senior staff will be more satisfied with their jobs than Junior staff." Result in presented in Table 6:

Table 6: Independent t-Test Results on Job Satisfaction among Junior staff and Management Staff.

Sex	M	SD	df	t	Sig.
Junior staff	39.23	11.67			
Management staff	44.42	12.72			
Total	41.83	12.20	125	2.378	.019

Table 6 shows that the mean for Junior staff members (M=39.23, SD=11.67) and Management staff members (M=44.42, SD=12.72) were subjected to t independent test to determine whether senior staff will be more satisfied with their jobs than Junior staff at the selected hotels in Tamale. Results (t = 2.378, Sig. = .019) showed that a significant difference exists between the job satisfaction level among Senior staff and Junior staff. In other words, Management staff were more satisfied with their jobs than Junior staff at the selected hotels in Tamale. Hypothesis four is accepted.

V. Discussion

The first result indicated that organizational safety climate explains approximately 41% of variance in employees' job satisfaction. The above result shows that the safety climate of organizations has a direct effect on employees' job satisfaction levels. Specifically, when an organizations' safety climate is positive there is a higher likelihood that the level of job satisfaction among employees' will be high. Conversely, when the safety climate is poor or bad employees will be dissatisfied with their jobs.

The first result further indicated that, Management Dimension subscale of Organizational safety climate scale was found to predict job satisfaction. This implies that, the role management play in ensuring positive organizational safety environment has a stronger influence on employees' job satisfaction. In other words, what the leadership of organizations do at the workplace to ensure the work environment is safe has a direct effect in determining whether employees will be satisfied with their jobs or not. This shows that the ability of employees' to be satisfied with their jobs or not is highly dependent on what their supervisors or managers do to keep the workplace safe.

Management Dimension component of organizational safety climate has to do with how managers and supervisors at the workplace handle safety (Bergh, et al., 2013). According to Bergh, et al. (2013) these management practices can be categorized into three groups; "management safety priority and ability", "management safety empowerment" and "management safety justice." "Management safety priority and ability" is related to the extent to which the leadership and supervisors are able to prioritize safety practices within an organization such as a hotel.

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Examples of this include managers or supervisors being strict on workers to adhere to the hotels safety protocols irrespective of how demanding their job are, as well as ensure that employees are knowledgeable about the safety practices and standards. Also, managers here prioritize safety over production or productivity of workers, as well as review their firm's safety practices and standards from time to time with them aim of enhancing it when deficiencies are detected. Finally, management because of the competence and efficiency of managers or supervisors in properly managing organizational safety climate employees have confidence in them (Bergh, et al., 2013).

Meanwhile, "management safety empowerment" has to so with the extent to which the leadership and supervisors are able to empower individual employees on how to strictly adhere to organizational safety standards. Usually, this is done when leadership or supervisors design safety routines that are understood and can easily be implemented by employees at the workplace. In addition, management involve employees in decisions regarding safety (Bergh, et al., 2013). Finally, "management safety justice" is related to how leadership or supervisors resolve safety related issues such as managing the outcome of accidents fairly. This includes conducting independent investigations into the causes of accidents, proper management of threats, and encouraging employees to report near-miss accidents without fear of a backlash (Bergh, et al., 2013). Hence, management practices such as "management safety priority and ability", "management safety empowerment" and "management safety justice" enhances employees job satisfaction levels.

Similarly, Bayire (2016) supported the fact that management role is important in driving employees' outcomes. Practically, this could be ensured when managers or supervisors at all levels visibly demonstrate their commitment toward safety as well as their support for safety in visible behaviors. That is, talking about safety, invest resources in creating a safe work environment, involve employees in safety matters, consideration of safety matters in job design and congruence between managerial safety talk and managerial actions (Bayire, 2016; Clarke & Ward, 2006; Geller, 2001).

The findings for the first hypothesis is supported by Dollard, Tuckey and Dormann (2012)'s psychosocial safety climate theory. According to the theory, the role played by management or the leadership of an organization regarding safety has a direct effect on employees' outcomes such as job satisfaction (Humphrey, 2019). Specifically, the theory espoused that, job satisfaction among workers could be ensured when management of hotels exhibit high level of commitment and support for strict adherence to safety standards. Also, job satisfaction could be enhanced when the management of an organization prioritizes the safety above everything else, and empower employees on safety standards, as well as involve employees in decisions regarding safety (Dollard et al., 2012; Humphrey, 2019).

Other studies such as Mun, Ying, Lew, Wei and Ning (2017) have also espoused that, the hotel environment, could ether have a positive or a negative effect on workers' job satisfaction depending on whether the environment is safe or not. Specifically, when the safety climate in a hotel is safe and healthy employees are likely to be satisfied and vice versa (Mun, et al., 2017). Mun, et al. (2017)'s findings reinforced that of Akpan (2011), Hystad et al. (2014), Kiruthiga and Magesh (2015) and Stoilkovska et al. (2015) whose findings revealed the existence of a significant positive relationship between organizational safety climate and job satisfaction.

This is so because when an organization's safety climate is positive employees feel safe and are able to experience contentment with their work (Bergheim et al., 2013; Hystad et al., 2014). In other words, a hazard-prone working environment makes it difficult for employees to work to their full capacity. This is partly because in a such an environment, employees usually witness their colleagues getting insured or contacting various work-related illness from time to time (Humphrey, 2019). In the long term this affect their motivation to work and contentment with their jobs. Hence, most employees are dissatisfied with their work when they work in an unsafe and hazard-prone working environment because they are always on-the-edge that something bad might happen to them (Dollard & Bakker, 2010).

Omusulah (2013) adds that, employees who usually experience accidents at the workplace will have higher levels of job tension and lower organizational commitment. This creates a good breeding ground for job dissatisfaction. Thus, a safe working environment make employees happy and make it easy for them do their jobs, whereas an unsafe climate at the workplace leads to job dissatisfaction among employees (Omusulah, 2013). It could, therefore, be concluded that feeling safe at the workplace has a positive effect on employees' job satisfaction (Kreitner & Kinicki, 2007; Öktem. & Öztoprak, 2020).

The second result indicated that age and rank have no moderation effect on the relationship between organizational safety climate and job satisfaction. This implies that age and rank do not have any interaction effect on the extent to which organizational safety climate predict job satisfaction. A possible reason why differences in employees' age and rank (i.e. position at the selected hotels) was not found to have a moderating effect organizational safety climate and job satisfaction, was the fact that, both younger employees and their older counterparts have similar mindset about their

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hotels' safety climate hotels. Also, it was likely employees had similar job satisfaction levels.

The above findings support that of Humphrey (2019) whose study that targeted workers at the Tema Oil Refinery (TOR) revealed that the age and rank of workers does not moderate the relationship between organizational safety climate and the job satisfaction of employees. One of the possible reasons why respondents' age and rank did not have a moderation effect on the relationship between organizational safety climate and job satisfaction was the fact that at the TOR, both younger and older employees hold similar positions (ranks) at all management levels (Humphrey, 2019). As a result of this both younger and older workers at TOR enjoy similar working conditions and its related benefits. Thus, the reason why differences in workers' age and rank (position) does not an interaction effect on the relationship between organizational safety climate and job satisfaction (Humphrey, 2019).

Even though the result of this present study and that of Humphrey (2019) found no interaction effect between organizational safety climate and job satisfaction, the findings of some other related studies have shown that this not entirely so with all studies done in this research area. For instance, in their study, Dollard et al. (2012) results showed that differences in workers age and rank/position has a moderation effect on their psychological capital. The result of Dollard et al. (2012)'s supports that of Hall et al. (2010) whose result showed that workers' age differences has a moderating effect on the relationship between organizational safety climate and job satisfaction. Similarly, the result of Dollard et al. (2012) and Hall et al. (2010) as indicated above is reinforced by that of Stoilkovska et al. (2015) whose result showed that age differences serves as a moderator between organizational safety climate and job satisfaction among employees. The reason why differences exist between this present study as against that of Hall et al. (2010) and Dollard et al. (2012) may be due to the fact that the latter studies were not conducted in the hospitality sector. Moreover, this present study and that of Humphrey (2019) were studies that was conducted in the same country, among people who had similar sociocultural beliefs. Actually, Humphrey (2019) argued that differences in culture may be a possible reason why studies non-Ghanaian found an interaction effect between safety climate and job satisfaction among workers.

Nevertheless, irrespective of the fact that the outcome of this present study, differences in employees' job tenure and age had no interaction effect on organizational safety climate and job satisfaction, the outcome of other studies such as Dollard et al. (2012) Hall et al. (2010) and Stoilkovska et al. (2015) found that an interaction effect exists between the two variables. Yet, even though a possible reason why the disparity exists between safety climate at the workplace and employees' job satisfaction, the exact reason why this disparity exist is yet to be discovered. Perhaps, the researcher hopes to conducted a follow-up study to explore the exact reason (s) why among study studies conducted in Ghana, differences in workers age and job tenure does not have an interaction effect on organization safety climate and job satisfaction.

The third result revealed that no significant difference exists between the level of organizational safety environment among the selected hotels. This implies that Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House have similar organizational safety environments. This result is not surprising because as the selected hotels are all located in the tamale township, their employees may have similar sociocultural background, training and experience. As such the health and safety practices with the selected hotels will be similar.

The fourth result indicated that a significant difference exists between the job satisfaction level among senior staff and junior staff members of the selected hotels. Specifically, management staff were more satisfied with their jobs than junior staff at the selected hotels in Tamale. This may be so because, management staff or individuals who hold senior positions in organizations (irrespective of the sector) are usually in charge of making all major decisions. As a result of this, most decisions tend to favor their interest above that of lower level employees. Similarly, management staff usually enjoy more benefit (e.g. allowances, salaries, bonuses, promotions, etc.) when compared to their lower level counterparts.

Furthermore, in most firms such as hotels in Ghana and most developed countries, lower level staff (employees) perform tasks that are more stressful, tedious and difficult, when compared to management staff. Hence, it is not surprising that senior staff members within the selected hotels in this present study are relatively, more satisfied with their jobs than employees at the lower level.

The above finding is supported by Oshagbemi (1997) researched into the extent to which employees' position at work or rank predict job satisfaction, and found that job position predict employees' job satisfaction. Specifically, employees who held leadership positions had higher job satisfaction levels when compared to lower level employees (Oshagbemi, 1997). Oshagbemi (1997) findings reinforces that of Miles, Patrick and King (1996) who discovered that employees' position at work (or rank) predicts their job satisfaction. Similarly, Robie, Ryan, Schmieder, Parra and Smith (1998)'s findings revealed that higher positions at work has a positive effect on job satisfaction. Further, Robie et al. (1998) explained that workers' rank or position predict employee's job satisfaction because the higher-level jobs are relatively

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more complex, yet, comes with a more conducive working conditions, higher autonomy, better salaries, lower supervision, and higher prospect for promotions.

Irrespective of the above argument that states that job satisfaction is predicted by position at the workplace, other studies such as Eyupoglu and Saner (2009) think otherwise. For instance, in their related study Eyupoglu and Saner (2009) discovered that employees' rank or position at work does not have any effect on their job satisfaction levels. The result of Eyupoglu and Saner (2009) supported that of Oshagbemi (2003) whose findings revealed that employees rank or position at work does not predict their job satisfaction. Similarly, Ngimbudzi, (2009)'s study revealed among other things that no significant differences exist in relation to promotional position and job satisfaction.

VI. Conclusion and Recommendations

a) Conclusion

This study examined the effect of organizational safety climate on the job satisfaction of workers at Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House in the Tamale Metropolis in Ghana. After testing the various hypothesis, results revealed that organizational safety climate has a positive effect on workers' job satisfaction. Therefore, it is concluded that the safety climate of hotels has a strong effect on workers' job satisfaction. Specifically, when management it proactive in ensuring a positive organizational safety climate, workers' will be satisfied with their jobs at Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House in Tamale.

b) Relevance of the study

Even though similar studies have been conducted among some organizations in Ghana. This study happens to be one of the first of its kind to be conducted among employees of three hotels (i.e. Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House) in the Tamale Metropolis. The study goes further to compare and rank the safety climate of the three targeted hotel which are known to play a vital role in the hospitality sector in the Tamale Metropolis in Ghana. It should be noted that, only few studies have been conducted in this research area in Ghana. And out of these few studies this study is the first of its kind to target more than one hotel in the Tamale Metropolis.

Moreover, this study is one of the few to have been conducted in Ghana and beyond that has examined the extent to which differences in employees' age and job tenure moderate the relationship between organizational safety climate and job satisfaction. From the above, it could be said that, to some extent a major effort has been made to bridge the research gap in this research area.

This study has also highlighted the fact that, management or leadership of hotels and other organizations play the most important role when in ensuring that their organizational safety climate is healthy and employees are also satisfied with their jobs. That is not to say that the role that employees play is not that important. Even though, the role played by both management staff and lower level employees go a long way to enhance organizational safety climate, what management does have a stronger effect on the level of contentment employees feel about their jobs. This is especially applicable in the hotel industry.

When management is able to do the above employees' will be satisfied and indirectly encouraged to work more efficiently and effectively. When this is done it will go a long way to enhance not only the quality of services offered by their respective hotels but will boost the image of the hotel industry in the Tamale metropolis and beyond.

c) Limitation of the study

The quantitative research method adopted in this study is its limitation. This is so because it gave little room for respondents to give further explanation to their responses as the questionnaire was made up of likert scale survey questions.

d) Recommendations

The first result revealed that, the management play the most important role in ensuring a positive organizational safety climate and job satisfaction of hotel workers. Therefore, it is recommended to management of Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House to do the following in order to improve their organizational safety climate so as to enhance employees' job satisfaction:

Management ought to prioritize employees' health and safety over everything else, and be fair when it comes to investigating and reacting to safety related issues in their respective hotels. Similarly, management is encouraged to empower employees, especially those at the lower level on issues related to their health and safety. This could be done by training employees on a regular basis, and engage them on all safety related issues (i.e. drafting of safety policies, implementation of organizational safety practices, among others).

Also, management of Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House are encouraged to ensure they have effective monitoring and evaluation systems in place in their respective hotels. This will ascertain the extent to which employees are adhere to the prescribed health and safety practices in their respective hotels as prescribed by set standards.

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Furthermore, this study found that management staff members were more satisfied with their jobs than junior staff members at the selected hotels in Tamale. This result may be due to the fact that the working conditions of management staff members at Picorna Hotel, Radach Lodge and Conference Center, and University of Development Studies Guest House are relatively better than that of junior staff members. Based on this result, it is recommended that management to conduct an independent assessment of the working conditions of lower level employees so as to discover the factors that are undermining their job satisfaction besides poor organizational safety climate.

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