

A STUDY OF DIVERSIFIED HOSPITALITY  
WORKERS AFFECTING EMPLOYEE JOB  
SATISFACTION AND ITS RELATIONSHIP  
TO EMPLOYEE RETENTION IN  
THE LODGING INDUSTRY

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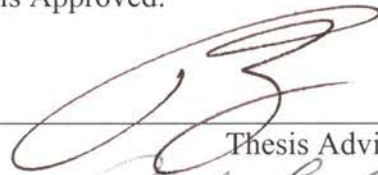
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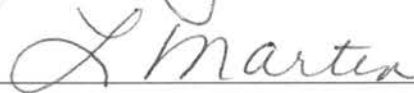
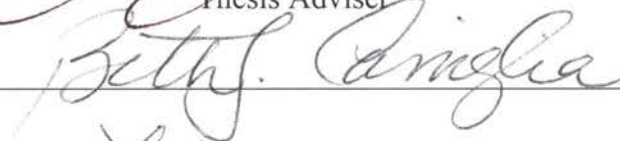
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## CHAPTER 1

### INTRODUCTION

As organizational diversity increases, the cost associated with the inability to integrate and retain workers will mount tremendously. The ability to measure job satisfaction and to predict employee retention would be a great benefit to managers because they could spend fewer resources on satisfying the motivations, needs, and expectations of workers. For the hospitality industry, growing cultural diversity presents a challenge in terms of personnel management, retention, communication, and turnover (Copeland, 1988; Fine, Johnson, & Ryan, 1990; Grossman & Taylor, 1995).

Cost of recruitment, training, litigation, employee retention, and community image are some of the reasons that employers should address cultural diversity (Sabatino, 1993). The importance of reducing turnover is predicated on the potentially negative effects of increased financial cost to the organization (Jones, 1986) and a decline in productivity and organizational effectiveness (Robinson & Dechant, 1997). Employee turnover remains problematic for organizations (Song, Daly, Rudy, Douglas, & Dyers, 1997).

Diversity in the workplace is an important organizational concern, and diversity issues affect every organization (Mindell, 1995, p.20). If a group understands and

succeeds at achieving cultural and ethnic diversity, it will establish successful work environments and will increase productivity. If a group does not, it fails at the deepest spiritual level of community and becomes unsustainable. In order to enhance the quality of work life for employees and create a supportive work environment, it seems important to examine the diversity climate of the organization, the behavior of organizational members when differences arise, and how individual career experiences and organizational results are affected.

### Problem Statement

Many studies (Copeland, 1988; Gordon, 1992; Cox, 1993; Ramsey, 1993; Schwartz & Sullivan, 1993, Van Auken, 1993; Cleveland, 1995; Grossman & Taylor, 1995) have identified the advantages of cultural diversity and its role in organizations. However, within organizations, increasing diversity has not gained enough attention beyond gender, race, and nationality (Thomas, 1990; Laabs, 1991; Skinner, 1991). As Ruderman, Hughes-James, and Jackson (1996) stated, research on the general workforce is not new; however, researchers have not studied the diverse workforce thoroughly (Ruderman et al., 1996). Milliken and Martins (1996) also indicated that there has been little organizational research which focused on how diverse personality characteristics and values of individuals in the work group affected group outcomes which could be linked to satisfaction with work environment.

Despite the vast amount of research conducted on the issue of job satisfaction, information about the issues encountered by workers of diverse cultural, national and linguistic backgrounds have received little attention from scholars in the hospitality field.



Most of the research done to date focused on the impact of diversity on organizations outside the hotel environment. There is a need for a study that would provide information on overall job satisfaction and its various dimensions, especially among workers who come from different regions and countries and who possess different cultural backgrounds.

The increasing number of workers with different cultural and ethnic backgrounds indicates problems may arise when building teamwork and employee satisfaction in the diversified workplace (McClintock & Allison, 1989; Cox, 1993; Schwartz & Sullivan, 1993). Since workers in the lodging industry are culturally diverse, it is essential to understand their attitudes toward their work environments to provide quality service. Recently hired workers or workers from different regions or countries may have different levels of satisfaction with their work environment than tenured workers who have been in the country long enough to become familiar with the local atmosphere. Hofstede (1980) indicated that a cultural difference exists between societies. This is a significant justification for this study that adds new dimensions to the well-researched field of employee satisfaction. Understanding diversified labor forces in the hospitality industry can be one of the most important factors in meeting customers' expectations and ensuring repeat business.

### The Purposes of Study

The purpose of this study was to identify individual demographic characteristics and employment characteristics that would affect the level of job satisfaction of the

diverse hotel employee population. Attitudes of hotel workers toward workforce diversity was studied to identify factors that would help employers provide better work environments and increase job satisfaction. Cultural factors were also studied to identify how diversity could impact on employee job satisfaction in the hotel industry.

This study examined the different dimensions of job satisfaction and determined those dimensions that best predict overall job satisfaction in the lodging industry by applying a newly developed job satisfaction scale for a diverse workforce. The detailed purposes of this study were following.

- 1) The intention of the first component of this research was to identify the relationship, if any, between job satisfaction dimensions and overall job satisfaction and employee retention.
  - identify factors that influence a hotel worker's overall job satisfaction and intention to remain with his or her current employers;
  - identify differences between groups that divided by demographic and employment characteristics in measuring the level of satisfaction and the intention to remain with the current employers;
  - identify areas that lodging workers view as important in achieving satisfaction with their work environments;
  - identify reasons for working at the lodging facilities.
- 2) The intention of the second component of this research was to determine the relationship, if any, between individual employment characteristics and job satisfaction and employee retention. Toward this end, this study intended to

identify employment characteristics that influenced employee satisfaction with diversity and its relation to job satisfaction

- 3) The intention of the third component of this study was to investigate the relationship, if any, between individual demographic characteristics and job satisfaction and employee retention. Toward this end, the study identified demographic characteristics that influenced employee satisfaction with workforce diversity and its relation to overall job satisfaction.
- 4) The fourth intention of this study was to investigate whether or not the individual acceptance of diversified workforce influenced individual satisfaction with the work environment and intention to remain at the current workplace.

#### The Objective of This Study

The objectives of this study were to:

- 1) investigate lodging workers' satisfaction level with the work environment, and isolate attributes that influenced job satisfaction among the diversified workforce in the lodging industry;
- 2) identify the relationship between diversity and job satisfaction and its relation to the employee retention;
- 3) establish a foundation for a hospitality worker's job satisfaction scale that reflected cultural and demographic characteristics relating to overall job satisfaction;

- 4) provide lodging operators with practical suggestions on maintaining an effective, diverse workforce;
- 5) establish the empirical groundwork that would stimulate further research on the diverse workforce in the lodging industry.

### Significance of This Study

Measuring and tracking employee job satisfaction is a key to customer satisfaction and is a retention device for most hospitality enterprises (Lee, 1988). Measuring job satisfaction and perception can be useful for understanding employee expectations of their work environments. Employees who are satisfied with their jobs are valuable to a company. A company's success will depend on building a work environment that attracts and holds on to employees who are satisfied with their workplace. An appropriate understanding of workers' perceptions toward their work environments and their co-workers is a critical issue in hotel operators' ability to in retain workers. Longevity of service to a company may increase employee loyalty to the company and its values.

This research focused on hotel workers. It identified the attributes of hotel workers toward their workplaces among employees in the lodging industry. This study addressed the lack of understanding of diversified workers in the lodging industry by examining their levels of satisfaction and the importance of diversity for work environments. This study might make four unique contributions to the field of the hospitality industry.

- 1) The factors that influenced job satisfaction toward work environments would identify areas that required more attention, and it would help employers in retaining diverse workforces.
- 2) A research framework would not only serve a seminal role in future investigations of lodging workforces, but would also provide lodging operators with practical guidance for proving quality work environments.
- 3) This study allowed employers to understand the expectations of current and future employees regarding job satisfaction within the lodging industry.
- 4) This study would be used by both employers and employees to understand potential problems and to establish a mutual relationship between employers and employees and among employees with diverse cultures.

#### Definition of Terms

1. American Indian/Alaskan Native: Origins in any of the original people of North America who maintain cultural identification through tribal affiliation or community recognition.
2. Asian/Pacific Islander: Origins in any of the original people of the Far East, Southeast Asia, the Indian Subcontinent, or Pacific Islands, which include China, India, Japan, Korea, the Philippine Islands, and Samoa.
3. Black, not of Hispanic Origin: Origins in any Black racial groups of Africa
4. Culture: The customs, beliefs, practices, traditions, values, ideologies and lifestyles of a particular ethnic group (Tanke, 1990, p42).

5. Diversity: Not only does diversity include differences in age, race, gender, physical ability, sexual orientation, region, socioeconomic class, education, region of origin, and language, but also differences in life experience, position in the family, personality, job function, rank within a hierarchy, and other such characteristics that go into forming an individual's perspective. Within an organization, diversity encompasses every individual difference that affects a task or relation (Grigg, 1995, p.6).
6. Dominant group: A dominant group exercises authority or influence; dominating; ruling; prevailing. Therefore, the dominant group in the organization is defined as the group that exercises superior power or influence on organizational decision-making, resources, policies and procedures, values and beliefs, and other aspects of the way things are done in the organization.
7. Education level: Education level is defined as the formal level of training in a particular discipline.
8. Ethnicity: Ethnicity refers to the social distinction or setting apart of a group of people within a larger society by others in society based on characteristics such as race and/or cultural characteristics such as language, tradition, religion, etc. (Bennett, 1990, p.39).
9. Hispanic: Origins of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture, regardless of race.
10. Job Satisfaction: The pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1969)

11. Satisfaction with Diversity: Factors measure the degree, to which an employee is satisfied with cultural and ethnic diversity in the hotels
12. Minority group: Minority means a racial, religious, ethnic, or political group smaller than and differing from the larger, controlling group in a community, nation, etc. In this study, minority group also refers to those individuals who are different in any aspect from the dominant group in the organization.
13. Nationality: Nationality is defined as a legal relationship to a particular country involving allegiance on the part of an individual and protection from the state.
14. Non-United States residents: People who legally reside in the United States with visas issued by the United States Department of State. They usually hold F-1, F-2, J-1, or H1 visas for a limited time.
15. Race: Race is a term derived from physical anthropology and refers to the division among individuals based on their alleged or actual physical characteristics such as skin color, eye shape and hair texture. These physical attributes are used to categorize people into different races.
16. United States citizens: All legal workers other than foreign workers, including citizens and residents.
17. United States residents: People who are from different countries and hold green cards issued by the United States Department of State. They do not hold United States visas.
18. White, not of Hispanic origin: Origins in any of the original peoples of Europe, North Africa, or the Middle East.

19. Years of experience in the hotel: Years of experience in the hotel is defined as the number of years an individual has worked as a hotel worker.

### Background

Quality services draw people to revisit the facilities, and organizations that have quality services may have a better chance to retain customers than those that do not. Quality improvement has become a prominent factor in a rapidly changing and increasingly competitive global hospitality market (Augustyn & Ho, 1998). The customer's perception of the value of the hospitality industry bears a strong relationship to the quality of service (Lashley & Watson, 1999). This relationship indicates that customer satisfaction is a primary factor in establishing a competitive business (Rao & Kelkar, 1997).

Shifflet and Bhatra (1997) have identified satisfaction and price as major factors that influence the customers' decision when choosing a hotel brand. As Keane (1996) expresses, maintaining quality of service in the hospitality and tourism industry can be a way to attract potential customers. Satisfying customers with services they receive can be one way to compete in the hospitality industry. Without meeting or exceeding customer expectations, hospitality-based enterprises may not be able to retain loyal customers (Ford & Heaton, 2001; Pine & Gilmore, 2000).

Customer retention and defection are highly dependent on how front-line employees deal with customers. The level of service may depend on how employees feel about their work environments. Employees who are highly satisfied with their work



environments are assumed to serve their customers better than those who are less satisfied. As services are provided through employees, employers may need to attempt to meet employees' expectations, especially in the hospitality industry since the industry is heavily based on human interactions (Spinelli & Canavos, 2000).

Understanding how employees feel about their work environments and satisfying their concerns can be the two most important factors that sustain successful business in the hospitality industry. Lau and May (1998) indicate that companies which enhance the quality of work environments for members enjoy strong growth and profitability, and companies that improve the quality of work environments gain an advantage in their recruiting and retention efforts.

How workers feel about work environments may vary due to individual characteristics, and these personal differences may determine the level of overall satisfaction with the work environment. As the changing workforce in the United States indicates, the workforce is becoming culturally diverse (Riche, 1991). Like other industries, hotel organizations are aware of the growth of multi-national organizations, increasing globalization (Chung, 1988; Dreyfus, 1990), changes in workforce (Copeland, 1988; Dominiquez, 1991; Hagland, 1993; Van Auken, 1993), and diverse workers (Riche, 1991).

Personal characteristics may influence workers' perception of cultural diversity in the workplace. Understanding diverse workforces is a way to retain essential service employees and to build a positive mutual relationship among employees and with employers. The level of employee job satisfaction and cultural diversity that influence

the overall satisfaction with the work environment can be a useful tool to measure hotel workers' expectations in the workplace.

Identifying the value of diversity in terms of satisfaction with work environment needs more attention as organizations employ workers who have diverse backgrounds. Global competition also requires new strategies to manage diverse workers to survive in the hotel market (Cox, 1994; Jackson & Ruderman, 1995; Makower, 1995). Ragins, Townsend, and Mattis (1998) assert that a major competitive factor for organizations is the ability to attract and retain loyal workforces within the context of their current workforce demographic trends.

Current hierarchical structures of organizations have fewer layers; companies are downsizing, technological advances make communication quicker, and firms are doing business on a global scale. These changes require quicker response times and innovative approaches to problem solving. Kanter (1990) and Cox (1993) indicate that heterogeneity in the work environment promotes creativity and innovation. Morgan also (1989) states that a system must incorporate all operating areas in the work environment to become familiar with its external environment.

Cox and Blake (1991), Watson, Kumar, and Michaelsen (1993) describe heterogeneous work environments as more creative than homogeneous work environments because they increase team creativity and innovation. If people from different genders, nationalities, and racial-ethnic groups hold different attitudes and perspectives on issues, this diversity increases team creativity and innovation (Watson, Kumar & Michaelsen, 1993). For organizations that are culturally diverse, persistent exposure to minority viewpoints stimulate creative thought processes.

Cox, Lobel, and McLeod (1991) state that diverse ethnic groups generate the quantity and quality of ideas compared to the homogeneous groups. They found that both groups produced equal numbers of ideas but the quality of ideas produced by heterogeneous groups consistently rated higher in both feasibility and overall effectiveness. As Kanter (1990) and Cox (1993) state, cultural diversity will lead organizations to greater levels of innovation and creativity and organizations that manage diversity well have the potential to gain a competitive advantage through improved decision-making and problem solving (Fernandez, 1991).

However, diversity may generate potential problems because people who are different are unlikely to share attitudes and experiences or to fully understand one another (Schwartz & Sullivan, 1993). Frustration over cultural conflict with the dominant or other cultures can create dissatisfaction among hospitality workers. Workforce diversity also can be a potentially disruptive factor in the work environment because it challenges managers to extract the highest level of production from their employees. Diversity produces workforce problems in hotel organizations such as miscommunication due to language barriers and a corresponding reluctance to admit that ones fails to understand instructions, inadequate training in job skills and service, social isolation, misconceptions of new cultures, and a lack of staff awareness. At the organizational level, workforce diversity is often the source of strife and mistreatment of people based on their identification with diverse groups within the organization (McClintock & Allison, 1989; Cox, 1993; Schwartz & Sullivan, 1993).

When people with different backgrounds, values, assumptions, communication styles, dress, odor, etc. come together in the workplace, these differences often lead to

misunderstandings and conflicts that can threaten organizational or group goals.

Individual job satisfaction may be impacted by racism, discrimination, and other conflicts associated with differences between people and cultural groups. Studies (Cox 1994; Fine 1991; Ragins 1995) indicate that in business organizations, those (minority group members) who are different from the dominant group seem to be affected most. The level of job satisfaction among minority group employees may be less favorable than those of dominant group members, while the dominant group members tend to have greater access to organizational resources, and more power and influence in defining organizational culture and criteria for successful performance.

Diversity in the workforce requires lodging workers to learn how to work together with the diverse workforce effectively to respond to the changing workforce in terms of efficiency, creativity, and sensitivity. Diversity in the work group is an important asset and generally mandates that every effort be made to integrate individuals into the workforce to maximize the advantages of diversity within the work group. Diversity can benefit from organizational integration of a variety of diverse individuals and perspectives on the basis of the advantages that diversity can bring to the workforce (Cox & Blake, 1991; Northcraft & Neale, 1993).

Individuals bring their own cultural identity that includes norms, values, traditions, customs, history, language, and beliefs, to the workplace (Hewitt, 1993). Individuals use this cultural identity to define their own needs. They interpret the behavior of their co-workers and establish their own social groups among their fellow employees. Complexities stemming from increasing diversity among guests and the workforce will require new and unique solutions to managing diverse workers. An

individual perception of importance and acceptance of work-related variables and how workers feel about the diversified work environment can be useful to identify the ability of group members to work with one another in the business organization. The issues of employment and demographic diversity have become a fundamental issue in today's lodging industry.

Multiple data location sites were adopted to examine the different components of satisfaction with work environment with data collected from one property management company during the winter of 2002/2003. This data was used to assess differences between general groups that were divided by employment characteristics and demographic characteristics in order to view job satisfaction differences between workers of different backgrounds.

Based on the purposes and the objectives of this study, ten main research questions and ten main hypotheses were investigated.

### Research Questions

1. Is there a relationship between overall job satisfaction and intention to remain at the current work place?
2. Is there a relationship between job dimensions and overall job satisfaction among diverse hotel workers?
3. Do job satisfaction dimensions have relationships to the level of intention to remain at the current hotel?

- 4-1. Does job satisfaction have a relationship with employment characteristics (department, job title, number of years in the hotel, number of years in the hotel industry, number of hotels as workplaces, number of work hours, and work shifts)?
- 4-2 Does job satisfaction have a relationship with demographic characteristics (age, gender, income, education, citizenship, ethnicity, and language)?
- 5-1 Does the level of intention to remain at the current hotel have a relationship with employment characteristics?
- 5-2 Does the level of intention to remain at the current hotel have a relationship with demographic characteristics?
6. What characteristics (demographic and employment) may differentiate employee satisfaction with job dimensions?
7. What characteristics (demographic and employment) may differentiate employee satisfaction with workforce diversity in the lodging industry?
8. Is there a relationship between overall job satisfaction and level of satisfaction with workforce diversity?
9. Is there a relationship between the level of intention to remain at the current hotel and the level of satisfaction with workforce diversity?
10. What relationships exist between importance of and satisfaction with job-related variables in the hotel industry?

## Hypotheses

### Hypothesis 1:

- Ho: The level of overall job satisfaction does not significantly impact employee intention to remain at the current hotel.
- Ha: The level of overall job satisfaction significantly impacts employee intention to remain at the current hotel.

### Hypothesis 2:

- Ho: Identified job satisfaction dimensions: *work environment, work itself, supervision, compensation, and personal status* do not significantly impact the level of overall job satisfaction.
- Ha: Identified job satisfaction dimensions: *work environment, work itself, supervision, compensation, and personal status* significantly impact the level of overall job satisfaction.

### Hypothesis 3:

- Ho: Identified job satisfaction dimensions: *work environment, work itself, supervision, compensation, and personal status* do not significantly impact the level of the employee's intention to remain at the current hotel.
- Ha: Identified job satisfaction dimensions: *work environment, work itself, supervision, compensation, and personal status* significantly impact the level of the employee's intention to remain at the current hotel.

Hypothesis 4-1:

Ho: Overall job satisfaction is not significantly different according to the individual employment characteristics.

Ha: Overall job satisfaction is significantly different according to the individual employment characteristics.

Hypothesis 4-2:

Ho: Overall job satisfaction is not significantly different according to the individual demographic characteristics.

Ha: Overall job satisfaction is significantly different according to the individual demographic characteristics.

Hypothesis 5-1:

Ho: The level of intention to remain at the current workplace is not significantly different according to the individual employment characteristics.

Ha: The level of intention to remain at the current workplace is significantly different according to the individual employment characteristics.

Hypothesis 5-2:

Ho: The level of intention to remain at the current workplace is not significantly different according to the individual demographic characteristics.

Ha: The level of intention to remain at the current workplace is significantly different according to the individual demographic characteristics.



Hypothesis 6-1:

Ho: Satisfaction with five dimensions: *work environment, work itself, supervision, compensation, and personal status*, are not significantly different according to the individual employment characteristics.

Ha: Satisfaction with five dimensions: *work environment, work itself, supervision, compensation, and personal status*, are significantly different according to the individual employment characteristics.

Hypothesis 6-2:

Ho: Satisfaction with five dimensions: *work environment, work itself, supervision, compensation, and personal status*, are not significantly different according to the individual demographic characteristics.

Ha: Satisfaction with five dimensions: *work environment, work itself, supervision, compensation, and personal status*, are significantly different according to the individual demographic characteristics.

Hypothesis 7-1:

Ho: The level of satisfaction with workforce diversity does not have a significant relationship to employment characteristics.

Ha: The level of satisfaction with workforce diversity has a significant relationship to employment characteristics.

Hypothesis 7-2:

Ho: The level of satisfaction with workforce diversity does not have a significant relationship to demographic characteristics.

Ha: The level of satisfaction with workforce diversity has a significant relationship to demographic characteristics.

Hypothesis 8:

Ho: The level of satisfaction with workforce diversity does not significantly influence individual overall job satisfaction.

Ha: The level of satisfaction with workforce diversity significantly influences individual overall job satisfaction.

Hypothesis 9:

Ho: The level of satisfaction with workforce diversity does not significantly influence intention to remain at the current hotel.

Ha: The level of satisfaction with workforce diversity significantly influences intention to remain at the current hotel.

Hypothesis 10:

Ho: Individual satisfaction with job related variables is not significantly different according to the individual level of importance of job-related variables.

Ha: Individual satisfaction with job related variables is significantly different according to the individual level of importance of job-related variables.

### Structure of the Study

This study was divided into three parts: The first part of this study (Figure 1) examined the relationship between five job satisfaction dimensions, job satisfaction, and employee intention to remain at the current hotel by investigating hotel employees in selected hotel organizations.

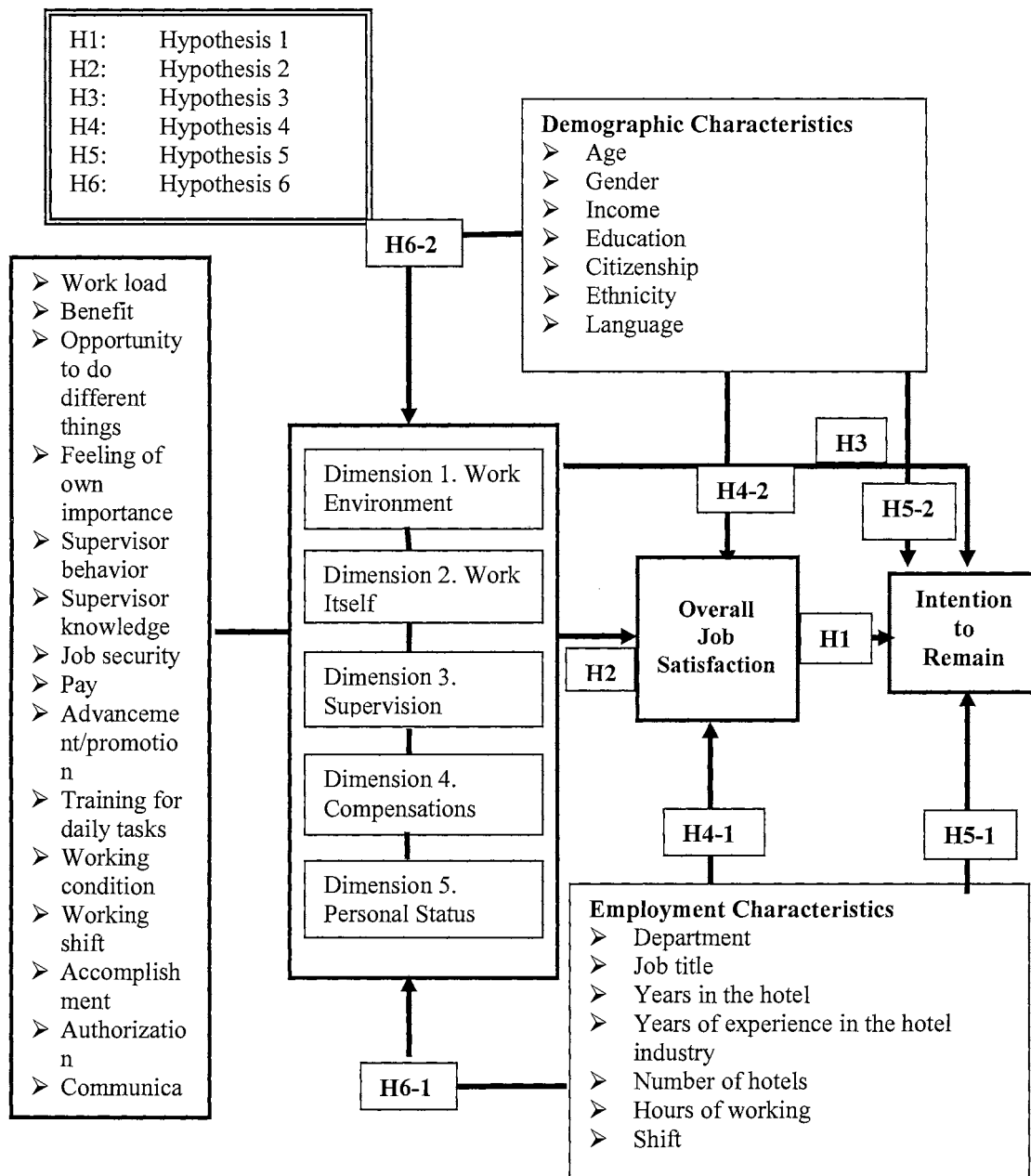


Figure 1: Conceptual Framework Between Five Dimensions, Job Satisfaction, and Retention

The second part of this study (Figure 2) reviewed the likelihood of a relationship between individual characteristics and attitude toward workforce diversity in the workplace and its relationship with overall job satisfaction and the level of intention to remain at the current hotel.

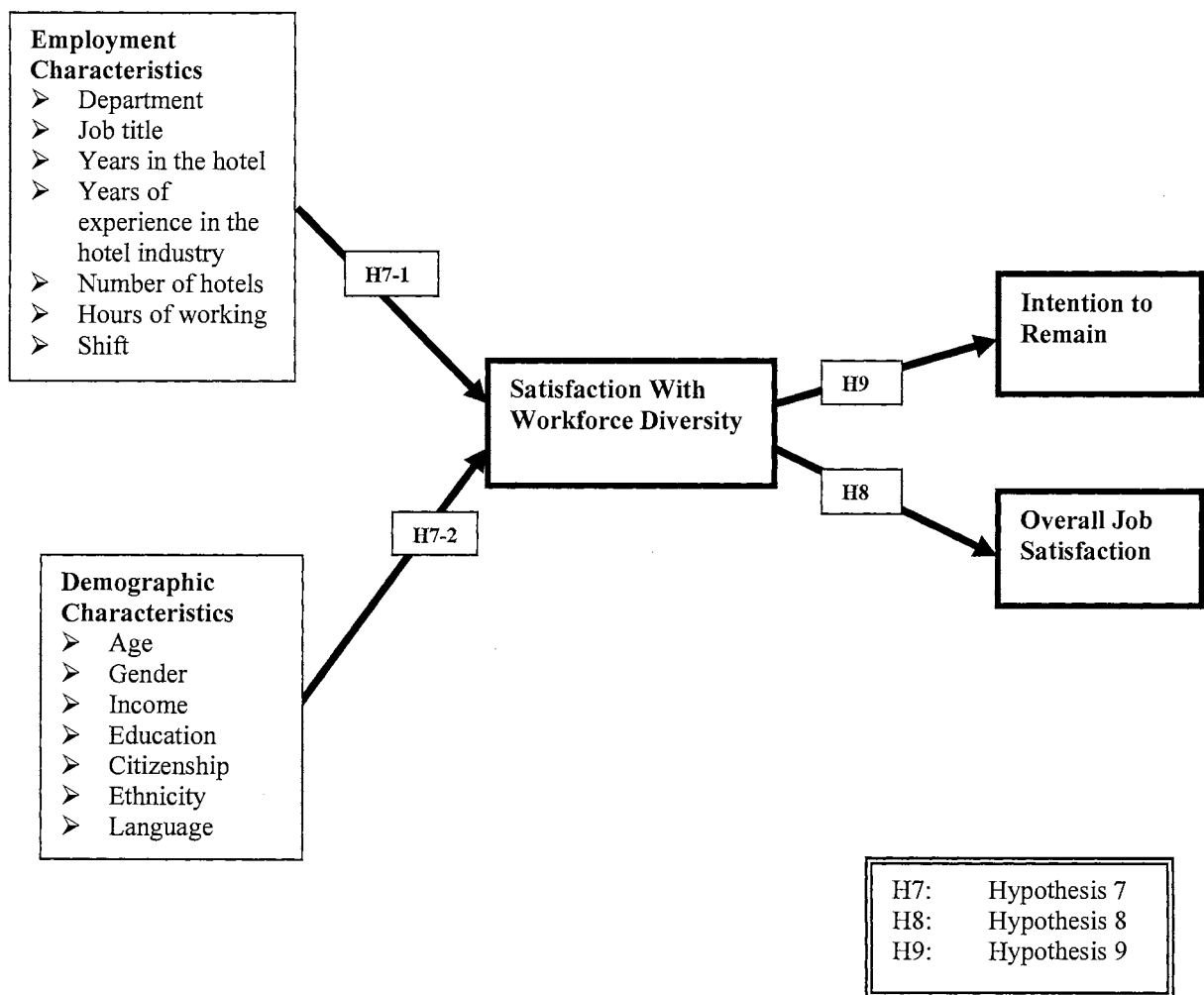


Figure 2: Conceptual Framework Between Demographic And Employment Characteristics And Job Satisfaction And Retention

The third part of this study (Figure 3) examined the relationship between actual satisfaction with job-related variables and importance of job-related variables.

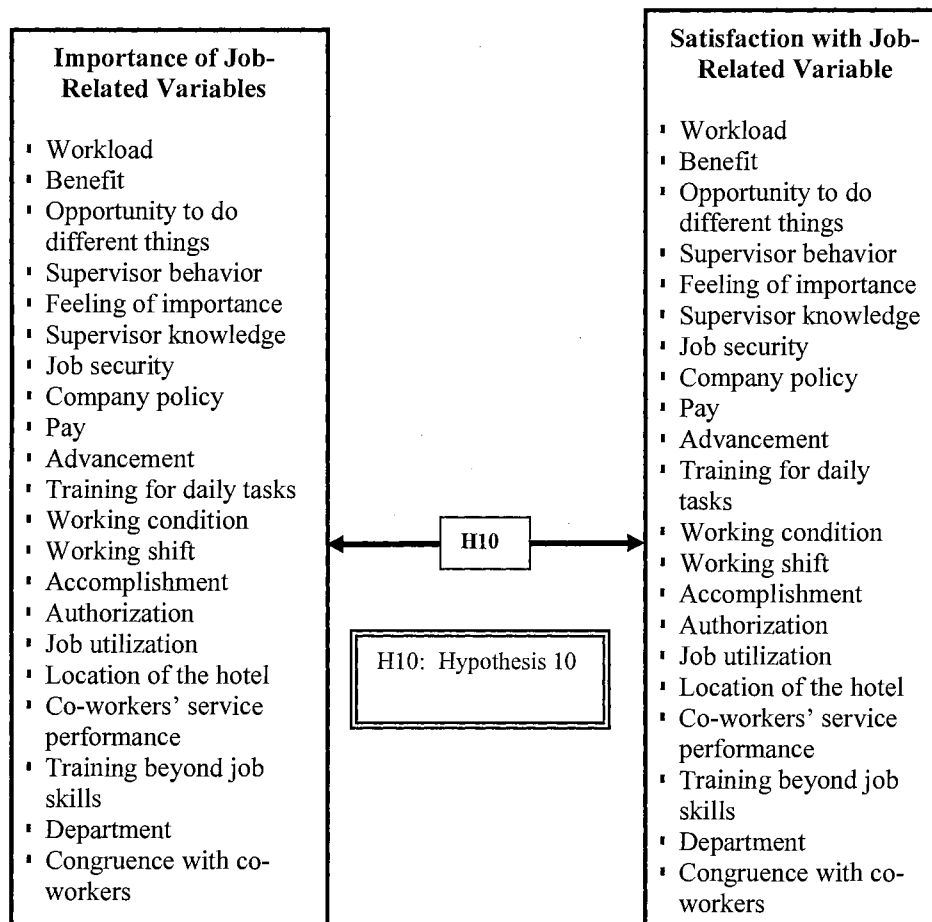


Figure 3: Conceptual Framework between Satisfaction with Job Related Variables and Importance of Job-Related Variables

## CHAPTER II

### REVIEW OF THE LITERATURE

#### Satisfaction with Work Environments

Studies have found a relationship between employee satisfaction with work environment and productivity (Iaffaldano & Muchinsky, 1985). Studies also have been conducted on the relationship between employee satisfaction with work environment and employee turnover (Michaels & Spector, 1982). Job satisfaction also has been shown to have a significant relationship to organizational commitment and employee turnover (Schlesinger & Zornitsky, 1991; Testa, 2001). Studies of employee satisfaction with work environment have determined that work satisfaction has a relationship with customer satisfaction in service-oriented business (Heskett, Sasser, & Schlesinger, 1997).

Employee job satisfaction research took place in the 1930's (Hoppock, 1935; Kornhauser & Sharp, 1932; Roethlisberger & Dickson, 1939). Since Hoppock (1935) performed his empirical research, employee job satisfaction has been one of the most widely and frequently studied subjects in organizational behavior research (Jayaratne, 1993). This indicates that job satisfaction has generated widespread interest among both researchers and practitioners; however, the research on job satisfaction has not defined

clearly the best method to measure it, because the number of specified variables varies among the studies and the importance of each specified variable varies (Lester, 1987). Hoppock (1935) views job satisfaction as impossible to measure in one way. Lester (1987) and Wanous and Lawler (1972) indicate that researchers will conduct different studies of job satisfaction because they have different attitudes and values regarding the various aspects.

Many researchers approached job satisfaction from the perspective of need fulfillment by asking whether or not the job met the employee's physical and psychological needs (Porter, 1962; Wolf, 1970). In recent years, the method of study in job satisfaction has focused on cognitive processes rather than on underlying needs. Many studies have measured job satisfaction as both an independent and dependent variable (Wanous & Lawler, 1972). Herzberg, Mausner and Snyderman (1959) state that qualitatively different factors cause job satisfaction and dissatisfaction.

Fitzgerald (1972) views job satisfaction as incidental to job performance. Locke (1969) states that job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives that job as offering or entailing. Hoppock (1935) initially defines job satisfaction as a combination of psychological and environmental circumstances that make a person satisfied with his or her work. An individual's job satisfaction may vary from time to time and differ from extreme satisfaction to extreme dissatisfaction without the job itself changing significantly (Hoppock, 1935). The various definitions researchers have used to define job satisfaction may limit the ability to measure overall job satisfaction. As Wanous and Lawler (1972) state, the different conceptual definitions of job satisfaction have resulted



in different measures of job satisfaction and raised the question of construct validity with these measures.

Locke (1976) describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction results from the appraisal of one's job as attaining or allowing the attainment of one's important job values, providing these values are congruent with or help to fulfillment of one's basic needs. Spector (1985) describes job satisfaction as the feelings people have about their jobs and different aspects of their jobs. Efraty and Sirgy (1990) describe job satisfaction as one's effective appraisal of various job dimensions such as the work itself, supervision, pay, promotion policies, and co-workers. Loscocco and Roschelle (1991) describe a job satisfaction as the overall effective orientation to the job. Agho, Price, and Mueller (1992) describe job satisfaction as the extent to which employees like their work.

### Job Satisfaction Scales

Multiple job satisfaction scales have been developed by many researchers (Ironson, et al., 1989; Cammann et al., 1979; Hackman & Oldham, 1975; Weiss et al., 1967; Smith, Kendall & Hulin, 1969). These job satisfaction studies were based on Maslow's Theory of Needs (1954). Maslow introduced his theory that people satisfy various personal needs in the context of their work and suggested that mankind has five basic categories of need: Physiological, safety and security, love and belonging, self-esteem, and self-actualization. Maslow's assumption was that, as successive levels of need are satisfied, other needs emerge. Maslow's Hierarchy of Needs suggests that individuals are motivated by need fulfillment. Herzberg and others (1959) considered the

relevance of the Hierarchy of Needs in work settings. They reasoned that, to increase workers' motivation, there had to be a customized set of needs in addition to a standard set of needs, relevant to all employees. Figure 4 indicates Maslow's Hierarchy of Needs.

Generally, low-order needs require some satisfaction before higher-order needs can be addressed. The lowest level of which are the basic physiological needs for air, food, water, and shelter. The need to work in a hotel is a typical survival or basic need. When the physiological needs are reasonably satisfied then the safety and security needs become activated. These are needs for protection against danger and the need for security. In the workplace, items like job security, and training provide a measure of security. Once the need for secure environment is satisfied, it loses its motivational force.

The next step takes position: love and belonging needs, expressed as the need for satisfying social relationships-needs including affiliation, giving and receiving affection, and friendship. It is common to see people expect to be recognized by others. Employers can improve employee job satisfaction and work quality by placing people of similar backgrounds near each other at work.

Next in the theory are the self-esteem needs (self-confidence, independence, achievement, and recognition). These needs help employees meet challenges and gain a sense of accomplishment. People will often personalize their work areas with specific awards, position, and other symbols of achievement. Knowledgeable workers, in the daily performance of their jobs, are responsible for the discovery and utilization of their own knowledge. To retain knowledgeable workers, the workplace must not only support the tasks they currently have to accomplish, but also the tasks they aspire to accomplish.

The last stage is an ultimate need: self-actualization needs. The need for self-actualization is the desire to become more and more what one is, to become everything that one is capable of becoming. People who have everything can maximize their potential. They can seek knowledge, peace, esthetic experiences, self-fulfillment, etc. This need can be the most difficult to support in many organization. According to Maslow's theory, the physical setting is perceived as most important when it is least satisfactory, that is, when it threatens or fails to meet basic needs.

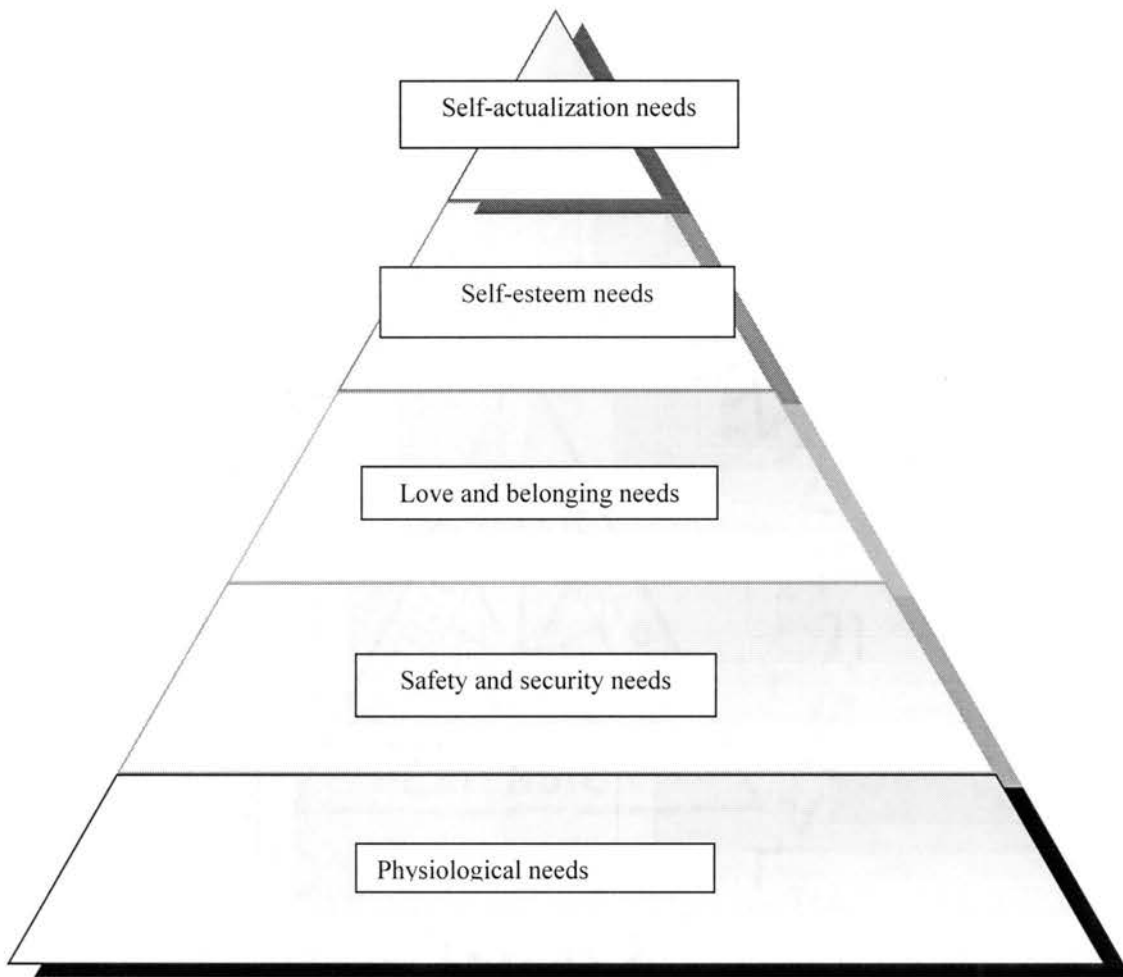


Figure 4: Maslow's Hierarchy of Needs

As Figure 5 shows, both the Job in General Scale which was developed by Ironson, Smith, Brannick, Gibson and Paul (1989) and the Michigan Organizational Assessment which was developed by Cammann, Fichman, Jenkins and Klesh (1979) assess overall job satisfaction, while the Job Satisfaction Survey developed by Spector (1985), the Job Descriptive Index (Smith, Kendall, & Hulin, 1969), the Minnesota

Satisfaction Questionnaire (Weiss, Dawis, England & Lofquist, 1967), and the Job Diagnostics Survey (Hackman & Oldham, 1975) were developed to assess more specific areas of satisfaction or dissatisfaction.

Common Job Satisfaction	The Job Satisfaction Survey	The Job Descriptive Index	The Minnesota Satisfaction Questionnaire	Michigan Organizational Assessment Questionnaire Subscale	The Job in General Scale	The Job Diagnostic Survey	The Job Satisfaction Scale in this Study
	Spector, 1985	Smith, Kendall & Hulin, 1969	Weiss, Dawis, Lofquist & England, 1966	Cammann, Fichman, Jenkins & Klesh, 1979	Ironson, Smith, Brannick, Gibson & Paul, 1989	Hackman & Oldham, 1975	
	36 questions	72 Yes or No questions	100 questions (Long version) 20 questions (Short version)	A 3 questions overall satisfaction subscale	18 questions	5 subscale and each has 2 to 5 questions	23 questions
<ul style="list-style-type: none"> <li>▪ Appreciation</li> <li>▪ Communication</li> <li>▪ Coworkers</li> <li>▪ Fringe benefits</li> <li>▪ Job condition</li> <li>▪ Nature of the work itself</li> <li>▪ Organization itself</li> <li>▪ Organization's policies and procedures</li> <li>▪ Pay</li> <li>▪ Personal growth</li> <li>▪ Promotion opportunities</li> <li>▪ Security</li> <li>▪ Supervision</li> <li>▪ Recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pay</li> <li>▪ Promotion</li> <li>▪ Supervision</li> <li>▪ Fringe benefits</li> <li>▪ Contingent rewards</li> <li>▪ Operating condition</li> <li>▪ Coworkers</li> <li>▪ Nature of work</li> <li>▪ Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work</li> <li>▪ Pay</li> <li>▪ Promotion</li> <li>▪ Supervision</li> <li>▪ Coworkers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Activity</li> <li>▪ Independence</li> <li>▪ Variety</li> <li>▪ Social status</li> <li>▪ Supervision (human relations)</li> <li>▪ Supervision (technical)</li> <li>▪ Moral values</li> <li>▪ Security</li> <li>▪ Social service</li> <li>▪ Authority</li> <li>▪ Ability utilization</li> <li>▪ Company policies and practices</li> <li>▪ Compensation</li> <li>▪ Advancement</li> <li>▪ Responsibility</li> <li>▪ Creativity</li> <li>▪ Working condition</li> <li>▪ Co-workers</li> <li>▪ Recognition</li> <li>▪ Achievement</li> </ul>	<ul style="list-style-type: none"> <li>▪ All in all I am satisfied with my job</li> <li>▪ In general, I don't like my job</li> <li>▪ In general, I like working here</li> </ul>	Job in general	<ul style="list-style-type: none"> <li>▪ Growth</li> <li>▪ Pay</li> <li>▪ Security</li> <li>▪ Social</li> <li>▪ Supervision</li> <li>▪ General</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workload</li> <li>▪ Benefit</li> <li>▪ Variety</li> <li>▪ Personal feeling</li> <li>▪ Supervision (human relations)</li> <li>▪ Supervision (technical)</li> <li>▪ Ethics</li> <li>▪ Job security</li> <li>▪ Company policies</li> <li>▪ Compensation</li> <li>▪ Advancement</li> <li>▪ Job Training</li> <li>▪ Working Condition</li> <li>▪ Recognition</li> <li>▪ Working Shift</li> <li>▪ Recognition</li> <li>▪ Accomplishment</li> <li>▪ Authorization</li> <li>▪ Utilization</li> <li>▪ Location</li> <li>▪ Non-Job Training</li> <li>▪ Department</li> <li>▪ Customers</li> </ul>

Figure 5: Attributes of Job Satisfaction Scales

Herzberg et al. (1959) describe five major job factors-recognition, achievement, work itself, advancement, and responsibility-as primary determinants of job satisfaction. They list salary, company policies and practices, technical aspects of supervision, interpersonal relations in supervision, and working conditions as primary determinants of job dissatisfaction. Herzberg (1966) later revised these factors and identified factors for job satisfaction as intrinsic factors (motivators) that relate to job satisfaction and extrinsic factors (hygiene factors) that relate to job dissatisfaction.

Herzberg developed the Two Factor Theory to explain employee reactions to their work and work environment. He emphasized the value of two kinds of factors in developing motivated and satisfied employees. Hygiene (extrinsic) factors do not relate directly to work activity. Rather they describe conditions surrounding the work environment, such as pay, job security, work conditions, and the like. Motivators (intrinsic), on the other hand, relate directly to the work a person performs. They comprise the nature of the work tasks themselves. Motivator factors refer to opportunities for self-expression, personal growth, and meaningful experiences.

Herzberg (1966) proposed that when hygiene factors are lacking, employees experience dissatisfaction. However, when these factors are present, they do not necessarily experience satisfaction. They simply do not feel dissatisfaction. When motivators are present, employees feel satisfied. The broader implication is that it is possible to feel both satisfaction and dissatisfaction simultaneously, if hygiene factors are lacking and motivators are present.

Rosenfeld and Zdep (1971) suggest that the classification bulkheads separating factors into intrinsic and extrinsic groups are not watertight. In this study, factors were

not identified as intrinsic, extrinsic, or general. Instead this study extracted five different areas along with individual characteristics instead of identifying intrinsic, extrinsic, and general factors because attributes could influence both job satisfaction and dissatisfaction (Smith, Gregory, & Cannon, 1996). There is also evidence that both intrinsic and extrinsic factors are heavily influenced by the socio-demographic background of the worker (Glenn & Weaver, 1982; Gruenberg, 1980; Kalleberg, 1977; Kalleberg & Loscocco, 1983; Martin & Hanson, 1985; Martin & Shehan, 1989).

These factors arise from the alternate needs that spring from basic animal nature, a drive to avoid pain from the environment and all the learned drives that are built on those basic needs. For example, the drive to earn a good salary is built upon the basic need to provide nourishment, and the satisfaction with *work environment* and *personal status* arise from the human ability to personally advance and grow.

The attitudinal perspective has become predominant in the study of job satisfaction, measured with job-related variables or overall job satisfaction. Smith, Kendall, and Hulin (1975) describe job satisfaction as the feelings employees have about their job in general and Brayfield and Rothe (1951) measure it with overall job satisfaction instead of using aspects of job situation. Wanous and Lawler (1972) analyze job satisfaction with overall job satisfaction and facet job satisfaction.

For research on job satisfaction, it is imperative that job satisfaction scales precisely measure what they are designed to assess (Spector, 1997; Stone-Romero, 1994). The subscale approach in the job satisfaction measurement determines which parts of the job produce satisfaction or dissatisfaction; therefore, the organization may be able to identify areas that need improvement. An approach that uses sub-scales can also provide

a more complete picture of person's job satisfaction than an overall approach. The subscale approach may identify workers' feelings about specified areas of their job (Wanous et al., 1997).

Since hospitality employees are ethnically and culturally diverse, subscales such as English articulation, cultural backgrounds, ethnic backgrounds, and physical location of work sites may be important in measuring job satisfaction. Items such as measuring a worker's feeling toward the work environment and a worker's ability to harmonize with others can be important items in measuring job satisfaction among diverse workforces. Variables selected to measure job satisfaction may need to represent all aspect of work environments: human relations, job itself, personal feelings, and membership within the organization (Syptak, Marsland, & Ulmer, 1999).

### Job Satisfaction Measurements

Many facet job satisfaction scales have been studied extensively, such as the Job Satisfaction Survey (Spector, 1985), the Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, England, & Lofquist, 1967), and the Job Diagnostic Survey (Hackman & Olham, 1975). An approach that uses sub-scales can provide a more complete picture of the employee's job satisfaction than an overall approach; however the overall satisfaction subscale can be simple and short, which makes it ideal for use in questionnaires that contain many scales (Spector, 1997).

Multiple-item job satisfaction scales commonly measure perceptions of work domains, called "facets," with multiple questions to measure each facet (Cook, Hepworth, Wall, & Warr, 1981). Facets are constructs thought to be components of job satisfaction



such as satisfaction with pay, supervision, and quality of the work environment. A work by Wanous, Reichers, and Hudy (1997) indicated that single-item measures of overall job satisfaction were correlated with multiple-item measures of overall job satisfaction, and the single-item measures of job satisfaction were more robust than the multiple-item scale measure of overall job satisfaction.

Single-item measures are also efficient because they usually take less space than multiple scale measures, are more cost-effective, contain more face validity, and are more effective for measuring changes in job satisfaction (Wanous, Reichers, & Hudy, 1997). Researchers (Ironson, et al., 1989; Scarpello & Campbell, 1983; Wanous et al., 1997) also have indicated that a single item measuring job satisfaction is superior to summing up facet scales because multiple-item facet scales may neglect some components of a job that are important to an employee. Using the short multiple item scale can be easily indicated by asking an employee to rate his or her feeling in one area using a single-item approach. A single-item measure also allows researchers to assess individual preferences in the facet and provides a more complete picture of a particular employee's facet satisfaction. Researchers can expose job satisfaction through simultaneous study of factors that indicate the complex nature of interaction (Zajac, 1990).

In fact, with the variety of well-researched job satisfaction scales currently available, it may be logical to create a new job satisfaction scale when special information is needed and no instrument exists to measure it adequately (Resnick & Bond, 2001). In many ways, researchers can examine an employee's attitudes toward working shift hours, cultural diversity, linguistic diversity, or a particular kind of worker.

## Workforce Diversity

The workforce composition is changing due to the increasing number of immigrants, non-whites, women, and aging workers in the workforce and these changes have diversified the demographic characteristics of the workforce (Griggs & Louw, 1995). Effective management of this diverse workforce is vital for organizations to remain competitive in the global marketplace.

Diversity originally referred to gender or race; however workforce diversity now refers to efforts to encourage a heterogeneous workforce to perform to its potential in an equitable work environment where no one group has an advantage or disadvantage (Torres & Bruxelles, 1992). Diversity consists of many variables such as personal characteristics that may have a bearing on job performance and career outcome (Greenhaust et al., 1990). Diversity now refers to differences in age, gender, tenure in an organization, educational background, sexual orientation or preference, physical abilities or qualities, social status, economic status, life style, religion, ethnicity, and many other characteristics (Woods, Heck, & Sciarini, 1998).

Regardless of the theoretical approach used to examine job satisfaction, most studies have identified at least two general categories of antecedent variables associated with job satisfaction: environmental factors and personal characteristics (Zeffane, R. 1994). Agarwal (1993) asserted the importance of personal and demographic factors in measuring job satisfaction. Miller (1980) found that education negatively affected satisfaction for both men and women. Environmental antecedents of job satisfaction are associated with the work itself or the work environment, while personal factors focus on individual attributes and characteristics (Ellickson, 2002).

Researchers differentiate between primary and secondary dimensions of diversity (Loden & Rosener, 1991; Mckendall, 1994). A primary dimension is one that is immutable and exerts a profound and constant impact on a person throughout his or her entire life or a substantial portion of it. Primary dimension characteristics include age, ethnicity, gender, race, physical abilities or qualities, and sexual orientation (Loden & Rosener, 1991). The secondary dimension characteristics can be explained as those that are mutable or can be acquired, discarded or modified. They include education, geographic location, income, marital status, military status, parental status, region, and work experience (Mckendall, 1994). General attributes contributing to the diversity of a work group, with respect to characteristics, include all variables including demographic characteristics and employment backgrounds.

Tsui, Eagan, and O'Reilly (1992) examined the link between the individual's degree of difference from others in social categories (age, tenure, education, gender, race) and the individual's level of commitment, attendance behavior, and tenure intentions. They stated that individuals who enter an organization at the same time identify with each other and this identification, in turn, influences their behavior and has a group effect. They found that differences in organizational tenure of the workforce were related positively to an employee's psychological commitment to work and intention to stay, but were related negatively to frequency of absences. The larger the difference in length of tenure between an individual and others in the work unit, the more psychologically committed the individual is to the organization and the less frequent the absences and greater the intent to stay with the organization.

Diversity in the workforce has the potential to be both an asset and a liability. The diversity in race and ethnic background of workforces is generally reflected as the experiences of individuals who are dissimilar from the dominant members of the organization. Milliken and Martins (1996) suggest that people who are different from the majority group experience less positive emotional responses to their organizations and are less likely to be evaluated positively by their supervisors. This indicates lower levels of attachment to the organization and lower performance ratings. Managements' negative perceptions of heterogeneous groups also tend to result in increased turnover among both individual group members and supervisors (Rhoades & Steers, 1990).

Individuals distant from others in demographic attributes are least socially integrated and most likely to leave the organization (O'Reilly, Caldwell, & Barnett, 1989; Jackson, Brett, Sessa, Copper, Julin, & Peyronnin, 1991); however, groups that are heterogeneous in ethnicity tend to produce higher quality ideas than homogeneous groups (Cox et al., 1991). Given the passage of time and a certain level of resolution of interpersonal differences and higher levels of social integration, culturally diverse groups might be able to obtain the benefits of a greater variety of perspectives that are inherent in diverse groups.

Lefkowitz (1994) indicates that African-Americans generally rated lower than Caucasians in measuring job satisfaction and performances. Greenhaus, Parsuraman, and Wormley (1990) also indicate that race influences job discretion and acceptance. They state that race had significant effects on job discretion and acceptance; black managers reported less job discretion and a lower feeling of acceptance than Caucasian managers. African-Americans tended to be less satisfied with their careers than whites, perceived

themselves to be less accepted by their organizations and felt that they had less job discretion than their white counterparts within the group. In the study performed by Greenhaus, et al. (1990), African-Americans were rated lower than their white counterparts in both the task and relationship dimensions of performance and were assessed as having less potential for promotion by supervisors. This indicates that minority workers may experience greater social isolation and hostility.

Some researchers assert that gender directly correlates to prejudices and discrimination, and stereotyping (Cox, 1993; Gregory, 1990). Tsui and O'Reilly (1989) found that subordinates who were dissimilar from their supervisors in terms of gender experienced higher levels of role conflict and ambiguity than subordinates who were of the same gender as their boss. They also found that superiors tended to have a more positive attitude toward same gender employees and rated employees of the same gender much more positively on their performance. However, the study performed by Cox and Nkomo (1991) indicates that gender did not have any significant effect on levels of career satisfaction.

DiTomaso, Cordero, and Farris (1996) indicate that measuring job satisfaction between race and gender alone may not represent true diversity. Age is yet another easily observable individual characteristic. Age is an important attribute because dissimilarities in age can result in major differences in beliefs and values. Age difference may influence a person's background and contributes to personal experiences accumulated outside of the employing organization (Ryder, 1965). Wiersema and Bird (1993) find that the higher the mean age of the group the lower the group turnover.

People of different ages are likely to have different perceptions, values, beliefs and attitudes toward different organizational outcomes.

Differences in the ages of supervisors and supervisees lead to higher ambiguity (Tsui & O'Reilly, 1989), and similar differences in gender and race are related to reduced acceptance of subordinates and, indirectly, to lower performance evaluations (Judge & Ferris, 1993). Higher rates of turnover, lower levels of acceptance, lower performance evaluations and lower levels of integration may produce individuals who feel alienated and tend to withhold contributions from the work of the group (Tsui, Eagan & O'Reilly, 1992; Tsui & O'Reilly, 1989; O'Reilly et al., 1989).

Ethnicity is defined on the basis of citizenship and country origin, and there may be ethnic differences even among individual nationals such as Mexican Americans or Chinese Americans in the United States. Minorities tend to compare their current situation to their former circumstances or to those of others who are in similar situations. They expect to have difficulties in the country of residence due to their foreign status and poor language abilities. A study of culturally homogeneous and culturally heterogeneous groups performed by Watson, Kumar, and Michaelsen (1993) indicates that diversity in nationality and ethnicity has a negative effect on individual and group process outcomes due to interpersonal differences and lower levels of interpersonal integration. This may indicate that ethnicity influences the degree of job satisfaction. Mowday, Porter, and Steers (1982) also state that individuals in a homogeneous group tend to leave the organization, or they engage in other forms of decreased attachment behavior such as absenteeism and experience a decrease in satisfaction with their current jobs.

Difference in educational background among employees seems to increase the probability of turnover in workforce. Bantel and Jackson (1989) indicate that higher levels of education are associated with an organization's increased ability to implement strategic change; however, Wiersema and Bantel (1992) find that educational heterogeneity has little effect on management team turnover.

Jackson et al. (1991) find that more heterogeneity within the management team, with respect to experience outside the industry, tends to result in higher rates of turnover. This was especially true when workers have the work shift was considered to be the irregular. It also might be true that individuals who found that they had a greater variety of experience but continued to be members of the non-management group tend to seek either more lucrative or prestigious positions elsewhere. Smith et al. (1994) find that heterogeneity of experience has a direct negative impact on social integration of the team members and the frequency of communication. They conclude that the more heterogeneous a management team with respect to experience in the industry, the less integration results in a cumbersome decision-making process.

Diversity in tenure may result in lower levels of social integration and increased turnover among group members. Similarities in length of tenure may influence supervisor subordinate performance evaluations and affective reactions to subordinates positively. Managers or supervisors who have longer durations of tenure than their subordinates will perceive a higher level of loyalty and contribution by their subordinates (Tsui, Xin and Egan, 1996). When subordinates felt that their supervisors liked them, they were more likely to stay in the position for longer periods of time. Employees who

were similar to their supervisors in terms of job tenure indicated positive performance ratings by supervisors and less feelings of role ambiguity (Tsui & O'Reilly, 1989).

Workers who are more comfortable with their work environments demonstrate more satisfaction with their jobs and levels of satisfaction with work environment differ for each individual characteristic (Yamaguchi & Garey, 1994). In general, research in the directly observable attributes of cultural diversity indicate that the greater the diversity of race, ethnicity, gender and age, in a group, the greater the rate of turnover.

Individuals who perceive themselves as different from the majority of their group will be more likely to quit from the job and have higher rates of absenteeism. Jackson et al. (1991) suggest that heterogeneity in groups may lead to lower levels of integration into the group and a higher likelihood of turnover. Many studies have found dissatisfied employees potentially have a higher desire to quit (Mobley, Griffeth, Hand & Meglino, 1979; Barrow, 1990; Porter & Steers, 1973). Since turnover rate is related to employee job satisfaction (Barrow, 1990; Porter & Steers, 1973), measuring and tracking employee satisfaction is a key way to retain employees, and employee satisfaction can be linked to customer loyalty and profitability for hotel organizations.

### Background of Lodging Workforce in the United States

The hospitality industry has long known that the difference between success and failure depends upon guest satisfaction with work provided by a quality workforce (Ford & Heaton, 2001). Customer satisfaction and retention are highly dependent on how front-line employees deal with customers. The level of customer satisfaction can be



linked to good service by workers who are satisfied with their jobs and workplace environments (Schneider & Mowen, 1985).

Customers see satisfaction as one of the most important factors when selecting a lodging property (Whitford, 1998). To provide quality services, employers may need to establish a foundation that meets employees' expectations because workers are a primary source of good service (Rafaeli, 1989); therefore, improving job satisfaction will maximize customer satisfaction and it will increase the company's profitability and market share (Fay, 1994). McNeese-Smith (1997) indicates that employees who experience job satisfaction are more likely to be more productive and stay on the job. Maintaining quality employees may be the way to sustain a reputation and build repeat customers (Keane, 1996). Schlesinger (1982) indicates that employees who are satisfied with their jobs provide better services than those who are not satisfied.

Labor turnover is of increasing importance in the hospitality industry because of the high level of customer-staff contact and the costs associated with these interactions (Denvir & McMahon, 1992). The labor problems in the lodging industry have led many lodging operators to seek an increasing number of foreign workers (Iverson, 2000). While the average turnover rate in all United States industries is about twelve percent annually, turnover rate in the hospitality industry averages more than one hundred percent annually (Hall, 2000; Woods, 1992; Lundberg & Young, 1997). In hotel organizations, generally, employee turnover is high compared to other industries (Lundberg & Young, 1997). Managers in the hospitality industry have indicated that employee turnover rate is one of the most difficult issues the industry is facing (Ghiselli & Ismail, 1996).

As Byrne (1971) points out, individuals are more attracted to and have more positive attitudes toward those who share similar cultural traits than those who share different traits. Jackson, et al. (1991) agree that homogeneous groups tend to have more positive attitudes and fewer turnovers. When groups have been functioning as teams for extended periods of time, the benefits are more likely to occur. This would imply that a culturally diverse group might be more problematic and require careful management and acculturation into the organization. The lodging industry increasingly has become a multi-cultural workplace. Diversity in the workforce has been an increasing concern in the United States (Adler & Ghadar, 1990). Since employees in the lodging industry are reflective of a diversified world, understanding these diversified workforces will be necessary to build positive mutual relationships between employees and employers and between employees as well.

As Brownell (1994) states, an interest in managing workforce diversity in the hospitality industry has grown over the past several decades; however the importance of workforce diversity has evolved in recent years. The increasing diversity of the hospitality workforce places a special demand upon managers' responsibilities to communicate with, motivate, attract and retain employees from culturally different backgrounds. Understanding cultural and ethnic pluralism and accepting ethnic diversity must be seen not merely as a necessity, but as a creative potential and positive resource for enriching service quality and productivity. Knowing the effect of cultural factors (values, beliefs, experiences and backgrounds) can help managers understand how ethnicity shapes the human resources in hospitality operations.

Immigration and workforce patterns present very different human resources challenges to managers in the hospitality industry. The geographic origins, ethnic heritages and cultural traditions of today's immigrants affect the unskilled labor force from which the hospitality industry draw many of its entry-level employees. Hospitality operators will have to ensure that all workers are treated fairly regarding their labor rights (Tanke, 1990). The diversity of cultures can be an asset to the organizations and the ability to manage that diversity is fundamental to the organization's effectiveness in the hotel industry (Tanke, 1990).

## CHAPTER III

### METHODOLOGY

This research investigates the job satisfaction of diverse lodging workers with personal characteristics and attributes that were applied from previous studies of job satisfaction (Weiss, et al., 1967; Cammann, et al., 1979; Spector, 1997) and attributes that were extracted from one focus group and pre-tests. This research explores the level of job satisfaction among workers in the lodging industry who have diverse backgrounds. The questionnaire was designed to collect background information about employee socio-demographic characteristics, employment backgrounds, importance of job satisfaction attributes, and satisfaction with work-related variables to view more accurately workplace environments in the lodging industry.

#### Ethical Considerations

Approval was obtained from the Oklahoma State University Institutional Review Board for the study of human subjects. Each participant received an information sheet explaining the purpose of the study. Participation in all aspects of the study was voluntary. Workers were assured that their participation or nonparticipation had no effect

on their employment. They were considered to have given their informed consent by completing and returning the questionnaires.

### Focus Group

A focus group which was constructed as the pilot test was implemented on a volunteer basis. The scale that initially was used for the pilot test consisted of 186 items. The preliminary results indicated that the research methodologies of this study would be feasible. During the summer of 2002, as a convenience sample fifteen resort workers including six foreign workers were interviewed. After having the purpose of the study explained to them, resort workers were solicited to give comments on their thoughts about their current job satisfaction and to make suggestions on issues that they believed might be useful for measuring job satisfaction. When workers gave irrelevant or partial answers, or said, "I don't know" to avoid giving their opinions on issues they found sensitive, clarification techniques including different words or indirect questions were used.

To put workers at ease and make them feel comfortable to honestly express their opinions, the investigator always acted in a courteous and friendly manner and generally did not express surprise, disapproval, or approval of responses from subjects. In addition, the investigator encouraged more complete responses by neutral and non-directive supplementary questions, such as, "Is there anything else?" or "Go on." Data was collected over a one-week period. Each interview lasted for one to two hours.

An in-depth literature review was carried out. The purpose of the review was to ensure complete coverage of the content domain by identifying concepts that represent job satisfaction and the ways in which cultural and ethnic diversity have been studied in relation to each other. Through systematic examination of the literature, an initial pool of issues related to the diverse worker job satisfaction was also identified.

Of the 186 items evaluated, nineteen items initially were eliminated because many interviewees found them vague, confusing, and repetitive. On the basis of respondents' comments, the wording of twenty-one items was revised and fifteen items were added. The changes were mainly to word order and expression; some redundant words also were deleted. Items in each section were combined with some items in other sections. Initial survey design, which used six sections with the seven-point Likert scale, was found to lead subjects to be neutral, thus the six-point Likert scale was used. An initial questionnaire of six sections was expanded to nine sections. The eighteen items originally designed in the demographic and employment parts were restructured as two different sections, bringing the final pool to twelve items for employment characteristic (Section 1) and twelve items for demographic characteristics (Section 9). Section 2 asked about individual preference in selecting co-workers. Section 3 asked about the level of importance and satisfaction with work environments. Section 4 asked about the importance of attributes (location, co-workers, work condition, living condition, work ethics, pay, customers, leisure activities, type of job, and management). Section 5 asked about job satisfaction, and section 6 asked about co-workers. Section 7 asked about the level of difficulty each individual had experienced, and section 8 asked about the level of satisfaction with co-workers.

To accommodate workers who had poor reading skills, wording was kept simple, clear, specific, unambiguous and without jargon or value judgments. Strategies were used as recommended by Hileman (1990): statements that might be interpreted in more than one way were edited until each statement contained only one complete thought; double negatives were removed; also removed were emotionally laden terms that might trigger biased responses. Hileman (1990) also suggested placing non-threatening questions at the beginning and the more threatening questions towards the end of the questionnaire. Thus, the scale statements, which asked subjects to indicate their agreement with the various aspects of employment backgrounds, were structured in the beginning. The relatively more threatening questionings pertaining to demographic characteristics of subjects were gathered in Section 9. The 182 items were reviewed further by Human Resource professionals. They advised that all of the items were relevant and no suggested additional items. Phrasing was further polished.

#### Pre-Test

Prior to the pre-test, the questionnaire was reviewed, using a small convenience sample, to ensure readability and to detect any logical errors in the questions. Another fifteen resort workers, including foreign workers and workers from different regions, were selected in this reviewing process. In general, the participants had no difficulty in understanding the 182 items. Analysis of item response frequencies showed that the full range of possible responses had been used in all items. The time required to complete the scale ranged from fifteen to thirty minutes (mode = 25 minutes).

After reviewing the questionnaire, the survey for the pre-test was performed to test the validity and reliability of the questionnaire during the summer of 2002. Twenty lodging facilities in one of the Midwestern states of the United States were selected, and among those twenty selected facilities, four lodging facilities were involved in the pre-test. Primary data were collected by using survey questionnaires to identify wide perceptions on resort workers during the summer, 2002. The four general managers were initially contacted and delineated their intention to participate via telephone.

Human resource departments at each of the four resorts were asked to insert the survey forms with workers' paychecks. All possible subjects were drawn from a population of five hundred eighty-seven workers at the four selected resorts. Subjects at each site were systematically clustered by selecting subjects on the even number in the payroll lists. These clustered subjects selected totaled 295. All selected subjects received identical questionnaires. From these 295 subjects, 125 questionnaires were returned, and four questionnaires were identified as unusable. The response rate was 40.3%. A level of significance of  $p = 0.05$  was used.

In the pre-test, Principal Component Analysis with orthogonal VARIMAX rotation was used to identify the underlying factors of job satisfaction in general on twenty-three attributes. Four factors: management, personal feeling, the job itself, and *work environment*, were extracted from twenty-three attributes. All four factors had Eigenvalues greater than 1.00. Four factors loading of 0.40 or greater for the attribute were retained, and the standardized coefficients of the four factors showed that sixty-seven percent of the common factor variance was explained. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) was used to determine the



appropriateness of applying factor analysis; values above 0.50 for the factor matrix are appropriate (Hair, et al., 1998). The value of the KMO was 0.921 which verified that use of factor analysis was appropriate in this study. Bartlett's Test of Sphericity value (Chi-Square) was 1519.211, significant at  $p = .0001$ , which showed a significant correlation existed among the variables. As recommended by Nunnally (1994), reliability estimates of 0.70 or greater were considered acceptable, the results of exploratory factor analysis displayed good reliability. The alpha-coefficients ranged from 0.83 to 0.91 for the individual factors of satisfaction and 0.96 for the total survey. The reliability (internal consistency) of each dimension was assessed by Cronbach's alpha-coefficient. Factor 1 (*management*) emerged as the most important dimension of employee satisfaction, accounting for 19.3 percent ( $\alpha = .89$ ) of the variance followed by factor 2 (*personal feeling*) (18.3 percent of variance,  $\alpha = .90$ ), factor 3; *work itself* (15.8 percent of variance,  $\alpha = .91$ ), and factor 4; *work environment* (13.6 percent of variance,  $\alpha = .83$ ). The data from the pre-test identified a wide perception of employee expectations regarding satisfaction with workplace environment.

#### Questionnaire Design for the Study

A good questionnaire meets construct validity, testing whether the questionnaire measures appropriate constructs or not. The American Psychological Association (1974) indicates that construct validity can be met if a questionnaire is developed under a supporting theory because the theories provide information about what to measure and how to measure. The instrument based on theories is a prerequisite for a good

questionnaire. Through studying the Job Satisfaction Scale; the Job Satisfaction Survey, the Job Descriptive Index, the Minnesota Satisfaction Questionnaire, the Michigan Organizational Assessment Questionnaire Subscale, the Job in General Scale, and the Job Diagnostic Survey, job-related variables, have been identified; however, these job satisfaction scales did not clearly identify the role of individual backgrounds in measuring satisfaction with *work environments* in the lodging organizations. Therefore, new scales containing multiple variables that describe personal backgrounds were developed for this study. Farrell and Rusbult (1981) provide a theoretical framework to explain the relationship between the job-related variables and job satisfaction.

The questionnaires were designed to be self-explanatory and close-ended. All respondents were to complete it themselves. The level of workers' satisfaction with co-workers and work environments was measured by applying the Lodging Job Satisfaction Questionnaire (LJSQ) developed for this study. Attributes used in this study were extracted from a focus group, pre-tests, and previous studies of job satisfaction (Weiss, et al., 1967; Cammann, et al., 1979; Spector, 1997).

The Lodging Job Satisfaction Questionnaire (LJSQ) was divided into five sections: Section 1 (12 items) of the questionnaire asks about workers' employment backgrounds; Section 2 (11 items) describes the level of satisfaction with other coworkers' service performances; Section 3 (36 items) identifies the level of satisfaction with work environment; Section 4 (29 items) indicates how important identified attributes are; items in Section 5 (12 items) are related to workers' demographic status, gender, economic status, educational, citizenship, ethnicity, satisfaction with working in the lodging industry, and language ability.

The literature substantiated the positive link between autonomy and job satisfaction (Iverson & Roy, 1994). Social support was the degree of consideration individuals received from members of their social network – co-workers and supervisory supports. Studies indicated that there was an abundance of literature linking co-worker support (Martin & Hunt, 1980; Price & Mueller, 1986), supervisory support (Williams & Hazer, 1986; Mueller et al., 1994) and pay (Price & Bluedorn, 1979; Mueller et al., 1994) to job satisfaction. Both job security and promotion opportunity affected an organization's internal labor market (Doeringer & Piore, 1971; Althauser & Kalleberg, 1981). It was expected that, where employees were in stable employment and had opportunities for career development, job satisfaction increased (Arnold & Feldman, 1982; Iverson & Roy, 1994).

As Figure 6 indicates, twelve attributes were used to identify individual employment characteristics. These items include work department, type of job, amount of years of experience in the present hotel, amount of years of experience in the lodging industry, number of hotels at which they have worked, overtime, number of hours worked per week, preference for overtime, reasons for working at the hotel, work shift, types of work, and intention to quit within three months.

Section	Attributes
Sec. 1 Employment Characteristics (12 Items)	<ul style="list-style-type: none"> <li>➤ Department</li> <li>➤ Type of Job</li> <li>➤ Number of experience in the present hotel</li> <li>➤ Number of experience in the hotel industry</li> <li>➤ Number of hotels have worked</li> <li>➤ Overtime preference</li> <li>➤ Number of hours of working per week</li> <li>➤ Preference of more overtime</li> <li>➤ Purposes of working at the current hotels</li> <li>➤ Work shift</li> <li>➤ Work type</li> <li>➤ The level of intention to leave within 3 months</li> </ul>

Figure 6: Attributes for Employment Characteristics

In Section 2, eleven questions were asked to identify individual workers' views of co-workers (Figure 7). These questions addressed congruence with other co-workers, level of proficiency of co-workers' communication in English, co-workers' previous training, co-workers' cultural practices, co-workers' ethnic backgrounds, customer attitude toward workers, value attributed to co-workers, level of co-workers' loyalty, attitude toward their jobs, working at the hotel, and satisfaction with jobs.

Section	Attributes
Sec. 2 General opinion of co-workers at the current hotel (12 items)	<ul style="list-style-type: none"> <li>➤ Congruence of workers</li> <li>➤ Co-workers communication in English</li> <li>➤ The level of training</li> <li>➤ Respect for one's cultural practices among those of co-workers</li> <li>➤ Respect for one's ethnic backgrounds among those of co-workers</li> <li>➤ Customers</li> <li>➤ Co-workers' value</li> <li>➤ Co-workers' loyalty</li> <li>➤ Job</li> <li>➤ Hotel</li> <li>➤ Satisfaction with job</li> </ul>

Figure 7: Attributes For General Opinion Of Co-Workers

The questionnaire for Section 3 contained items to assess the overall level of employee job satisfaction, and items to assess detailed attributes that might have some influence on the level of employee overall job satisfaction (Figure 8). Four items measured this: (1) asking if workers are satisfied with their jobs, (2) asking if they like their departments, (3) asking if they like working at the current workplace, and (4) asking if they like working in the hotel industry.

Since workers had diverse backgrounds and originated from different regions or countries, additional items were added based on the results of a pre-test. These items included measurement of overall job satisfaction (3 items): like working in this hotel, like working in the hotel industry, and am satisfied with my job, and perception of value (5 items): am confident about my work performance, was well trained for my job, customers are friendly, am valuable to this hotel, and am loyal to this hotel. Job satisfaction attributes consisted of twenty-seven items: my workload, fringe benefits, opportunity to vary tasks, self-esteem, supervisor's behavior, technical supervision, ethical behavior, job security, rules and regulations set by the company, compensation, advancement, training for daily tasks, work conditions, work shift hours, recognition, accomplishment, opportunity to supervise others, utilization of skills, English proficiency, location of the hotel, working with workers from different cultural backgrounds, working with workers from different ethnic backgrounds, respect for one's own cultural practices among those of others, respect for one's ethnic backgrounds among that of others, co-workers' service performance, learning opportunities beyond job skills, department, and congruence with co-workers.

Section	Attributes
Sec. 3. Satisfaction with: (36 items)	<ul style="list-style-type: none"> <li>➤ Workload</li> <li>➤ Benefit</li> <li>➤ Opportunity to vary tasks</li> <li>➤ Self-esteem</li> <li>➤ Supervisor's behavior</li> <li>➤ Technical supervision</li> <li>➤ Ethical behavior</li> <li>➤ Job security</li> <li>➤ Rules and regulations set by the company</li> <li>➤ Compensation</li> <li>➤ Advancement</li> <li>➤ Training for daily tasks</li> <li>➤ Working conditions</li> <li>➤ Working shift hours</li> <li>➤ Recognition</li> <li>➤ Accomplishment</li> <li>➤ Opportunity to supervise others</li> <li>➤ Utilization</li> <li>➤ English proficiency</li> <li>➤ Location of the hotel</li> <li>➤ Working with workers from different cultural backgrounds</li> <li>➤ Working with workers from different ethnic backgrounds</li> <li>➤ Respect of own cultural practices</li> <li>➤ Respect of own ethnic practices</li> <li>➤ Co-workers' service performances</li> <li>➤ My work performance</li> <li>➤ Training beyond job skills</li> <li>➤ Own previous training and education</li> <li>➤ Department</li> <li>➤ Working in the current hotel</li> <li>➤ Working in the hotel industry</li> <li>➤ Satisfaction with job</li> <li>➤ Congruence with co-workers</li> <li>➤ Customers</li> <li>➤ My value</li> <li>➤ Loyalty</li> </ul>

Figure 8: Attributes For Satisfaction With Work Environments

In Section 4, a total of twenty-nine attributes were examined to assess level of importance of job related variables on the basis of satisfaction of the employee (Figure 9). These attributes included: workload, fringe benefits, opportunity to vary tasks, self-esteem, supervisor's behavior, technical supervision, ethical behavior, job security, rules and regulations set by the company, compensation, advancement, work conditions,

congruence with co-workers, support from co-workers, recognition, accomplishment, utilization of skills, English proficiency, co-workers' service performance, training for daily tasks, work shift hours, learning opportunities beyond job skills, opportunity to supervise others, previous job training/education, own English proficiency, location of the hotel, the department within which the respondent worked, working with workers from different cultural backgrounds, and working with workers from different ethnic backgrounds.

Section	Attributes
Sec. 4 the importance of: (29 items)	<ul style="list-style-type: none"> <li>➤ Workload</li> <li>➤ Benefit</li> <li>➤ Opportunity to vary tasks</li> <li>➤ Self-esteem</li> <li>➤ Supervisor's behavior</li> <li>➤ Technical supervision</li> <li>➤ Ethical behavior</li> <li>➤ Job security</li> <li>➤ Rules and regulations set by the company</li> <li>➤ Compensation</li> <li>➤ Advancement</li> <li>➤ Work conditions</li> <li>➤ Congruence of co-workers</li> <li>➤ Support from co-worker</li> <li>➤ Recognition</li> <li>➤ Accomplishment</li> <li>➤ Utilization of skills</li> <li>➤ Co-workers' English proficiency</li> <li>➤ Co-workers' service performance</li> <li>➤ Training for daily tasks</li> <li>➤ Working shift</li> <li>➤ Learning opportunity beyond job skills</li> <li>➤ Opportunity to tell people what to do</li> <li>➤ Previous job training</li> <li>➤ Own English proficiency</li> <li>➤ Location of the hotel</li> <li>➤ Department</li> <li>➤ Cultural diversity</li> <li>➤ Ethnicity diversity</li> </ul>

Figure 9: Attributes For Importance of Job Related Variables

Section 5 consisted of twelve items were identified as individual characteristics (Figure 10). These items were age, gender, income, education, citizenship, number of

years in the United States, ethnicity, native language, familiarity with American culture, working with people in the hotel, working in the hotel industry, and number of years to work in the hotel.

Section	Attributes
Sec. 5. Demographic Characteristics/Intention To Remain (12 Items)	<ul style="list-style-type: none"> <li>➤ Age</li> <li>➤ Gender</li> <li>➤ Income per month</li> <li>➤ Education</li> <li>➤ Citizenship</li> <li>➤ Number of years in the United States</li> <li>➤ Ethnicity</li> <li>➤ Native language</li> <li>➤ Familiarity with U.S. culture</li> <li>➤ Level of enjoyment with people in the hotel</li> <li>➤ Like working in the hotel industry</li> <li>➤ Willingness to work at the hotel</li> </ul>

Figure 10: Attributes For Demographic Characteristics

### Participant Selection Procedures

The population size was determined prior to this survey. The population for this study consisted of workers, including foreign workers, in the selected twenty-four lodging properties. The population consisted of employees at the lodging property management company which operates thirty-five properties in Arkansas, the District of Columbia, Florida, Georgia, Louisiana, Mississippi, North Carolina, Tennessee, and Texas. The total number of rooms was estimated to be 3,800 ranging from fifty-two room roadside hotels to a 264-room resort hotel at the present time. The company provided a list of twenty-four hotels that would participate in this study. The company requested not to perform the survey in eleven of the hotels, due to the recent management transitions. As Table I indicates, 1,489 people from twenty-four selected hotels



participated in this study. Among these twenty-four hotels, two hotel general managers were in charge of two different hotels each. They requested mail questionnaires to one identified hotels instead of sending them separately.

The survey questionnaire collected information from each member of the selected properties by completely canvassing all subjects within the target population. Each subject received the same questionnaire. As a two-stage sampling, judgment sampling initially was applied to this study in order to select participating hotel properties. The 1,489 subjects in the study were estimated in order to meet statistical procedures. Responses from 300 to 500 participants was recommended and accepted as the critical sample size for multiple regression (Pdehazur, 1997). Based on this information, the targeted usable sample size was set at minimum 300. Assuming a conservative response rate of twenty percent, all workers in the selected hotels were surveyed to achieve the targeted size.

The president of the property management company was contacted to get permission to perform surveys in the company properties. General managers or directors of human resources at twenty-four hotel facilities also were contacted and given instructions on how to distribute survey forms. Survey questionnaires were directly distributed to the individual properties with memorandum letters from the company president. The company vice-president in human resources also expressed his willingness in participating this study and asked to all general managers to address this study in their staff meeting prior to the survey.

Respondents were able to return questionnaires with self addressed, stamped envelopes provided by the researcher. The survey was mailed out February 28, 2003 and

the cut off date was set at March 14, 2003. Survey questionnaires were distributed to all employees who were eligible to receive paychecks at the time of the survey. Human resource departments, if available, the general manager, or other assigned personnel by the general managers at each property, were asked to distribute survey forms directly to employees during the shift meetings if possible or to insert the survey forms with workers' paychecks or payroll information.

Data collected was highly confidential and anonymous. Dillman's (1978) indicated that individualized cover letters signed by the researcher lend a personal touch and achieve greater response. However, this was not done because return of the questionnaire indicated informed consent and had the cover letter been left attached to the questionnaire, the respondent's anonymity might have been compromised. This survey was voluntary, and any hotel workers who would not be at least eighteen years old at the time this survey were be asked not to participate. All employees at selected lodging properties were invited to answer the survey, but were not forced to do this in anyway.

### Measurements

The data that were collected through this survey initially were used to make comparisons between groups divided by demographic factors and employment factors. All questionnaires were coded and manually compiled onto hardcopies of data sheets prior to entering the data into the computer system. Responses gained from the questionnaire were measured by associating a quantitative value with each of the six-point Likert scale (1=Not important at all to 6=Most important and 1=Least satisfied to 6=Most satisfied). The 6-point scale elicited a discrete selection by respondents from

among a limited number of categories, with results which would best describe their position on the attribute measured (Churchill, 1996). The answers were evaluated and analyzed in relation to all subjects involved and questions asked.

### Data Analysis

According to standard statistical procedures, the data gained through the survey were statistically analyzed using SPSS software (SPSS 10, 2000). A level of significance of  $p = 0.05$  was used. The data analysis was organized in into four parts, including descriptive and inferential statistics.

Descriptive statistics were used to determine frequency distribution for a demographic and employment characteristics, purposes of working at the current hotel, and general opinions of co-workers at the current hotel.

Exploratory factor analysis was conducted to identify the dimensions of attributes of job satisfaction among hotel workers. Factor analysis determines the independent subsets of highly correlated statements that reflect the underlying dimensions of employee satisfaction (Kym & Muller, 1978). The component statements of the factors or dimensions obtained were incorporated into the final assessment of employee satisfaction with work environment. Factor scores were then derived by calculating the mean rating of the statements that comprised each dimension.

Principal Component Analysis with orthogonal VARIMAX rotation was used to identify the underlying factors of job satisfaction in general on twenty-seven attributes. Among these 27 attributes, attributes that overlapped with other factors were eliminated in this study. After eliminating overlapping attributes (10 items), 17 attributes were used

in factor analysis and extracted five factors. Factors were used to construct a summated scale for other subsequent analyses: Multivariate Analysis of Variance (MANOVA) and Regression Analysis.

Multiple regression analysis was used to identify whether overall job satisfaction with different employment and demographic characteristics influenced employee intention to remain at the current hotel. Using simple regression analysis identified the role the overall job satisfaction played in identifying level of intention to remain at the current hotel. As Figure 11 indicates multiple regression analysis was used to view how job dimensions influence overall job satisfaction at the current workplace. Impact of each identified job dimensions on intention to remain at the current hotel was also identified by using multiple regression.

Variance Inflation Factor (VIF) was employed to determine the effect of collinearity or multicollinearity among the independent variables. VIF is inversely related to the tolerance value ( $VIF_i = 1/TOL_i$ ). Large VIF values (a usual threshold is 10.0, which corresponds to a tolerance of .10) indicate a high degree of collinearity or multicollinearity among the independent variables.

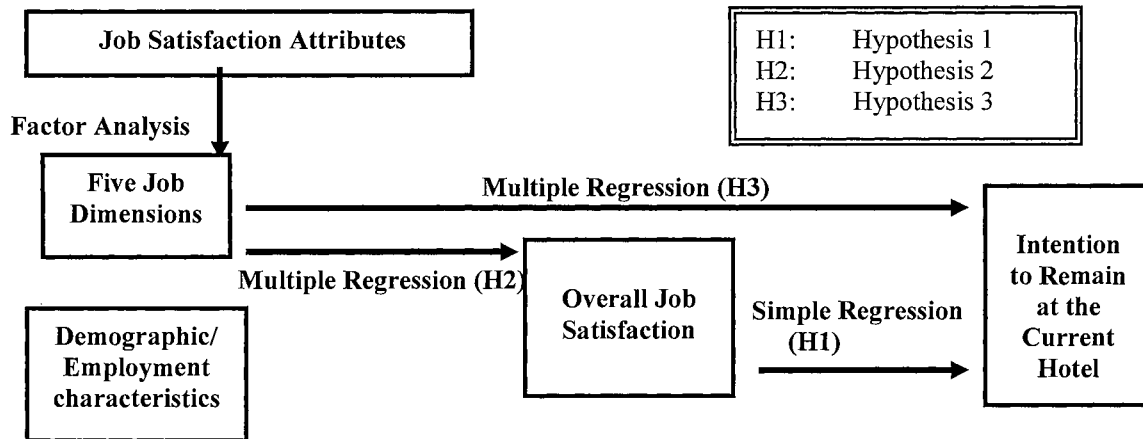


Figure 11: Research Framework with Multiple Regression Analysis and Factor Analysis: Relationships Between Five Job Dimensions, Overall Job Satisfaction, and Intention to Remain (H1, H2, H3).

All subjects were divided to multiple groups divided by demographic and employment characteristic. Multivariate analysis of variance (MANOVA) was performed to determine the differences of hotel workers' demographic and employment characteristics between identified job dimensions, intention to remain at the current hotel, and overall satisfaction with work environment. Multivariate Analysis of Variance (MANOVA) determined whether overall job satisfaction and intention to remain at the current hotel were different according to employment and demographic characteristics. MANOVA also identified whether identified job satisfaction dimensions had relationships with demographic and employment characteristics.

Satisfaction with workforce diversity was investigated whether they were different according to demographic and employment characteristics. Impact of

satisfaction with workforce diversity on overall job satisfaction and intention to remain at the current hotel were investigated using Simple Regression (Figure 12).

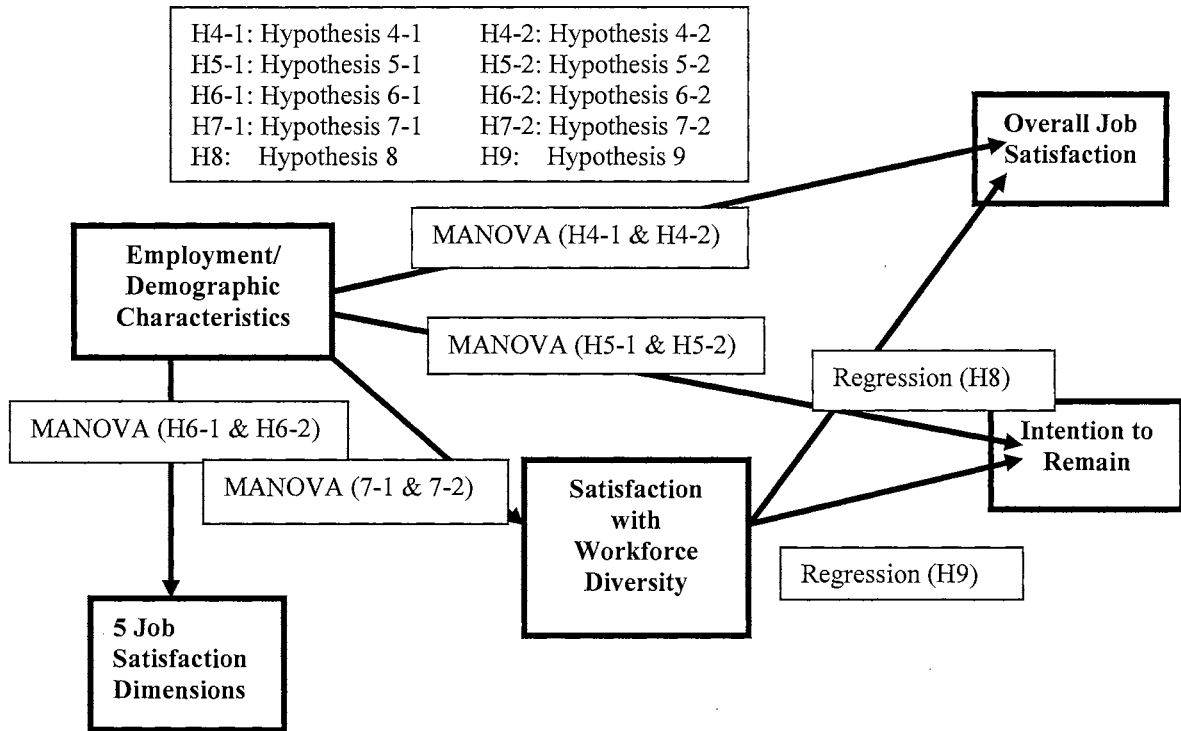


Figure 12: Research Framework With Multivariate Analysis: Impact Of Satisfaction With Workforce Diversity On Overall Job Satisfaction And Intention To Remain At The Current Hotel (H4-1, H4-2, H5-1, H5-2, H6-1, H6-2, H7-1, H7-2, H8, And H9)

A Paired samples T-test was used to identify relationships between levels of satisfaction with diversity and importance of diversity (Figure 13). Twenty-one job related attributes were used to identify differences between workers' satisfaction and importance.

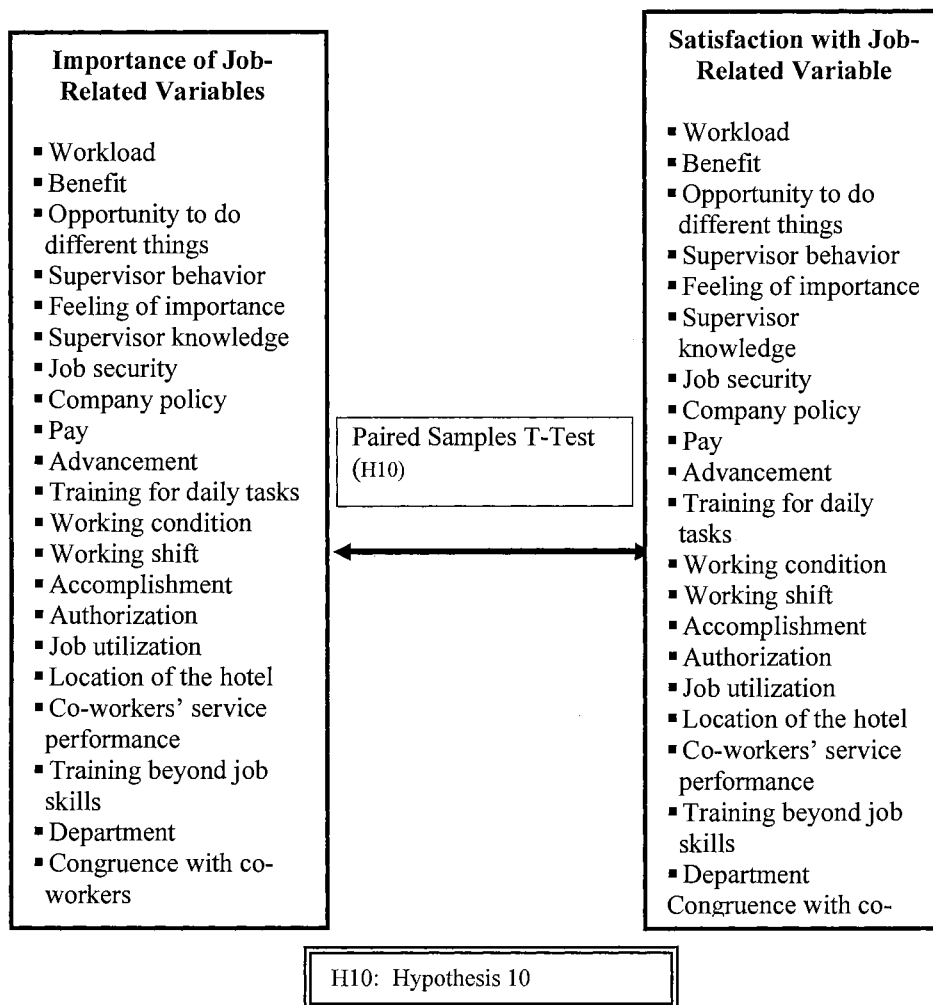


Figure 13: Research Framework With Paired Samples T-Test (H10): Relationship Between Importance And Satisfaction With Job-Related Variables

### Limitations

There are several limitations of this study. The Job Satisfaction Scale has acceptable reliability and validity based on results from the development phase of the scale. Some scores were skewed, that is, most of the scores indicated a high degree of satisfaction with workforce diversity. No provision was made to account for bias due to a

tendency toward socially desirable responses. The instrument has been tested on a homogeneous population and workers who work in multiple units. It may be that since this was a hotel setting and used the designation of one company, workers who worked in this organization were different from those who worked in other organizations and it could be difficult to generalize findings to other settings.

Cultural diversity among the customers was another variable that could potentially influence perceptions of workforce diversity. Negative experiences with customers from culturally diverse backgrounds could contribute to negative perceptions of increased diversity and lower the level of acceptance of cultural diversity. Positive experiences with clients who are culturally diverse could enhance acceptance of cultural diversity. This variable could contribute to the findings in the study, but it was not considered in this study. This also could prove to be a limitation of the study.

Although the validity of the instrument has been established, there may be threats to the internal validity of the study due to the ways in which respondents filled out the questionnaire. As with any self-administered questionnaire, there is always the possibility that respondents may provide perfunctory answers, especially when answering a long questionnaire. A worse possibility is that some respondents may have provided false information to confound the efforts of the researcher. In addition, there may be a danger to over-generalize the findings of this study based on its limited sampling population.

A very significant threat to the external validity of this study is that its findings may not be generalized to the entire hotel worker population. The samples for this study were not drawn randomly from the entire population. A convenience sample was used to



select survey sites; therefore, this study's results are limited due to the small number of lodging workers in the limited regions sampled. Because this study was conducted in the context of selected lodging properties of one property management company, the results might not be applicable in different contexts; however, given more time, a complete random sample from different locations might be conducted that would increase the generalizability and the applicability of the findings.

### Assumptions

The following assumptions were made with reference to the data to be used in this study:

1. It was assumed that respondents would complete the questionnaire objectively, according to their satisfaction with their current work environments.
2. It was assumed that different versions of survey questionnaires did not affect the responses.
3. It also was assumed that all respondents were able to write, read, and speak either English or Spanish.
4. It was assumed that the factors included in the questionnaire to be used represent those factors that would most likely influence the satisfaction with diversity and job satisfaction of hotel workers.

## CHAPTER IV

### RESULTS AND DISCUSSIONS

The purpose of this study was to identify individual demographic characteristics and employment characteristics that affect the level of job satisfaction among the diverse population of hotel employees and their intention to remain at their current workplaces. Attitudes of hotel workers toward work diversity were studied to identify factors that would help employers provide better work environments and increase job satisfaction. This study examined the different dimensions of job satisfaction and determined those dimensions that best predict overall job satisfaction and intention to remain in the hotel industry by applying a newly developed job satisfaction scale.

The detailed purposes of this study were to:

- 1) identify the relationship, if any, between job satisfaction dimensions and overall job satisfaction and employee intention to remain at the current hotel.
- 2) determine the relationship, if any, between individual characteristics and job satisfaction and employee intention to remain at the current hotel.

- 3) investigate whether or not the individual acceptance of workforce diversity had a relationship with individual overall job satisfaction and intention to remain at the current hotel.

The previous chapter elaborated on the research methodologies that were used to investigate the research questions. This chapter discusses test results.

The first part of this chapter presents the descriptive statistics of respondents' demographic and employment profiles.

The second part of this chapter examines the relationship between:

- a) overall job satisfaction and employee intention to remain at the current hotel
- b) five job dimensions and overall job satisfaction
- c) five job dimensions and intention to remain at the current hotel by investigating hotel employees in selected hotels.

The third part of this chapter illustrates attitudes of hotel workers toward workforce diversity. It also identifies whether the level of satisfaction with workforce diversity impacts overall job satisfaction and intention to remain at the current hotel.

The fourth part of this chapter examines the relationship between actual satisfaction with job-related variables and the importance of job-related variables.

This study was to identify individual demographic characteristics and employment characteristics that would affect the level of job satisfaction of the diverse hotel employee population. Attitudes of hotel workers toward workforce diversity were studied to identify factors that would help employers provide better work environments and increase job satisfaction.

### Response Rate

As Table I indicates, all hotel workers in twenty-four selected hotels, including full-time, part-time, and temporary workers were invited to participate in the investigation. The population for this study consisted of 1,489 hotel workers. Questionnaires were distributed individually to all hotel general managers and each general manager distributed the questionnaires to employees at staff meetings or with paychecks.

The hotel names were not shown in this study because the president of the company requested anonymity. Respondents included nine workers from Hotel 1 in Tennessee, one worker from hotel 2 in Louisiana, six workers from Hotel 3 in Florida, twenty-two workers from Hotel 4 in Texas, thirteen workers from Hotel 5 in Mississippi, twenty-eight workers from Hotel 6 in Louisiana, five workers from Hotel 7 in Florida, forty-five workers from Hotel 8 in Texas, forty-one from Hotel 9 in Texas, twenty-three workers from Hotel 10 in Mississippi, eighteen workers from Hotel 11 in Washington D.C., ten workers from Hotel 12 in Louisiana, six workers from Hotel 13 in Tennessee, seventeen workers from Hotel 14 in Texas, thirty-nine workers from Hotel 15 in Florida, ten workers from Hotel 16 in North Carolina, and twenty-one workers from Hotel 17 in Texas. There were no respondents from Hotel 18 and Hotel 19 in Arkansas, Hotel 20 in Florida, Hotel 21 in Tennessee, Hotel 22 in North Carolina, and Hotel 24 in Mississippi. Responses from Hotel 23 and 3 were considered together, as were those from Hotel 18 and Hotel 19.

Of the 1,489 workers who received questionnaires, a total of 366 returned questionnaires, yielding 24.8% initial response rate. There were seven blank and partially

completed questionnaires that were eliminated before data analysis. This left a return rate of twenty-four percent that were coded and analyzed.

To insure clarity for those participants whose primary language was Spanish, two-hundred forty five Spanish questionnaires were distributed along with one thousand four hundred eighty-nine English questionnaires to twenty-two hotels as requested. Table I shows the distribution of respondents by hotels.

TABLE I  
PARTICIPATED HOTELS AND OVERALL RESPONSE RATE

Name	N	Respondents	% of Hotel Response	% of Total Respondents
Hotel 1, TN	23	9	39.1	2.5
Hotel 2, LA	68	46	37.6	12.8
Hotel 23 & 3, FL	56	6	10.7	1.7
Hotel 4, TX	100	25	25	6.4
Hotel 5, MS	43	14	32.6	3.9
Hotel 6, LA	35	28	80	7.8
Hotel 7, FL	29	5	17.2	1.4
Hotel 8, TX	61	45	73.8	12.3
Hotel 9, TX	60	41	68.3	10.6
Hotel 10, MS	250	23	9.2	6.1
Hotel 11, DC	60	21	35	5.8
Hotel 12, LA	35	10	28.6	2.8
Hotel 13, TN	100	6	6	1.7
Hotel 14, TX	40	17	42.5	4.7
Hotel 15, FL	80	39	48.8	10.9
Hotel 16, NC	27	10	37	2.8
Hotel 17, TX	45	21	46.7	5.8
Hotel 18 & 19, AR	60	0	0	0
Hotel 20, FL	150	0	0	0
Hotel 21, TN	78	0	0	0
Hotel 22, NC	64	0	0	0
Hotel 24, MS	25	0	0	0
<b>Total</b>	<b>1489</b>	<b>366</b>		<b>100</b>

## Demographic Characteristics

The demographic characteristics of the respondents are described in Table II. Participants were asked to answer questions about their age, gender, current monthly income, highest education level, citizenship, years of residency in the United States, ethnicity, native language, and familiarity with United State culture.

There were 109 male respondents (30.4%) and 242 female respondents (67.4%). Eight respondents (2.2%) did not identify their gender. Age distribution was distributed almost equally between age ranges of 18-25 (82, 22.8%), 26-35 (92, 25.6%), 36-45 (90, 25.1%), and 46 or older (87, 24.2%).

Caucasians comprised almost forty-one percent (146) of the respondents. Non-Caucasians consisted of 114 African-Americans (31.8%) and 75 Hispanic (21%). Eighteen respondents (5%) indicated they were other than specified ethnicities.

Almost ninety percent of respondents (319) reported that they were U.S. citizens and a little less than ten percent (34), thirty U.S. residents and four Non-U.S. residents, indicated they were non-U.S. citizens. Two hundred eighty-one (78.3%) respondents listed English as their native language while sixty-two (17.3%) reported Spanish, German, Russian, or Fijian to be their native languages.

Forty-two percent of respondents (151) earned less than \$1,000 per month and thirty-six percent of respondents (128) earned between \$1,000 to \$2,000 per month. Only eighteen percent of respondents (63) indicated that they earned more than \$2,000 per month.

The responses to “highest education level” indicate that slightly more than forty-eight percent of respondents (173) did not have any post-secondary education. Almost fifty percent of respondents (181) reported that they had some college education.

In response to questions about their familiarity with U.S. culture, the majority of respondents (312, 86.9%) indicated that they were familiar with U.S. culture and only five respondents (1.4%) indicated that they were not. Thirty-four respondents (9.5%) indicated they were somewhat familiar with U.S. culture.

TABLE II  
DEMOGRAPHIC INFORMATION OF SAMPLE

	Frequency	%
Gender		
Male	109	30.4
Female	242	67.4
Missing	8	2.2
Age		
18-25	82	22.8
26-35	92	25.6
36-45	90	25.1
46-55	59	16.4
56 or older	28	7.8
Missing	8	2.2
Ethnicity		
Caucasian	146	40.7
African American	114	31.8
Hispanic	75	20.9
Others*	18	5.0
Missing	6	1.7
Citizenship		
U.S. Citizen	319	88.9
U.S. Resident	30	8.4
Non-U.S. Resident	4	1.1
Missing	6	1.7
Native Language		
English	281	78.3
Non-English**	62	17.3
Missing	16	4.5
Income		
Under \$1,000/month	151	42.1
\$1,000-\$1,999/month	128	35.7
More than \$2,000/month	63	17.5
Missing	17	4.7

	Frequency	%
Education		
High School or Less	173	48.2
College or Higher***	181	50.4
Missing	5	1.4
Familiarity Of U.S. Culture		
Yes	312	86.9
Some	34	9.5
No	5	1.4
Missing	8	2.2
Total	359	100.0

\* American Indian and Asian/Pacific Islander \*\* Spanish, Russian, Fijian, Tagalog

\*\*\* Some College, College Graduate, Graduate college

### Employment Characteristics

The employment characteristics of the respondents are described in Table III. All participants were asked to answer questions about the departments in which they worked, job types, working shifts, hours of work per week, overtime preference, willingness to work more overtime, experience in the current hotel, experience in the hotel industry, number of hotels at which they had worked, and the number of years they planned to work at the current hotel.

Table III illustrates the areas in which respondents worked, including food services, maintenance, room, administration, and housekeeping. Seventy-four respondents (20.6%) indicated that they worked in food service areas such as restaurants, banquet services, and kitchens. Thirty-seven respondents (10.3%) described their work as maintenance or security. Seventy-three respondents (20.3%) were involved in the room division including the front office, night audit, and guest service. About fifteen percent of respondents (52) indicated that their work was administrative involving such activities as sales and accounting. Almost one third of respondents (111) worked as housekeepers (30.9%).



Table III indicates that approximately sixty-four percent of respondents (231) are line-level employees. The definition of line-level employee in this study was self-determined as non-managerial positions assumed to be hourly jobs. Managerial employees were assumed to hold salaried positions. Management positions include general managers, assistant general managers, department managers/supervisors, assistant department managers/supervisors, and night managers/supervisors. About twenty-nine percent of respondents (105) indicated that they were in managerial positions.

A majority of respondents indicated that they had consistent working shifts in the morning (207, 57.7%), afternoon (27, 7.5%), or night (44, 12.3%). Seventy-one respondents (19.8%) reported that they did not have consistent work schedules. More than two thirds of respondents (243, 67.7%) reported that they worked less than forty hours per week. One hundred three respondents (28.7%) indicated that they worked more than forty hours per week.

One hundred fifty-one respondents (42.1%) indicated that they prefer to work overtime while only twenty (5.6%) indicated that they did not. Almost half of the respondents (170, 47.4%) indicated a slight preference for overtime. The study found that almost ninety-four percent of those questioned responded positively to working overtime. In the question asking their willingness to work more overtime, one hundred fifteen respondents (32%) indicated they were willing to work more overtime. Seventy-four respondents (20.6) indicated that they were not willing to work more overtime. One hundred fifty-two respondents (42.3.6%) indicated a slight willingness to work more overtime. These results indicate that the preference for overtime declined when

respondents were asked to work more overtime hours. However, a majority of respondents still expressed an interest in overtime.

About fifty percent of respondents (179) had less than two years of experience at the hotel which currently employed them. Forty-two percent of respondents (151) indicated they had worked at the current hotel more than two years. Responses to the item asking years of experience in the hotel industry indicate that about thirty-three percent (118) had less than two years of industry experience. More than fifty-eight percent of respondents (209) reported that they have been working in the hotel industry for more than two years. Forty-two percent of respondents (149) indicated that the current hotel was the first hotel at which they worked and fifty-one percent (182) indicated that they had worked at more than one hotel by the time this survey was distributed.

TABLE III  
EMPLOYMENT INFORMATION OF RESPONDENTS

	Frequency	%
Department		
Food Service*	74	20.6
Maintenance/Security	37	10.3
Front Office/Guest Service	73	20.3
Housekeeping	111	30.9
Administrative	52	14.5
Missing	12	3.3
Type of Job		
Line-Employee	231	64.3
Management**	105	29.2
Missing	23	6.4
Shift		
Morning	207	57.7
Afternoon	27	7.5
Night	44	12.3
Rotating	71	19.8

	Frequency	%
Missing	10	2.8
<b>Hours of Working/Week</b>		
Less than 40 hours per week	243	67.7
More than 40 hours per week	103	28.7
Missing	13	3.6
<b>Preference of Overtime</b>		
Yes	151	42.1
Some	170	47.4
No	20	5.6
Missing	18	5.0
<b>Willingness to Work More Overtime</b>		
Yes	115	32
Some	152	42.3
No	74	20.6
Missing	18	5.0
<b>Experience in the Current Hotel</b>		
Less than 2 years	179	49.9
More than 2 years	151	42.1
Missing	29	8.1
<b>Experience in the Hotel Industry</b>		
Less than 2 years	118	32.9
More than 2 years	209	58.2
Missing	32	8.9
<b>Number of Hotels Have Worked</b>		
Less than 1 hotel	149	41.5
More than 1 hotel	182	50.7
Missing	28	7.8
<b>Total</b>	<b>359</b>	<b>100.0</b>

\*Restaurant, Banquet, Kitchen

\*\*Supervisor, Assistant department manager, Assistant general manager, general manager

As Appendix 1 indicates, seventeen percent of respondents (61) indicated that they were part-time workers. Two hundred twenty-four respondents were fulltime workers (62.4%). Only one respondent was a temporary worker, while fifty respondents indicated that they were permanent workers. Sixty-nine respondents indicated that they were salaried employees.

As Table IV shows, almost seventy-three percent of respondents (261) indicated that they enjoyed working with people in their current hotel. Almost twenty-five percent of respondents (90) indicated that they somewhat enjoyed working with people in the current hotel. Only six respondents (1.7%) indicated that they did not enjoy working with people at their current hotel.

As with respondents' enjoyment at working with people, almost seventy-five percents of respondents (268) liked working at the current hotel, while only 1.4% (5) respondents indicated that they did not like working at the current hotel. Almost twelve percent (42) indicated that they planned to remain at the current hotel less than one year. Thirty respondents (8.4%) planned to remain more than two but less than four years. Thirty-seven respondents (10.3%) planned to remain more than four but less than 6 years. Almost one third of respondents (110, 30.6%) planned to remain at the current hotel more than six years.

TABLE IV  
RESPONDENTS' ENJOYMENT AND INTENTION TO REMAIN  
AT THE CURRENT HOTEL

	Frequency	%
Do You Enjoy Working With People In The Hotel		
Yes	261	72.7
Some	90	25.1
No	6	1.6
Missing	2	.6
Total	359	100.0
Do You Like Working In The Hotel		
Yes	268	74.7
Some	80	22.3
No	5	1.4
Missing	6	1.7
Total	359	100.0

	Frequency	%
How Long You Plan To Work In The Hotel		
Less than 1 Year	42	11.7
2.1-4 Years	30	8.4
4.1 – 6 Years	37	10.3
More than 6 Years	110	30.6
Missing	140	39.0
Total	359	100.0

The reasons for working at the current hotel are listed in Table V. Almost 38.4% of respondents (138) worked in the hotel to get experience. Almost twenty-four percent (85) worked at the hotels because of the wage level. More than forty-one percent of respondents (149) indicated that the location of the hotel was one reason they worked at that hotel. Almost twenty-one percent of respondents (74) indicated that they were interested in the hotel. Hotel reputation was indicated by twenty-five percent of respondents (90) indicated that hotel reputation was a purpose of working. Almost sixteen percent of respondents (56) indicated ease of work as one purpose.

Twenty-seven percent of respondents (97) reported job security as a reason to work at the hotel. A multicultural workforce was a draw for less than ten percent (35). More than forty-five percent of the respondents (163) indicated co-workers with whom they could get along as a reason to work at the hotel. A little more than nine percent (33) reported the multiethnic nature of the workforce as a reason to work at the hotels. Few respondents (36) indicated that they held their current jobs because they liked working with guests, job flexibility, liked manager, needed a job, loved the work they did, needed supplement income, loved sales, liked challenging work, were hospitality students, and liked people.

TABLE V  
REASONS FOR WORKING AT THE CURRENT HOTELS

Purposes		Frequency	Overall %
Gain Experience	No	211	58.8
	Yes	138	38.4
	Missing	10	2.8
Good Wage	No	265	73.8
	Yes	85	23.7
	Missing	9	2.5
Location of the Hotel	No	201	56.0
	Yes	149	41.5
	Missing	9	2.5
Interest in the current Hotel	No	275	76.6
	Yes	74	20.6
	Missing	10	2.8
Hotel Reputation	No	258	71.9
	Yes	90	25.1
	Missing	11	3.1
Easy Work	No	294	81.9
	Yes	56	15.6
	Missing	9	2.5
Job Security	No	253	70.5
	Yes	97	27.0
	Missing	9	2.5
Multi-Cultural Workforce	No	315	87.7
	Yes	35	9.7
	Missing	9	2.5
Co-Workers	No	187	52.1
	Yes	163	45.4
	Missing	9	2.5
Multi-Ethnic Workforce	No	317	88.3
	Yes	33	9.2
	Missing	9	2.5
	Total	359	100.0

Responses about the general opinion of co-workers at the current workplace generally were positive (Table VI). A majority of respondents (272, 75.8%) indicated that they felt co-workers get along with each other, co-workers communicate well in English with each other (288, 80.2%), co-workers are well trained for their jobs (268, 74.7%), co-workers' cultural practices are well respected (286, 79.7%), co-workers' ethnic backgrounds are well respected (300, 83.6%), customers are friendly to co-workers (312, 86.9%), co-workers are valuable to the hotel (302, 84.1%), co-workers are loyal to the hotel (285, 79.4%), co-workers like their jobs (272, 75.8%), co-workers like working at the current hotel (278, 77.4%), and co-workers are satisfied with their jobs (257, 71.6%).

TABLE VI  
GENERAL OPINION OF CO-WORKERS AT THE HOTEL

		Frequency	%
Co-workers Get Along	Disagree	80	22.2
	Agree	272	75.8
	Missing	7	1.9
Good English Efficiency	Disagree	61	17
	Agree	288	80.2
	Missing	10	2.8
Well Trained	Disagree	78	21.7
	Agree	268	74.7
	Missing	13	3.6
Cultural Practices are Well Respected	Disagree	63	17.6
	Agree	286	79.7
	Missing	10	2.8
Ethnic Backgrounds are Well Respected	Disagree	50	14
	Agree	300	83.6
	Missing	9	2.5
Customers are Friendly	Disagree	38	10.6
	Agree	312	86.9
	Missing	9	2.5

		Frequency	%
<b>Co-workers are Valuable</b>			
	Disagree	46	12.8
	Agree	302	84.1
	Missing	11	3.1
<b>Co-workers are Loyal to the Hotel</b>			
	Disagree	66	18.4
	Agree	285	79.4
	Missing	8	2.2
<b>Co-workers Like Jobs</b>			
	Disagree	78	21.7
	Agree	272	75.8
	Missing	9	2.5
<b>Co-workers Like Working in the Hotel</b>			
	Disagree	73	20.3
	Agree	278	77.4
	Missing	8	2.2
<b>Satisfied With Jobs</b>			
	Disagree	95	26.41
	Agree	257	71.6
	Missing	7	1.9
	<b>Total</b>	<b>359</b>	<b>100.0</b>

### Factor Analysis Of Job Satisfaction Attributes

To assess the validity and reliability of each constructed dimension of job satisfaction, factor analysis and reliability tests were initially used. Exploratory factor analysis was used to determine how many factors were appropriate and which items belonged together. The results of the factor analysis produced a clean factor structure with relatively high loading on the factors. Most variables loaded heavily on one factor and this confirmed that there was minimal overlap among factors and that all factors were independently structured. Bartlett's Test of Sphericity and Measure of Sampling Adequacy was used to assess the appropriateness of applying an exploratory factor analysis (Hair, Anderson, Tatham, & Black, 1998). Bartlett's Test of Sphericity was conducted yielding a significant Chi-Square value in order to test the significance of the correlation matrix (Approx. Chi-Square = 2948.447, df = 136, sig. = .000).



The Kaiser-Myer-Olkin (KMO)-Measure of Sampling Adequacy (MSA) statistic also was used to test if the factor analysis was appropriate for this study. As shown in Table VII, the Kaiser-Meyer-Olkin statistic was calculated as 0.906, which is meritorious (Kaiser, 1974). Since the KMO was above 0.80, the variables were interrelated and they shared common factors. The five identified factors for job satisfaction resulted in a relatively more workable and meaningful number of composite dimensions which could be interpreted more easily and used for subsequent analysis. In addition, the communalities ranged from 0.555 to 0.878 with an average value above 0.69, suggesting that the variance of the original values were explained fairly by the common factors. Values above 0.50 were acceptable (Hair, et al., 1998).

Reliability was tested using Cronbach's alpha to assess the internal consistency of the items forming each factor and to determine the reliability of the instrument. The closer the reliability coefficient (Cronbach's alpha) is to 1.00, the more reliable the dimension. The closer the reliability coefficient is to 0, the less reliable the dimension (Crowl, 1996). Reliability coefficients of approximately .85, or higher may be considered dependable psychological tests, whereas in experimental research, instruments with much lower reliability coefficients may be accepted as satisfactory (Rosenthal & Rosnow, 1991). According to Ary et al. (1996) a lower reliability coefficient (in the range of .50 to .60) might be acceptable if measurement results are to be used for making a decision about a group or experimental research purposes. The recommendations of Ary et al. (1996) were utilized for this study. As Table VII shows the reliability coefficients for the items in this study ranged from 0.680 (*Compensation*) to 0.878

(Supervision), This is considered acceptable as an indication of reliability for basic research (Nunnally, 1967; Ary et al., 1996).

After the reliability and the validity of the factor analysis were determined, a principle component analysis with a Varimax rotation was used to determine the underlying dimensions of job satisfaction attributes. The Varimax, rather than Quartimax rotation was adopted because the investigator expected to find several dimensions of equal importance in the data. With the objective of obtaining a power of 80% (the use of a .005 significance level) and the assumption of standard errors of factor loading being twice as large as typical correlation coefficients, factor loadings of .040 in a sample size of 200 and .045 in a sample size of 150 are required (Hair et al. 1995). Because the sample size was 359 in this study, items with loadings of .40 or greater on a single factor were used to interpret factors. Table VII shows the results of factor analysis and the reliability coefficients for job satisfaction factors. Five stable factors with Eigenvalues greater than one and that explained 68.8% of the variance were derived from the analysis. Variables that either did not fit in the factor conceptually or increased the reliability alpha value when deleted were removed after exploratory analysis. Factor analysis condensed the information contained in seventeen attributes after eliminating five attributes that loaded on other factors which indicated overlapping among the factors. Researchers generally reduce the number of common factors and do not include the trivial factors in the final analysis (Johnson, 1998). Therefore, it was reasonable to conclude that five factors comprised the best construct for the overall job satisfaction measurement. Factor analysis confirmed the theory that distinct dimensions existed for hotel workers. The

extracted five job satisfaction factors are: *work environment*, *work itself*, *supervision*, *compensation*, and *personal status*.

Factor 1, *work environment*, explained 15.9% of total variance with an Eigenvalue of 2.703 and an Alpha coefficient of 0.811. Four job satisfaction attributes that were included in factor one are: satisfaction with the location of the hotel at which the respondent worked, ability to communicate well in English with co-workers and customers, about the work accomplished, and respondent's satisfaction with the department at which he or she works.

Factor 2, *work itself*, accounted for 15.32% of the total variance explained with an Eigenvalue of 2.605 and an Alpha coefficient of 0.840. It included four attributes: satisfaction with work conditions, satisfaction with work shift hours, satisfaction with training for daily tasks, and job security.

Factor 3, *supervision*, represented 13.6% of the total variance with an Eigenvalue of 2.315 and an Alpha coefficient of 0.878. Attributes in factor three are: friendliness of a supervisor and appraisal of a supervisor's job performance.

Factor 4, *compensation*, accounted for 12.2% of the total variance explained with an Eigenvalue of 2.078 and an Alpha coefficient of 0.680. Three attributes included in factor three are: quality of benefit packages, satisfaction with pay, satisfaction with workload.

Factor 5, *personal status*, explained 11.8% of the total variance with an Eigenvalue of 2.010 and an Alpha coefficient of .716. Three attributes in factor five are: opportunity to supervise others, opportunity to perform varied tasks, and respondents' sense of his or her importance to the current hotel.

These five factors were used to construct summated scale scores as dependent and independent variables for MANOVA and Regression Analyses.

TABLE VII  
 ROTATED COMPONENT MATRIX BETWEEN ATTRIBUTES AND  
 FACTORS OF WORK ENVIRONMENTS

	Attributes	Communa lity	Factor Loading	EV	% of Variance	Cumulat ive %	Alpha
Factor 1. Work Environment	Satisfaction with location of the hotel	.713	.816	2.703	15.901	15.901	.811
	Satisfaction with communication in English	.728	.793				
	Satisfaction with the work accomplishment	.699	.674				
	Satisfaction with the department	.564	.572				
Factor 2. Work Itself	Satisfaction with working condition	.742	.670	2.605	15.322	31.223	.840
	Satisfaction with working shift	.620	.648				
	Satisfaction with training for daily tasks	.645	.632				
	Satisfaction with career advancement and development	.654	.578				
Factor 3. Supervision	Satisfaction with job security	.555	.514	2.315	13.616	44.839	.878
	Satisfaction with supervisor (personal)	.878	.880				
Factor 4. Compensation	Satisfaction with supervisor (technical)	.829	.803	2.078	12.226	57.064	.680
	Satisfaction with benefit package	.667	.761				
	Satisfaction with pay	.687	.674				
Factor 5. Personal Status	Satisfaction with workload	.687	.627	2.010	11.822	68.886	.716
	Satisfaction with level of opportunity to supervise others	.714	.798				
	Satisfaction with level of different work duty	.715	.623				
	Satisfaction with my importance in the hotel	.623	.617				

(a) Obtained by factor analysis with orthogonal rotation (Varimax) n =359.

(b) Cumulative Variance Explained = 68.89%

(c) KMO: .906

(d) Bartlett test: Chi-square = 2948.48 at p=0.000

(e) df=136

(f) EV = Eigenvalue

### Factor Analysis of Satisfaction With Workforce Diversity

Principal component analysis was used to determine the underlying dimensions of workforce diversity (TABLE VIII). According to Tabachnick and Fidell (1996), at least a 0.6 KMO measure of sampling adequacy is required for good factor analysis. The Kaiser-Myer-Olkin (KMO)-Measure of Sampling Adequacy (MSA) statistic was calculated as 0.702 which was meritorious. Since the KMO was above 0.60, the variables were interrelated and they shared common factors. The communalities ranged from 0.655 to 0.821 with an average value above 0.734, suggesting that the variance of the original values were explained fairly by the common factors. Values above 0.50 were acceptable (Hari, et al., 1998). Bartlett's Test of Sphericity was conducted yielding a significant Chi-Square value in order to test the significance of the correlation matrix (Approx. Chi-Square = 1249.778, df = 6, sig. = .000).

The satisfaction with workforce diversity factor explained 75.36% of total variance with an Eigenvalue of 3.014 and an Alpha coefficient of 0.887. The four workforce diversity attributes considered were: satisfaction with workers from different cultural backgrounds, satisfaction with workers from different ethnic backgrounds, respect for one's cultural practices by others, and respects for one's own ethnic backgrounds by others at the current hotel. The reliability coefficient for the items in this study was .887, which was above the minimum value of 0.50 considered acceptable as an indication of reliability for basic research (Nunnally, 1967; Ary et al., 1996). This extracted factor was labeled "satisfaction with workforce diversity."

TABLE VIII

ROTATED COMPONENT MATRIX BETWEEN ATTRIBUTES AND  
FACTOR OF WORKFORCE DIVERSITY

Factor	Attributes	Communa lity	Factor Loading	EV	% of Variance	Cumulat ive %	Alpha
Satisfaction with Workforce Diversity	Satisfaction with workers who have different cultural backgrounds	.821	.816	3.014	75.361	75.361	.887
	Satisfaction with workers who have different ethnic backgrounds	.820	.793				
	Satisfaction with own cultural practices	.718	.674				
	Satisfaction with own ethnicity background	.655	.572				

(a) Obtained by factor analysis with orthogonal rotation (Varimax) n =359.

(b) KMO: .702

(c) Bartlett test: Chi-square = 1249.778 at p=0.000

(d) df = 6

(e) EV = Eigenvalue

Hypotheses 1 Testing

Hypothesis 1 proposes that as the level of positive perception of overall job satisfaction increases, the level of intention to remain at the current hotel is likely to increase. The null and alternative hypotheses are stated as follows:

Ho: The level of satisfaction with work environment does not significantly impact employee intention to remain at the current hotel.

Ha: The level of satisfaction with work environment significantly impacts employee intention to remain at the current hotel.

To test the hypothesis 1, simple regression was used to determine the impact of overall job satisfaction on an employee’s intention to remain at the current hotel. The dependent variable was the six-point scale of the probability that hotel workers would remain at the current hotel. The dependent variable was the number of years respondents intend to remain at the current hotel. The scales are as follows: “less than one year,” “1-3

years,” “3-5 years,” “5-10 years,” “10-20 years,” and “more than 20 years.” The independent variable was the level of overall job satisfaction. The scales are as follows: “most strongly disagree,” “strongly disagree,” “disagree,” “agree,” “strongly agree,” and “most strongly agree.”

$$\hat{Y} = b_0 + b_1X_1 \quad \text{Where,}$$

$\hat{Y}$  = Dependent variable “Intention to remain at the current hotel.”

$X_1$  = Independent variable “Overall job satisfaction”

$b_0$  = Intercept

$b_n$  = Regression coefficient

The results of regression of overall job satisfaction with the dependant variable “Intention to remain at the current hotel” are listed in Table IX. The regression equation of “Intention to remain at the current hotel” indicated an adjusted  $R^2$  of .059. This indicates that almost six percent of the variation in “Intention to remain at the current hotel” was explained by this equation. The F-ratio of 23.443 was significant ( $p = .000$ ), indicating that the results of the equation hardly could have occurred by chance. All of the tests were satisfied and there was no significant violation of the assumptions and outliers found in the model. The Dublin-Watson statistic value was 2.012, an indication that there was no residual correlation in the model.

The result of the regression analysis of overall job satisfaction affecting intention to remain at the current hotel showed that overall job satisfaction was associated with intention to remain at the current hotel. The standardized coefficient  $\beta$  was used to indicate the impact. The results predicted that the probability of hotel workers’ intention to remain at the current hotel increased according to overall job satisfaction ( $\beta = .248$ ,  $p =$

.000). Null hypothesis 1 was rejected because there was a relationship between overall job satisfaction and intention to remain at the current hotel.

TABLE IX  
REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING  
INTENTION TO REMAIN AT THE CURRENT HOTEL (N=359)

D.V.	I.V.	B	$\beta$	T	Sig.
Intention To Remain At The Current Hotel	Overall Job Satisfaction	.322	.248	4.842	.000 <sup>1</sup>

R<sup>2</sup> = .062, Adjusted R<sup>2</sup> = .059, D.F. =358, F =23.443,  
Significant At .000, Durbin-Watson = 2.012

<sup>1</sup> p < .001

Regression Results of Overall Job Satisfaction Affecting Intention to Remain At The Current Hotel by Employment and Demographic Characteristics

Differences of impact on individual hotel workers' intention to remain at the current hotel were identified by studying demographic and employment characteristics. Employment characteristics included department, type of job, number of years at the current hotel, number of years in the hotel industry, number of hotels employed at, number of hours, and work shifts. Demographic characteristics consisted of gender, age, education, income, ethnicity, native language, and citizenship. In this study, tables that indicate items that are all significant or not significant are shown in appendixes. Only partially significant tables are described in this chapter.

By Department

Table X shows that intention to remain at the current hotel was significantly different for people working in the areas of food service (restaurant, kitchen, and banquet) ( $\beta = .652$ ,  $p = .000$ ), front office ( $\beta = .382$ ,  $p = .007$ ), and administration ( $\beta = .376$ ,  $p = .027$ ). Intention to remain at the current hotel was not significantly different for



people working in the areas of maintenance and security ( $\beta = .387$ ,  $p = .062$ ) and housekeeping ( $\beta = .125$ ,  $p = .254$ ).

TABLE X

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY DEPARTMENT

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
Food Service (n=42)		.864	.652	5.434	<b>.000<sup>1</sup></b>
R <sup>2</sup> = .425, Adjusted R <sup>2</sup> = .410, D.F. =41, F = 29.532, Significant At .000					
Maintenance And Security (n=24)		.775	.387	1.968	.062
R <sup>2</sup> = .150, Adjusted R <sup>2</sup> = .111, D.F. = 23, F = 3.871, Significant At .062					
Front Office, Night Audit, Guest Service (n=49)		.648	.382	2.832	<b>.007<sup>2</sup></b>
R <sup>2</sup> = .146, Adjusted R <sup>2</sup> = .128, D.F. = 48, F = 8.021, Significant At .007					
House Keeping (n=85)		.170	.125	1.149	.254
R <sup>2</sup> = .016 Adjusted R <sup>2</sup> = .004, D.F. = 84, F = 1.320, Significant At .254					
Administrative (n=34)		.759	.376	2.293	<b>.029<sup>3</sup></b>
R <sup>2</sup> = .141, Adjusted R <sup>2</sup> = .114, D.F. =33, F =5.258, Significant At .029					
<sup>1</sup> p < .001 <sup>2</sup> p < .01 <sup>3</sup> p < .05					

By Type Of Job

A summary of the regression procedure for the independent variable, overall job satisfaction, by type of job in the current hotel is in Appendix 2. The result of this regression analysis indicates that overall job satisfaction is associated with intention to remain at the current hotel for both those who were in managerial positions ( $\beta = .386$ ,  $p = .001$ ) and were line-employees employees ( $\beta = .296$   $p = .000$ ).

### By Number Of Years In The Current Hotel

A summary of the regression procedure for the independent variable, overall job satisfaction, by number of years in the current hotel is in Appendix 3. The level of overall job satisfaction influenced the level of intention to remain at the current hotel for those who worked less than two years ( $\beta = .300$ ,  $p = .001$ ) and those who worked more than two years ( $\beta = .315$ ,  $p = .001$ ). This regression analysis indicates that overall job satisfaction is associated with intention to remain at the current hotel regardless of respondents' length of tenure at the current hotel.

### By Number Of Years In The Hotel Industry

The purpose of this part of the regression analysis was to identify whether overall job satisfaction was associated with the level of intention to remain at the current hotel for workers who had worked in the hotel industry for either less than two years or more than two years (Appendix 4). The level of overall job satisfaction influenced the level of intention to remain at the current hotel for both those who worked less than two years ( $\beta = .256$ ,  $p = .019$ ) and those who worked more than two years ( $\beta = .330$ ,  $p = .000$ ). The result of this regression analysis indicates that overall job satisfaction is associated with intention to remain at the current hotel regardless of respondents' experience in the hotel industry.

### By Number Of Hotel At Which Respondents Have Worked

The purpose of this part of the regression analysis was to identify whether overall job satisfaction was associated with the level of intention to remain at the current hotel for two groups divided by the number of hotel at which they have worked (less than one hotel and more than one hotel). A summary of the regression analysis (Appendix 5)

procedure indicates that the level of overall job satisfaction was associated with the level of intention to remain at the current hotel for who worked less than 2 hotels ( $\beta = .405$ ,  $p = .000$ ) and those who worked more than 2 hotels ( $\beta = .292$ ,  $p = .001$ ).

#### By Number Of Hours Working

The purpose of this part of the regression analysis was to identify whether overall job satisfaction was associated with the level of intention to remain at the current hotel differentiated by the weekly number of hours worked (less than forty hours and more than forty hours). As Appendix 6 indicates the level of overall job satisfaction was associated with the level of intention to remain at the current hotel both for those who worked less than forty hours ( $\beta = .260$ ,  $p = .001$ ) and those who worked more than forty hours ( $\beta = .353$ ,  $p = .002$ ). The result of this regression analysis indicates that overall job satisfaction is associated with intention to remain at the current hotel regardless of respondents' number of hours worked each week

#### By Shift

Table XI indicates the result of a regression analysis whether overall job satisfaction was associated with the level of intention to remain at the current hotel differentiated by shift times (morning shift, afternoon shift, night shift, or rotating shift). The level of overall job satisfaction was associated with the level of intention to remain at the current hotel for morning shifts ( $\beta = .239$ ,  $p = .004$ ), afternoon shifts ( $\beta = .681$ ,  $p = .003$ ), and night shifts ( $\beta = .391$ ,  $p = .040$ ). For subjects who had rotating shifts ( $\beta = .135$ ,  $p = .378$ ), the level of job satisfaction was not significantly associated with the intention to remain at the current hotel.

TABLE XI

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY SHIFT

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
Morning (n=146)		.355	.239	2.950	.004 <sup>2</sup>
R <sup>2</sup> = .057, Adjusted R <sup>2</sup> = .050, D.F. = 145, F = 8.702, Significant At .004, Durbin-Watson = 2.178					
Afternoon (n=17)		.875	.681	3.599	.003 <sup>2</sup>
R <sup>2</sup> = .463, Adjusted R <sup>2</sup> = .428, D.F. = 16, F = 12.952, Significant At .003, Durbin-Watson = 2.027					
Night (n=28)		.549	.391	2.163	.040 <sup>3</sup>
R <sup>2</sup> = .153, Adjusted R <sup>2</sup> = .120, D.F. = 27, F = 4.679, Significant At .040, Durbin-Watson = 2.232					
Rotate (n=45)		.288	.135	.892	.378
R <sup>2</sup> = .018, Adjusted R <sup>2</sup> = -.005, D.F. = 44, F = .795, Significant At .378, Durbin-Watson = 2.018					
<sup>1</sup> p < .001		<sup>2</sup> p < .01		<sup>3</sup> p < .05	

By Gender

Appendix 7 indicates the results of whether overall job satisfaction was associated with the level of intention to remain at the current hotel for two groups divided by gender (male and female). The results show that intention to remain at the current hotel was significantly different according to gender. The level of overall job satisfaction influenced the level of intention to remain at the current hotel for both males ( $\beta = .299$ ,  $p = .014$ ) and females ( $\beta = .289$ ,  $p = .000$ ).

By Age

Table XII indicates the summary of the regression procedure to determine whether overall job satisfaction was associated with the level of intention to remain at the current hotel for five groups divided into age ranges (18-25, 26-35, 36-45, 46-55, and

older than 55). The result shows that intention to remain at the current hotel was significantly different according to age levels. As age advanced (46-55,  $\beta = .204$ ,  $p = .180$ ; older than 56,  $\beta = .209$ ,  $p = .406$ ), the level of overall job satisfaction was not significantly associated with the level of intention to remain at the current hotel. However, the results revealed that the level of overall job satisfaction was significantly associated with the level of intention to remain at the current hotel for those in the first three age ranges, 18-25 ( $\beta = .356$ ,  $p = .010$ ), between 26-35 ( $\beta = .396$ ,  $p = .002$ ), and between 36-45 ( $\beta = .323$ ,  $p = .008$ ).

TABLE XII

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY AGE

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
18-25 (n=51) R <sup>2</sup> = .127, Adjusted R <sup>2</sup> = .109, D.F. = 50, F = 7.125, Significant At .010, Durbin-Watson = 1.549		.538	.356	2.669	<b>.010<sup>2</sup></b>
26-35 (n=59) R <sup>2</sup> = .157, Adjusted R <sup>2</sup> = .142, D.F. = 58, F = 10.603, Significant At .002, Durbin-Watson = 2.066		.648	.396	3.256	<b>.002<sup>2</sup></b>
36-45 (n=66) R <sup>2</sup> = .104, Adjusted R <sup>2</sup> = .090, D.F. = 65, F = 7.461, Significant At .008, Durbin-Watson = 1.547		.484	.323	2.732	<b>.008<sup>2</sup></b>
46-55 (n=45) R <sup>2</sup> = .042, Adjusted R <sup>2</sup> = .019, D.F. = 44, F = 1.862, Significant At .180, Durbin-Watson = 1.895		.261	.204	1.365	.180
56 or Older (n=18) R <sup>2</sup> = .044, Adjusted R <sup>2</sup> = -.016, D.F. = 17, F = .729, Significant At .406, Durbin-Watson = 2.867		.380	.209	.854	.406

<sup>2</sup> p < .01

By Income

Table XIII indicates the results of the analysis of overall job satisfaction as it relates to the level of intention to remain at the current hotel differentiated by three monthly income ranges (less than \$1,000, \$1,001-\$1,999, and more than \$2,000). Intention to remain at the current hotel was significantly different according to the income level. The level of overall job satisfaction influenced the level of intention to remain at the current hotel for those who earned less than \$1,000 ( $\beta = .316$ ,  $p = .001$ ) and between \$1,001- \$1,999 ( $\beta = .261$ ,  $p = .023$ ). For respondents who earned more than \$2,000 ( $\beta = .191$ ,  $p = .197$ ), the level of job satisfaction was not significantly associated with the intention to remain at the current hotel.

TABLE XIII

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY INCOME

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
Under \$1,000 (n=113)		.438	.316	3.509	<b>.001<sup>1</sup></b>
R <sup>2</sup> = .100, Adjusted R <sup>2</sup> = .092, D.F. = 112, F = 12.310, Significant At .001, Durbin-Watson = 1.899					
\$1,000-\$1,999 (n=76)		.454	.261	2.330	<b>.023<sup>3</sup></b>
R <sup>2</sup> = .068, Adjusted R <sup>2</sup> = .056, D.F. = 75, F = 5.431, Significant At .023, Durbin-Watson = 2.016					
Above \$2,000 (n=47)		.326	.191	1.309	.197
R <sup>2</sup> = .037, Adjusted R <sup>2</sup> = .015, D.F. = 46, F = 1.713, Significant At .197, Durbin-Watson = 2.018					

<sup>1</sup> p < .001      <sup>3</sup> p < .05

### By Education

Appendix 8 indicates the results of the study of overall job satisfaction as it relates to the level of intention to remain at the current hotel for two groups divided by education (those who had received no college education and those who had). The level of overall job satisfaction was associated with the level of intention to remain at the current hotel for those who had no college education ( $\beta = .258$ ,  $p = .005$ ) and those who had college education ( $\beta = .388$ ,  $p = .000$ ). Thus, when overall job satisfaction has been met expectations for those who had some college education, their intention to remain became relatively higher than those who did not have any college education.

### By Native Language

Table XIV indicates that the results show that intention to remain at the current hotel was significantly dependent on the respondent's native language. The level of overall job satisfaction was associated with the level of intention to remain at the current hotel for those whose native language was English ( $\beta = .305$ ,  $p = .000$ ). For subjects whose native language was not English ( $\beta = .234$ ,  $p = .113$ ), the level of job satisfaction was not significantly associated with the intention to remain at the current hotel.

TABLE XIV

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING  
INTENTION TO REMAIN AT THE CURRENT HOTEL BY NATIVE LANGUAGE

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
English (n=187)		.491	.305	4.363	.000 <sup>a</sup>
R <sup>2</sup> = .093, Adjusted R <sup>2</sup> = .088, D.F. = 186, F = 19.033, Significant At .000, Durbin-Watson = 1.883					
Non-English (n=47)		.299	.234	1.617	.113
R <sup>2</sup> = .055, Adjusted R <sup>2</sup> = .034, D.F. = 46, F = 2.615,					

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
Significant At .113, Durbin-Watson = 2.064					
<sup>1</sup> p < .001					

### By Ethnicity

Table XV indicates the results of the analysis of overall job satisfaction as it relates to the level of intention to remain at the current hotel for four groups divided by ethnicity (Caucasian, African-American, Hispanic, and others). For Caucasians ( $\beta = .355$ ,  $p = .000$ ) and African-Americans ( $\beta = .259$ ,  $p = .021$ ), the level of overall job satisfaction was significantly associated with the level of intention to remain at the current hotel. However, the level of overall job satisfaction was not significantly associated with the level of intention to remain at the current hotel for those who were Hispanics ( $\beta = .272$ ,  $p = .051$ ) and those of other ethnic groups ( $\beta = .533$ ,  $p = .074$ ).

TABLE XV

#### REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY ETHNICITY

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.
Caucasian (n=96)		.680	.355	3.688	<b>.000<sup>1</sup></b>
R <sup>2</sup> = .126, Adjusted R <sup>2</sup> = .117, D.F. = 95, F = 13.598, Significant At .000, Durbin-Watson = 1.002					
African-American (n=79)		.354	.259	2.352	<b>.021<sup>3</sup></b>
R <sup>2</sup> = .067, Adjusted R <sup>2</sup> = .055, D.F. = 78, F = 5.531, Significant At .021, Durbin-Watson = .787					
Hispanic (n=53)		.360	.272	2.019	.051
R <sup>2</sup> = .074, Adjusted R <sup>2</sup> = .056, D.F. = 52, F = 4.078, Significant At .049, Durbin-Watson = .611					
Others (n=12)		1.432	.533	1.993	.074
R <sup>2</sup> = .284, Adjusted R <sup>2</sup> = .213, D.F. = 11, F = 3.973, Significant At .074, Durbin-Watson = 1.359					

<sup>1</sup> p < .001      <sup>3</sup> p < .05



### By Citizenship

Appendix 9 indicates that the level of overall job satisfaction influenced the level of intention to remain at the current hotel for both U.S. citizen ( $\beta = .295$ ,  $p = .000$ ) and non-U.S. citizen ( $\beta = .535$ ,  $p = .004$ ).

### Hypothesis 2 Testing

Hypothesis 2 proposes that as the level of positive perception of job factors increases, the level of overall job satisfaction is more likely to increase. The null and alternative hypotheses are stated as follow:

- Ho: Identified job satisfaction dimensions (*work environment, work itself, supervision, compensation, and personal status*) do not significantly impact the level of overall job satisfaction.
- Ha: Identified job satisfaction dimensions (*work environment, work itself, supervision, compensation, and personal status*) significantly impact the level of overall job satisfaction.

To test hypothesis 2, multiple regression was used to determine the impact of identified dimensions on overall job satisfaction at the respondent's current hotel. The dependent variable was the six-point scale of the probability that hotel workers were satisfied with work environments at the current hotel. The scales are as follows: "most strongly disagree," "strongly disagree," "disagree," "agree," "strongly agree," and "most strongly agree." The independent variables were identified dimensions (*work environment, work itself, supervision, compensation, and personal status*). Each

demographic and employment characteristic was split into multiple groups, depending on each characteristic.

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 \quad \text{Where,}$$

$\hat{Y}$  = Dependent variable “Overall job satisfaction”

$X_1$  = *Work environment*

$X_2$  = *Work itself*

$X_3$  = *Supervision*

$X_4$  = *Compensation*

$X_5$  = *Personal status*

$b_0$  = Intercept

$b_n$  = Regression Coefficient

The results of the regression analysis of five identified job dimensions (*work environment, work itself, supervision, compensation, and personal status*) with the dependant variable “Overall job satisfaction” are listed in Table XVI. The regression equation of “Overall job satisfaction” indicated an adjusted R square of .499. This indicates that approximately 50% of the variation in “Overall job satisfaction” was explained by this equation. The F-ratio of 71.915 was significant ( $p = .000$ ), indicating that the results of the equation could hardly have occurred by chance.

All tests were satisfied and there was no significant violation of the assumptions and outliers found in the model. The Dublin-Watson statistic value was 1.914, indicating that there was no residual correlation in the model (between 1.75-2.75). For an examination of the correlation matrix for the five dimensions, a tolerance value and Variance inflation factor (VIF) were used. Very small tolerance values and large VIF

values denote high collinearity. A tolerance value of .1, which corresponds to a VIF value above 1, was a common cutoff threshold. VIF for the five factors were 1.798 (factor 1), 2.784 (factor 2), 1.689 (factor 3), 1.702 (factor 4), and 1.907 (factor 5). These indicate that there was no high collinearity in this test.

### Regression Results Of Four Factors Affecting Overall Job Satisfaction

The results of the regression analysis show that all five identified dimensions were associated with overall job satisfaction (Table XVI). The standardized coefficient  $\beta$  was used to indicate the impact. The results predicted that the probability of overall job satisfaction at the current hotel would increase according to *work environment* ( $\beta = .419$ ,  $p = .000$ ), *work itself* ( $\beta = .123$ ,  $p = .050$ ), *supervision* ( $\beta = .102$ ,  $p = .037$ ), *compensation* ( $\beta = .102$ ,  $p = .037$ ), *personal status* ( $\beta = .120$ ,  $p = .021$ ). Null hypothesis 2 was rejected. Five identified job dimensions were associated with overall job satisfaction.

TABLE XVI

#### REGRESSION RESULTS OF FOUR FACTORS AFFECTING OVERALL JOB SATISFACTION (N=357)

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Overall Job Satisfaction	F1. Work Environment	.483	.419	8.327	<b>.000<sup>1</sup></b>	1.798
	F2. Work Itself	.121	.123	1.967	<b>.050<sup>3</sup></b>	2.784
	F3. Supervision	8.628E-02	.102	2.090	<b>.037<sup>3</sup></b>	1.689
	F4. Compensation	9.311E-02	.102	2.090	<b>.037<sup>3</sup></b>	1.702
	F5. Personal Status	.114	.120	2.318	<b>.021<sup>3</sup></b>	1.907

$R^2 = .506$ , Adjusted  $R^2 = .499$ , D.F. = 356,  $F = 71.915$ ,  
Significant at .000, Durbin-Watson = 1.914

<sup>1</sup>  $p < .001$

<sup>3</sup>  $p < .05$

### Regression Results Of Five Factors Affecting Overall Job Satisfaction By Employment And Demographic Characteristics

Null hypothesis 2 that five identified job dimensions were associated positively with overall job satisfaction at the current hotel was rejected. Differences of impact on individual hotel workers' overall job satisfaction at the current hotel were identified according to demographic and employment characteristics.

Employment characteristics consisted of seven items: department, type of job, number of years at the current hotel, number of years in the hotel industry, number of hotels at which he or she worked, number of hours, and work shift. Demographic characteristics consisted of seven items-gender, age, education, income, ethnicity, native language, and citizenship. In this study, tables that indicated items that were significant or not significant for all respondents are shown in Appendices. Only tables that are partially significant are described in this chapter.

#### By Department

Table XVII shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel by department. For respondents who worked in food service, factor 1 (*work environment*,  $\beta = .406$ ,  $p = .001$ ), factor 2 (*work itself*,  $\beta = .357$ ,  $p = .004$ ), factor 3 (*supervision*,  $\beta = .224$ ,  $p = .014$ ) had an impact on overall job satisfaction. For respondents who worked in maintenance and security, factor 1 (*work environment*,  $\beta = .619$ ,  $p = .000$ ) and factor 3 (*supervision*,  $\beta = .224$ ,  $p = .014$ ) had a significant association with overall job satisfaction. For respondents who worked in the front office, factor 1 (*work environment*,  $\beta = .288$ ,  $p = .007$ ) and factor 5 ( $\beta = .315$ ,  $p = .003$ ) had an impact on overall job satisfaction.

For respondents who worked in housekeeping, factor 1 (*work environment*,  $\beta = .524$ ,  $p = .000$ ) and factor 4 (*compensation*,  $\beta = .089$ ,  $p = .001$ ) had a significant association with overall job satisfaction. For respondents who worked in the administration, only factor 5 (*personal status*,  $\beta = .598$ ,  $p = .000$ ) had a significant impact.

TABLE XVII

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY DEPARTMENT

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Food Service (n=74)</b>						
Overall Job Satisfaction	F1. Work Environment	.403	.406	3.492	<b>.001<sup>1</sup></b>	2.968
	F2. Work Itself	.360	.357	2.998	<b>.004<sup>2</sup></b>	3.100
	F3. Supervision	.214	.224	2.513	<b>.014<sup>3</sup></b>	1.743
	F4. Compensation	-.053	-.058	-.600	.551	2.024
	F5. Personal Status	-.014	-.014	-.137	.891	2.348
R <sup>2</sup> = .690, Adjusted R <sup>2</sup> = .667, D.F. = 73, F = 30.227 Significant At .000, Durbin-Watson =1.955						
<b>Maintenance/Security (n=37)</b>						
Overall Job Satisfaction	F1. Work Environment	.797	.619	4.462	<b>.000<sup>1</sup></b>	1.423
	F2. Work Itself	.323	.364	1.976	.057	2.506
	F3. Supervision	-.316	-.454	-2.912	<b>.007<sup>2</sup></b>	1.798
	F4. Compensation	-.046	-.066	-.458	.650	1.558
	F5. Personal Status	.074	.089	.575	.570	1.778
R <sup>2</sup> = .581, Adjusted R <sup>2</sup> = .513, D.F. = 36, F = 8.590, Significant At.000, Durbin-Watson =2.502						
<b>Front Office, Night Audit, Guest Service (n=73)</b>						
Overall Job Satisfaction	F1. Work Environment	.401	.288	2.765	<b>.007<sup>2</sup></b>	1.526
	F2. Work Itself	.245	.229	1.781	.079	2.318
	F3. Supervision	.145	.163	1.573	.121	1.500
	F4. Compensation	-.078	-.096	-.920	.361	1.523
	F5. Personal Status	.284	.315	3.127	<b>.003<sup>2</sup></b>	1.422
R <sup>2</sup> = .523, Adjusted R <sup>2</sup> = .487, D.F. = 72, F = 14.683, Significant At.000, Durbin-Watson =2.081						
<b>House Keeping (n=110)</b>						
Overall Job Satisfaction	F1. Work Environment	.574	.521	5.736	<b>.000<sup>1</sup></b>	1.786
	F2. Work Itself	-.042	-.044	-.392	.696	2.782
	F3. Supervision	.099	.117	1.303	.195	1.731
	F4. Compensation	.291	.298	3.275	<b>.003<sup>2</sup></b>	1.794
	F5. Personal Status	-.024	-.025	-.251	.802	2.149
R <sup>2</sup> = .520, Adjusted R <sup>2</sup> = .497, D.F. = 109 F = 22.501, Significant At.000, Durbin-Watson =2.179						
<b>Administration (n=51)</b>						

Overall Job Satisfaction	F1. Work Environment	.342	.283	1.960	.056	2.176
	F2. Work Itself	-.192	-.221	-1.322	.193	2.913
	F3. Supervision	.127	.141	.967	.339	2.212
	F4. Compensation	.095	.114	.897	.375	1.683
	F5. Personal Status	.487	.598	4.365	<b>.000<sup>1</sup></b>	1.964
R <sup>2</sup> = .570, Adjusted R <sup>2</sup> = .522, D.F. = 50 F = 11.915, Significant At.000, Durbin-Watson = 1.931						
<sup>1</sup> p < .001		<sup>2</sup> p < .01		<sup>3</sup> p < .05		

### By Job Type

Table XVIII shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel according to the type of job. For respondents who were line-employees, factor 1 (*work environment*,  $\beta = .504$ ,  $p = .000$ ), factor 3 (*supervision*,  $\beta = .120$ ,  $p = .050$ ), and factor 4 (*compensation*,  $\beta = .126$ ,  $p = .042$ ) had significant impact on overall job satisfaction.

For respondents who worked in management positions, factor 1 (*work environment*) ( $\beta = .377$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .345$ ,  $p = .002$ ) had significant impact on overall job satisfaction.

TABLE XVIII

## REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY JOB TYPE

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Line Employee (n=230)						
Overall Job Satisfaction	F1. Work Environment	.547	.504	7.520	<b>.000<sup>1</sup></b>	2.030
	F2. Work Itself	.001	.002	.023	.982	3.139
	F3. Supervision	.103	.120	1.971	<b>.050<sup>3</sup></b>	1.673
	F4. Compensation	.117	.126	2.047	<b>.042<sup>3</sup></b>	1.707
	F5. Personal Status	.095	.095	1.462	.145	1.921
R <sup>2</sup> = .505, Adjusted R <sup>2</sup> = .494, D.F. = 229, F = 46.672, Significant At .000, Durbin-Watson=2.119						
Management (n=104)						
Overall Job Satisfaction	F1. Work Environment	.471	.377	4.349	<b>.000<sup>1</sup></b>	1.415
	F2. Work Itself	.297	.345	3.264	<b>.002<sup>2</sup></b>	2.096
	F3. Supervision	-.042	-.056	-.608	.545	1.594
	F4. Compensation	.013	.018	.183	.855	1.858
	F5. Personal Status	.109	.133	1.328	.187	1.894
R <sup>2</sup> = .478, Adjusted R <sup>2</sup> = .452, D.F. = 103, F = 17.976, Significant At .000, Durbin-Watson=1.666						

<sup>1</sup> p < .001<sup>2</sup> p < .01<sup>3</sup> p < .05By Number Of Years In The Hotel

Table XIX shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by the number of years in the hotel. For respondents who had worked less than two years, factor 1 (*work environment*,  $\beta = .444$ ,  $p = .000$ ) and factor 3 (*supervision*,  $\beta = .190$ ,  $p = .005$ ) were significant. For respondents who had worked more than two years, only factor 1 (*work environment*, ( $\beta = .468$ ,  $p = .000$ ) had a significant impact on overall job satisfaction.

TABLE XIX

## REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF YEARS IN THE HOTEL

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Less Than 2 Yrs. (n=177)</b>						
Overall Job Satisfaction	F1. Work Environment	.488	.444	5.864	<b>.000<sup>1</sup></b>	2.004
	F2. Work Itself	-.023	-.025	-.238	.812	3.710
	F3. Supervision	.173	.190	2.876	<b>.005<sup>2</sup></b>	1.527
	F4. Compensation	.110	.129	1.663	.098	2.115
	F5. Personal Status	.144	.151	1.933	.055	2.134
R <sup>2</sup> = .511, Adjusted R <sup>2</sup> = .496, D.F. = 176, F = 35.706, Significant At .000, Durbin-Watson=2.156						
<b>More Than 2 Years (n=151)</b>						
Overall Job Satisfaction	F1. Work Environment	.550	.468	6.079	<b>.000<sup>1</sup></b>	1.798
	F2. Work Itself	.160	.158	1.809	.072	2.308
	F3. Supervision	.013	.017	.200	.841	2.072
	F4. Compensation	.102	.108	1.519	.131	1.534
	F5. Personal Status	.106	.114	1.487	.139	1.791
R <sup>2</sup> = .522, Adjusted R <sup>2</sup> = .506, D.F. = 150, F = 31.670, Significant At .000, Durbin-Watson=1.848						

<sup>1</sup> p < .001<sup>2</sup> p < .01By Number Of Years In The Hotel Industry

Appendix 10 shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel according to the number of years in the hotel industry. For respondents who had worked less than two years, only factor 1 (*work environment*,  $\beta = .370$ ,  $p = .000$ ) had a significant impact on overall job satisfaction. For respondents who had worked more than two years, factor 1 (*work environment*,  $\beta = .424$ ,  $p = .000$ ), factor 3 (*supervision*,  $\beta = .131$ ,  $p = .047$ ), and factor 5 (*personal status*,  $\beta = .225$ ,  $p = .001$ ) had an association with overall job satisfaction.



By Number Of Hotel Respondents Had Worked

Table XX shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel according to the number of hotels at which respondents had worked. For respondents who indicated that the current hotel was their first hotel, only factor 1 (*work environment*, ( $\beta = .407$ ,  $p = .000$ )) had a significant association with overall job satisfaction.

For respondents who indicated that they had worked at more than one hotel, factor 1 (*work environment*,  $\beta = .474$ ,  $p = .000$ ) and factor 5 (*personal status*,  $\beta = .156$ ,  $p = .037$ ) had a significant association with overall job satisfaction.

TABLE XX

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF HOTEL HAD WORKED

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Less Than 1 Hotel (n=149)</b>						
Overall Job Satisfaction	F1. Work Environment	.486	.407	4.606	<b>.000<sup>1</sup></b>	1.941
	F2. Work Itself	.135	.130	1.138	.257	3.268
	F3. Supervision	.050	.057	.686	.494	1.730
	F4. Compensation	.106	.117	1.400	.164	1.734
	F5. Personal Status	.071	.071	.861	.391	1.668
R <sup>2</sup> = .425, Adjusted R <sup>2</sup> = .405, D.F. = 148, F = 21.165, Significant At .000, Durbin-Watson=2.260						
<b>More Than 2 Hotels (n=180)</b>						
Overall Job Satisfaction	F1. Work Environment	.513	.474	6.898	<b>.000<sup>1</sup></b>	1.798
	F2. Work Itself	.105	.115	1.399	.164	2.577
	F3. Supervision	.055	.070	1.070	.286	1.607
	F4. Compensation	.052	.063	.953	.342	1.664
	F5. Personal Status	.138	.156	2.097	<b>.037<sup>3</sup></b>	2.108
R <sup>2</sup> = .542, Adjusted R <sup>2</sup> = .529, D.F. = 179, F = 41.219, Significant At .000, Durbin-Watson=2.277						

<sup>1</sup> p < .001

<sup>3</sup> p < .05

By Number Of Hours Working Per Week

Table XXI shows that there are significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by the average number of hours worked at the current hotel. For respondents who worked less than 40 hours per week, factor 1 (*work environment*,  $\beta = .374$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .169$ ,  $p = .030$ ), and factor 3 (*supervision*,  $\beta = .150$ ,  $p = .011$ ), had a significant impact on overall job satisfaction. For respondents who worked more than 40 hours per week, factor 1 (*work environment*,  $\beta = .533$ ,  $p = .000$ ) and factor 4 (*compensation*,  $\beta = .208$ ,  $p = .024$ ) had a significant impact on overall job satisfaction.

TABLE XXI

REGRESSION RESULTS OF FACTORS AFFECTING OVERAL JOB SATISFACTION BY NUMBER OF HOURS WORKING PER WEEK

Dependent variable	Independent variables	B	$\beta$	T	Sig.	VIF
Less Than 40 Hours Per Week (n=242)						
Overall Job Satisfaction	F1. Work Environment	.433	.374	5.936	<b>.000<sup>1</sup></b>	1.875
	F2. Work Itself	.167	.169	2.186	<b>.030<sup>2</sup></b>	2.805
	F3. Supervision	.130	.150	2.551	<b>.011<sup>3</sup></b>	1.637
	F4. Compensation	.058	.063	1.063	.289	1.679
	F5. Personal Status	.101	.102	1.603	.110	1.915
R <sup>2</sup> = .499, Adjusted R <sup>2</sup> = .489, D.F. = 241, F = 47.101, Significant At .000, Durbin-Watson=2.208						
More Than 40 Hours Per Week (n=102)						
Overall Job Satisfaction	F1. Work Environment	.568	.533	5.942	<b>.000<sup>1</sup></b>	1.671
	F2. Work Itself	.001	.002	.017	.986	2.983
	F3. Supervision	-.045	-.063	-.652	.516	1.945
	F4. Compensation	.170	.208	2.290	<b>.024<sup>3</sup></b>	1.704
	F5. Personal Status	.152	.179	1.789	.077	2.082
R <sup>2</sup> = .537, Adjusted R <sup>2</sup> = .513, D.F. = 101, F = 22.272, Significant At .000, Durbin-Watson=2.380						

<sup>1</sup> p < .001

<sup>2</sup> p < .01

<sup>3</sup> p < .05

## By Work Shifts

Table XXII shows that there are significantly different levels of association between the five job dimensions and overall job satisfaction differentiated by work shift. For respondents who worked morning shifts, factor 1 (*work environment*,  $\beta = .429$ ,  $p = .000$ ), factor 3 (*supervision*,  $\beta = .179$ ,  $p = .006$ ), and factor 4 (*compensation*,  $\beta = .162$ ,  $p = .018$ ) were significant. For respondents who had afternoon shifts, only factor 1 (*work environment*,  $\beta = .570$ ,  $p = .011$ ) had an association with overall job satisfaction.

For respondents who worked night shifts, factor 1 (*work environment*,  $\beta = .371$ ,  $p = .041$ ) and factor 2 (*work itself*,  $\beta = .493$ ,  $p = .005$ ) had a significant association with overall job satisfaction. For respondents who had rotating shifts, factor 1 (*work environment*,  $\beta = .381$ ,  $p = .001$ ) and factor 5 (*personal status*,  $\beta = .318$ ,  $p = .007$ ) had a significant impact on overall job satisfaction.

TABLE XXII

### REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY WORK SHIFTS

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Morning (n=206)						
Overall Job Satisfaction	F1. Work Environment	.481	.429	6.382	<b>.000<sup>1</sup></b>	1.850
	F2. Work Itself	.030	.032	.367	.714	3.152
	F3. Supervision	.150	.179	2.757	<b>.006<sup>2</sup></b>	1.723
	F4. Compensation	.149	.162	2.392	<b>.018<sup>3</sup></b>	1.874
	F5. Personal Status	.073	.077	1.090	.277	2.050
R <sup>2</sup> = .510, Adjusted R <sup>2</sup> = .498, D.F. = 205, F = 41.690, Significant At .000, Durbin-Watson=1.982						
Afternoon (n=27)						
Overall Job Satisfaction	F1. Work Environment	.677	.570	2.794	<b>.011<sup>2</sup></b>	2.254
	F2. Work Itself	.298	.207	.852	.404	3.198
	F3. Supervision	-.116	-.139	-.641	.528	2.539
	F4. Compensation	-.056	-.061	-.277	.784	2.612
	F5. Personal Status	.321	.282	1.242	.228	2.789

R<sup>2</sup> = .613, Adjusted R<sup>2</sup> = .520, D.F. = 26, F = 6.641,  
Significant At .001, Durbin-Watson=1.915

Night (n=44)

Overall Job Satisfaction	F1. Work Environment	.424	.371	2.114	<b>.041<sup>3</sup></b>	3.001
	F2. Work Itself	.460	.493	2.997	<b>.005<sup>2</sup></b>	2.633
	F3. Supervision	-.069	-.063	-.455	.652	1.895
	F4. Compensation	-.185	-.169	-1.306	.199	1.624
	F5. Personal Status	.162	.146	1.009	.319	2.026

R<sup>2</sup> = .609, Adjusted R<sup>2</sup> = .558, D.F. = 43, F = 11.836,  
Significant At .000, Durbin-Watson=1.912

Rotate (n=70)

Overall Job Satisfaction	F1. Work Environment	.475	.381	3.613	<b>.001<sup>2</sup></b>	1.389
	F2. Work Itself	.031	.033	.237	.813	2.368
	F3. Supervision	.011	.016	.141	.888	1.641
	F4. Compensation	.106	.141	1.331	.188	1.389
	F5. Personal Status	.257	.318	2.797	<b>.007<sup>2</sup></b>	1.611

R<sup>2</sup> = .486, Adjusted R<sup>2</sup> = .446, D.F. = 69, F = 12.124,  
Significant At .000, Durbin-Watson=1.813

<sup>1</sup> p < .001

<sup>2</sup> p < .01

<sup>3</sup> p < .05

### By Gender

Table XXIII shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction differentiated by gender. For male respondents, factor (*work itself*,  $\beta = -.302$ ,  $p = .042$ ) and factor 5 (*personal status*,  $\beta = .509$ ,  $p = .000$ ) had a significant association with overall job satisfaction. For female respondents, factor 5 (*personal status*,  $\beta = .209$ ,  $p = .020$ ) had significant impact on overall job satisfaction.

TABLE XXIII

### REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY GENDER

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Overall Job Satisfaction	F1. Work Environment	1.580E-02	.028	.215	.830	2.007
	F2. Work Itself	-.140	-.302	-2.065	<b>.042<sup>3</sup></b>	2.507
	F3. Supervision	-2.681E-02	-.065	-.536	.593	1.701
	F4. Compensation	-3.347E-02	-.087	-.754	.452	1.543

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Male (n=104)						
	F5. Personal Status	.241	.509	3.934	<b>.000<sup>1</sup></b>	1.955
R <sup>2</sup> = .403, Adjusted R <sup>2</sup> = .162, D.F. = 103, F = 3.796, Significant At .003, Durbin-Watson=1.648						
Female (n=222)						
Overall Job Satisfaction	F1. Work Environment	5.743E-02	.120	1.370	.172	1.746
	F2. Work Itself	-2.970E-02	-.072	-.643	.521	2.884
	F3. Supervision	-4.183E-03	-.012	-.145	.885	1.527
	F4. Compensation	-7.322E-03	-.019	-.209	.835	1.846
	F5. Personal Status	8.287E-02	.209	2.348	<b>.020<sup>3</sup></b>	1.809
R <sup>2</sup> = .053, Adjusted R <sup>2</sup> = .032, D.F. = 221, F = 2.441, Significant At .035, Durbin-Watson=1.917						
<sup>1</sup> p < .001		<sup>3</sup> p < .05				

### By Age

Table XXIV shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction differentiated by age. For respondents who were 18 to 25 years of age, factor 1 (*work environment*,  $\beta = .517$ ,  $p = .000$ ) and factor 5 (*personal status*,  $\beta = .211$ ,  $p = .039$ ) had a significant association with overall job satisfaction. For respondents whose ages were between 26 and 35 years, factor 1 (*work environment*,  $\beta = .351$ ,  $p = .004$ ), factor 3 (*supervision*,  $\beta = .209$ ,  $p = .041$ ), and factor 4 (*compensation*,  $\beta = .199$ ,  $p = .049$ ) had significant impact on overall job satisfaction.

For respondents whose ages were between 36 and 45, factor 1 (*work environment*,  $\beta = .416$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .216$ ,  $p = .044$ ), and factor 4 (*compensation*,  $\beta = .237$ ,  $p = .015$ ) had a significant impact on overall job satisfaction. For those who were between 46 to 55 years old, factor 1 (*work environment*,  $\beta = .424$ ,  $p = .000$ ) and factor 5 (*personal status*,  $\beta = .361$ ,  $p = .008$ ) had a significant impact on overall job satisfaction and factor 2 (*work itself*), factor 3 (*supervision*), and factor 4 (*compensation*) did not. For

those older than 55, factor 1(*work environment*,  $\beta = .625$ ,  $p = .007$ ) and factor 2 (*work itself*,  $\beta = .621$ ,  $p = .040$ ) had a significantly impact on overall job satisfaction.

TABLE XXIV  
REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY AGE

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
18-25 (n=82)						
Overall Job Satisfaction	F1. Work Environment	.659	.517	4.780	<b>.000<sup>1</sup></b>	1.669
	F2. Work Itself	.189	.162	1.164	.248	2.759
	F3. Supervision	.004	.005	.053	.958	1.435
	F4. Compensation	-.085	-.101	-.848	.399	2.007
	F5. Personal Status	.212	.211	2.095	<b>.039<sup>3</sup></b>	1.450
R <sup>2</sup> = .467, Adjusted R <sup>2</sup> = .432, D.F. = 81, F = 13.310, Significant At .000, Durbin-Watson = 2.373						
26-35 (n=92)						
Overall Job Satisfaction	F1. Work Environment	.345	.351	2.936	<b>.004<sup>2</sup></b>	2.500
	F2. Work Itself	.068	.084	.569	.571	3.835
	F3. Supervision	.188	.209	2.079	<b>.041<sup>2</sup></b>	1.766
	F4. Compensation	.164	.199	1.996	<b>.049<sup>2</sup></b>	1.737
	F5. Personal Status	.031	.039	.336	.738	2.355
R <sup>2</sup> = .508, Adjusted R <sup>2</sup> = .480, D.F. = 91, F = 17.776, Significant At .000, Durbin-Watson = 2.013						
36-45 (n=88)						
Overall Job Satisfaction	F1. Work Environment	.537	.416	4.404	<b>.000<sup>1</sup></b>	1.547
	F2. Work Itself	.224	.216	2.048	<b>.044<sup>3</sup></b>	1.935
	F3. Supervision	.024	.032	.343	.732	1.484
	F4. Compensation	.213	.237	2.474	<b>.015<sup>3</sup></b>	1.591
	F5. Personal Status	.016	.016	.166	.868	1.669
R <sup>2</sup> = .526, Adjusted R <sup>2</sup> = .497, D.F. = 87, F = 18.219, Significant At .000, Durbin-Watson = 2.406						
46-55 (n=89)						
Overall Job Satisfaction	F1. Work Environment	.485	.424	3.723	<b>.000<sup>1</sup></b>	1.884
	F2. Work Itself	-.055	-.053	-.321	.749	3.887
	F3. Supervision	.143	.177	1.507	.138	1.999
	F4. Compensation	.025	.026	.198	.844	2.435
	F5. Personal Status	.348	.361	2.768	<b>.008<sup>2</sup></b>	2.469
R <sup>2</sup> = .635, Adjusted R <sup>2</sup> = .601, D.F. = 58, F = 18.455, Significant At .000, Durbin-Watson = 2.221						
56 Or Older (n=28)						
Overall Job Satisfaction	F1. Work Environment	.809	.625	2.967	<b>.007<sup>2</sup></b>	2.195
	F2. Work Itself	.552	.621	2.181	<b>.040<sup>3</sup></b>	4.020
	F3. Supervision	-.311	-.401	-1.479	.153	3.649
	F4. Compensation	-.202	-.225	-1.417	.170	1.251

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
18-25 (n=82)	F5. Personal Status	.021	.024	.111	.913	2.327
R <sup>2</sup> = .556, Adjusted R <sup>2</sup> = .455, D.F. = 27, F = 5.510, Significant At .002, Durbin-Watson=2.278						
<sup>1</sup> p < .001		<sup>2</sup> p < .01		<sup>3</sup> p < .05		

### By Income

Table XXV shows that there are significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by income. For respondents who earned less than \$1,000 per month, only factor 1 (*work environment*,  $\beta = .495$ ,  $p = .000$ ) had an impact on overall job satisfaction. For those whose monthly income was between \$1,001 and \$1,999, factor 1 (*work environment*,  $\beta = .512$ ,  $p = .000$ ) and factor 5 (*personal status*,  $\beta = .250$ ,  $p = .008$ ) had a significant impact on overall job satisfaction. Similar to those who earned between \$1,000-\$1,999, factor 1 (*work environment*,  $\beta = .302$ ,  $p = .008$ ) and factor 5 (*personal status*,  $\beta = .338$ ,  $p = .004$ ) also had a significant impact on overall job satisfaction for those who earned more than \$2,000.

TABLE XXV  
REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY INCOME

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Under \$1,000 Per Month (n=150)						
Overall Job Satisfaction	F1. Work Environment	.495	.455	5.084	<b>.000<sup>1</sup></b>	2.201
	F2. Work Itself	.117	.124	1.107	.270	3.456
	F3. Supervision	.084	.096	1.293	.198	1.524
	F4. Compensation	.147	.156	1.911	.058	1.826
	F5. Personal Status	-.007	-.007	-.084	.933	1.944
R <sup>2</sup> = .477, Adjusted R <sup>2</sup> = .459, D.F. = 149, F = 26.246, Significant At .000, Durbin-Watson=2.145						
\$1,000-\$1,999 Per Month (n=127)						
Overall Job Satisfaction	F1. Work Environment	.621	.512	6.074	<b>.000<sup>1</sup></b>	1.630
	F2. Work Itself	.123	.118	1.316	.191	1.857

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
	F3. Supervision	-.050	-.064	-.676	.500	2.057
	F4. Compensation	.001	.002	.025	.980	1.485
	F5. Personal Status	.225	.250	2.695	<b>.008<sup>2</sup></b>	1.969

R<sup>2</sup> = .473, Adjusted R<sup>2</sup> = .451, D.F. = 126, F = 21.701,  
Significant At .000, Durbin-Watson=2.065

Above 2,000 Per Month (n=63)						
	F1. Work Environment	.424	.302	2.738	<b>.008<sup>2</sup></b>	1.626
Overall Job	F2. Work Itself	-.047	-.052	-.332	.741	3.241
Satisfaction	F3. Supervision	.174	.224	1.743	.087	2.212
	F4. Compensation	.168	.197	1.699	.095	1.808
	F5. Personal Status	.308	.338	2.994	<b>.004<sup>2</sup></b>	1.710

R<sup>2</sup> = .57, Adjusted R<sup>2</sup> = .538, D.F. = 62, F = 15.422  
Significant At .000, Durbin-Watson=2.147

<sup>1</sup> p < .001    <sup>2</sup> p < .01

### By Education

Table XXVI shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by education. For respondents who did not have post-secondary education, factor 1 (*work environment*,  $\beta = .485$ ,  $p = .000$ ) and factor 3 (*supervision*,  $\beta = .249$ ,  $p = .001$ ) had significant impact on overall job satisfaction. For respondents who had some post-secondary education, factor 1 (*work environment*,  $\beta = .296$ ,  $p = .000$ ) and factor 2 (*work itself*,  $\beta = .390$ ,  $p = .001$ ) had a significant association with overall job satisfaction.



TABLE XXVI

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY EDUCATION

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Secondary or Less (n=172)</b>						
Overall Job Satisfaction	F1. Work Environment	.566	.485	7.065	<b>.000<sup>1</sup></b>	1.735
	F2. Work Itself	-.094	-.092	-1.035	.302	2.922
	F3. Supervision	.215	.249	3.409	<b>.001<sup>2</sup></b>	1.957
	F4. Compensation	.130	.136	1.923	.056	1.840
	F5. Personal Status	.138	.137	1.945	.053	1.829
R <sup>2</sup> = .549, Adjusted R <sup>2</sup> = .535, D.F. = 171, F = 40.402 Significant At .000, Durbin-Watson=2.176						
<b>Some College Or Higher (n=180)</b>						
Overall Job Satisfaction	F1. Work Environment	.334	.296	3.968	<b>.000<sup>1</sup></b>	2.009
	F2. Work Itself	.365	.390	4.477	<b>.000<sup>1</sup></b>	2.734
	F3. Supervision	-.028	-.035	-.531	.596	1.608
	F4. Compensation	.024	.029	.423	.673	1.665
	F5. Personal Status	.115	.129	1.706	.090	2.073
R <sup>2</sup> = .517, Adjusted R <sup>2</sup> = .503, D.F. = 179, F = 37.209 Significant At .000, Durbin-Watson=1.979						

<sup>1</sup> p < .001    <sup>2</sup> p < .01

By Native Language

Table XXVII shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by native language. For respondents whose native language was English, factor 1 (*work environment*,  $\beta = .372$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .148$ ,  $p = .041$ ), factor 4 (*compensation*,  $\beta = .132$ ,  $p = .021$ ), and factor 5 (*personal status*,  $\beta = .116$ ,  $p = .038$ ) all had a significant impact on overall job satisfaction. For respondents whose native language was not English, only factor 1 (*work environment*,  $\beta = .466$ ,  $p = .000$ ) had an association with overall job satisfaction.

TABLE XXVII

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY NATIVE LANGUAGE

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
English (n=279)						
Overall Job Satisfaction	F1. Work Environment	.475	.372	6.570	<b>.000<sup>1</sup></b>	1.640
	F2. Work Itself	.150	.148	2.056	<b>.041<sup>3</sup></b>	2.652
	F3. Supervision	.081	.092	1.580	.115	1.729
	F4. Compensation	.117	.132	2.315	<b>.021<sup>3</sup></b>	1.666
	F5. Personal Status	.114	.116	2.082	<b>.038<sup>3</sup></b>	1.599
R <sup>2</sup> = .466, Adjusted R <sup>2</sup> = .456, D.F. = 278, F = 47.698, Significant At .000, Durbin-Watson=2.037						
Non-English (n=62)						
Overall Job Satisfaction	F1. Work Environment	.496	.466	3.988	<b>.000<sup>1</sup></b>	1.859
	F2. Work Itself	.090	.091	.665	.509	2.526
	F3. Supervision	.120	.152	1.502	.139	1.393
	F4. Compensation	-.042	-.043	-3.89	.699	1.677
	F5. Personal Status	.236	.250	1.930	.059	2.286
R <sup>2</sup> = .589, Adjusted R <sup>2</sup> = .552, D.F. = 61, F = 16.051, Significant At .000, Durbin-Watson=2.228						
<sup>1</sup> p < .001		<sup>3</sup> p < .05				

By Ethnicity

Table XXVIII shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the current hotel differentiated by ethnicity. For respondents who were Caucasians, factor 1 (*work environment*,  $\beta = .345$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .203$ ,  $p = .042$ ), and factor 5 (*personal status*,  $\beta = .223$ ,  $p = .006$ ) had a significant association with overall job satisfaction. For respondents who were African-Americans, factor 1 (*work environment*,  $\beta = .399$ ,  $p = .000$ ) and factor 4 (*compensation*,  $\beta = .242$ ,  $p = .010$ ) had a significant association with overall job satisfaction. Factor 1 (*work environment*,  $\beta = .508$ ,  $p = .000$ ) was the only dimension that had an impact on overall job satisfaction for Hispanics.

There was no significant indication for those who identified themselves other than Caucasians, African-Americans, and Hispanics.

TABLE XXVIII  
REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY ETHNICITY

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Caucasian (n=145)</b>						
Overall Job Satisfaction	F1. Work Environment	.435	.345	4.537	<b>.000<sup>1</sup></b>	1.607
	F2. Work Itself	.203	.203	2.049	<b>.042<sup>3</sup></b>	2.730
	F3. Supervision	.079	.092	1.152	.251	1.767
	F4. Compensation	.010	.012	.157	.876	1.549
	F5. Personal Status	.209	.223	2.773	<b>.006<sup>2</sup></b>	1.795
R <sup>2</sup> = .500, Adjusted R <sup>2</sup> = .482, D.F. = 144, F = 27.848, Significant At .000, Durbin-Watson=2.181						
<b>African American (n=114)</b>						
Overall Job Satisfaction	F1. Work Environment	.458	.399	4.112	<b>.000<sup>1</sup></b>	2.029
	F2. Work Itself	.100	.101	.868	.388	2.892
	F3. Supervision	.103	.113	1.180	.241	1.976
	F4. Compensation	.229	.242	2.606	<b>.010<sup>3</sup></b>	1.864
	F5. Personal Status	-.008	-.008	-.089	.929	1.812
R <sup>2</sup> = .499, Adjusted R <sup>2</sup> = .476, D.F. = 113, F = 21.497, Significant At .000, Durbin-Watson=1.826						
<b>Hispanic (n=74)</b>						
Overall Job Satisfaction	F1. Work Environment	.536	.508	4.554	<b>.000<sup>1</sup></b>	2.014
	F2. Work Itself	.066	.068	.527	.600	2.686
	F3. Supervision	.109	.137	1.473	.145	1.409
	F4. Compensation	.000	.001	.007	.995	1.740
	F5. Personal Status	.175	.187	1.580	.119	2.279
R <sup>2</sup> = .58, Adjusted R <sup>2</sup> = .549, D.F. = 73, F = 18.808, Significant At .000, 2.144						
<b>Others (n=18)</b>						
Overall Job Satisfaction	F1. Work Environment	.432	.375	1.327	.209	1.375
	F2. Work Itself	.153	.216	.586	.569	2.340
	F3. Supervision	-.237	-.419	-1.193	.256	2.132
	F4. Compensation	.155	.289	.997	.339	1.447
	F5. Personal Status	.127	.162	.536	.601	1.575
R <sup>2</sup> = .304, Adjusted R <sup>2</sup> = .015, .F. = 17, F = 1.050, Significant At .433, Durbin-Watson=2.245						
<sup>1</sup> p < .001 <sup>2</sup> p < .01 <sup>3</sup> p < .05						

### By Citizenship

Table XXIX shows that there were significantly different levels of association between the five job dimensions and overall job satisfaction at the respondents' current hotel differentiated by citizenship. For respondents who were U.S. citizens, factor 1 (*work environment*,  $\beta = .412$ ,  $p = .000$ ), factor 2 (*work itself*,  $\beta = .147$ ,  $p = .025$ ), factor 3 (*supervision*,  $\beta = .109$ ,  $p = .043$ ), and factor 5 (*personal status*,  $\beta = .113$ ,  $p = .033$ ) had a significant association with overall job satisfaction. For non-U.S. citizens, factor 1 (*work environment*,  $\beta = .470$ ,  $p = .010$ ) was the only dimension that had an impact on overall job satisfaction. Factor 2 (*work itself*), factor 3 (*supervision*), factor 4 (*compensation*), and factor 5 (*personal status*) were not associated with overall job satisfaction.

TABLE XXIX

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL  
JOB SATISFACTION BY CITIZENSHIP

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
U.S. Citizen (n=317)						
Overall Job Satisfaction	F1. Work Environment	.492	.412	7.632	<b>.000<sup>1</sup></b>	1.808
	F2. Work Itself	.148	.147	2.251	<b>.025<sup>2</sup></b>	2.665
	F3. Supervision	.095	.109	2.031	<b>.043<sup>3</sup></b>	1.805
	F4. Compensation	.069	.076	1.465	.144	1.655
	F5. Personal Status	.113	.114	2.140	<b>.033<sup>3</sup></b>	1.776
R <sup>2</sup> = .499, Adjusted R <sup>2</sup> = .491, D.F. = 316, F = 62.010, Significant At .000, Durbin-Watson=1.941						
Non-U.S. Citizen or U.S. Resident (n=34)						
Overall Job Satisfaction	F1. Work Environment	.423	.470	2.767	<b>.010<sup>3</sup></b>	1.758
	F2. Work Itself	.053	.060	.307	.761	2.357
	F3. Supervision	-.021	-.034	-.237	.814	1.275
	F4. Compensation	.201	.271	1.586	.124	1.772
	F5. Personal Status	.062	.079	.455	.653	1.857
R <sup>2</sup> = .540, Adjusted R <sup>2</sup> = .458, D.F. = 33, F = 6.578, Significant At .000, Durbin-Watson=2.038						
<sup>1</sup> p < .001		<sup>2</sup> p < .01		<sup>3</sup> p < .05		

HYPOTHESIS 3 TESTING

Hypothesis 3 proposes that, as the level of satisfaction with identified job dimensions increases, the level of intention to remain at the current hotel is likely to increase. The null and alternative hypotheses are stated as follows:

Ho: Identified job satisfaction dimensions - *work environment, work itself, supervision, compensation, and personal status* - do not significantly affect the level of the employee's intention to remain at the current hotel.

Ha: Identified job satisfaction dimensions - *work environment, work itself, supervision, compensation, and personal status* - significantly affect the level of the employee's intention to remain at the current hotel.

To test hypothesis 3, multiple regression analysis was used to determine the impact of the five identified job dimensions on intention to remain at the current hotel.

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 \quad \text{Where,}$$

$\hat{Y}$  = Dependent variable “Intention to remain at the current hotel”

$X_1$  = Independent variable “*Work Environment*”

$X_2$  = Independent variable “*Work Itself*”

$X_3$  = Independent variable “*Supervision*”

$X_4$  = Independent variable “*Compensation*”

$X_5$  = Independent variable “*Personal status*”

$b_0$  = Intercept

$b_n$  = Regression Coefficient

The results of the regression analysis of the five identified job dimensions toward the dependant variable “Intention to remain at the current hotel” are listed in Table XXX. The regression equation of “Intention to remain at the current hotel” indicated an adjusted R square of .093%. This indicates that almost 9.3% of the variation in “Intention to remain at the current hotel” was explained by this equation. The F-ratio of 5.952 was significant ( $p = .000$ ), indicating that the results of the equation could hardly have occurred by chance. All the tests were satisfied and there was no significant violation of the assumptions and outliers found in the model. The Dublin-Watson statistic value was (1.005), indicating that there was no residual correlation in the model.

For an examination of the correlation matrix for the five dimensions, the tolerance value and Variance inflation factor (VIF) were used. VIF for all five dimensions were

1.816 (factor 1), 2.892 (factor 2), 1.707 (factor 3), 1.822 (factor 4), and 1.823 (factor 5).

These indicate that there was no high collinearity in this test.

The result of the regression analysis shows that factor 1 (*work environment*) and factor 2 (*work itself*) were associated with the level of intention to remain at the current hotel. The standardized coefficient  $\beta$  was used to indicate the impact. The result predicted that the probability of intention to remain at the current hotel would increase depending on *work environment* ( $\beta = .204$ ,  $p = .014$ ) and *work itself* ( $\beta = .213$ ,  $p = .042$ ). Three other factors (*supervision*, *compensation*, and *personal status*) were not associated with intention to remain at the current hotel. Null Hypothesis 3 - that two dimensions (*work environment* and *work itself*) were associated with overall job satisfaction at the current hotel – partially was supported.

Among five job satisfaction factors, only *work environment* and *work itself* had an association with intention to remain at the current hotel. It indicates that variables that influence respondents' intention to remain at the current hotel were location of the hotel, department, English efficiency, accomplishment, work condition, work shifts, training, advancement, and job security. *Supervision*, *compensation*, and *personal status* were not associated with intention to remain at the current hotel.

TABLE XXX

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION  
TO REMAIN AT THE CURRENT HOTEL (N=242)

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Intention To	Work Environment	.359	.204	2.465	<b>.014<sup>3</sup></b>	1.816
Remain At The	Work Itself	.315	.213	2.040	<b>.042<sup>3</sup></b>	2.892
Current Hotel At	Supervision	-.039	-.030	-.375	.708	1.707
The Current	Compensation	-.088	-.063	-.760	.448	1.822
Hotel5.12	Personal Status	.025	.119	.212	.832	1.823

R<sup>2</sup> = .112, Adjusted R<sup>2</sup> = .093, D.F. = 241, F = 5.952,  
Significant At .000, Durbin-Watson = 1.005

<sup>3</sup> p < .05

Regression Results Of Factors Affecting Intention To Remain At The Current  
Hotel By Employment And Demographic Characteristics

Different effects of five identified job dimensions on an individual's intention to remain at the current hotel were identified using seven demographic characteristics (age, gender, income, education, native language, ethnicity, and citizenship) and seven employment characteristics (department, type of job, years in the hotel, years in the hotel industry, number of hotels at which the respondent worked, hours of work per week, and work shift). In this study, tables that indicated items to be either significant or not significant for all dimensions are shown in the appendices. Only tables that are partially significant are described in this chapter.

By Department

Table XXXI shows that there are significantly different levels of association between the five job dimensions and intention to remain at the current hotel by department. For respondents who worked in food service, factor 1 (*work environment*,  $\beta = .623$ ,  $p = .024$ ) had a significant association with intention to remain at the current



hotel. None of the five dimensions affected intention to remain at the current hotel for those who worked in maintenance and security areas, front office, housekeeping, and administrative jobs.

TABLE XXXI

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY DEPARTMENT

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Food Service (n=42)</b>						
Intention To Remain At The Current Hotel At The Current Hotel5.12	Work Environment	.128	.093	.358	.723	3.832
	Work Itself	.802	.623	2.363	<b>.024<sup>s</sup></b>	3.920
	Supervision	8.871E-02	.063	.314	.755	2.276
	Compensation	-.422	-.325	-1.488	.145	2.685
	Personal Status	9.376E-02	.072	.304	.763	3.189
R <sup>2</sup> = .362, Adjusted R <sup>2</sup> = .273, D.F. = 41, F = 4.080, Significant At .005, Durbin-Watson = 1.928						
<b>Maintenance And Security (n=24)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.418	.145	.636	.533	1.235
	Work Itself	-.532	-.278	-.782	.444	3.001
	Supervision	-.643	-.416	-1.423	.172	2.034
	Compensation	.487	.305	.927	.366	2.573
	Personal Status	.290	.151	.602	.555	1.498
R <sup>2</sup> = .243, Adjusted R <sup>2</sup> = .032, D.F. = 23, F = 1.153, Significant At .370, Durbin-Watson = 1.562						
<b>Front Office, Night Audit, Guest Service (n=49)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.491	.224	1.171	.248	1.742
	Work Itself	.249	.141	.552	.584	3.121
	Supervision	8.781E-02	.061	.314	.755	1.805
	Compensation	-.258	-.194	-1.001	.322	1.793
	Personal Status	6.387E-02	.042	.239	.813	1.453
R <sup>2</sup> = .096, Adjusted R <sup>2</sup> = -.009, D.F. = 48, F = .914, Significant At .481, Durbin-Watson = 1.484						
<b>Housekeeping (n=84)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.109	.072	.508	.613	1.710
	Work Itself	.318	.247	1.396	.167	2.688
	Supervision	-2.848E-02	-.026	-.186	.853	1.716
	Compensation	.104	.079	.548	.585	1.798
	Personal Status	-6.431E-02	-.049	-.320	.750	1.982
R <sup>2</sup> = .093, Adjusted R <sup>2</sup> = .035 D.F. = 83, F = 1.602, Significant At .169, Durbin-Watson = 1.058						
<b>Administration (n=33)</b>						
Intention To Remain At The Current	Work Environment	.959	.427	1.673	.106	2.497
	Work Itself	-.199	-.109	-.316	.754	4.594

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Hotel At The	Supervision	.322	.189	.729	.472	2.589
Current Hotel	Compensation	.267	.160	.541	.593	3.347
	Personal Status	-3.810E-02	-.024	-.097	.923	2.372

R<sup>2</sup> = .297, Adjusted R<sup>2</sup> = .167, D.F. = 32, F = 2.283,  
Significant At .075, Durbin-Watson = 1.182

<sup>3</sup> p < .05

### By Type Of Job

Table XXXII shows different levels of association between factor 1 (*work environment*) and factor 2 (*work itself*) and intention to remain at the current hotel differentiated by type of job. For respondents in management positions, factor 1 (*work environment*,  $\beta = .348$ ,  $p = .008$ ) and factor 2 (*work itself*,  $\beta = .325$ ,  $p = .050$ ) had a significant impact on intention to remain at the current hotel. For those who were line employees, none of the five factors had significant impact on intention to remain at the current hotel.

TABLE XXXII

### REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY TYPE OF JOB

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Line Employees (n=152)						
Intention To Remain	Work Environment	.121	.074	.659	.511	2.014
At The Current	Work Itself	.213	.145	1.020	.309	3.218
Hotel At The	Supervision	.032	.025	.243	.808	1.688
Current Hotel	Compensation	.029	.021	.199	.843	1.742
	Personal Status	.110	.075	.697	.487	1.855

R<sup>2</sup> = .084, Adjusted R<sup>2</sup> = .052, D.F. = 151, F = 2.667,  
Significant At .024, Durbin-Watson = 1.131

Management (n=76)						
Intention To Remain	Work Environment	.753	.348	2.742	<b>.008<sup>2</sup></b>	1.468
At The Current	Work Itself	.466	.325	1.992	<b>.050<sup>3</sup></b>	2.423
Hotel At The	Supervision	-.000	-.001	-.004	.997	1.632
Current Hotel	Compensation	-.218	-.167	-1.088	.280	2.152
	Personal Status	-.094	-.064	-.447	.656	1.864

R<sup>2</sup> = .230, Adjusted R<sup>2</sup> = .175, D.F. = 75, F = 4.187,  
Significant At .002, Durbin-Watson = 1.813

<sup>2</sup> p < .01

<sup>3</sup> p < .05

### By Number Of Years In The Hotel

Table XXXIII shows that there were significantly different levels of association between factor 1 (*work environment*) and factor 2 (*work itself*) and intention to remain at the current hotel differentiated by number of years working in the current hotel. For respondents who had worked less than two years at the current hotel, only factor 1 (*work environment*,  $\beta = .261$ ,  $p = .032$ ) had an association with intention to remain and only factor 2 (*work itself*,  $\beta = .321$ ,  $p = .024$ ) had a significant impact on intention to remain at the current hotel for those who had worked more than two year.

TABLE XXXIII

#### REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF YEARS IN THE HOTEL

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Less Than 2 Yrs. (n=123)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.432	.261	2.166	.032 <sup>3</sup>	2.029
	Work Itself	.129	.090	.492	.624	4.706
	Supervision	.094	.070	.650	.517	1.617
	Compensation	-.072	-.057	-.396	.693	2.905
	Personal Status	.124	.089	.706	.482	2.195

$R^2 = .160$ , Adjusted  $R^2 = .124$ , D.F. = 122,  $F = 4.454$ ,  
Significant At .001, Durbin-Watson = 1.494

More Than 2 Yrs. (n=103)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.267	.156	1.232	.221	1.767
	Work Itself	.444	.321	2.289	.024 <sup>3</sup>	2.159
	Supervision	-.072	-.064	-.438	.662	2.322
	Compensation	-.149	-.106	-.884	.379	1.574
	Personal Status	-.020	-.016	-.125	.901	1.754

$R^2 = .116$ , Adjusted  $R^2 = .070$ , D.F. = 102,  $F = 2.537$ ,  
Significant At .033, Durbin-Watson = 1.964

<sup>3</sup>  $p < .05$

By Number Of Years In The Hotel Industry

Table XXXIV shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by number of years at the current hotel. For respondents who had less than two years of experience in the hotel industry, no significant impact was found. For those who had more than two years of experience in the hotel industry, factor 1 (*work environment*,  $\beta = .334$ ,  $p = .004$ ) was found to have an association with intention to remain.

TABLE XXXIV

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF YEARS IN THE HOTEL INDUSTRY

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Less Than 2 Yrs. (n=84)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.310	.176	1.201	.234	1.884
	Work Itself	.307	.212	1.090	.279	3.320
	Supervision	-.062	-.043	-.347	.730	1.343
	Compensation	-.069	-.055	-.333	.740	2.346
	Personal Status	.053	.038	.260	.796	1.912
R <sup>2</sup> = .107, Adjusted R <sup>2</sup> = .050, D.F. = 83, F = 1.870, Significant At .109, Durbin-Watson = 1.733						
More Than 2 Yrs. (n=137)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.526	.334	2.896	.004 <sup>2</sup>	2.039
	Work Itself	.302	.221	1.583	.116	2.993
	Supervision	-.077	-.066	-.546	.586	2.244
	Compensation	-.129	-.097	-.887	.377	1.819
	Personal Status	-.081	-.062	-.532	.596	2.063
R <sup>2</sup> = .144, Adjusted R <sup>2</sup> = .111, D.F. = 136, F = 4.403, Significant At .001, Durbin-Watson = 1.994						

<sup>2</sup> p < .01

By Number Of Hotel Have Worked

Table XXXV shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by the number of hotels at which the respondents had worked. For respondents who indicated the current hotel

as their first hotel, factor 2 (*work itself*,  $\beta = .478$ ,  $p = .010$ ) had an impact on intention to remain at the current hotel and factor 1 (*work environment*,  $\beta = .307$ ,  $p = .011$ ) had a significant impact for those who had worked at more than one hotel.

TABLE XXXV

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF HOTEL HAVE WORKED

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Less Than 2 Hotels (n=98)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.067	.036	.268	.790	2.022
	Work Itself	.756	.478	2.628	<b>.010<sup>3</sup></b>	3.630
	Supervision	-.034	-.026	-.197	.844	1.916
	Compensation	-.278	-.195	-1.447	.151	1.997
	Personal Status	.063	.043	.343	.732	1.753
R <sup>2</sup> = .163, Adjusted R <sup>2</sup> = .117, D.F. = 97, F = .3.573, Significant At .005, Durbin-Watson = 1.905						
More Than 2 Hotels (n=125)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.504	.307	2.584	<b>.011<sup>3</sup></b>	1.912
	Work Itself	-.029	-.021	-.144	.886	2.921
	Supervision	-.086	-.007	-.062	.951	1.585
	Compensation	.109	.081	.687	.493	1.875
	Personal Status	.046	.033	.259	.796	2.163
R <sup>2</sup> = .123, Adjusted R <sup>2</sup> = .086, D.F. = 124, F = 3.341, Significant At .007, Durbin-Watson = 1.617						

<sup>3</sup> p < .05

By Number Of Hours Working Per Week

Table XXXVI shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by number of work hours each week at the current hotel. For respondents who worked less than 40 hours weekly at the current hotel, factor 1 (*work environment*,  $\beta = .218$ ,  $p = .041$ ) had a significant impact on intention to remain at the current hotel but no significant impact was found for those who worked more than 40 hours.

TABLE XXXVI

## REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF HOURS WORKING PER WEEK

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Less Than 40 Hrs (n=158)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.356	.218	2.063	<b>.041<sup>3</sup></b>	1.915
	Work Itself	.285	.210	1.642	.103	2.814
	Supervision	-.038	-.031	-.316	.752	1.627
	Compensation	-.169	-.130	-1.293	.198	1.728
	Personal Status	.056	.042	.403	.688	1.832
R <sup>2</sup> = .115, Adjusted R <sup>2</sup> = .085, D.F. = 157, F = 3.934, Significant At .002, Durbin-Watson = 1.968						
More Than 40 (n=73)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.340	.173	1.132	.262	1.829
	Work Itself	.527	.311	1.420	.160	3.738
	Supervision	-.211	-.159	-.945	.348	2.221
	Compensation	.219	.135	.811	.420	2.176
	Personal Status	-.126	-.077	-.460	.647	2.182
R <sup>2</sup> = .141, Adjusted R <sup>2</sup> = .077, D.F. = 72, F = 2.204, Significant At .064, Durbin-Watson = 1.750						

<sup>3</sup> p < .05By Work Shifts

Table XXXVII shows significantly different levels of association between job dimensions and intention to remain at the current hotel differentiated by work shift. For respondents who worked the morning shifts, factor 2 (*work itself*,  $\beta = .339$ ,  $p = .017$ ) had an association with intention to remain at the current hotel. For those who had afternoon shifts, only factor 1 (*work environment*,  $\beta = 1.081$ ,  $p = .010$ ) had an impact on intention to remain. None of the factors had a significant impact on intention to remain at the current hotel for those who worked in the night shifts. For those who had rotating shifts, factor 3 (*supervision*,  $\beta = .521$ ,  $p = .004$ ) had a significant impact on intention to remain at the current hotel.

TABLE XXXVII

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION  
TO REMAIN AT THE CURRENT HOTEL BY SHIFT

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Morning (n=145)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.242	.145	1.356	.177	1.802
	Work Itself	.471	.339	2.419	<b>.017<sup>3</sup></b>	3.096
	Supervision	-.116	-.095	-.900	.370	1.750
	Compensation	-.088	-.066	-.580	.563	2.018
	Personal Status	-.024	-.017	-.160	.873	1.893
R <sup>2</sup> = .119, Adjusted R <sup>2</sup> = .087, D.F. = 144, F = 3.740, Significant At .003, Durbin-Watson = 2.274						
<b>Afternoon (n=17)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	1.591	1.081	3.083	<b>.010<sup>3</sup></b>	.305
	Work Itself	-.269	-.137	-.291	.777	.169
	Supervision	-.991	-.715	-1.672	.123	.205
	Compensation	-.914	-.670	-1.565	.146	.205
	Personal Status	1.453	.814	1.793	.101	.182
R <sup>2</sup> = .587, Adjusted R <sup>2</sup> = .400, D.F. = 16, F = 3.313, Significant At .053, Durbin-Watson = 2.174						
<b>Night (n=28)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.152	.094	.233	.818	3.910
	Work Itself	.370	.295	.834	.413	2.976
	Supervision	-.434	-.282	-.852	.403	2.602
	Compensation	-.285	-.183	-.660	.516	1.837
	Personal Status	.228	.161	.510	.615	2.394
R <sup>2</sup> = .78, Adjusted R <sup>2</sup> = -.132, D.F. = 27, F = .371, Significant At .863, Durbin-Watson = 2.416						
<b>Rotate (n=44)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.709	.318	1.940	.060	1.595
	Work Itself	-.635	-.357	-1.648	.108	2.774
	Supervision	.665	.521	3.025	<b>.004<sup>2</sup></b>	1.758
	Compensation	.297	.206	1.207	.235	1.719
	Personal Status	.165	.104	.628	.534	1.620
R <sup>2</sup> = .358, Adjusted R <sup>2</sup> = .274, D.F. = 43, F = 4.246, Significant At .004, Durbin-Watson = 1.926						

<sup>2</sup> p < .01<sup>3</sup> p < .05

By Age

Appendix 11 shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by age. Only one significant factor (factor 1, *work environment*,  $\beta = .467$ ,  $p = .001$ ) occurred for those age 36-45 in identifying the impact of the five job dimensions on intention to remain at the current hotel for age between 36-45.

By Income

Table XXXVIII shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by income. Factor 2 (*work itself*) had a significant impact on intention to remain at the current hotel for those who earned less than \$1,000 per month ( $\beta = .471$ ,  $p = .005$ ) and factor 1 (*work environment*,  $\beta = .524$ ,  $p = .007$ ) had a significant association with intention to remain at the current hotel for those who earned more than \$2,000 per month. For those whose salary ranged between \$1,001-\$1,999, no significant impact was found.

TABLE XXXVIII

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO  
REMAIN AT THE CURRENT HOTEL BY INCOME

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Under \$1,000 (n=112)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.120	.078	.604	.547	2.272
	Work Itself	.611	.471	2.901	<b>.005<sup>2</sup></b>	3.582
	Supervision	.034	.027	.245	.807	1.656
	Compensation	-.134	-.102	-.865	.389	1.903
	Personal Status	-.025	-.018	-.152	.879	1.986
R <sup>2</sup> = .221, Adjusted R <sup>2</sup> = .184, D.F. = 111, F = 6.012, Significant At .000, Durbin-Watson = 2.026						
\$1,000-\$1,999 (n=75)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.463	.218	1.455	.150	1.620
	Work Itself	-.065	-.038	-.237	.813	1.889
	Supervision	-.021	-.016	-.094	.925	2.104
	Compensation	-.197	-.140	-.931	.355	1.615



Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
	Personal Status	.082	.056	.334	.739	1.998

R<sup>2</sup> = .040, Adjusted R<sup>2</sup> = -.030, D.F. = 74, F = .569,  
Significant At .724, Durbin-Watson = 2.047

Above \$2,000 (n=47)						
Intention To Remain	Work Environment	1.214	.524	2.829	<b>.007<sup>2</sup></b>	1.746
At The Current	Work Itself	-.383	-.234	-.775	.443	4.621
Hotel At The	Supervision	-.266	-.201	-.868	.390	2.726
Current Hotel	Compensation	.569	.370	1.561	.126	2.861
	Personal Status	-.017	-.011	-.060	.952	1.820

R<sup>2</sup> = .194, Adjusted R<sup>2</sup> = .096, D.F. = 46, F = 1.975,  
Significant At .103, Durbin-Watson = 2.119

<sup>2</sup> p < .01

### By Education

Table XXXIX shows significantly different levels of association between the five factors and intention to remain at the current hotel differentiated by education.

Significance was shown only for respondents who had post-secondary education. Factor 1 (*work environment*,  $\beta = .254$ ,  $p = .038$ ) was associated with intention to remain at the current hotel for those who had post-secondary education. No significant impact was found for those who did not have post-secondary education.

TABLE XXXIX

#### REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY EDUCATION

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
High School Or Less (n=117)						
Intention To Remain	Work Environment	.372	.224	1.851	.067	1.807
At The Current	Work Itself	.337	.238	1.515	.133	3.064
Hotel At The	Supervision	-.012	-.010	-.073	.942	2.216
Current Hotel	Compensation	-.127	-.092	-.750	.455	1.853
	Personal Status	-.102	-.070	-.603	.547	1.690

R<sup>2</sup> = .104, Adjusted R<sup>2</sup> = .064, D.F. = 116, F = 2.589,  
Significant At .030, Durbin-Watson = 2.075

Some College Or Higher (n=121)						
Intention To Remain	Work Environment	.468	.254	2.103	<b>.038<sup>3</sup></b>	1.991
At The Current	Work Itself	.255	.164	1.137	.258	2.846

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Hotel At The	Supervision	-.076	-.058	-.532	.596	1.610
Current Hotel	Compensation	-.136	-.097	-.774	.440	2.138
	Personal Status	.193	.137	1.064	.290	2.261

$R^2 = .156$ , Adjusted  $R^2 = .119$ , D.F. = 120,  $F = 54.237$ ,

Significant At .001, Durbin-Watson = 1.696

<sup>3</sup>  $p < .05$

### By Native Language

Appendix 12 shows significantly different levels of association between factors and intention to remain at the current hotel differentiated by native language. None of the five dimensions affected intention to remain at the current hotel.

### By Ethnicity

Appendix 13 shows different levels of association between factors and intention to remain at the current hotel differentiated by ethnicity. None of the five dimensions affected intention to remain at the current hotel.

### By Gender

Table XXXX shows significantly different levels of association between factors and intention to remain at the current hotel differentiated by gender. None of the five dimensions affected intention to remain at the current hotel for male respondents. Factor 2 (*work itself*,  $\beta = .316$ ,  $p = .013$ ) was associated with intention to remain at the current hotel for female respondents.

TABLE XL

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO  
REMAIN AT THE CURRENT HOTEL BY GENDER

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Male (n=67)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.640	.336	1.884	.064	2.190
	Work Itself	-.034	-.002	-.010	.992	3.030
	Supervision	-.276	-.192	-1.169	.247	1.856
	Compensation	.179	.121	.741	.461	1.833
	Personal Status	.062	.038	.212	.833	2.276
R <sup>2</sup> = .116, Adjusted R <sup>2</sup> = .043, D.F. = 66, F =1.599, Significant At .174, Durbin-Watson = 1.184						
Female (n=170)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.275	.162	1.670	.097	1.815
	Work Itself	.455	.316	2.500	<b>.013<sup>a</sup></b>	3.080
	Supervision	.004	.004	.040	.968	1.666
	Compensation	-.222	-.162	-1.630	.105	1.893
	Personal Status	.062	.045	.471	.638	1.784
R <sup>2</sup> = .147, Adjusted R <sup>2</sup> = .121, D.F. = 169, F =5.673, Significant At .000, Durbin-Watson = 1.100						

<sup>a</sup> p < .05By Citizenship

Table XLI shows significantly different levels of association between factors and intention to remain at the current hotel differentiated by citizenship. None of the five dimensions affected intention to remain at the current hotel for non-U.S. citizens; however factor 1 (*work environment*,  $\beta$ = .195, p= .031) and factor 2 (*work itself*,  $\beta$ = .222, p= .046) were associated with intention to remain at the current hotel for U.S. citizens.

TABLE XLI

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO  
REMAIN AT THE CURRENT HOTEL BY CITIZENSHIP

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
U.S. Citizen (n=210)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.367	.195	2.166	<b>.031<sup>a</sup></b>	1.827
	Work Itself	.348	.222	2.008	<b>.046<sup>a</sup></b>	2.755
	Supervision	-.016	-.012	-.130	.897	1.850
	Compensation	-.183	-.126	-1.417	.156	1.773
	Personal Status	-.017	-.011	-.131	.896	1.611

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
R <sup>2</sup> = .095, Adjusted R <sup>2</sup> = .073, D.F. = 209, F = 4.282, Significant At .001, Durbin-Watson = 2.055						
Non-U.S. Citizen (n=27)						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	-.060	-.043	-.167	.869	1.908
	Work Itself	-.032	-.022	-.081	.936	2.227
Hotel At The Current Hotel	Supervision	.084	.084	.410	.686	1.222
	Compensation	.493	.404	1.587	.127	1.871
	Personal Status	.262	.200	.784	.442	1.890
R <sup>2</sup> = .274, Adjusted R <sup>2</sup> = .101, D.F. = 26, F = 1.583, Significant At .208, Durbin-Watson = 2.013						

<sup>3</sup> p < .05

### HYPOTHESES 4-1, 5-1, AND 6-1 TESTING

A series of Multivariate Analyses of Variances was conducted to identify whether any significant differences occurred between demographic and employment characteristics, identified factors (*work environment, work itself, supervision, compensation, and personal status*), overall job satisfaction, and intention to remain at the current hotel.

Variables used to identify employment characteristics were departments, job types, number of years at the current hotel, number of years in the hotel industry, number of hotels at which respondents had worked, hours of work per week, and work shift. Variables used to identify demographic characteristics were age, gender, income, education, ethnicity, native language, and citizenship. To test the existence of a relationship between the five identified job dimensions, overall job satisfaction, and intention to remain at the current hotel, demographic characteristics and employment characteristics were used to investigate mean differences in individual characteristics. A

multiple range test (Scheffe) was used as the post hoc procedure to further investigating mean group differences.

Hypothesis 4-1:

Ho: Overall job satisfaction is not significantly different according to individual employment characteristics.

Ha: Overall job satisfaction is significantly different according to individual employment characteristics.

Null hypothesis 4-1 was supported partially.

Overall job satisfaction was significantly different only according to the type of job.

Hypothesis 5-1:

Ho: The level of intention to remain at the current workplace is not significantly different according to individual employment characteristics.

Ha: The level of intention to remain at the current workplace is significantly different according to individual employment characteristics.

Null hypothesis 5-1 was supported partially.

The level of intention to remain at the current hotel was significantly different according to the department, type of job number of years in the current hotel, and number of years in the hotel industry.

Hypothesis 6-1:

Ho: Overall job dimensions are not significantly different according to individual employment characteristics.

Ha: Overall job dimensions are significantly different according to individual employment characteristics.

Null hypothesis 6-1 was supported partially.

The level of intention to remain at the current hotel was significantly different according to job satisfaction dimensions. Factor 1 (*work environment*) was significant according to the type of job ( $p = .006$ ). Factor 2 (*work itself*) was significant according to the number of hours worked per week ( $p = .040$ ), while factors 3 (*supervision*) and 4 (*compensation*) were not significant. Factor 5 (*personal status*) was significant according to department ( $p = .030$ ), the type of job ( $p = .000$ ) and the number of hours worked per week ( $p = .000$ ).

MANOVA Results Of Differences Among Employment Characteristics And  
Five Job Dimensions, Overall Job Satisfaction, And Intention To  
Remain At The Current Hotel

Table XLII shows that two significant mean differences were found between factor 5 (*personal status*,  $p = .030$ ) and intention to remain at the current hotel ( $p = .032$ ) among those who worked in food service areas. This result indicates that relationships exist (in agreement or disagreement) between factor 5 (*personal status*) and intention to remain at the current hotel by department.

Four significant mean differences were found between job types and factor 1 (*work environment*,  $p = .006$ ), factor 5 (*personal status*,  $p = .000$ ), overall job satisfaction ( $p = .010$ ) and intention to remain ( $p = .018$ ). This indicates that respondents in management positions differed significantly (in agreement or disagreement) on factor 1 (*work environment*), factor 5 (*personal status*), overall job satisfaction, and intention to remain at the current hotel from line-employees.

One significant mean difference was revealed between the number of years in the hotel and intention to remain at the current hotel ( $p = .000$ ). Respondents who had worked in the current hotel less than two years differed significantly on intention to remain at the current hotel from those who had worked more than two years. There is one significant mean difference between the number of years in the hospitality industry and intention to remain in the current hotel ( $p = .000$ ). The result indicates that respondents who had worked in the hotel industry less than two years differed significantly on intention to remain at the current hotel from those who had worked more than two years. There was no significant mean difference between the number of hotels at which respondents had worked and the five factors, overall job satisfaction, and intention to remain at the current hotel (Appendix 14). This indicates that respondents who had worked at less than one hotel did not differ significantly (in agreement or disagreement) on factors from those who had worked at more than one hotel.

There were three significant mean differences between the number of hours working factor 2 (*work itself*,  $p = .040$ ), factor 5 (*personal status*,  $p = .000$ ), and overall job satisfaction ( $p = .005$ ). The statistics show that respondents who worked less than 40 hours per week differed significantly on three factors (*work itself*, *personal status*, and overall job satisfaction) from those who worked more than 40 hours per week.

TABLE XLII

MANOVA RESULTS OF DIFFERENCES AMONG EMPLOYMENT  
CHARACTERISTICS AND FIVE JOB DIMENSIONS, OVERALL JOB  
SATISFACTION, AND INTENTION TO REMAIN AT THE CURRENT HOTEL

Dependent variables Independent variable	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensation	F5. Personal Status	Overall Job Satisfaction	Intention to Remain
	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
Food Service (n=42)	4.910 (1.205)	4.028 (1.283)	4.904 (1.175)	3.841 (1.271)	4.182 (1.275)	4.841 (1.245)	3.047 (1.286)
Maintenance/Security (n=24)	5.229 (.629)	4.458 (.948)	5.020 (1.174)	4.111 (1.136)	4.722 (.946)	4.8472 (.906)	4.083 (1.1815)
Front office (n=49)	5.102 (.7481)	4.155 (.928)	4.765 (1.141)	3.714 (1.234)	4.149 (1.069)	4.986 (.964)	2.938 (1.638)
Housekeeping (n=84)	4.949 (1.164)	4.200 (1.376)	4.631 (1.639)	3.793 (1.354)	4.047 (1.341)	4.892 (1.309)	3.619 (1.777)
Administrative (n=33)	5.318 (.682)	4.618 (.844)	5.242 (.902)	4.121 (.916)	4.676 (.973)	5.353 (.777)	3.333 (1.534)
F	1.256	1.506	1.454	.845	2.730	1.261	2.685
Sig.	.288	.201	.217	.498	<b>.030<sup>a</sup></b>	.286	<b>.032<sup>a</sup></b>
Wilk's Lambda= .851, F=1.301, df=28.000, sig.= .137							
Post hoc (Scheffe): No significant							
<b>By Job</b>							
Line Employee (n=152)	4.947 (1.055)	4.230 (1.179)	4.815 (1.344)	3.833 (1.128)	4.072 (1.179)	4.859 (1.164)	3.223 (1.730)
Management (n=76)	5.322 (.744)	4.400 (1.123)	5.000 (1.186)	3.986 (1.239)	4.732 (1.094)	5.258 (.910)	3.789 (1.610)
F	7.675	1.082	1.064	.795	16.644	6.834	5.665
Sig.	.006 <sup>2</sup>	.299	.303	.373	<b>.000<sup>1</sup></b>	<b>.010<sup>3</sup></b>	<b>.018<sup>3</sup></b>
Wilk's Lambda= .894, F=3.739, df=7.000, sig.= .001							
<b>By Number of Years in the hotel</b>							
Less than 2 years (n=123)	5.006 (1.009)	4.248 (1.171)	4.894 (1.241)	3.815 (1.315)	4.233 (1.191)	4.935 (1.094)	2.991 (1.666)
More than 2 years (n=103)	5.143 (.960)	4.318 (1.184)	4.810 (1.440)	3.932 (1.162)	4.330 (1.257)	5.048 (1.181)	3.961 (1.638)
F	1.081	.196	.220	.487	.354	.562	19.251
Sig.	.300	.658	.640	.486	.553	.454	<b>.000<sup>1</sup></b>
Wilk's Lambda= .909, F=3.114, df=7.000, sig.= .004							
<b>By Number of Years in the Hotel Industry</b>							
Less than 2 years (n=84)	5.011 (.9568)	4.231 (1.161)	4.898 (1.155)	3.769 (1.320)	4.127 (1.202)	4.833 (1.121)	2.738 (1.679)
More than 2 years (n=137)	5.105 (1.022)	4.297 (1.178)	4.868 (1.373)	3.910 (1.206)	4.391 (1.224)	5.070 (1.137)	3.795 (1.609)
F	.461	.169	.028	.653	2.467	2.289	21.745
Sig.	.498	.681	.867	.420	.118	.132	<b>.000<sup>1</sup></b>



Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensation	F5. Personal Status	Overall Job Satisfaction	Intention to Remain
	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
Independent variable							
Wilk's Lambda= .888, F=3.830, df=7.000, sig.= .001							
Number of Hours Working							
Less than 40 hours (n=158)	4.995 (1.026)	4.148 (1.236)	4.781 (1.338)	3.751 (1.289)	4.075 (1.235)	4.850 (1.198)	3.246 (1.676)
More than 40 hours (n=73)	5.256 (.903)	4.493 (1.043)	5.020 (1.337)	4.086 (1.097)	4.698 (1.078)	5.296 (.917)	3.753 (1.769)
F	3.488	4.274	1.592	3.708	13.711	7.973	4.400
Sig.	.063	.040 <sup>3</sup>	.208	.055	.000 <sup>1</sup>	.005 <sup>2</sup>	.037
Wilk's Lambda= .926, F=2.533, df=7.000, sig.= .016							
	<sup>1</sup> p < .001	<sup>2</sup> p < .01		<sup>3</sup> p < .05		* Standard Deviation	

#### HYPOTHESES 4-2, 5-2, AND 6-2 TESTING

The results of the MANOVA procedures showed overall significant differences between the five job dimensions, overall job satisfaction, and intention to remain at the current hotels and demographic characteristics (Table XLIII). A multiple range test (Scheffe) was used as the post hoc procedure to further investigate group mean differences. Hypotheses 4-2, 5-2, and 6-2 were tested using MANOVA.

Hypothesis 4-2:

Ho: Overall job satisfaction is not significantly different according to the individual demographic characteristics.

Ha: Overall job satisfaction is significantly different according to the individual demographic characteristics.

H4-2 was supported partially. The level of satisfaction was significantly different according to the respondent's demographic characteristics.

Hypothesis 5-2:

Ho: The level of intention to remain at the current workplace is not significantly different according to the individual demographic characteristics.

Ha: The level of intention to remain at the current workplace is significantly different according to the individual demographic characteristics.

H5-2 was supported partially. The level of intention to remain at the current hotel was significantly different according to gender, age, income, native language, ethnicity, and citizenship.

Hypothesis 6-2:

Ho: Overall job satisfaction dimensions - *work environment, work itself, supervision, compensation, and personal status* - are not significantly different according to the individual demographic characteristics.

Ha: Overall job satisfaction dimensions - *work environment, work itself, supervision, compensation, and personal status* - are significantly different according to the individual demographic characteristics.

H6-2 was supported partially. The level of satisfaction with five dimensions of the job was significantly different according to gender, age, income, native language, ethnicity, and citizenship (Appendix 14).

MANOVA Results Of Differences Among Demographic Characteristics And  
Five Job Dimensions, Overall Job Satisfaction, And Intention  
To Remain At The Current Hotel

Factor 1 (*work environment*), factor 2 (*work itself*), factor 3 (supervisor), and factor 4 (*compensation*) were significantly different according to native language, ethnicity, and citizenship. Factor 5 (*personal status*) was significantly different according to gender, income, native language, ethnicity, and citizenship.

Two significant mean differences were found between gender and factor 5 (*personal status*,  $p=.010$ ) and intention to remain at the current hotel ( $p= .010$ ). The results indicate that female respondents differed significantly from male respondents on factor 5 (*personal status*) and intention to remain at the current hotel. Male respondents placed higher agreement scores on factor 5 (*personal status*) and intention to remain at the current hotel.

One significant mean difference was revealed between respondents' age and intention to remain at the current hotel ( $p= .010$ ). Older respondents placed higher agreement scores on intention to remain at the current hotel, indicating that older employees are more likely to remain with their current employers.

Two significant mean differences also were revealed between income of respondents and factor 5 (*personal status*,  $p= .005$ ) and intention to remain at the current hotels ( $p= 0.08$ ). The post hoc test with Scheffe statistics showed that respondents who earned less than \$1,000 and over \$2,000 per month were significantly different in factor 5 (*personal status*,  $p= .005$ ) and intention to remain at the current hotel ( $p= .008$ ).

Appendix 15 shows that there was no significance between the five identified job

satisfaction factors, overall job satisfaction, and intention to remain at the current hotels according to respondents' education levels.

All mean differences were significant among identified factors: factor 1 (*work environment* significant at .001): factor 2 (*work itself* significant at .000): factor 3 (*supervision* significant at .000): factor 4 (*compensation* significant at .006): factor 5 (*personal status* significant at .000), overall job satisfaction (significant at .031), and intention to remain at the current hotel (.001) according to native language. The results indicate that respondents whose native language was English differed significantly in on all five factors, overall job satisfaction, and intention to remain at the current hotel. Respondents whose native language was English placed higher agreement scores on all factors and overall job satisfaction, but placed lower agreement scores on intention to remain at the current hotel.

Six significant mean differences also were revealed between the ethnicities of respondents and factor 1 (*work environment*,  $p = .001$ ), factor 2 (*work itself*,  $p = .000$ ), factor 3 (*supervision*,  $p = .004$ ), factor 4 (*compensation*,  $p = .026$ ), factor 5 (*personal status*,  $p = .000$ ), and intention to remain at the current hotel ( $p = .001$ ). The post hoc test with Scheffe statistics showed that respondents who were Caucasians differed significantly from Hispanic respondents on factor 2 (*work itself*,  $p = .002$ ), factor 3 (*supervision*,  $p = .006$ ), factor 4 (*compensation*,  $p = .036$ ), and factor 5 (*personal status*,  $p = .000$ ). The post hoc with Scheffe statistics also indicated that Hispanics differed significantly from African-Americans in factor 5 (*personal status*,  $p = .047$ ) and in intention to remain at the current hotel ( $p = .039$ ).

Six significant mean differences were found between citizenship and five factors: factor 1 (*work environment*,  $p = .042$ ): factor 2 (*work itself*,  $p = .000$ ): factor 3 (*supervision*,  $p = .016$ ); factor 4 (*compensation*,  $p = .031$ ); factor 5 (*personal status*,  $p = .000$ ); and intention to remain ( $p = .000$ ). Respondents who were U.S. citizens placed higher agreement scores on all factors and intention to remain at the current hotel.

TABLE XLIII

MANOVA RESULTS OF DIFFERENCES AMONG DEMOGRAPHIC CHARACTERISTICS AND FIVE JOB DIMENSIONS, OVERALL JOB SATISFACTION, AND INTENTION TO REMAIN AT THE CURRENT HOTEL

Independent variable	Dependent variables F1. Work Environment Mean (SD*)	F2. Work Itself Mean (SD*)	F3. Supervision Mean (SD*)	F4. Compensation Mean (SD*)	F5. Personal Status Mean (SD*)	Overall Job Satisfaction Mean (SD*)	Intention To Remain Mean (SD*)
<b>Gender</b>							
MALE (n=67)	5.075 (.903)	4.239 (1.099)	4.962 (1.198)	4.025 (1.161)	4.572 (1.063)	4.876 (1.110)	3.283 (1.721)
FEMALE (n=170)	5.0574 (1.016)	4.267 (1.196)	4.788 (1.368)	3.774 (1.253)	4.123 (1.239)	5.022 (1.137)	3.464 (1.720)
F	.015	.028	.836	1.999	6.807	.802	.532
Sig.	.903	.867	.361	.159	<b>.010<sup>a</sup></b>	.371	<b>.010<sup>a</sup></b>
Wilk's Lambda = .916, F=2.989, df=7.000, sig.= .005							
<b>Age</b>							
18-25(n=51)	5.142 (.835)	4.349 (.888)	4.951 (1.096)	3.830 (1.233)	4.085 (1.068)	4.986 (1.054)	2.843 (1.592)
26-35 (n=59)	5.127 (1.043)	4.342 (1.356)	5.067 (1.100)	3.706 (1.291)	4.423 (1.274)	5.158 (1.030)	3.254 (1.687)
36-45 (n=64)	5.003 (.937)	4.184 (1.132)	4.726 (1.474)	3.974 (1.268)	4.260 (1.163)	4.869 (1.170)	3.468 (1.736)
46-55 (n=45)	5.038 (1.131)	4.106 (1.204)	4.633 (1.589)	3.822 (1.213)	4.325 (1.303)	4.918 (1.271)	3.977 (1.630)
56 or Older (n=18)	5.277 (.690)	4.633 (.9947)	4.944 (.921)	3.981 (.866)	4.296 (1.113)	5.092 (1.065)	4.000 (1.940)
F	.385	.878	.967	.424	.573	.594	3.395
Sig.	.819	.478	.427	.792	.683	.667	<b>.010<sup>a</sup></b>
Wilk's Lambda = .841 F=1.438, df=28.000, sig.= .067							
Post hoc: Between age 18-25 and 45-55 in intention to remain significant at 0.032							
<b>Income</b>							
Less than \$1,000 (n=112)	4.955 (1.095)	4.160 (1.300)	4.875 (1.336)	3.735 (1.285)	4.083 (1.238)	4.827 (1.218)	3.062 (1.688)
\$1,001- \$1,999	5.193	4.296	4.840	3.884	4.222	5.084	3.640

Independent variable	Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensati on-on	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
		Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
(n=75)		(.827)	(1.025)	(1.313)	(1.241)	(1.178)	(1.018)	(1.752)
Above \$2,000		5.297	4.472	4.883	4.141	4.751	5.269	3.893
(n=47)		(.710)	(1.003)	(1.243)	(1.069)	(1.048)	(.967)	(1.644)
F		2.696	1.227	.021	1.821	5.342	2.959	4.922
Sig.		.070	.295	.979	.164	<b>.005<sup>2</sup></b>	.054	<b>.008<sup>2</sup></b>

Wilk's Lambda= .900, F=1.745, df=14.000, sig.= .044

Post hoc: Between under \$1,000 and over \$2,000 in factor 5 significant at 0.006; between under \$1,000 and above \$2,000 in intention to remain at the current hotel at .021

#### Native Language

Independent variable	Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensati on-on	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
		Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
English (n=185)		5.194	4.423	5.018	3.969	4.443	5.063	3.389
		(.801)	(1.005)	(1.080)	(1.127)	(1.060)	(1.028)	(1.593)
Non-English		4.686	3.693	4.255	3.425	3.624	4.666	3.708
(n=47)		(1.331)	(1.423)	(1.850)	(1.425)	(1.463)	(1.427)	(1.634)
F		11.152	16.453	13.507	7.792	18.942	4.699	10.661
Sig.		<b>.001<sup>2</sup></b>	<b>.000<sup>1</sup></b>	<b>.000<sup>1</sup></b>	<b>.006<sup>2</sup></b>	<b>.000<sup>1</sup></b>	<b>.031<sup>3</sup></b>	<b>.001<sup>2</sup></b>

Wilk's Lambda= .879, F= 4.407 df=7.000, sig.= .000

#### Ethnicity

Independent variable	Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensati on-on	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
		Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
Caucasian (n=95)		5.197	4.520	5.115	4.003	4.526	5.189	3.389
		(.672)	(.8462)	(.949)	(.950)	(.960)	(.838)	(1.593)
African-American		5.069	4.301	4.930	3.907	4.244	4.886	3.708
(n=79)		(1.048)	(1.228)	(1.218)	(1.279)	(1.161)	(1.193)	(1.634)
Hispanic (n=52)		4.783	3.750	4.326	3.391	3.653	4.711	2.826
		(1.316)	(1.412)	(1.776)	(1.416)	(1.484)	(1.409)	(1.865)
Other (n=12)		5.437	4.000	4.541	4.000	4.888	5.250	4.250
		(.739)	(1.082)	(1.573)	(1.510)	(1.047)	(.780)	(2.094)
F		2.598	5.436	4.532	3.137	7.541	2.591	3.854
Sig.		<b>.001<sup>2</sup></b>	<b>.000<sup>1</sup></b>	<b>.004<sup>2</sup></b>	<b>.026<sup>3</sup></b>	<b>.000<sup>1</sup></b>	<b>.054</b>	<b>.010<sup>3</sup></b>

Wilk's Lambda= .808, F=2.408, df=21.000, sig.= .000

Post hoc: Between Caucasian and Hispanic in factor 2 significant at 0.002

Between Caucasian and Hispanic in factor 3 significant .006

Between Caucasian and Hispanic in factor 4 significant at .036

Between Caucasian and Hispanic in factor 5 at .000

Between African-American and Hispanic in factor 5 significant at .047

Between others and Hispanic in factor 5 significant at .013

Between Hispanic and African-American in intention to remain significant at .039

#### Citizenship

Independent variable	Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensati on-on	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
		Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)	Mean (SD*)
U.S. Citizen		5.147	4.394	4.925	3.939	4.401	5.030	3.528
(n=210)		(.891)	(1.069)	(1.186)	(1.149)	(1.083)	(1.060)	(1.677)
Non-U.S. Citizen		4.750	3.474	4.314	3.407	3.481	4.950	2.666
(n=27)		(1.335)	(1.297)	(1.871)	(1.539)	(1.436)	(1.168)	(1.881)
F		4.182	16.825	5.934	4.713	15.919	.131	6.139
Sig.		<b>.042<sup>3</sup></b>	<b>.000<sup>1</sup></b>	<b>.016<sup>3</sup></b>	<b>.031<sup>3</sup></b>	<b>.000<sup>1</sup></b>	.717	<b>.014<sup>3</sup></b>

Wilk's Lambda= .874 F=4.721, df=7.000, sig.= .000

<sup>1</sup> p < .001

<sup>2</sup> p < .01

<sup>3</sup> p < .05

\* Standard Deviation

## HYPOTHESES 7-1 TESTING

The results of the MANOVA procedures showed significant difference between satisfaction with workforce diversity and employment characteristics (Table XLIV and Appendix 15). A multiple range test (Scheffe) was used as the post hoc procedure to further investigate group mean differences. Hypotheses 7-1 was tested using MANOVA:

Hypothesis 7-1:

Ho: The level of satisfaction with workforce diversity does not have a significant relationship to employment characteristics.

Ha: The level of satisfaction with workforce diversity has a significant relationship to employment characteristics.

Null hypothesis 7-1 was rejected partially. The level of satisfaction with workforce diversity was significantly different according to department and number of hours respondents had worked.

Table XLIV shows that two significant mean differences were found between employment characteristics (department,  $p = .006$ ; the number of hours working per week,  $p = .004$ ) and satisfaction with workforce diversity. This result indicates that a relationship exists between satisfaction with workforce diversity according to the department respondents worked and hours of working per week. The post hoc with Scheffe statistics indicated that respondents who worked in housekeeping differed significantly from those who were in the administration department in satisfaction with workforce diversity ( $p = .013$ ). Respondents working in administration scored relatively higher on satisfaction with workforce diversity, while respondents in housekeeping scored relatively lower on this.

As Appendix 16 shows, there was no significant mean difference between the type of job and satisfaction with workforce diversity. This indicates that respondents who had managerial positions did not differ significantly on these factors from those who were line-employees.

As Appendix 16 shows, there was no significant mean difference between the number of years in the hotel and satisfaction with workforce diversity. This indicates that respondents who worked less than two years at the current hotel did not differ significantly on these factors from those who worked more than two years.

Appendix 16 shows that there was no significant mean difference between the number of years in the hotel industry and satisfaction with workforce diversity. This indicates that respondents who worked less than two years in the hotel industry did not differ significantly on these factors from those who worked more than two years.

Appendix 16 indicates that there was no significant mean difference between the number of hotels at which respondents worked and satisfaction with workforce diversity. This indicates that respondents who had worked at more than one hotel did not differ significantly on these factors from those who had worked at more than two hotels.

As Table 15 shows, there were two significant mean differences between the number of hours worked at the current hotel and satisfaction with workforce diversity ( $p = .004$ ). The result shows that respondents who worked more than 40 hours each week scored higher on satisfaction with workforce diversity. There was no significant mean difference between work shift and satisfaction with workforce diversity (Appendix 16).



TABLE XLIV

## MANOVA RESULTS OF DIFFERENCES OF SATISFACTION WITH WORKFORCE DIVERSITY BY EMPLOYMENT CHARACTERISTICS

Independent variables	Dependent variables	Satisfaction with Workforce Diversity Mean (SD*)
<b>Department</b>		
Food Service (n=74)		1.635 (.484)
Maintenance/Security (n=37)		1.5676 (.502)
Front office (n=72)		1.694 (.463)
Housekeeping (n=111)		1.540 (.500)
Administrative (n=52)		1.826 (.382)
F		3.703
Sig.		<b>.006<sup>2</sup></b>
Wilk's Lambda= .898, F=2.324, df=16.000, sig.= .002		
Post hoc (Scheffe): Between housekeeping and administrative in satisfaction with workforce diversity significant at .013		
<b>Number of Hours Working</b>		
Less than 40 hours (n=242)		1.590 (.492)
More than 40 hours (n=102)		1.754 (.432)
F		8.530
Sig.		<b>.004<sup>2</sup></b>
Wilk's Lambda= .962, F=3.355, df=4.000, sig.= .010.		
<sup>2</sup> p < .01                      * Standard Deviation		

HYPOTHESES 7-2 TESTING

The results of the MANOVA procedures showed a significant difference in satisfaction with workforce diversity according to demographic characteristics (Table XLV). A multiple range test (Scheffe) was used as the post hoc procedure to further investigate group mean differences. Hypothesis 7-2 was tested using MANOVA.

Hypothesis 7-2:

Ho: The level of satisfaction with workforce diversity does not have a significant relationship to demographic characteristics.

Ha: The level of satisfaction with workforce diversity has a significant relationship to demographic characteristics.

Null hypothesis 7-2 was rejected partially. The level of satisfaction with workforce diversity was significantly different according to age and ethnicity.

Appendix 17 shows that there was no significant mean difference existed between genders on satisfaction with workforce diversity.

#### Differences Of Satisfaction With And Importance Of Workforce Diversity By Demographic Characteristics

Table XLV shows that there was one significant mean difference found between age ranges on satisfaction with workforce diversity ( $p=0.029$ ). The results indicate that respondents in one age group differed significantly from those in other age groups on satisfaction with workforce diversity. Respondents in the 26-35 age range had relatively higher agreement on satisfaction with workforce diversity.

There was no significant mean difference between income and satisfaction with workforce diversity (Appendix 17). There was no significant mean difference between education and satisfaction with workforce diversity (Appendix 17). There was no significant mean difference between native language and satisfaction with workforce diversity and citizenship and satisfaction with workforce diversity (Appendix 17).

Table XXXXV shows that three significant mean differences were revealed between ethnicity and satisfaction with workforce diversity ( $p= .003$ ). This result show that one ethnic group differed significantly from other ethnic groups on satisfaction with workforce diversity. The post hoc test with Scheffe statistics showed that respondents

who were Caucasian and African-American were significantly different in satisfaction with workforce diversity significant at .003. Caucasians scored relatively higher on satisfaction with workforce diversity.

TABLE XLV

MANOVA RESULTS OF DIFFERENCES OF SATISFACTION WITH WORKFORCE DIVERSITY BY DEMOGRAPHIC CHARACTERISTICS

Independent variables	Dependent variables	Satisfaction with Workforce Diversity Mean (SD*)
<b>Age (n=349)</b>		
18-25(n=81)		1.703 (.459)
26-35 (n=92)		1.750 (.435)
36-45 (n=90)		1.577 (.496)
46-55 (n=58)		1.534 (.503)
56 or Older (n=28)		1.607 (.497)
F		2.725
Sig.		<b>.029<sup>3</sup></b>
Wilk's Lambda= .912 F=1.996, df=16.000, sig.= .011		
Post hoc (Scheffe): No significant difference		
<b>Education (n=352)</b>		
High School or Less (n=172)		1.575 (.495)
Some College or Higher (n=180)		1.700 (.459)
F		5.970
Sig.		<b>.015<sup>3</sup></b>
Wilk's Lambda= .975, F= 2.264, df= 4.000, sig.= .062		
<b>Ethnicity (n=352)</b>		
Caucasian (n=144)		1.743 (.438)
African-American (n=114)		1.517 (.501)
Hispanic (n=75)		1.640 (.483)
Other (n=18)		1.666 (.485)
F		4.862
Sig.		<b>.003<sup>2</sup></b>
Wilk's Lambda= .864, F=4.303, df=12.000, sig.= .000		
Post hoc (Scheffe):		
Between Caucasian and African-American in satisfaction with workforce diversity significant at 0.003		

<sup>2</sup> p < .01

<sup>3</sup> p < .05

\* Standard Deviation

## HYPOTHESIS 8 TESTING

Hypothesis 8 proposes that, as the level of positive perception of workforce diversity increases, the level of overall job satisfaction is likely to increase. The null and alternative hypotheses are stated as follows:

Hypothesis 8:

Ho: The level of satisfaction with workforce diversity does not significantly influence individual overall job satisfaction.

Ha: The level of satisfaction with workforce diversity significantly influences individual overall job satisfaction.

Null hypothesis 8 was rejected. The level of satisfaction with workforce diversity had an impact on the individual's overall job satisfaction. To test hypothesis 8, simple regression was used to determine the impact of satisfaction with workforce diversity on overall job satisfaction. The dependent variable was the 6 point-scale of the probability that hotel workers would remain at the current hotel. The dependent variable was overall job satisfaction which was extracted by calculating the average of three summated items (I like working in this hotel, I like working in the hotel industry, and I am satisfied with my job). The scales are as follows: "most strongly disagree," "strongly disagree," "disagree," "agree," "strongly agree," and "most strongly agree." The independent variable was satisfaction with workforce diversity at the hotel. The scales are: "low," and "high."

$Y = b_0 + b_1X_1$       Where,

Y = Dependent variable "Overall Job Satisfaction."

X<sub>1</sub> = Independent variable "Satisfaction with Workforce Diversity"

bo = Intercept

bn = Regression Coefficient

The results of the regression analysis of satisfaction with workforce diversity toward the dependent variable “Overall job satisfaction at the current hotel” are listed in Table XLVI. The regression equation of “Overall job satisfaction” indicated an adjusted R square of .171. This indicates that almost 17% of the variation in “Overall job satisfaction” was explained by this equation. The F-ratio of 74.612 was significant ( $p = .000$ ), indicating that the results of the equation could hardly have occurred by chance. All the tests were satisfied and there was no significant violation of the assumptions and outliers founded in the model. The Dublin-Watson statistic value was (1.754), indicating that there was no residual correlation in the model. For an examination of the correlation matrix for the independent variable - satisfaction with workforce diversity - the tolerance value and variance inflation factor (VIF) were used.

The result of the regression analysis showed that satisfaction with workforce diversity influences overall job satisfaction. The standardized coefficient  $\beta$  was used to indicate the impact. The result predicted that the probability of a hotel worker’s overall job satisfaction increased according to satisfaction with workforce diversity ( $\beta = .416$ ,  $p = .000$ ). Null hypothesis 8, that there was a positive relationship between satisfaction with workforce diversity and overall job satisfaction, was not supported.

TABLE XLVI

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION (N=359)

Dependent Variable	Independent Variable	B	$\beta$	T	Sig.	VIF
Overall Job Satisfaction	Satisfaction with Workforce Diversity	.952	.416	8.638	.000 <sup>1</sup>	1.000

R<sup>2</sup> = .173, Adjusted R<sup>2</sup> = .171, D.F. =358, F =74.612, Significant At .000, Dublin-Watson 1.754

<sup>1</sup> p < .001

Regression Results Of Satisfaction With Workforce Diversity Affecting Overall Job Satisfaction By Employment And Demographic Characteristics

Differences of impact on individual hotel workers' overall job satisfaction were identified by studying demographic and employment characteristics. Employment characteristics included department, type of job, number of years at the current hotel, number of years in the hotel industry, number of hotels employed at, number of hours, and work shifts. Demographic characteristics consisted of gender, age, education, income, ethnicity, native language, and citizenship. In this study, tables that indicate items that are all significant or not significant are shown in Appendices. Only partially significant tables are described in this chapter.

By Gender

Appendix 18 shows that there were significantly different levels of association between satisfaction with workforce diversity and overall job satisfaction according to gender. The standardized coefficient  $\beta$  was used to indicate the impact. For both male ( $\beta$ = .248, p= .000) and female ( $\beta$ = .248, p= .000) respondents, the result predicted that

the probability of a hotel worker's overall job satisfaction increased according to satisfaction with workforce diversity.

By Age

Table XLVII shows that there were significantly different levels of association between satisfaction with workforce diversity and overall job satisfaction according to age. The standardized  $\beta$  was used to indicate the impact. For age groups 18-25 ( $\beta = .239$ ,  $p = .031$ ), 26-35 ( $\beta = .371$ ,  $p = .000$ ), 36-45 ( $\beta = .552$ ,  $p = .000$ ), and 46-55 ( $\beta = .473$ ,  $p = .000$ ), the results predicted that the probability of a hotel worker's overall job satisfaction increased according to satisfaction with workforce diversity.

TABLE XLVII

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY AGE

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
18-25 (n=82)		.513	.239	2.201	<b>.031<sup>1</sup></b>	1.000
R <sup>2</sup> = .057, Adjusted R <sup>2</sup> = .045, D.F. = 81, F = 4.486, Significant At .031, Durbin-Watson = 1.925						
26-35 (n=92)		.860	.371	3.794	<b>.000<sup>1</sup></b>	1.000
R <sup>2</sup> = .138, Adjusted R <sup>2</sup> = .128, D.F. = 91, F = 14.396, Significant At .000, Durbin-Watson = 1.952						
36-45 (n=90)		1.242	.552	6.214	<b>.000<sup>1</sup></b>	1.000
R <sup>2</sup> = .305, Adjusted R <sup>2</sup> = .297, D.F. = 89, F = 38.617, Significant At .000, Durbin-Watson = 1.853						
46-55 (n=59)		1.128	.473	4.051	<b>.000<sup>1</sup></b>	1.000
R <sup>2</sup> = .224, Adjusted R <sup>2</sup> = .210, D.F. = 58, F = 16.407, Significant At .000, Durbin-Watson = 1.780						
56 or Older (n=28)		.656	.353	1.923	.065	1.000
R <sup>2</sup> = .125, Adjusted R <sup>2</sup> = .091, D.F. = 27, F = 3.698, Significant At .065, Durbin-Watson = 2.039						

<sup>1</sup> p < .001

<sup>3</sup> p < .05

### By Income

Appendix 19 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by income. The results show that overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity according to all income levels: under \$1,000 ( $\beta = .388, p = .000$ ); \$1,001 to \$1,999 ( $\beta = .420, p = .000$ ); and more than \$2,000 ( $\beta = .365, p = .003$ ). The results predicted that the probability of a hotel worker's overall job satisfaction increased according to satisfaction with workforce diversity regardless of individual income level.

### By Education

Appendix 20 indicates the association between overall job satisfaction and workforce diversity differentiated by education. Both respondents who did not have post-secondary education ( $\beta = .428, p = .000$ ) and those who had post-secondary education ( $\beta = .413, p = .000$ ) indicated that overall job satisfaction was strongly associated with satisfaction with workforce diversity. The result also indicated that the probability of a hotel worker's overall job satisfaction increased as the level of satisfaction with workforce diversity increased regardless of respondent's education level.

### By Native Language

Appendix 21 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by native language. Satisfaction with workforce diversity was associated with overall job satisfaction for both native English speakers ( $\beta = .431, p = .000$ ) and non-native English speakers ( $\beta = .318, p = .012$ ).



### By Ethnicity

Appendix 22 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by ethnicity. Caucasians ( $\beta = .500$ ,  $p = .000$ ), African-Americans ( $\beta = .379$ ,  $p = .000$ ), and Hispanics ( $\beta = .377$ ,  $p = .001$ ) indicated that overall job satisfaction was strongly associated with satisfaction with workforce diversity according to ethnicity.

### By Citizenship

Appendix 23 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by citizenship. The results show that overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity for both U.S. citizens ( $\beta = .446$ ,  $p = .000$ ) and non-U.S. citizens ( $\beta = .398$ ,  $p = .020$ ).

### By Department

Appendix 24 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by department. Respondents in food service ( $\beta = .359$ ,  $p = .002$ ), maintenance and security ( $\beta = .432$ ,  $p = .008$ ), front office ( $\beta = .404$ ,  $p = .000$ ), house keeping ( $\beta = .414$ ,  $p = .000$ ), and administration ( $\beta = .349$ ,  $p = .011$ ) all indicated that overall job satisfaction was strongly linked to satisfaction with workforce diversity according to department.

### By Type Of Job

Appendix 25 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by type of job. Overall job satisfaction was significantly associated with the level of satisfaction with workforce

diversity for both line employees ( $\beta = .365$ ,  $p = .000$ ) and managerial employees ( $\beta = .516$ ,  $p = .000$ ).

#### By Number Of Years In The Current Hotel

Appendix 26 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by the number of years the respondent worked in the hotel. Overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity both for respondents who had less than two years of experience ( $\beta = .425$ ,  $p = .000$ ) and those who had more than two years of experience ( $\beta = .428$ ,  $p = .000$ ).

#### By Number Of Years In The Hotel Industry

Appendix 27 indicates the association between overall job satisfaction and satisfaction with workforce diversity by number of years in the hotel industry. Overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity both for respondents who had less than two years of experience ( $\beta = .460$ ,  $p = .000$ ) and those who had more than two years of experience ( $\beta = .435$ ,  $p = .000$ ).

#### By Number Of Hotels Have Worked

Appendix 28 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by the number of hotels at which the respondent had worked. Overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity both for respondents who indicated the current hotel was their first hotel ( $\beta = .370$ ,  $p = .000$ ) and those who had worked at more than two hotels ( $\beta = .481$ ,  $p = .000$ ).

### By Hours Of Working Per Week

Appendix 29 indicates the association between overall job satisfaction and satisfaction with workforce diversity differentiated by hours of work per week. Overall job satisfaction was significantly associated with the level of satisfaction with workforce diversity for both respondents who worked less than forty hours ( $\beta = .380$ ,  $p = .000$ ) and those who worked more than forty hours ( $\beta = .441$ ,  $p = .000$ ).

### By Shift

Appendix 30 indicates the relationship between overall job satisfaction and satisfaction with workforce diversity differentiated by work shift. Respondents working morning shifts ( $\beta = .422$ ,  $p = .000$ ), afternoon shifts ( $\beta = .423$ ,  $p = .028$ ), night shifts ( $\beta = .415$ ,  $p = .005$ ), and rotating shifts ( $\beta = .363$ ,  $p = .002$ ) all indicated that overall job satisfaction was strongly associated with satisfaction with workforce diversity.

## HYPOTHESIS 9 TESTING

Hypothesis 9 proposes that, as the level of positive perception of workforce diversity increases, the level of intention to remain at the current hotel is likely to increase. The null and alternative hypotheses are stated as follow:

Hypothesis 9:

- Ho: The level of satisfaction with workforce diversity does not significantly influence intention to remain at the current hotel.
- Ha: The level of satisfaction with workforce diversity significantly influences intention to remain at the current hotel.

Null hypothesis 9 was not rejected. To test hypothesis 9, simple regression was used to determine the impact of satisfaction with workforce diversity on intention to remain at the current hotel. The dependent variable was the six- point scale of the probability that hotel workers would remain at the current hotel. The scales were as follow: “less than one year,” “1-3 years,” “3-5 years,” “5-10 years,” “10-20 years,” and “more than 20 years.” The possible responses were: “most strongly disagree,” “strongly agree,” “agree,” “disagree,” “strongly agree,” and “most strongly agree.” The independent variable was satisfaction with workforce diversity at the current hotel. The scales were “high” and “low.”

$$\hat{Y} = b_0 + b_1X_1 \quad \text{Where,}$$

$\hat{Y}$  = Dependent variable “Intention to Remain at the Current Hotel”

$X_1$  = Independent variable “Satisfaction with Workforce Diversity”

$b_0$  = Intercept

$b_n$  = Regression Coefficient

The results of the regression analysis of satisfaction with workforce diversity toward the dependant variable “Intention to Remain at the Current Hotel” are listed in Appendix 31. The regression equation of “Intention to Remain at the Current Hotel” indicated an adjusted R square of .004. This indicates that only 0.4% of the variation in “Intention to Remain at the Current Hotel” was explained by this equation. The F-ratio of 0.000 was significant ( $p = .995$ ), indicating that the results of the equation could have occurred by chance. The Dublin-Watson statistic value was (1.861), indicating that there was no residual correlation in the model.

The results of the regression analysis showed that satisfaction with workforce diversity could not predict the probability of a hotel worker's overall job satisfaction at the current hotel ( $\beta = .000$ ,  $p = .995$ ). Null hypothesis 9 was supported - there was no relationship between satisfaction with workforce diversity and overall job satisfaction. Since null hypothesis 9 was not rejected, no further analysis was performed.

### HYPOTHESIS 10 TESTING

Hypothesis 10 proposes that differences exist between the level of importance of job related attributes and satisfaction with those attributes. The null and alternative hypotheses are stated as follows:

Hypothesis 10:

Ho: Individual satisfaction with job related variables is not significantly different from the individual level of importance of job-related variables.

Ha: Individual satisfaction with job related variables is significantly different from the individual level of importance of job-related variables.

Null hypothesis was rejected.

A paired t-test was conducted on the grand means of importance and satisfaction attributes to test hypothesis 10. As seen in Table XLVIII, the grand mean was 4.37 for importance and 4.80 for importance ratings. Thus, the null hypothesis was rejected indicating a significant difference between perceived importance of job satisfaction and importance attributed to identical job related attributes.

### Gap Analysis: Comparison Of Job Related Attributes Between Importance And Satisfaction

The purpose of this section was to identify satisfaction gaps as measured in the difference between respondents' perceived importance of job related attributes and perceived satisfaction with those attributes. Table XLVIII shows the perceived importance and satisfaction means, standard deviation, paired t-test scores, and significance.

A paired t-test was used to test the significant mean difference (gap) between respondents' perception of importance and satisfaction (Table XLVIII). A positive t-score indicates that the satisfaction ratings for that specific attribute are higher than the importance rating. Similarly, a negative t-score indicates that the importance score for the attribute is higher than the satisfaction rating. The numbers smaller than 0.05 in the significance column indicate that the differences between importance and satisfaction are statistically significant. Attributes that reported as statistically significant are: benefit, opportunity to do different things, supervisor behavior, supervisor knowledge, job security, company policy; level of pay; advancement opportunity; training for daily tasks; working conditions; accomplishments; job utilization; location of hotel; co-workers' service performance; and training beyond daily tasks.

TABLE XLVIII

RESULT OF PAIRED SAMPLE T-TEST: DIFFERENCES BETWEEN  
RESPONDENTS' PERCEPTION OF IMPORTANCE AND  
SATISFACTION REGARDING JOB-RELATED ATTRIBUTES

	N	Satisfaction Mean (SD)**	Importance Mean (SD)***	Std. Error Mean	Mean Differences	Sig.	t-value
Workload	359	4.33 (1.33)	4.36 (1.28)	7.00E-02	-3.62E-02	.701	-.384
Benefit	358	3.43 (1.65)	4.81 (1.31)	8.71E-02	-1.38	<b>.000<sup>1</sup></b>	-12.300
Opportunity to do different things	359	4.30 (1.41)	4.59 (1.18)	7.42E-02	-.29	<b>.001<sup>2</sup></b>	-3.359
Supervisor behavior	359	4.94 (1.31)	5.18 (1.08)	6.93E-02	-.25	<b>.001<sup>2</sup></b>	-3.310
Feeling of importance	359	4.50 (1.44)	4.55 (1.31)	7.61E-02	-4.46E-02	.628	-.485
Supervisor knowledge	358	4.68 (1.43)	4.88 (1.09)	7.56E-02	-.20	<b>.019<sup>2</sup></b>	-2.366
Job security	358	4.41 (1.37)	5.16 (1.09)	7.23E-02	-.76	<b>.000<sup>1</sup></b>	-8.988
Company policy	359	4.21 (1.52)	4.88 (1.07)	8.03E-02	-.67	<b>.000<sup>1</sup></b>	-7.634
Pay	359	3.50 (1.64)	5.16 (1.06)	8.63E-02	-1.66	<b>.000<sup>1</sup></b>	-16.018
Advancement and develop	359	3.76 (1.56)	4.89 (1.24)	8.23E-02	-1.13	<b>.000<sup>1</sup></b>	-11.946
Training for daily tasks	359	3.98 (1.45)	4.81 (1.10)	7.66E-02	-.82	<b>.000<sup>1</sup></b>	-10.068
Working condition	359	4.38 (1.37)	5.04 (1.03)	7.24E-02	-.67	<b>.000<sup>1</sup></b>	-8.345
Work shift	358	4.66 (1.39)	4.53 (1.39)	7.37E-02	.13	.196	1.296
Accomplishment	359	4.91 (1.20)	5.08 (1.01)	6.35E-02	-.16	<b>.015<sup>3</sup></b>	-2.439
Opportunity to tell people what to do	359	3.77 (1.50)	3.67 (1.52)	7.93E-02	.10	.292	1.055
Job utilization	359	4.51 (1.33)	4.97 (1.04)	7.01E-02	-.45	<b>.000<sup>3</sup></b>	-5.996
Location of the hotel	359	5.05 (1.26)	4.56 (1.30)	6.66E-02	.49	<b>.000<sup>3</sup></b>	6.192
Coworkers service performance	359	4.47 (1.24)	4.96 (1.04)	6.56E-02	-.49	<b>.000<sup>3</sup></b>	-6.052
Training beyond job skills	359	4.03 (1.49)	4.84 (1.18)	7.86E-02	-.81	<b>.000<sup>3</sup></b>	-8.846
Department	359	5.01 (1.14)	4.98 (1.08)	6.01E-02	3.06E-02	.653	.450
Get along with coworkers	358	5.04 (1.16)	4.97 (1.07)	6.14E-02	6.70E-02	.327	.981
Grand Mean		4.37	4.80		-4.29E-01		

<sup>1</sup> p < .001<sup>2</sup> p < .01<sup>3</sup> p < .05

\*\* : Mean (1=not important at all, 2=not very important, 3=not important, 4-important, 5=very important, 6=most important)

\*\*\* : Mean (1=most strongly disagree, 2=strongly disagree, 3=disagree, 4=agree, 5=strongly agree, 6=most strongly agree)

### Importance-Performance Analysis

The next step in the data analysis was performance of an Importance-Performance Analysis (IPA) on job-related attributes to position them in an IPA grid. Importance-Performance Analysis (IPA) was employed to compare general hotel workers' perceptions of job-related attributes. In this study, means of the perceived importance and satisfaction of each attribute were plotted into a graphical grid. Vertical and horizontal lines, using the mean values of the satisfaction and importance components, were placed into four identifiable quadrants (Figure 14).

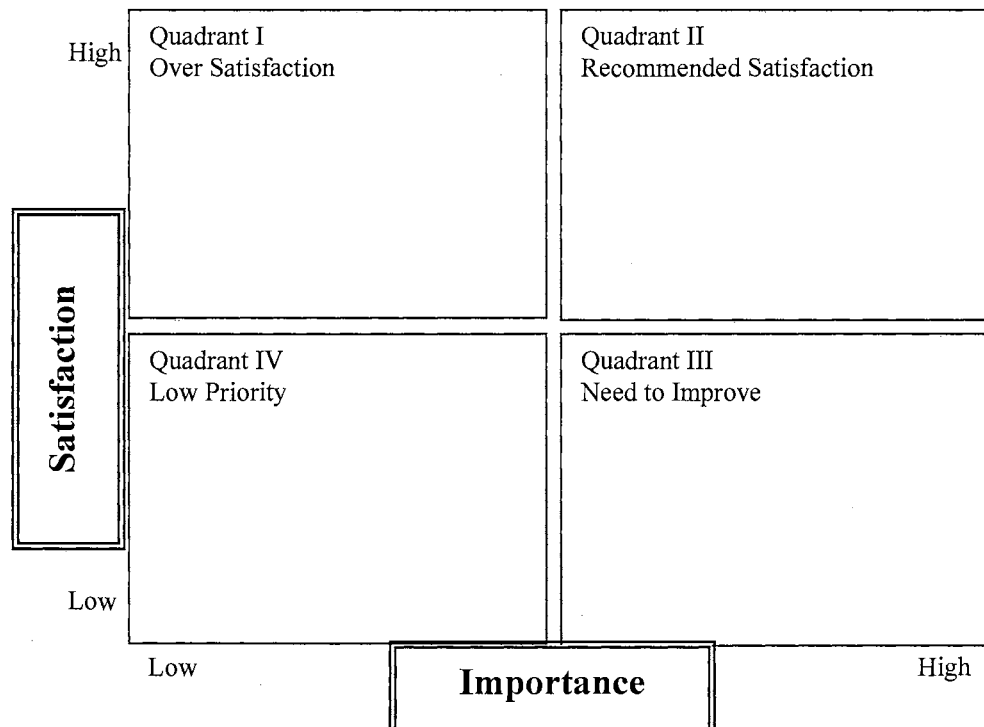


Figure 14. Importance and Performance Grid of Job Related Attributes

In this IPA grid, Quadrant I (Possible Over Satisfaction) displays attributes that are of low importance but with which respondents are highly satisfied. This indicates



that items in this quadrant are not important for respondents. Similarly, Quadrant II (Suggested satisfaction) has attributes that are important and with which respondents are highly satisfied. Employers need to keep their current performance in this region since these attributes are important to hotel workers. Quadrant III (Need to improve) contains attributes that are important but with which they are unsatisfied. Employers should devote additional effort to improving attributes in this area. Finally, Quadrant IV (Low priority) involves attributes that are low in importance and satisfaction. Employers may need to spend less effort in this area than in other areas.

Figure 15 shows the location of the cross-hair that divides the matrix into quadrants. This is critical since it determines the interpretation of the results. As Martilla and James (1977) suggested, the mean was used to establish cross-hair points which divide the grid into four quadrants. The IPA grids had different dividing points (cross-hair). The cross-hair point for importance was 4.803 and 4.374 for satisfaction.

#### Quadrant I: Over Satisfaction

This quadrant of the IPA grid contains eight attributes - feeling of importance (5), technical supervision (6), job security (7), job utilization (16), location of the hotel (17), department (20), and congruence with co-workers (21) - identified in Figure 15. Among these, four attributes - shift (13), feeling of importance (5), department (20), and congruence with co-workers (21) - were not identified as significant in Importance and Performance Analysis. This indicates that respondents were over satisfied with attributes identified in this quadrant. The results indicate that four attributes - technical supervision, job security, job utilization, and location of the hotel - were not considered important to respondents but received satisfaction levels from respondents.

### Quadrant II: Recommended Satisfaction

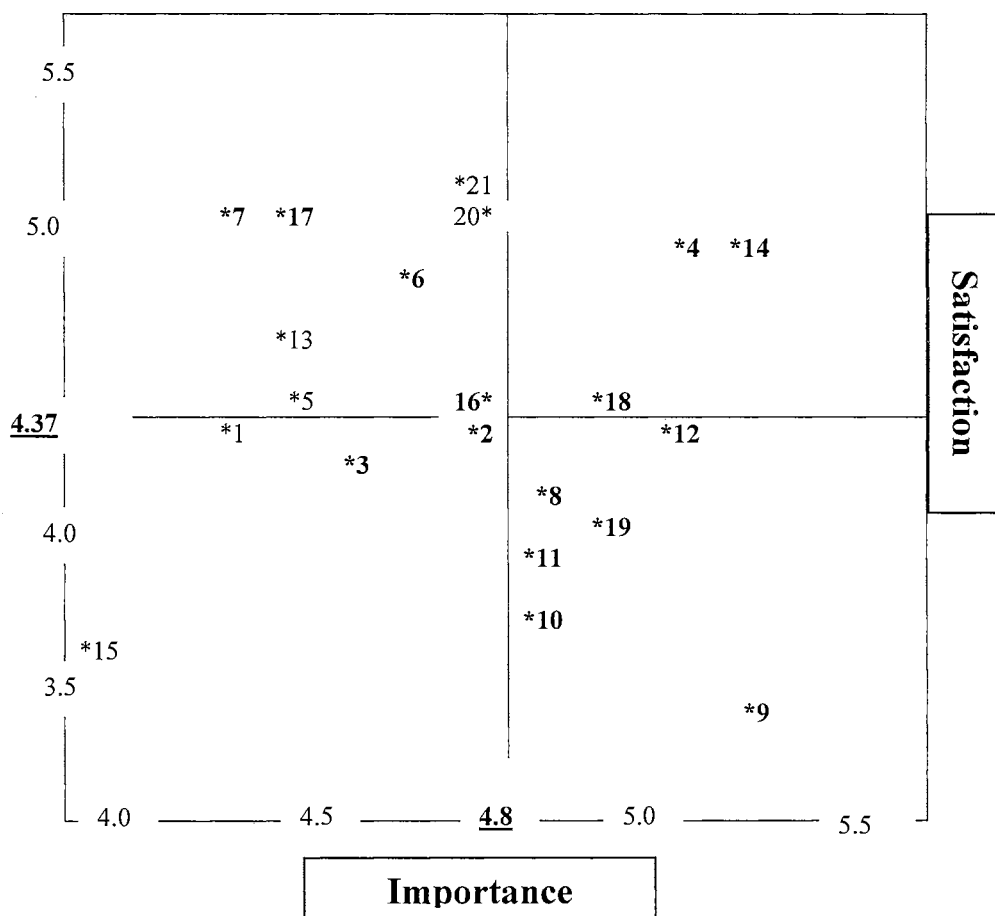
This quadrant of the IPA grid, contains three attributes - supervisor behavior (4), accomplishment (14), and co-workers service performance (18) - identified as significant at  $p = .05$ . These attributes satisfied respondents' expectations. Respondents also considered these three attributes important.

### Quadrant III: Need to Improve

The attributes in this quadrant need special attention since they were relatively more important and less satisfactory for respondents. All six attributes also were identified as significant at  $.05$ . These six items are: company policy (8), pay (9), advancement (10), training for daily tasks (11), working condition (12), and training beyond job skill (19). The results indicate that these six items need to receive higher attention than attributes in the quadrant II.

### Quadrant IV: Low Priority

The attributes in this quadrant need relatively less attention compared to other attributes. These also were considered less important to respondents. These attributes are workload (1), benefit (2), different things time to time (3), telling people what to do (15). Among these three attributes, "workload" and "telling people what to do" were not identified as significant.



**Bold: Significant at p= .05**

- |                                    |                                |                                  |
|------------------------------------|--------------------------------|----------------------------------|
| 1: Workload                        | 2: Benefit                     | 3: Different things time to time |
| 4: Supervisor behavior             | 5: Feeling of importance       | 6: Technical supervision         |
| 7: Job security                    | 8: Company policy              | 9: Pay                           |
| 10: Advancement                    | 11: Training for daily tasks   | 12: Working condition            |
| 13: shift                          | 14: accomplishment             | 15: telling people what to do    |
| 16: Job utilization                | 17: Location of the hotel      |                                  |
| 18: Co-workers service performance | 19: Training beyond job skill  |                                  |
| 20: Department                     | 21: Congruence with co-workers |                                  |

Figure 15. Importance and Performance Analysis for Hotel Workers

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to identify individual characteristics that would affect the level of association between overall job satisfaction and intention to remain at the current workplace. Perceptions of hotel workers toward workforce diversity also were studied to identify factors that would help employers provide better work environments and increase employee job satisfaction. This study examined five identified job dimensions and determined dimensions that best predict overall job satisfaction and intention to remain at the current hotel by applying a newly developed job satisfaction scale for a diverse workforce.

The detailed purposes of this study were to:

- 1) identify the relationship, if any, between job satisfaction dimensions and overall job satisfaction and intention to remain at the respondent's current hotel.
- 2) determine the relationship, if any, between individual characteristics and job satisfaction and intention to remain at the current hotel.
- 3) investigate whether or not the individual acceptance of workforce diversity and co-workers had a relationship with individual overall job satisfaction and intention to remain at the current hotel.

The previous chapter elaborated on the research methodologies that were used to discuss test results. The first part of this chapter provides a summary of the current study and conclusions that related to ten research questions, then discusses specific findings.

The second part of this chapter concludes by identifying potential implications for hotel workers and suggestions for future research.

### Summary of the Study

The survey questionnaire collected information from each member of the selected properties by completely canvassing all subjects within the target population. Each subject received the same questionnaire. As a two-stage sampling, judgment sampling initially was applied to this study in order to select participating hotel properties. The population consisted of employees at a lodging property management company which operates thirty-five properties in nine different states. A convenience sample of 1,489 hotel workers in twenty-four selected hotels comprised the respondents of this study.

Data collected was highly confidential and anonymous and all employees at selected lodging properties were invited to answer the survey, but were not forced to do so. Data was obtained through the self-administration of a survey tool which included items related to demographic, employment, job satisfaction, importance of job-related variables, and perception of workforce diversity.

### Descriptive Results of Respondents

1. Female (67.4%)
2. Under forty-five years old (73.5%)

3. Caucasians (40.7%)
4. U.S. citizens (88.9%)
5. Native English speakers (78.3%)
6. Monthly income under \$1,000 (42.1%)
7. Some post-secondary education (50.4%)
8. Familiarity with U.S. culture (86.9%)
9. Housekeeping department employees (30.9%)
10. Line employees (64.3%)
11. Morning shift workers (57.7%)
12. Worked less than forty hours (67.7%)
13. Less than two years of experience in the current hotel (49.9%)
14. More than two years of experience in the hotel industry (58.2%)
15. Worked at more than one hotel (50.7%)
16. Enjoyed working with people in the hotel (72.1%)
17. Enjoyed working in the hotel (74.7%)
18. Planed to work at the current hotel more than six years (30.6%)
19. Reasons for working at the current hotel: gain experience (38.4%), good wage (23.7%), the location of the hotel (41.5%), interest in the hotel (20.6%), hotel reputation (25.1%), ease of work (15.6%), job security (27 %), multi-workforce (9.7%), co-workers (45.4%), diverse ethnicity (9.2).
20. Perceived their co-workers as getting along with each other (75.8%), had good English efficiency (80.2), were well trained (74.7), cultural practices were well respected (79.7%), ethnic backgrounds were well respected (83.6%), customers

were friendly (86.9%), were valuable to the company (84.1%), were loyal to the company (79.4%), liked their jobs (75.8%), liked working in the hotel (77.4%), and satisfied with their job (71.6%).

Exploratory analysis examined the initial reliability and validity of attributes that were grouped together. Exploratory factor analysis was initiated to identify the dimensions of attributes of job satisfaction among diverse hotel workers. All subjects were divided into multiple groups according to demographic and employment characteristics. A level of significance of  $p = 0.05$  was used. Seventeen attributes were applied and five dimensions were extracted from exploratory factor analysis. Identified factors for job satisfaction resulted in a relatively more workable and meaningful number of composite dimensions which could be interpreted more easily and used for the subsequent analysis. Five extracted job satisfaction factors were “*work environment*,” “*work itself*,” “*supervision*,” “*compensation*,” and “*personal status*,” and the factor that was extracted from four workforce attributes was labeled as “satisfaction with workforce diversity.”

The next phase of this chapter involved exploration of the relationships among the indicators of job satisfaction and intention to remain at the current hotel. Simple regression analysis was used to identify whether overall job satisfaction with different employment and demographic characteristics was associated with employee intention to remain at the current hotel. Multiple regression analysis also was used to investigate whether five job dimensions were associated with overall job satisfaction and intention to

remain at the current hotel. Impact of satisfaction with workforce diversity on overall job satisfaction and intention to remain at the current hotel were investigated using simple regression analysis.

Multivariate analysis of variance (MANOVA) was performed to determine the differences in satisfaction with five job satisfaction dimensions, overall job satisfaction, and intention to remain at the current hotel according to respondents' demographic and employment characteristics. Multivariate analysis of variance was also performed to investigate the differences in satisfaction with workforce diversity at the current hotel according to respondents' demographic and employment characteristics.

A paired sample T-test was used to identify differences between satisfaction with job-related items and perception of importance of those job-related attributes.

### Discussions of Research Questions

Research question 1: Is there a relationship between overall job satisfaction and intention to remain at the current work place?

The probability of a hotel worker's intention to remain at the current hotel increased as overall job satisfaction increased. Regression analysis indicated that the probability of remaining at the current hotel could be predicted by overall job satisfaction for those who worked in food service, front office, and administrative jobs. The results also indicated that the level of intention to remain at the current hotel increased as the level of job satisfaction increased regardless of the worker's length of tenure at the current hotel, in the hotel industry, the number of hotels at which the respondent had worked in the past, or the work schedule.



A partial explanation could be that an association between job satisfaction and intention to remain at the current hotel was sensitive to those who generally worked in one area, who were new to their position, or who were line employees. New workers and those in entry-level positions could be in the process of finding their niche in the work group and tend to seek more clarification about issues in the work environment. The results indicated that workers who had irregular shifts were less sensitive to work environments compared to those who had regular shifts.

Among identified demographic characteristics, differences were found in age, income, native language, and ethnicity. By using regression analysis, it was identified that, as respondents get older or gain greater income, the impact of overall job satisfaction on intention to remain at the current hotel was not significant, while overall job satisfaction had a positive impact on intention to remain at the current hotel for those who were younger than 45 years old and had low income. The variable of age was related to the overall aspects of job satisfaction, a finding consistent with results of previous studies (Glenn et al., 1977; Weaver, 1980).

Overall job satisfaction was associated positively with intention to remain at the current hotel for those whose native language was English, and for Caucasians and African-Americans. This indicates that job satisfaction was associated with intention to remain at the current hotel among those who belong to the larger ethnic groups in the population. It was proposed that ethnic identity might have an effect on job satisfaction. It was clear that individual differences, especially demographic variables, play a major role in individual job satisfaction.

This study also found that for overall job satisfaction, the participants with some college education seemed more likely to stay with their current employers when they were satisfied with their jobs; however, overall job satisfaction did not impact intention to remain at the current hotel for those who had no college education. In other words, people with more education may be more concerned with the quality of their work environments.

Research question 2: Is there a relationship between factors of job satisfaction and overall job satisfaction among hotel workers?

In general, all five identified job factors were associated with overall job satisfaction. Employment and demographic characteristics were applied to investigate if there were any differences according to individual characteristics.

*Work environment* appeared to be an indicator for overall job satisfaction for respondents in all departments except those in administration. *Work itself* appeared as an indicator of the impact on overall job satisfaction only for respondents who worked in maintenance and security departments. *Supervision* was an indication of the impact only for respondents who worked in food service related areas. *Compensation* was shown as an indication only for housekeepers. *Personal status* was revealed as an indication of impact only for respondents who worked in administrative departments. These results suggest that *personal status* was not sensitive for people who worked in areas that require physical activities, while it was most sensitive for administrative workers.

There were indications that line-employees considered *compensation* and *supervision* to be important. It also was shown that, for people who had worked in the

current hotel longer, *supervision* had an association with job satisfaction. People who had worked at more hotels valued *personal status*, while people who had worked at less than two hotels valued *work itself* and *supervision*. People who worked more hours appeared to value *compensation* more, while people who worked fewer hours appeared to place greater value on advancement, shift, job security, and supervision.

Work shift was another indication studied to identify its association with job satisfaction. *Work environment* was associated with job satisfaction regardless of work shift. For those working the morning shift, supervision and *compensation* were identified as having an association with job satisfaction. *Work itself* had an impact on overall job satisfaction for workers who had night shifts, and *personal status* for workers who did not have regular work shifts. This indicated that workers who worked regular hours considered extrinsic factors more than those who worked non-regular shifts (night and rotation). People who had non-regular work shifts tended to be sensitive to their own status and autonomy.

Older workers considered different areas from workers age 26 to 45. Workers in this group considered *compensation* important, while those in other age groups considered *personal status*. For respondents who earned more money, *personal status* had an association with job satisfaction. As people gained higher income, they also considered their own social status as Maslow's hierarchy of needs indicated.

As workers gained some college education, they were more likely to value work conditions, work shift, training, advancement, and job security while respondents who had no college education emphasized *supervision*. This indicated that workers who had some college education tended to consider their future career, while those who did not

have college education tended to focus on their workload and supervisors. For those whose native language was not English, only *work environment* had an impact on job satisfaction. *Work itself*, *compensation*, and *personal status* had an association with job satisfaction for those whose native language was English. This indicated that non-English native speakers only considered their workplaces such as location of the hotel and department, and that native English speakers tended to be more sensitive to all job satisfaction factors except *supervision*. It may indicate that English native speakers are familiar with U.S. cultures allowing them to consider many factors, while non-English native speakers are not familiar with U.S. cultures and thus they only consider their current workplaces.

Caucasians also considered more factors important (*work environment*, *work itself*, and *personal status*) than did those in other ethnic groups such as African-Americans who placed importance on *compensation* and *work environment* and Hispanics who placed importance on *work environment* for their job satisfaction. This indicates that workers identified as white, English native speakers, and U.S. citizens considered work performance and personal feelings more important for job satisfaction, while non-native English speakers, non-U.S. citizens, and those in other ethnic groups considered variables that related to the work environment such as English proficiency, worksites, and accomplishment, as more important for job satisfaction.

Research question 3: Do job satisfaction dimensions have relationships to the level of intention to remain at the current hotel?

Unlike indications that five job satisfaction dimensions affected overall job satisfaction, only *work environment* and *work itself* had significant associations with intention to remain at the current hotel. *Work itself* was important to food service workers in deciding to stay at the hotel. For line employees, no association was indicated; however, (as demonstrated in the previous question) *work environment* and *work itself* appeared to be important to retain those who were in managerial positions.

*Work environment* was also important to job satisfaction for those who had worked less than two years at the current hotel and those who had worked in the hotel industry more than two years, while *work itself* was important to those who had worked at the current hotel more than two years and those who had no previous experience in the hotel industry. No association was found between job satisfaction dimensions and intention to remain at the current hotel for those who worked less than two years in the hotel industry. Location of the hotel, communication, and department were sensitive for workers who had been in the current hotel a shorter time and had worked in other hotels, while work condition, work shift, training, and advancement were sensitive for workers who had been in the current hotel longer and had not worked in other hotels.

For people who worked less than forty hours each week, satisfaction with the location of worksites or departments increased their likelihood to remain at the current hotel. Unlike the results found in the impact of factors on overall job satisfaction according to shifts, *work itself* for those in the morning shifts, *work environment* for those

in the afternoon shifts, and *supervision* for those in rotating shifts were important. It may indicate that people did not have regular shifts were not happy with scheduling.

For female respondents, *work itself* was identified as a factor that had an impact, while no factor had an impact on intention to remain for male workers. Concerning income and education differences, *work itself* was shown as one factor that had an impact on intention to remain for those who earned less than \$1,000 monthly, while *work environment* had an impact for those who earned more than \$2,000 and those who had some college education. This indicates that people who had received higher education and earned more income were more sensitive to work conditions, work shift, training, and job security.

There was no significant indication that language and ethnic differences had an impact on intention to remain at the current hotel. While no factors had an impact on intention to remain for non-U.S. citizens, two factors (*work environment* and *work itself*) were identified as having an impact on intention to remain at the current hotel for U.S. citizens. This indicates that U.S. citizens are more sensitive to general work environments than are non-U.S. citizens. U.S. citizens can be assumed to be familiar with U.S. culture and business environments in the United States, while non-U.S. citizens are not. Factors such as work conditions, work shifts, advancement, accomplishment, and job security were important for those familiar with U.S. culture in deciding to remain at the hotel, but not for non-U. S. citizens.

- Research question 4-1: Does job satisfaction have a relationship with employment characteristics?
- Research question 5-1: Does the level of intention to remain at the current hotel have a relationship with employment characteristics?
- Research question 6: What characteristics influence employee satisfaction with job dimensions?

The result of the MANOVA revealed significant differences for the five job dimensions, overall job satisfaction, and intention to remain at the current hotel between department, type of job, number of years in the hotel, number of years in the hotel industry, number of hotels at which the respondent worked, and number of hours of work each week.

Those who had administrative positions and maintenance positions were more satisfied with *personal status* than were those who worked in other areas. Those who worked in maintenance and security department also indicated that they had a higher intention to remain at the current hotel than those who worked in other areas. Those who had management positions had higher job satisfaction, intention to remain at the current workplace, and satisfaction with *personal status* than line-employees. This might be because workers in managerial positions earned higher incomes and received more education than line-employees. A partial explanation could be that workers who had office jobs and maintenance/security jobs that required skills had performed various duties and thus were allowed to do different things that encouraged them to stay at the current hotel.

Those who had worked at the current hotel or in the hotel industry more than two years had a higher intention to remain at the current hotel than those who had less than two years of experience. Those who worked more than forty hours weekly had greater

satisfaction with *work itself* and *personal status* and overall job satisfaction than those who worked less than forty hours. This indicated that people who had more experience in the hotel industry tended to remain at the current hotel and people who worked more hours tended to have higher overall job satisfaction.

Research question 4-2: Does job satisfaction have a relationship with demographic characteristics?

Research question 5-2: Does the level of intention to remain at the current hotel have a relationship with demographic characteristics?

Male respondents had higher satisfaction with *personal status* than did female respondents; however, females had a greater intention to remain at the current hotel. Older respondents indicated a greater intention to remain at the current hotel compared to younger workers. The level of intention to remain at the hotel was different according to income levels. Those respondents who earned greater incomes were more likely to be satisfied with their *personal status*, and their intention to remain at the current hotel was relatively higher than those who earned less.

Those whose native language was English had higher satisfaction with *work environment*, *work itself*, *supervision*, *compensation* and *personal status*, and overall job satisfaction; however, their intention to remain was less than those whose native language was not English. This may indicate that, even if native English speakers were satisfied with all the job satisfaction factors, they might not stay at the current hotel longer; and that, if non-native English speakers were not satisfied with current work environments, they might stay at the current hotel longer. This may be because they are not familiar with U.S. work environments or had difficulty because of their language ability. One



partial explanation for non-English native speakers' higher intention to remain at the hotel was that job security was the only thing they considered. They might also be drawn to affiliation or the proximity to fellow workers with a similar cultural background to theirs

Hispanic respondents had lower satisfaction with all factors, overall job satisfaction, and intention to remain than those of other ethnic groups. Caucasians had higher satisfaction with *work itself*, *supervision*, *compensation*, and *personal status* than those of other ethnic groups; however, African-Americans had higher intention to remain at the current hotel. One explanation for this finding might be that Caucasian workers felt satisfied with their work environments; however, this satisfaction was not directly linked to intention to remain at the current workplace. It also indicated that Hispanic workers were not as satisfied as other ethnic groups with their work environments.

Research question 7: What characteristics may differentiate employee satisfaction with workforce diversity in the lodging industry?

Satisfaction with workforce diversity differed according to the areas in which people worked and the number of hours they worked. People who had administrative duties and people who worked more than forty hours had relatively higher satisfaction with workforce diversity. This may indicate that people who had more exposure to customers and co-workers had less satisfaction with workforce diversity. Another explanation for this finding might be that those who worked less than forty hours had a negative attitude toward work environments including workforce diversity.

Satisfaction with workforce diversity was different according to age, education and ethnicity. Satisfaction was higher for younger employees, those with more education, and Caucasians. This indicates that the younger generation, who had more opportunities for exposure to diversity through education, might have a positive attitude toward diversity, and these workers also are better able to get along with others in the work group. Acceptance increases the capacity to be accepting of differences among individuals and fosters the integration of individuals who are different. The greater the level of acceptance of diversity, the more able individuals are to accept individual differences.

Research question 8: Is there a relationship between overall job satisfaction and level of satisfaction with workforce diversity?

The impact of workforce diversity on the respondent's overall job satisfaction was significant for all respondents regardless of gender, income, education, language, citizenship, department, type of job, number of years in the hotel, number of years in the hotel industry, number of hotels at which they had worked, number of hours worked weekly, and work shifts; however, satisfaction with workforce diversity was associated with overall job satisfaction only for those who were younger than 56 years old. Similar to the previous question, workforce diversity was not associated with overall job satisfaction for older people. This finding might indicate that workforce diversity influences overall job satisfaction regardless individual characteristics.

Research question 9: Is there a relationship between the level of intention to remain at the current hotel and the level of satisfaction with workforce diversity?

Unlike its relationship with overall job satisfaction, perception of the extent of workforce diversity was not associated with intention to remain at the current hotel. This may indicate that, even if the workforce was associated with overall job satisfaction, it was not a major factor that hotel workers considered in measuring their intention to remain at the current workplace. It also indicates that variables which motivate job satisfaction do not necessarily motivate retention.

Research question 10: What relationships exist between importance of and satisfaction with job-related variables in the hotel industry?

A paired samples T-test was used to identify relationships between satisfaction with and importance of twenty-one job-related attributes. Cross-hair points were set using grand mean scores as Martilla and James (1977) suggested. Six out of twenty-one attributes were identified as not significant factors. Respondents were not satisfied with attributes that related to compensation, assignments, company policy, advancement, job training, and work conditions. They were satisfied with attributes that related to supervision, accomplishment, job security, shift, co-workers, and location of the hotel.

Six attributes (benefits, variation in job duties, technical supervision, job security, job utilization, location of the hotel) were identified as attributes that were not relatively important, while the other nine attributes (supervisor behavior, company policy, pay, advancement, training for daily tasks, working condition, accomplishment, co-workers' service, and training beyond job skill) were important to respondents.

Respondents were not satisfied with work conditions, job training, and advancement, but they considered these attributes important when they sought new employment. This indicates that areas related to *work itself* need more attention from hotel operators. Pay was the factor that respondents held to be most important and with which they were least satisfied; however, benefits were not important to hotel workers. This indicates that hotel workers place greater importance on their monthly income than benefits they receive from the company. Workers also considered attributes related to *supervision* important, and they were satisfied with those attributes. These findings indicate that hotel workers considered attributes related to safety and security needs to be important. In this matter, it appears that hotel workers are seeking the second stage of Maslow's of hierarchy needs.

### Discussions Of The Study

Understanding how employees feel about their work environment is one requirement to retaining quality workers. Attempts have been made to probe the relationship between demographic and employment variables and job satisfaction.

One significant finding in this study was that variables that differentiated overall job satisfaction and intention to remain at the current hotel were not the same. It may be true that overall job satisfaction is correlated with retention. However, as the previous sections reported, differences exist in this relationship according to individual characteristics. The fact that such significant differences exist is cause for concern that the workplace is not meeting the needs of a large proportion of its workforce. It also

might signify that something is lacking in the preparation of many minorities for specific positions.

The results of this study suggest that the relationship between job satisfaction and personal characteristics is mediated through the level of work environments. In administrative work, the work itself and perception of other variables may contribute more to satisfaction while in non-administrative work, job related variables may account more for job satisfaction; however there was no clear indication that certain variables could be predictors of job satisfaction and intention to remain at the current workplace. As an example, when people earned high monthly salaries, they had a positive reaction to their work; however, income did not have an impact on intention to remain at the current work. Although the regression weight for the variable of income was significant in overall job satisfaction, it is unlikely that increases in income directly increased the level of intention to remain at the current workplace according to the data. Other job related factors, such as training and work conditions other than pay, might have an impact on intention to remain at the current hotel.

The findings in this study do not always confirm the findings in the current literature. Some ethnic groups did not differentiate any significant associations between overall job satisfaction and intention to remain. This was surprising since ethnicity has been associated with job involvement (Tsui et al., 1992). The results of this study did not substantiate those findings and this may be attributed to the small sample size. Another explanation may be that non-whites make up about a third of the work group and a large number of workers had worked in their current workplace for more than two years. Kanter (1977) suggested that subtle discrimination is minimized in groups where

minority representation approaches a critical mass of fifteen to twenty percent. The large number of non-whites in the study group may contribute to a lack of significant association between workforce diversity and intention to remain at the current workplace.

As people worked at the same hotel longer, they may become disillusioned with what they perceive as inadequate rewards for many years of work. Perhaps their jobs and organizations do not meet their contextual demands. This finding is consistent with the results of Bedeian et al. (1992), who found a positive significant relation between tenure at the job and other facets of job satisfaction. Persons with more work experience might find their jobs respectable, could apply their knowledge to that work, and might like the physical work environment, even though they might experience some problems with their work.

One of the important findings of this study was that some individual characteristics and perception of workforce diversity were associated with overall job satisfaction, but not with intention to remain at the current workplace. Given the extent of diversity in the work group, one explanation might be that workers who have worked longer have become acculturated to the level of cultural diversity in the work group and tend to become accustomed to the differences in the group. Thus they do not perceive the diversity in the work group as out of the ordinary.

This study also identified attributes that respondents would consider important when they sought new employment in other hotels and attributes of their current workplaces with which respondents were satisfied. It is critical to understand that factors considered important neither necessarily always influenced overall job satisfaction nor intention to remain at the current hotel. Hotel operators may need to acknowledge that

providing for factors which workers consider important is not always linked directly to overall job satisfaction and retention. Improving only those factors that workers consider important may not be enough to retain workers at the current hotel. Hotel operators may need to look at each area according to individual characteristics and provide a customized improvement to individual groups according to individual characteristics.

### Implications

Overall job satisfaction is an important variable not only in management but also line employees. Given the increasing diversity in the workforce and in the customer base, hotel executives should understand that it is essential to provide staff with a comfortable work environment and that they are able to work effectively with co-workers. Since acceptance of workforce diversity is also associated with overall job satisfaction, it is also important that hotel executives provide opportunities for their managers and frontline staff to be exposed to diversity training. This will be necessary to optimize the hotel workers' performance and to assist the manager in enhancing employee performance and fostering effective customer care.

Workforce diversity is the norm rather than the exception, and people working in this setting have learned to function with persons who are different from them in many aspects. It would be important for the organization to carefully monitor the composition of the work groups so that the groups remain diverse. As findings in the literature suggested, when minorities have constituted relatively small proportions within the work group, they perceive fewer opportunities for advancement, perceptions that others were

likely to have less confidence in them, less opportunity to gain recognition within the organization and had less opportunity to initiate new activities (DiTomaso et al, 1996). Milliken and Martins (1996) reported that people who are different from the majority may experience less positive emotional responses to their organizations and are less likely to be evaluated by their supervisors. Thus, it is important for management to become aware that increasing diversity may require a greater need to ensure that all employees feel that they have an equal access to opportunities for advancement and feel empowered to be more creative in providing care and that their efforts will be recognized.

It is essential that hotel executives provide opportunities for training to enhance employees' skills, opportunities for advancement of knowledge, and incentives for workers to challenge them to advance from current positions. These opportunities not only would enhance performance, but also would foster relationships between line-employees and management. It is also important that managers implement programs that assist a variety of programs according to employee characteristics and maintain positive interactions with peers who have different backgrounds.

One implication for this finding is that organizations should pay attention to low-paying jobs and direct their efforts to increasing job satisfaction of low-income employees. It might not be possible to alter income in organizations in the short run; therefore, employers could think about satisfying social, esteem, and self-actualizing needs of the people holding low-paying jobs.

Management will need to make sure that the increased responsibility that accompanies interaction with employees within all areas is related to improving the work environment, rather than just focusing their time on administrative duties alone. It would



be important for the department to assist long term employees in finding a cohort group based on tenure in order to minimize the negative perceptions of short term employees. The organization also could capitalize on the knowledge and experiences of long-term employees by utilizing them to assist in new employee orientation both at the organization and unit level.

Employees who are satisfied with their jobs are considered to be more stable within their organizations (Hartman & Yrle, 1996). The relationship between job satisfaction and intention to remain may be difficult to establish within organizations have diverse workforces. With increasing diversity, individuals who are otherwise in the majority perceive themselves to be in the minority and hence feel that they have less sensitive to work environments. Poor morale can harm the organization and the workers by producing work avoidance. In high-performing companies, people are treated with respect, employees at all levels rate the company in a similar way, and commitment to the organization and its goals transcends individual job satisfaction. The best way to obtain such commitment is through participatory management. In these circumstances, the employees take up a refreshingly new set of issues that relate to improving the company's performance (Kiechel, 1989). It is critical for hotel operators to understand what workers need. People who have been in the U.S. a short period of time may have different perceptions of their work. It may be useful for them to have the opportunity to receive training such as English instructions or social counseling. Hospitality leaders could benefit by being aware of the social and affiliation needs and motivations of their non-U.S.-workers and develop programs which address these needs. This could result in positive outcomes for the hotel as well as the workers.

### Future Research

While this study explored the employee's perception about general workforce diversity, further research is needed that investigates specific workforce diversity in different settings. One of the problems with diversity research is the lack of a common definition of workforce diversity. Workforce diversity generally is defined in terms of the observable attributes of race, ethnicity, gender and age. Workforce diversity also may be defined in terms of non-observable attributes of education, technical ability, cultural backgrounds, resident environments, personality type, and tenure. It would be important to consider a broader definition of diversity, especially the inclusion of the non-observable attributes of cultural diversity in future studies.

It might be helpful to conduct a qualitative study to identify indicators of workforce diversity as well as behaviors that might indicate acceptance of workforce diversity. To construct high quality questionnaires, one strategy seeks more qualitative research on common research questions pertaining to hotel workers' job satisfaction to unfold detailed interactions between individuals and their work environments. As an example, qualitative methods can be used in analyzing respondents' comments on questionnaires or interviewees' comments that deal with identity experiences and feelings toward other ethnic groups. This information may serve to direct the construction of more effective and inclusive questionnaires to be used in survey studies. Qualitative studies on common research questions also can be a part of an investigation of professional satisfaction of hotel workers. Results from qualitative research may serve to support or modify findings in quantitative data analysis.

Hotel workers identified in quantitative analysis as being exceptional in professional satisfaction deserve more intensive qualitative studies. Qualitative research could be utilized to identify perceived advantages and disadvantages of workforce diversity. Findings could be utilized to develop diversity-training programs to enhance the strength of a diverse workforce and minimize the potential drawbacks in order to foster organizational competitiveness.

The same research could be duplicated with a large sample from different regions. Conducting the research in areas where the work group is more or less diverse might yield different results. Research regarding the direct influence of individual experiences, and their influence on acceptance of workforce diversity, might provide theoretical and practical suggestions for managing diversified hotel workers.

Another area requiring further research is the development of the instrument for evaluating acceptance of workforce diversity. Because the current study was not aimed at developing an instrument to measure only acceptance of workforce diversity, a tool in the initial phases of development was used in this study. Although the factor structure of a new scale might resemble those of other scales, it still can contain unique constructs, as was the case in this study. The present findings also demonstrate that, in examinations of the relationship between job satisfaction and certain variables, one type of measure might not be adequate. There might be value in further development and testing of the scale. More research is needed to generalize the results to different workers at different levels in the hotel industry.

In this study, Maslow's Hierarchy of Needs was identified as it related to job satisfaction factors. By applying Maslow's Hierarchy of Needs, *work environment* and

*supervision* can be seen as similar to the third stage of Maslow's hierarchy of needs, *work itself* can be similar to the second stage of Maslow's hierarchy of needs, *compensations* can be the first stage and *personal status* can be fourth stage of Maslow's hierarchy of needs. This relationship may need to be identified further through future studies.

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## APPENDIXES

APPENDIX A

TEST RESULTS



## APPENDIX 1

### TYPES OF WORK

Part time		Frequency	%
	No	289	80.5
	Yes	61	17.0
	Missing	9	2.5
Full time			
	No	126	35.1
	Yes	224	62.4
	Missing	9	2.5
Temporary			
	No	349	97.2
	Yes	1	.3
	Missing	9	2.5
Permanent			
	No	300	97.2
	Yes	50	13.9
	Missing	9	2.5
Salaried			
	No	279	77.7
	Yes	69	19.2
	Missing	9	2.5
	Total	359	100.0

## APPENDIX 2

### REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY TYPE OF JOB

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Line Employee (n=153)		.440	.296	3.812	.008 <sup>2</sup>	1.000
R <sup>2</sup> = .088, Adjusted R <sup>2</sup> = .082, D.F. = 152, F = 14.528, Significant At .000, Durbin-Watson = 1.518						
Management (n=77)		.693	.386	3.620	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .149, Adjusted R <sup>2</sup> = .137, D.F. = 76, F = 13.108, Significant At .001, Durbin-Watson = 1.499						

<sup>2</sup> p < .01

### APPENDIX 3

#### REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF YEARS IN THE CURRENT HOTEL

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Less Than 2 Years (n=125)		.457	.300	3.490	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .090, Adjusted R <sup>2</sup> = .083, D.F. = 124, F = 12.177, Significant At .001, Durbin-Watson = 1.763						
More than 2 Years (n=103)		.437	.315	3.336	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .099, Adjusted R <sup>2</sup> = .090, D.F. = 102, F = 11.129, Significant At .001, Durbin-Watson = 1.763						

<sup>2</sup> p < .01

### APPENDIX 4

#### REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NUMBER OF YEARS IN THE HOTEL INDUSTRY

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Less Than 2 Years (n=84)		.383	.256	2.397	.019 <sup>2</sup>	1.000
R <sup>2</sup> = .065, Adjusted R <sup>2</sup> = .054, D.F. = 83, F = 5.745, Significant At .019, Durbin-Watson = 1.758						
More Than 2 Years (n=139)		.471	.330	4.094	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .109, Adjusted R <sup>2</sup> = .102, D.F. = 138, F = 16.758, Significant At .000, Durbin-Watson = 1.873						

<sup>1</sup> p < .001

<sup>2</sup> p < .01

APPENDIX 5

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING  
INTENTION TO REMAIN AT THE CURRENT HOTEL  
BY NUMBER OF HOTELS HAVE WORKED

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Less Than 1 Hotel (n=98)		.629	.405	4.336	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .164, Adjusted R <sup>2</sup> = .155, D.F. = 97, F = 18.805, Significant At .000, Durbin-Watson = 1.877						
More Than 2 Hotels (n=127)		.458	.292	3.416	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .085, Adjusted R <sup>2</sup> = .078, D.F. = 126, F = 11.672, Significant At .001, Durbin-Watson = 1.645						
<sup>1</sup> p < .001		<sup>2</sup> p < .01				

APPENDIX 6

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING  
INTENTION TO REMAIN AT THE CURRENT HOTEL  
BY NUMBER OF HOURS WORKING

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Less than 40 Hours (n=159)		.364	.260	3.371	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .067, Adjusted R <sup>2</sup> = .062, D.F. = 158, F = 11.364, Significant At .001, Durbin-Watson = 1.901						
More than 20 Hours (n=74)		.690	.353	3.201	.002 <sup>2</sup>	1.000
R <sup>2</sup> = .125, Adjusted R <sup>2</sup> = .112, D.F. = 73, F = 10.244, Significant At .002, Durbin-Watson = 1.599						
<sup>2</sup> p < .01						

APPENDIX 7

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING  
INTENTION TO REMAIN AT THE CURRENT HOTEL BY GENDER

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
Male (n=67)		.464	.299	2.526	.014 <sup>2</sup>	1.000
R <sup>2</sup> = .089, Adjusted R <sup>2</sup> = .075, D.F. = 66, F = 6.378, Significant At .014, Durbin-Watson = 1.735						
Female (n=172)		.439	.289	3.934	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .083, Adjusted R <sup>2</sup> = .078, D.F. = 171, F = 15.477, Significant At .000, Durbin-Watson = 2.204						
<sup>1</sup> p < .001		<sup>2</sup> p < .01				

APPENDIX 8

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY EDUCATION

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
High School or Less (n=118)						
		.374	.258	2.873	.005 <sup>2</sup>	1.000
R <sup>2</sup> = .066, Adjusted R <sup>2</sup> = .058, D.F. = 117, F = 8.252, Significant At .005, Durbin-Watson = 2.086						
Some College or Higher (n=122)						
		.632	.388	4.608	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .150, Adjusted R <sup>2</sup> = .143, D.F. = 121, F = 21.234, Significant At .000, Durbin-Watson = 1.797						
<sup>1</sup> p < .001		<sup>2</sup> p < .01				

APPENDIX 9

REGRESSION RESULTS OF OVERALL JOB SATISFACTION AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY CITIZENSHIP

D.V. Intention To Remain At The Current Hotel	I.V. Overall Job Satisfaction	B	$\beta$	T	Sig.	VIF
U.S. Citizen (n=212)						
		.469	.295	4.480	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .087, Adjusted R <sup>2</sup> = .083, D.F. = 211, F = 20.071, Significant At .000, Durbin-Watson = .932						
Non-U.S or U.S. Resident (n=27)						
		.861	.535	3.164	.004 <sup>2</sup>	1.000
R <sup>2</sup> = .286, Adjusted R <sup>2</sup> = .257, D.F. = 26, F = 10.012, Significant At .004, Durbin-Watson = 1.020						
<sup>1</sup> p < .001		<sup>2</sup> p < .01				

APPENDIX 10

REGRESSION RESULTS OF FACTORS AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF YEARS IN THE HOTEL INDUSTRY

Dependent variable	Independent variable	B	$\beta$	T	Sig.	VIF
Less Than 2 Years (n=118)						
Overall Job Satisfaction	F1. Work Environment	.441	.370	3.769	.000 <sup>1</sup>	1.891
	F2. Work Itself	.146	.145	1.145	.255	3.154
	F3. Supervision	.159	.161	1.936	.055	1.365
	F4. Compensation	.110	.123	1.169	.245	2.188
	F5. Personal Status	1.494E-02	.015	.152	.880	1.860
R <sup>2</sup> = .429, Adjusted R <sup>2</sup> = .404, D.F. = 117 F =16.837, Significant At .000, Durbin-Watson=2.274						
More Than 2 Years (n=207)						
Overall Job Satisfaction	F1. Work Environment	.470	.424	6.615	.000 <sup>1</sup>	1.979
	F2. Work Itself	5.835E-02	.060	.783	.435	2.806
	F3. Supervision	.106	.131	1.998	.047 <sup>2</sup>	2.065
	F4. Compensation	6.200E-02	.069	1.190	.235	1.598
	F5. Personal Status	.208	.225	3.458	.001 <sup>1</sup>	2.043
R <sup>2</sup> = .582, Adjusted R <sup>2</sup> = .572, D.F. = 206, F =56.035, Significant At .000, Durbin-Watson=2.051						
<sup>1</sup> p < .001 <sup>2</sup> p < .01 <sup>3</sup> p < .05						

APPENDIX 11

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY AGE

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
18-25 (n=51)						
Intention To Remain At The Current Hotel	Work Environment	.417	.219	1.186	.242	1.847
	Work Itself	.442	.247	.942	.351	3.724
	Supervision	.059	.041	.229	.820	1.710
	Compensation	-.065	-.051	-.249	.804	2.272
	Personal Status	-.024	-.017	-.106	.916	1.370
R <sup>2</sup> = .172, Adjusted R <sup>2</sup> = .080, D.F. = 50, F =1.868, Significant At .119, Durbin-Watson = 1.813						
26-35 (n=59)						
Intention To Remain At The Current Hotel	Work Environment	.183	.113	.579	.565	2.821
	Work Itself	.512	.411	1.599	.116	4.884
	Supervision	.284	.185	1.131	.263	1.985
	Compensation	-.170	-.130	-.689	.494	2.641
	Personal Status	-.019	-.015	-.073	.942	3.000
R <sup>2</sup> = .283, Adjusted R <sup>2</sup> = .215, D.F. = 58, F =4.176, Significant At .003, Durbin-Watson = 2.132						
36-45 (n=64)						

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
Intention To Remain At The Current Hotel At The Current Hotel At The Current Hotel	Work Environment	.865	.467	3.298	.002 <sup>2</sup>	1.524
	Work Itself	.152	.099	.612	.543	2.003
	Supervision	.158	.134	.921	.361	1.606
	Compensation	-.255	-.186	-1.201	.235	1.827
	Personal Status	-.137	-.092	-.627	.533	1.642
R <sup>2</sup> = .238, Adjusted R <sup>2</sup> = .172, D.F. = 63, F = 3.615, Significant At .006, Durbin-Watson = 1.479						
46-55 (n=45)						
Intention To Remain At The Current Hotel At The Current Hotel At The Current Hotel	Work Environment	.112	.078	.351	.727	2.072
	Work Itself	.598	.442	1.426	.162	4.048
	Supervision	-.227	-.221	-.938	.354	2.347
	Compensation	-.065	-.049	-.203	.840	2.468
	Personal Status	-.132	-.106	-.451	.654	2.319
R <sup>2</sup> = .075, Adjusted R <sup>2</sup> = -.044, D.F. = 44, F = .628, Significant At .679, Durbin-Watson = 1.993						
56 Or Older (n=18)						
Intention To Remain At The Current Hotel At The Current Hotel At The Current Hotel	Work Environment	.759	.270	.704	.495	2.200
	Work Itself	.548	.281	.520	.613	4.366
	Supervision	-.856	-.407	-.756	.464	4.322
	Compensation	-.825	-.369	-1.364	.197	1.090
	Personal Status	.280	.161	.432	.674	2.075
R <sup>2</sup> = .197, Adjusted R <sup>2</sup> = -.138, D.F. = 17, F = .587, Significant At .710, Durbin-Watson = 2.683						

<sup>2</sup>p < .01

## APPENDIX 12

### REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL BY NATIVE LANGUAGE

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
English (n=185)						
Intention To Remain At The Current Hotel At The Current Hotel At The Current Hotel	Work Environment	.337	.164	1.739	.084	1.750
	Work Itself	.211	.129	1.097	.274	2.718
	Supervision	.100	.066	.674	.501	1.884
	Compensation	-4.569E-02	-.031	-.337	.737	1.697
	Personal Status	2.942E-02	.019	.217	.828	1.495
R <sup>2</sup> = .092, Adjusted R <sup>2</sup> = .067, D.F. = 184, F = 3.635, Significant At .004, Durbin-Watson = 1.895						
Non-English (n=47)						
Intention To Remain At The Current Hotel At The Current Hotel At The Current Hotel	Work Environment	.462	.338	1.788	.081	1.799
	Work Itself	.279	.218	.948	.349	2.670
	Supervision	-.197	-.200	-1.220	.229	1.356
	Compensation	-2.594E-03	-.002	-.010	.992	1.996
	Personal Status	-7.130E-02	-.057	-.272	.787	2.235
R <sup>2</sup> = .185, Adjusted R <sup>2</sup> = .086, D.F. = 46, F = 1.864, Significant At .122, Durbin-Watson = 2.438						

APPENDIX 13

REGRESSION RESULTS OF FACTORS AFFECTING INTENTION TO  
REMAIN AT THE CURRENT HOTEL BY ETHNICITY

Dependent Variable	Independent variable	B	$\beta$	T	Sig.	VIF
<b>Caucasian (n=95)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.341	.144	1.103	.273	1.798
	Work Itself	.452	.240	1.398	.166	3.105
	Supervision	.248	.148	1.102	.274	1.892
	Compensation	-.396	-.236	-1.849	.068	1.719
	Personal Status	5.055E-02	.030	.232	.817	1.819
R <sup>2</sup> = .156, Adjusted R <sup>2</sup> = .109, D.F. = 94, F = 3.289, Significant At .009, Durbin-Watson = 1.918						
<b>African-American (n=79)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	-3.772E-03	-.002	-.015	.988	2.150
	Work Itself	.470	.354	1.914	.060	2.728
	Supervision	-7.949E-02	-.059	-.373	.710	2.016
	Compensation	1.418E-02	.011	.074	.941	1.811
	Personal Status	-.100	-.071	-.503	.616	1.604
R <sup>2</sup> = .087, Adjusted R <sup>2</sup> = .024, D.F. = 78, F = 1.388, Significant At .239, Durbin-Watson = 2.418						
<b>Hispanic (n=52)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	.387	.273	1.470	.148	1.951
	Work Itself	.343	.260	1.170	.248	2.791
	Supervision	-.159	-.152	-.955	.345	1.426
	Compensation	2.254E-02	.017	.094	.926	1.891
	Personal Status	-2.611E-02	-.021	-.104	.917	2.240
R <sup>2</sup> = .186, Adjusted R <sup>2</sup> = .097, D.F. = 51, F = 2.101, Significant At .082, Durbin-Watson = 2.517						
<b>Others (n=12)</b>						
Intention To Remain At The Current Hotel At The Current Hotel	Work Environment	1.820	.643	2.190	.071	1.251
	Work Itself	-1.016	-.525	-1.157	.291	2.994
	Supervision	.503	.378	.983	.364	2.144
	Compensation	-.184	-.133	-.316	.763	2.564
	Personal Status	-.208	-.104	-.325	.756	1.489
R <sup>2</sup> = .587, Adjusted R <sup>2</sup> = .243, D.F. = 11, F = 1.706, Significant At .266, Durbin-Watson = 2.514						

APPENDIX 14

MANOVA RESULTS OF DIFFERENCES BETWEEN EMPLOYMENT CHARACTERISTICS AND FIVE JOB DIMENSIONS, OVERALL JOB SATISFACTION, AND INTENTION TO REMAIN AT THE CURRENT HOTEL

Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensation	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Independent variable							
Food Service (n=42)	4.910 (1.205)	4.028 (1.283)	4.904 (1.175)	3.841 (1.271)	4.182 (1.275)	4.841 (1.245)	3.047 (1.286)
Maintenance/Security (n=24)	5.229 (.629)	4.458 (.948)	5.020 (1.174)	4.111 (1.136)	4.722 (.946)	4.8472 (.906)	4.083 (1.1815)
Front office (n=49)	5.102 (.7481)	4.155 (.928)	4.765 (1.141)	3.714 (1.234)	4.149 (1.069)	4.986 (.964)	2.938 (1.638)
Housekeeping (n=84)	4.949 (1.164)	4.200 (1.376)	4.631 (1.639)	3.793 (1.354)	4.047 (1.341)	4.892 (1.309)	3.619 (1.777)
Administrative (n=33)	5.318 (.682)	4.618 (.844)	5.242 (.902)	4.121 (.916)	4.676 (.973)	5.353 (.777)	3.333 (1.534)
F	1.256	1.506	1.454	.845	2.730	1.261	2.685
Sig.	.288	.201	.217	.498	.030 <sup>3</sup>	.286	.032 <sup>3</sup>

Wilk's Lambda= .851, F=1.301, df=28.000, sig.= .137

Post hoc (Scheffe): No significant

By Job							
Line Employee (n=152)	4.947 (1.055)	4.230 (1.179)	4.815 (1.344)	3.833 (1.128)	4.072 (1.179)	4.859 (1.164)	3.223 (1.730)
Management (n=76)	5.322 (.744)	4.400 (1.123)	5.000 (1.186)	3.986 (1.239)	4.732 (1.094)	5.258 (.910)	3.789 (1.610)
F	7.675	1.082	1.064	.795	16.644	6.834	5.665
Sig.	.006 <sup>2</sup>	.299	.303	.373	.000 <sup>1</sup>	.010 <sup>3</sup>	.018 <sup>3</sup>

Wilk's Lambda= .894, F=3.739, df=7.000, sig.= .001

By Number of Years in the hotel							
Less than 2 years (n=123)	5.006 (1.009)	4.248 (1.171)	4.894 (1.241)	3.815 (1.315)	4.233 (1.191)	4.935 (1.094)	2.991 (1.666)
More than 2 years (n=103)	5.143 (.960)	4.318 (1.184)	4.810 (1.440)	3.932 (1.162)	4.330 (1.257)	5.048 (1.181)	3.961 (1.638)
F	1.081	.196	.220	.487	.354	.562	19.251
Sig.	.300	.658	.640	.486	.553	.454	.000 <sup>1</sup>

Wilk's Lambda= .909, F=3.114, df=7.000, sig.= .004

By Number of Years in the Hotel Industry							
Less than 2 years (n=84)	5.011 (.9568)	4.231 (1.161)	4.898 (1.155)	3.769 (1.320)	4.127 (1.202)	4.833 (1.121)	2.738 (1.679)
More than 2 years (n=137)	5.105 (1.022)	4.297 (1.178)	4.868 (1.373)	3.910 (1.206)	4.391 (1.224)	5.070 (1.137)	3.795 (1.609)
F	.461	.169	.028	.653	2.467	2.289	21.745
Sig.	.498	.681	.867	.420	.118	.132	.000 <sup>1</sup>



Dependent variables	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensation	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)

Independent variable

Wilk's Lambda= .888, F=3.830, df=7.000, sig.= .001

Number of Hotels have Worked

Less than 1 Hotel (n=98)	5.109 (.955)	4.336 (1.125)	4.811 (1.324)	3.915 (1.250)	4.132 (1.210)	4.884 (1.145)	3.387 (1.779)
More than 1 Hotels (n=125)	5.036 (1.009)	4.241 (1.196)	4.912 (1.278)	3.840 (1.226)	4.445 (1.173)	5.085 (1.063)	3.392 (1.660)
F	.307	.366	.331	.202	3.792	1.833	.000
Sig.	.580	.546	.566	.654	.053	.177	.985

Wilk's Lambda= .930 F=2.326, df=7.000, sig.= .070

Number of Hours Working

Less than 40 hours (n=158)	4.995 (1.026)	4.148 (1.236)	4.781 (1.338)	3.751 (1.289)	4.075 (1.235)	4.850 (1.198)	3.246 (1.676)
More than 40 hours (n=73)	5.256 (.903)	4.493 (1.043)	5.020 (1.337)	4.086 (1.097)	4.698 (1.078)	5.296 (.917)	3.753 (1.769)
F	3.488	4.274	1.592	3.708	13.711	7.973	4.400
Sig.	.063	.040 <sup>3</sup>	.208	.055	.000 <sup>1</sup>	.005 <sup>2</sup>	.037

Wilk's Lambda= .926, F=2.533, df=7.000, sig.= .016

<sup>1</sup> p < .001      <sup>2</sup> p < .01

## APPENDIX 15

### MANOVA RESULTS BY DEMOGRAPHIC CHARACTERISTICS

Dependent Variable	F1. Work Environment	F2. Work Itself	F3. Supervision	F4. Compensation	F5. Personal Status	Overall Job Satisfaction	Intention To Remain
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)

Independent variable

Education

High School or Less (n=117)	5.025 (1.051)	4.275 (1.238)	4.816 (1.368)	3.860 (1.264)	4.236 (1.205)	4.948 (1.206)	3.615 (1.751)
Some College or Higher (n=121)	5.115 (.917)	4.216 (1.089)	4.867 (1.280)	3.837 (1.205)	4.247 (1.199)	5.008 (1.039)	3.239 (1.688)
F	.497	.151	.090	.021	.005	.167	2.840
Sig.	.482	.698	.764	.886	.941	.683	.093

Wilk's Lambda= .977, F=.788, df=7.000, sig.=.598

APPENDIX 16

DIFFERENCES OF SATISFACTION WITH WORK DIVERSITY  
BY EMPLOYMENT CHARACTERISTICS

Independent Variable	Dependent Variable	Satisfaction with Workforce Diversity Mean (SD)*
<b>By Job (334)</b>		
Line Employee (n=230)		1.621 (.486)
Management (n=104)		1.692 (.463)
F		1.553
Sig.		.214
Wilk's Lambda= .985, F=1.254, df=4.000, sig.= .288		
<b>By Number of Years in the hotel (n=329)</b>		
Less than 2 years (n=179)		1.670 (.471)
More than 2 years (n=150)		1.593 (.492)
F		2.092
Sig.		.149
Wilk's Lambda= .986, F=1.163, df=4.000, sig.= .327		
<b>By Number of Years in the Hotel Industry (n=326)</b>		
Less than 2 years (n=118)		1.669 (.472)
More than 2 years (n=208)		1.625 (.485)
F		.645
Sig.		.422
Wilk's Lambda= .990, F= .815, df=4.000, sig.= .516		
<b>Number of Hotels have Worked (n=330)</b>		
Less than 1 Hotel (n=149)		1.664 (.473)
More than 1 Hotels (n=181)		1.607 (.489)
F		1.128
Sig.		.289
Wilk's Lambda= .994 F= .512, df=4.000, sig.= .727		
<b>Number of Hours Working (n=344)</b>		
Less than 40 years (n=242)		1.590 (.492)
More than 40 years (n=102)		1.754 (.432)
F		8.530
Sig.		.004 <sup>2</sup>
Wilk's Lambda= .962, F=3.355, df=4.000, sig.= .010.		
<b>Shift (n=347)</b>		
Morning (n=206)		1.621 (.486)
Afternoon (n=27)		1.666 (.480)
Night (n=43)		1.581 (.499)
Rotate (n=71)		1.704 (.459)
F		.757
Sig.		.519
Wilk's Lambda= .957, F=1.270, df=12.000, sig.= 231		

\* Standard Deviation

APPENDIX 17

DIFFERENCES OF SATISFACTION WITH WORK DIVERSITY BY  
DEMOGRAPHIC CHARACTERISTICS

Dependent Variable	Satisfaction with Workforce Diversity Mean (SD)*
<b>Gender (349)</b>	
MALE (n=109)	1.669 (.472)
FEMALE (n=240)	1.629 (.484)
F	.534
Sig.	.465
Wilk's Lambda= .989, F= .939, df=4.000, sig.=.441	
<b>Income (n=340)</b>	
Less than \$1,000(n=150)	1.620 (.487)
\$1,001- \$1,999 (n=128)	1.632 (.483)
Above \$2,000 (n=62)	1.758 (.431)
F	1.977
Sig.	.140
Wilk's Lambda= .976, F=1.010, df=8.000, sig.= .428	
<b>Native Language (n=341)</b>	
English (n=279)	1.648 (.478)
Non-English (n=62)	1.629 (.487)
F	.086
Sig.	.770
Wilk's Lambda= .979, F=1.788 df=4.000, sig.= .131	
<b>Citizenship (351)</b>	
U.S. Citizen (n=317)	1.643 (.479)
Non-U.S. Citizen (n=34)	1.588 (.499)
F	.405
Sig.	.525
Wilk's Lambda= .965, F=3.113, df=4.000, sig.=.015	

APPENDIX 18

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY GENDER

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Male (n=109)		1.075	.497	5.929	<b>.000<sup>1</sup></b>	1.000
R <sup>2</sup> = .247, Adjusted R <sup>2</sup> = .240, D.F. = 108, F = 35.149, Significant At .000, Durbin-Watson = 1.894						
Female (n=242)		.877	.382	6.407	<b>.000<sup>1</sup></b>	1.000
R <sup>2</sup> = .146, Adjusted R <sup>2</sup> = .143, D.F. = 241, F = 41.051, Significant At .000, Durbin-Watson = 1.852						

<sup>1</sup> p < .001

APPENDIX 19

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY INCOME

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Under \$1,000 (n=151)		.916	.388	5.133	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .150, Adjusted R <sup>2</sup> = .145, D.F. = 150, F = 26.349, Significant At .000, Durbin-Watson = 1.954						
\$1,000-\$1,999 (n=128)		.848	.420	5.200	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .177, Adjusted R <sup>2</sup> = .170, D.F. = 127, F = 27.039, Significant At .000, Durbin-Watson = 1.787						
Above \$2,000 (n=63)		.799	.365	3.067	.003 <sup>2</sup>	1.000
R <sup>2</sup> = .134, Adjusted R <sup>2</sup> = .119, D.F. = 62, F = 9.405, Significant At .003, Durbin-Watson = 2.021						

<sup>1</sup> p < .001    <sup>2</sup> p < .01

APPENDIX 20

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY EDUCATION

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
High School or Less (n=173)		1.038	.428	6.196	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .183, Adjusted R <sup>2</sup> = .179, D.F. = 172, F = 38.395, Significant At .000, Durbin-Watson = 1.919						
Some College or Higher (n=181)		.891	.413	6.067	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .171, Adjusted R <sup>2</sup> = .166, D.F. = 180, F = 36.803, Significant At .000, Durbin-Watson = 1.996						

<sup>1</sup> P < .001

APPENDIX 21

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY NATIVE LANGUAGE

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
English (n=281)		.917	.431	7.985	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .186, Adjusted R <sup>2</sup> = .183, D.F. = 280, F = 63.754, Significant At .000, Durbin-Watson = 2.006						
Non-English (n=62)		.876	.318	2.600	.012 <sup>2</sup>	1.000
R <sup>2</sup> = .101, Adjusted R <sup>2</sup> = .086, D.F. = 61, F = 6.758, Significant At .012, Durbin-Watson = 1.862						

<sup>1</sup> p < .001    <sup>2</sup> p < .01

APPENDIX 22

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY ETHNICITY

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Caucasian (n=146)		.982	.500	6.925	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .250, Adjusted R <sup>2</sup> = .245, D.F. = 145, F = 47.958, Significant At .000, Durbin-Watson = 2.170						
African-American (n=114)		.926	.379	4.333	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .144, Adjusted R <sup>2</sup> = .136, D.F. = 113, F = 18.779, Significant At .000, Durbin-Watson = 1.733						
Hispanic (n=75)		.994	.377	3.478	.001 <sup>2</sup>	1.000
R <sup>2</sup> = .142, Adjusted R <sup>2</sup> = .130, D.F. = 74, F = 12.101, Significant At .001, Durbin-Watson = 1.862						
Others (n=18)		8.333E-02	.052	.207	.839	1.000
R <sup>2</sup> = .003, Adjusted R <sup>2</sup> = -.060, D.F. = 17, F = .043, Significant At .839, Durbin-Watson = 1.757						
<sup>1</sup> p < .001 <sup>2</sup> p < .01						

APPENDIX 23

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY  
AFFECTING OVERALL JOB SATISFACTION BY CITIZENSHIP

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
U.S. Citizen (n=319)		.987	.446	8.874	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .199, Adjusted R <sup>2</sup> = .196, D.F. = 318, F = 78.749, Significant At .000, Durbin-Watson = 1.756						
Non-U.S or U.S. Resident (n=34)		.876	.398	2.451	.020 <sup>3</sup>	1.000
R <sup>2</sup> = .158, Adjusted R <sup>2</sup> = .132, D.F. = 33, F = 6.007, Significant At .020, Durbin-Watson = 2.299						
<sup>1</sup> p < .001 <sup>3</sup> p < .05						

## APPENDIX 24

### REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY DEPARTMENT

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Food Service (n=74)		.832	.359	3.261	.002 <sup>2</sup>	1.000
R <sup>2</sup> = .129, Adjusted R <sup>2</sup> = .117, D.F. =73, F = 10.635, Significant At .002, Durbin Watson =2.053						
Maintenance And Security (n=37)		.741	.432	2.837	.008 <sup>2</sup>	1.000
R <sup>2</sup> = .187, Adjusted R <sup>2</sup> = .164, D.F. = 36, F = 8.047, Significant At .008, Durbin Watson = 1.974						
Front Office, Night Audit, Guest Service (n=73)		.864	.404	3.724	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .163, Adjusted R <sup>2</sup> = .152, D.F. = 72, F = 13.869, Significant At .000, Durbin-Watson = 1.905						
House Keeping (n=111)		1.051	.414	4.743	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .171 Adjusted R <sup>2</sup> = .163, D.F. = 110, F = 22.495, Significant At .000, Durbin Watson = 2.074						
Administrative (n=52)		.687	.349	2.633	.011 <sup>3</sup>	1.000
R <sup>2</sup> = .122, Adjusted R <sup>2</sup> = .104, D.F. =51, F =6.931, Significant At .011, Durbin Watson =2.457						

<sup>1</sup> p < .001      <sup>2</sup> p < .01      <sup>3</sup> p < .05

## APPENDIX 25

### REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY TYPE OF JOB

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Line Employee (n=231)		.845	.365	5.932	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .133, Adjusted R <sup>2</sup> = .129, D.F. =230, F = 35.913, Significant At .000, Durbin-Watson = 1.936						
Management (n=105)		.999	.516	6.106	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .266, Adjusted R <sup>2</sup> = .259, D.F. = 104, F = 37.278, Significant At .000, Durbin-Watson = 1.795						

<sup>1</sup> p < .001

## APPENDIX 26

### REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF YEARS IN THE CURRENT HOTEL

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Less Than 2 Years (n=179)		.945	.425	6.254	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .181, Adjusted R <sup>2</sup> = .176, D.F. = 178, F = 39.110, Significant At .000, Durbin-Watson = 2.183						
More than 2 Years (n=151)		.999	.428	5.773	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .183, Adjusted R <sup>2</sup> = .177, D.F. = 150, F = 33.323, Significant At .000, Durbin-Watson = 1.674						

<sup>1</sup> p < .001

APPENDIX 27

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF YEARS IN THE HOTEL INDUSTRY

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Less Than 2 Years (n=118) R <sup>2</sup> = .211, Adjusted R <sup>2</sup> = .204, D.F. = 117, F = 31.076, Significant At .000, Durbin-Watson = 2.384		1.053	.460	5.575	.000 <sup>1</sup>	1.000
More Than 2 Years (n=209) R <sup>2</sup> = .189 Adjusted R <sup>2</sup> = .185, D.F. = 208, F = 48.251, Significant At .000, Durbin-Watson = 1.899		.981	.435	6.946	.000 <sup>1</sup>	1.000

<sup>1</sup> p < .001

APPENDIX 28

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY NUMBER OF HOTELS HAVE WORKED

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Less Than 1 Hotel (n=149) R <sup>2</sup> = .137, Adjusted R <sup>2</sup> = .131, D.F. = 148, F = 23.322, Significant At .000, Durbin-Watson = 2.265		.835	.370	4.829	.000 <sup>1</sup>	1.000
More Than 2 Hotels (n=182) R <sup>2</sup> = .232 Adjusted R <sup>2</sup> = .227, D.F. = 181, F = 54.229, Significant At .000, Durbin-Watson = 2.023		1.006	.481	7.364	.000 <sup>1</sup>	1.000

<sup>1</sup> p < .001

APPENDIX 29

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY HOURS OF WORKING PER WEEK

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Less than 40 Hours (n=243) R <sup>2</sup> = .145, Adjusted R <sup>2</sup> = .141, D.F. = 242, F = 40.725, Significant At .000, Durbin-Watson = 2.079		.897	.380	6.382	.000 <sup>1</sup>	1.000
More than 40 Hours (n=103) R <sup>2</sup> = .195, Adjusted R <sup>2</sup> = .187, D.F. = 102, F = 24.395, Significant At .000, Durbin-Watson = 2.289		.899	.441	4.939	.000 <sup>1</sup>	1.000

<sup>1</sup> p < .001

APPENDIX 30

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING OVERALL JOB SATISFACTION BY SHIFT

D.V. Overall Job Satisfaction	I.V. Satisfaction with Workforce Diversity	B	$\beta$	T	Sig.	VIF
Morning (n=207)		1.003	.422	6.657	.000 <sup>1</sup>	1.000
R <sup>2</sup> = .178, Adjusted R <sup>2</sup> = .174, D.F. = 206, F = 44.310, Significant At .000, Durbin-Watson = 1.981						
Afternoon (n=27)		1.111	.423	2.334	.028 <sup>3</sup>	1.000
R <sup>2</sup> = .179, Adjusted R <sup>2</sup> = .146, D.F. = 26, F = 5.447, Significant At .028, Durbin-Watson = 2.153						
Night (n=44)		.905	.415	2.952	.005 <sup>2</sup>	1.000
R <sup>2</sup> = .172, Adjusted R <sup>2</sup> = .152, D.F. = 43, F = 8.713, Significant At .005, Durbin-Watson = 2.142						
Rotate (n=71)		.667	.363	3.235	.002 <sup>2</sup>	1.000
R <sup>2</sup> = .132, Adjusted R <sup>2</sup> = .119, D.F. = 70, F = 10.466, Significant At .002, Durbin Watson = 1.979						
<sup>1</sup> p < .001 <sup>2</sup> p < .01 <sup>3</sup> p < .05						

APPENDIX 31

REGRESSION RESULTS OF SATISFACTION WITH WORKFORCE DIVERSITY AFFECTING INTENTION TO REMAIN AT THE CURRENT HOTEL (N=244)

Dependent Variable	Independent Variable	B	$\beta$	T	Sig.	VIF
Intention to Remain at the Current Hotel	Satisfaction with Workforce Diversity	-.602E-03	.000	-.007	.995	1.000
R <sup>2</sup> = .000, Adjusted R <sup>2</sup> = -.004, D.F. = 243, F = .000, Significant At .995, Durbin Watson = 1.861						



APPENDIX B

QUESTIONNAIRE IN ENGLISH

*Thank you for your participation in completing this questionnaire*

The summary of the result of this study may be obtained by emailing your request to lcha@okstate.edu or mailing to  
Chang Lee  
210 HESW  
Oklahoma State University  
Stillwater, OK 74078

*Thank you for your participation in completing this questionnaire*

Any Comments

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Chang Lee,

School of Hotel and Restaurant Administration  
College of Human Environmental Sciences  
Oklahoma State University

*Survey of Diverse Worker's  
Job Satisfaction and Perception in Hotels*

This survey is designed to identify the level of workers' satisfaction with work environment at lodging companies. The information being collected will allow us to identify features that influence job satisfaction. This survey will enable your employer to better serve you and future workers in the lodging industry. Your **VOLUNTARY** participation in this survey is greatly appreciated. Your opinions and comments will be of great value to us and all workers alike in the lodging industry. Completion of this survey implies consent to all conditions.

Data collected is **highly confidential and anonymous**. This survey is **voluntary**, you must be **at least 18 years old** to participate in this survey. There will be **no compensation** for participating in this survey; therefore, you do not need to participate if you do not feel comfortable with this survey. Should you have any questions regarding this research, please feel free to contact me, Chang Lee at 405-332-0593 or 405-744-8094. You may also contact Sharon Bacher, Institution Research Board Executive Secretary, 415 Whitehurst, Oklahoma State University, Stillwater, OK 74078; 405-744-5700. Your participation and cooperation are sincerely appreciated. In addition, should you desire a summary of the findings, I shall be happy to fulfill your request.

**SECTION 1. This section is about your employment. Please circle the number of your answer for the following questions**

**1. Which department do you work in?**

- Restaurant     Shop     Maintenance  
 Housekeeping     Front office     Banquets/Meetings  
 Kitchen     Administrative     Security  
 Other (please specify) \_\_\_\_\_

**2. What is your job?**

- Line employee     Department Supervisor  
 Assistant Department Manager     Department Manager  
 Other (please specify) \_\_\_\_\_

**3. Years of your experience in the present hotel \_\_\_\_ Year(s)**

**4. Years of experience in the hotel industry \_\_\_\_ Year(s)**

**5. Number of hotels you have worked including current hotel \_\_\_\_ Hotel(s)**

**6. Do you like working overtime?**

- Definitely Yes     Some     Definitely No

**7. How many hours per week do you work?**

- Less than 20 hrs     21-30 hrs     31-40 hrs     41-50 hrs     More than 50hrs

**8. Would you prefer to work more overtime hours?**

- Definitely Yes     Some     Definitely No

**9. Your reason for working at this hotel (please mark all that apply)?**

- Gain experience     Good wage  
 Location of the hotel     Interest in this hotel  
 Hotel reputation     Easy work  
 Job security     Multi-cultural workforce  
 Easy to get along with co-workers     Multi-ethnic workforce  
 Other (please specify) \_\_\_\_\_

**10. Which shift do you usually work?**

- Morning     Afternoon     Night     Rotate

**11. Your work is? (Please check all that apply)**

- Part time (Hourly position)     Full time  
 Temporary     Permanent     Salaried position

**12. Are you planning to leave your current job within 3 months?**

- Definitely Yes     Some     Definitely No

**SECTION 5. The following information is about yourself. Please circle the number of your answer for the following questions**

**1. Your age group**

- 18-25     26-35     36-45     46-55     56-65     66 or over

**2. Your gender**     Male     Female

**3. Your current monthly income from this hotel (Per Month)**

- Under \$1,000     \$1,000-\$1,999     \$2,000-\$2,999  
 \$3,000-3,999     \$4,000-\$4,999     Above \$5,000

**4. Your highest education level:**

- Primary School or less     High School (7th-12th)  
 Some College     2 yr College degree  
 4 yr College/University degree     Graduate degree  
 Other (please specify) \_\_\_\_\_

**5. Are you?**

- U.S. citizen  
 U.S. resident (Green card holder)  
 Non-U.S. resident (U.S. visa holder)

**6. Number of years in the U.S. \_\_\_\_ Year(s)**

**7. Your Ethnicity (please check only one)**

- Caucasian-Non Hispanic     Asian/Pacific islander  
 African American-Non Hispanic     Hispanic  
 American Indian/Alaskan     Other \_\_\_\_\_

**8. Your native language is \_\_\_\_\_**

**9. Are you familiar with U.S. culture?**

- Definitely Yes     Some     Definitely No

**10. Do you enjoy working with people in this hotel?**

- Definitely Yes     Some     Definitely No

**11. In general, do you like working in the hotel industry?**

- Definitely Yes     Some     Definitely No

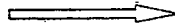
**12. How long do you plan to work in this hotel? \_\_\_\_ Year(s)**

**SECTION 3.** The following items ask about your work satisfaction in this hotel. Please circle a number to indicate your level of agreement on each of the following features.

- 1=Most Strongly Disagree  
2=Strongly Disagree  
3=Disagree  
4=Agree  
5=Strongly Agree  
6=Most Strongly Agree

1. My workload is always appropriate ..... 1 2 3 4 5 6
2. This hotel provides a good benefit package ..... 1 2 3 4 5 6
3. I have an opportunity to do different things  
from time to time ..... 1 2 3 4 5 6
4. I feel I am important in this hotel ..... 1 2 3 4 5 6
5. My supervisor is friendly ..... 1 2 3 4 5 6
6. My supervisor always does an excellent job ..... 1 2 3 4 5 6
7. I always do things that don't go against my conscience ..... 1 2 3 4 5 6
8. My job is very secure in this hotel ..... 1 2 3 4 5 6
9. The company policies are always followed ..... 1 2 3 4 5 6
10. The pay is appropriate compared to the amount of work I do ..... 1 2 3 4 5 6
11. I have an opportunity to advance and develop my career  
in this hotel ..... 1 2 3 4 5 6
12. This hotel provides training for daily tasks ..... 1 2 3 4 5 6
13. This hotel provides good working conditions ..... 1 2 3 4 5 6
14. I am satisfied with my working shift hours ..... 1 2 3 4 5 6
15. My work is always well recognized by others ..... 1 2 3 4 5 6
16. I always feel good about the work I have accomplished ..... 1 2 3 4 5 6
17. I always have an opportunity to tell people what to do ..... 1 2 3 4 5 6
18. My job utilizes my skills and abilities ..... 1 2 3 4 5 6
19. I communicate well in English with my co-workers  
and customers ..... 1 2 3 4 5 6
20. I am satisfied with the location of this hotel ..... 1 2 3 4 5 6

Continue



The following items ask about your work satisfaction in this hotel. Please circle a number to indicate your level of agreement on each of the following features.

- 1=Most Strongly Disagree  
2=Strongly Disagree  
3=Disagree  
4=Agree  
5=Strongly Agree  
6=Most Strongly Agree

21. I am satisfied working with workers from different  
cultural backgrounds ..... 1 2 3 4 5 6
22. I am satisfied working with workers from different  
ethnic backgrounds ..... 1 2 3 4 5 6
23. My own cultural practices (such as religious, dress, food, ...)  
are well respected in this hotel ..... 1 2 3 4 5 6
24. My own ethnic background (such as race, nationality, ...)  
is well respected in this hotel ..... 1 2 3 4 5 6
25. I am satisfied with my co-workers' service performances ..... 1 2 3 4 5 6
26. I am confident about my work performance ..... 1 2 3 4 5 6
27. This hotel provides learning opportunities beyond job skills ..... 1 2 3 4 5 6
28. I was well trained for my current job ..... 1 2 3 4 5 6
29. I am satisfied with the department I work in ..... 1 2 3 4 5 6
30. In general, I like working in this hotel ..... 1 2 3 4 5 6
31. In general, I like working in the hotel industry ..... 1 2 3 4 5 6
32. In general, I am satisfied with my job ..... 1 2 3 4 5 6
33. I get along with my co-workers ..... 1 2 3 4 5 6
34. In general, customers are friendly to me ..... 1 2 3 4 5 6
35. In general, I am valuable to this hotel ..... 1 2 3 4 5 6
36. I am loyal to this hotel ..... 1 2 3 4 5 6

SECTION 4. Please rate the importance of following items to you for your job satisfaction in general if you were looking for a job in another hotel. Please circle a number to indicate the level of agreement for each item.		
1=Not Important At All 4=Important	2=Not Very Important 5=Very Important	3= Not Important 6= Most Important
1. For me, the amount of workload is -----	1 2 3 4 5 6	
2. For me, fringe benefits (medical insurance, sick leave-) are -----	1 2 3 4 5 6	
3. For me, level of opportunity to do different things from time to time is ----	1 2 3 4 5 6	
4. For me, level of opportunity to be "somebody" in the hotel community ----	1 2 3 4 5 6	
5. For me, supervisor's behavior (attitudes, kindness...) is -----	1 2 3 4 5 6	
6. For me, technical supervision (skills, knowledge) is-----	1 2 3 4 5 6	
7. For me, co-worker's ethical behavior in general is-----	1 2 3 4 5 6	
8. For me, job security is -----	1 2 3 4 5 6	
9. For me, the way company policies are put into practice is -----	1 2 3 4 5 6	
10. For me, the pay for the amount of work I do is -----	1 2 3 4 5 6	
11. For me, opportunity to advance and develop my career is -----	1 2 3 4 5 6	
12. For me, work conditions are -----	1 2 3 4 5 6	
13. For me, the way my co-workers get along with each other is-----	1 2 3 4 5 6	
14. For me, support from co-workers is-----	1 2 3 4 5 6	
15. For me, the amount of recognition I get from others is -----	1 2 3 4 5 6	
16. For me, the feeling of accomplishment I get from the job is-----	1 2 3 4 5 6	
17. For me, utilization of my skills and abilities is-----	1 2 3 4 5 6	
18. For me, co-workers' English speaking ability is-----	1 2 3 4 5 6	
19. For me, co-workers' service performance is-----	1 2 3 4 5 6	
20. For me, training for daily tasks provided by the hotel is-----	1 2 3 4 5 6	
21. For me, working shift hours are -----	1 2 3 4 5 6	
22. For me, learning opportunities beyond job skills is -----	1 2 3 4 5 6	
23. For me, opportunity to tell people what to do is -----	1 2 3 4 5 6	
24. For me, previous job training/education is -----	1 2 3 4 5 6	
25. For me, my ability to speak English is-----	1 2 3 4 5 6	
26. For me, the location of the hotel is-----	1 2 3 4 5 6	
27. For me, the department I work in is-----	1 2 3 4 5 6	
28. For me, the cultural diversity (such as religious, dress, food ...) of workers is-----	1 2 3 4 5 6	
29. For me, the ethnic diversity (such as race, nationality ...) of workers is-----	1 2 3 4 5 6	

SECTION 2. The following items are about your general opinion of your co-workers at this hotel. Please circle a number to indicate the level of agreement of each item.	
1=Strongly Disagree 3=Some Disagree 5=Agree 6=Strongly Agree	2=Disagree 4=Some Agree
1. In general, my co-workers get along with each other -----	1 2 3 4 5 6
2. In general, my co-workers communicate well in English with each other -----	1 2 3 4 5 6
3. In general, my co-workers are well trained for their jobs -----	1 2 3 4 5 6
4. In general, my co-workers' cultural practices (such as religious, dress, food, ...) are well respected -----	1 2 3 4 5 6
5. In general, my co-workers' ethnic backgrounds (such as race, nationality, ...) are well respected -----	1 2 3 4 5 6
6. In general, customers are friendly to my co-workers -----	1 2 3 4 5 6
7. In general, my co-workers are valuable to this hotel-----	1 2 3 4 5 6
8. In general, my co-workers are loyal to this hotel-----	1 2 3 4 5 6
9. In general, my co-workers like their jobs -----	1 2 3 4 5 6
10. In general, my co-workers like working at this hotel -----	1 2 3 4 5 6
11. In general, my co-workers are satisfied with their jobs-----	1 2 3 4 5 6

APPENDIX C

QUESTIONNAIRE IN SPANISH

*Gracias por su participación en esta encuesta*

El resumen de los resultados de la encuesta puede ser obtenido enviando su solicitud al siguiente e-mail [lcha@okstate.edu](mailto:lcha@okstate.edu) o escribiendo a

**Chang Lee**  
**210 HESW**  
**Oklahoma State University**  
**Stillwater, OK 74078**

Cualquier comentario

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Chang Lee  
 School of Hotel and Restaurant Administration  
 College of Human Environmental Sciences  
 Oklahoma State University

*Encuesta de satisfacción de empleados de hotel en el ambiente de trabajo*

Esta es diseñada para identificar la satisfacción del trabajador con respecto al ambiente del trabajo en compañías hoteleras. La información recolectada nos permitirá identificar las características que influyen en la satisfacción del trabajo. Esta encuesta permitirá a sus empleadores servirlo mejor tanto a Ud. como a futuros trabajadores de la industria hotelera. Su participación VOLUNTARIA en esta encuesta es apreciada de sobremanera. Sus opiniones y comentarios serán de gran valor para nosotros. Para completar esta encuesta es necesario cumplir con los requisitos que se mencionan a continuación.

La información recolectada es absolutamente confidencial y anónima. Esta encuesta es voluntaria; usted debe tener por lo menos 18 años de edad; y tomar parte de ella no implica derecho a ninguna remuneración o compensación, por lo tanto, usted no necesita participar si no lo desea. Cualquier pregunta sobre esta encuesta, puede comunicarse conmigo, Chang Lee, al siguiente número 405-744-8094 o 405-332-0593. Además, puede contactarse con Sharon Bacher, Secretario Ejecutivo del Comité de Investigación de la Institución, 415 Whitehurst, Oklahoma State University, Stillwater, Ok, 74078, 405-744-5700. Su participación y cooperación son sumamente apreciadas. Además, si usted lo desea, le enviaré los resultados de la misma.

**SECCIÓN 1. Esta sección es acerca de su empleo. Por favor marque su respuesta con un círculo.**

1. ¿En cuál departamento usted trabaja?
  - el restaurante       tienda de ventas       mantenimiento
  - la sección de limpieza       conserjería       Banquetes/ Reuniones
  - la cocina       administración       seguridad
  - otro (especificar por favor) \_\_\_\_\_
2. ¿Cuál es su trabajo?
  - Empleado       Supervisor de Departamento
  - Asistente de gerente de Dpto.       Gerente de Dpto.
  - Otro (especificar por favor) \_\_\_\_\_
3. Años de experiencia en el hotel presente \_\_\_\_ años
4. Años de experiencia en la industria hotelera \_\_\_\_ años
5. Cantidad de hoteles en los que ha trabajado, incluyendo este \_\_\_\_
6. ¿Le gusta trabajar horas extras?
  - Definitivamente sí       A veces       Definitivamente no
7. ¿Cuántas horas por semanas trabaja?
  - menos de 20hs       entre 21 y 30hs       entre 31 y 40hs       entre 41 y 50hs       Más de 50hs
8. ¿Le gustaría trabajar más horas extras?
  - Definitivamente sí       A veces       Definitivamente no
9. Su razón para trabajar en este hotel (por favor cheque todo por lo que aplica)
  - experiencia que gana       buen salario
  - ubicación del hotel       particular interés en este hotel
  - reputación del Hotel       fácil tarea
  - seguridad laboral       compañeros con diferentes culturas
  - buena relación con compañeros       compañeros de diferentes razas
  - Otro (por favor especificar) \_\_\_\_\_
10. Usted, ¿En qué turno trabaja generalmente?
  - mañana       tarde       noche       depende del día que sea
11. Su trabajo es (si es mas de uno, marque todos los que sean)
  - por hora       por tiempo completo
  - temporario       permanente       por salario, no por hora
12. Usted planea dejar su trabajo actual dentro de un año
  - Definitivamente sí       A veces       Definitivamente no

**SECCIÓN 5. La información siguiente es acerca de usted mismo. Por favor marque su respuesta con un círculo.**

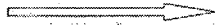
1. Edad comprendida entre:
  - 18-25       26-35       36-45       46-55       56-65       de la Edad 65 o sobre
2. Sexo:       Masculino       Femenino
3. Sus ingresos actuales en la compañía (por mes)
  - menos de \$1,000       \$1,000-\$1,999       \$2,000-\$2,999
  - \$3,000-3,999       \$4,000-\$4,999       mas de \$5,000
4. Su nivel educativo más alto:
  - escuela primaria       preparatoria
  - algún curso terciario       curso terciario de 2 años
  - título universitario de 4 años       Postgrado
  - Otro (especificar por favor) \_\_\_\_\_
5. Usted es:
  - ciudadano de USA
  - residente de USA (poseedor de tarjeta verde)
  - no residente de USA (poseedor de visa)
6. El número de años en los EE.UU. \_\_\_\_ años
7. Etnia (verifica por favor sólo uno)
  - Caucasiano, no hispano       Oriental /de las islas del pacifico
  - Africano americano, no hispano       Hispano
  - Indio de Norteamérica /de Alaska
  - Otro \_\_\_\_\_
8. Su idioma nativo \_\_\_\_\_
9. ¿Esta usted adaptado a la cultura de Estados Unidos?
  - Definitivamente sí       A veces       Definitivamente no
10. ¿Usted disfruta trabajar en este hotel?
  - Definitivamente sí       A veces       Definitivamente no
11. ¿En general, le gusta trabajar en hoteles?
  - Definitivamente sí       A veces       Definitivamente no
12. ¿Cuánto tiempo a trabajado en este hotel? \_\_\_\_ años



**SECCIÓN 3. Los siguientes ítem se refieren acerca de su satisfacción del trabajo en este hotel. Por favor marque con un círculo para indicar si esta de acuerdo o no, fíjese que tiene varias formas de mostrar si esta de acuerdo.**

- 1 = En desacuerdo absoluto
- 2 = En desacuerdo
- 3 = Concuerto en algo
- 4 = Concuerto bastante
- 5 = Concuerto
- 6 = Concuerto en absoluto

- 1. Mi carga de trabajo es siempre apropiada ----- 1 2 3 4 5 6
- 2. Este hotel proporciona un buen paquete de beneficios ----- 1 2 3 4 5 6
- 3. Siempre tengo la oportunidad de hacer cosas diferentes periódicamente en este hotel. ----- 1 2 3 4 5 6
- 4. Me siento importante en este hotel ----- 1 2 3 4 5 6
- 5. Mi supervisor es amistoso ----- 1 2 3 4 5 6
- 6. Mi supervisor siempre hace un trabajo excelente ----- 1 2 3 4 5 6
- 7. Siempre hago las cosas que no van contra mi conciencia ----- 1 2 3 4 5 6
- 8. Mi trabajo es muy seguro en este hotel ----- 1 2 3 4 5 6
- 9. Las normas de la compañía siempre se siguen ----- 1 2 3 4 5 6
- 10. La paga es apropiada comparada con el trabajo que realizo --- 1 2 3 4 5 6
- 11. Tengo la oportunidad de desarrollarme profesionalmente ---- 1 2 3 4 5 6
- 12. Este hotel proporciona entrenamiento para las tareas diarias -- 1 2 3 4 5 6
- 13. El hotel proporciona buenas condiciones de trabajo ----- 1 2 3 4 5 6
- 14. Estoy satisfecho con mis horas de trabajo ----- 1 2 3 4 5 6
- 15. Mi trabajo es siempre bien reconocido por los otros----- 1 2 3 4 5 6
- 16. Siempre me siento bien con la tarea que tengo que realizar ---- 1 2 3 4 5 6
- 17. Siempre tengo la oportunidad de decirle a la gente que hacer - 1 2 3 4 5 6
- 18. La compañía utiliza mis habilidades y destrezas al máximo---- 1 2 3 4 5 6
- 19. Hablando en inglés, me entiendo bien con mis compañeros --- 1 2 3 4 5 6
- 20. Estoy satisfecho con la localización de este hotel ----- 1 2 3 4 5 6

Continuar 

**Los siguientes ítem se refieren acerca de su satisfacción del trabajo en este hotel. Por favor marque con un círculo para indicar si esta de acuerdo o no, fíjese que tiene varias formas de mostrar si esta de acuerdo.**

- 1 = En desacuerdo absoluto
- 2 = En desacuerdo
- 3 = Concuerto en algo
- 4 = Concuerto bastante
- 5 = Concuerto
- 6 = Concuerto en absoluto

- 21. Me siento bien trabajando con personas de diferentes culturas - 1 2 3 4 5 6
- 22. Me siento bien trabajando con personas de diferentes razas --- 1 2 3 4 5 6
- 23. Mi propia cultura (religión, forma de vestirse, clase de comida) es respetada por los otros en este hotel ----- 1 2 3 4 5 6
- 24. Mi raza (blanco, latino, negro) y nacionalidad es respetada por los otros en este hotel ----- 1 2 3 4 5 6
- 25. Estoy satisfecho con el servicio que dan mis compañeros ----- 1 2 3 4 5 6
- 26. Me siento confiado con mi desempeño en el trabajo ----- 1 2 3 4 5 6
- 27. Este hotel nos da oportunidades de aprender cosas nuevas ----- 1 2 3 4 5 6
- 28. Estoy bien entrenado para mi trabajo actual ----- 1 2 3 4 5 6
- 29. Estoy satisfecho con el área en que trabajo ----- 1 2 3 4 5 6
- 30. En general, aprecio trabajar en este hotel ----- 1 2 3 4 5 6
- 31. En general, me gusta trabajar en hoteles ----- 1 2 3 4 5 6
- 32. En general, estoy satisfecho con mi trabajo ----- 1 2 3 4 5 6
- 33. Me llevo bien con mis compañeros ----- 1 2 3 4 5 6
- 34. En general, los clientes son amistoso hacia a mí ----- 1 2 3 4 5 6
- 35. En general, soy valioso a este hotel ----- 1 2 3 4 5 6
- 36. Soy leal a este hotel ----- 1 2 3 4 5 6

**SECCIÓN 4.** Por favor marque con un círculo para indicar el nivel de importancia que cada uno de los siguientes puntos tiene para usted si estuviese buscando trabajo en otro hotel.

	1= No importante	2= No muy importante	3= Moderadamente importante	4= importante	5= Muy importante	6= lo más importante
1. Para mí, la cantidad de carga de trabajo -----	1	2	3	4	5	6
2. Para mí, el beneficio adicional (seguro médico, reposo por enfermedad) -----	1	2	3	4	5	6
3. Para mí, la oportunidad de, a menudo, hacer cosas diferentes -----	1	2	3	4	5	6
4. Para mí, la oportunidad de ser "alguien" en el ambiente laboral del hotel -----	1	2	3	4	5	6
5. Para mí, como se comporta el supervisor (personal; actitudes) -----	1	2	3	4	5	6
6. Para mí, la capacidad de controlar del supervisor (técnico; habilidades) -----	1	2	3	4	5	6
7. Para mí, la conducta ética de colegas -----	1	2	3	4	5	6
8. Para mí, la seguridad del trabajo -----	1	2	3	4	5	6
9. Para mí, la forma en que las reglas de la compañía se ponen en practica -----	1	2	3	4	5	6
10. Para mí, la compensación salarial con respecto al trabajo hecho -----	1	2	3	4	5	6
11. Para mí, la oportunidad de desarrollo profesional -----	1	2	3	4	5	6
12. Para mí, las condiciones de trabajo -----	1	2	3	4	5	6
13. Para mí, la manera en que mis colegas se llevan bien el uno con el otro -----	1	2	3	4	5	6
14. Para mí, el apoyo de compañeros -----	1	2	3	4	5	6
15. Para mí, si los demás me valoran y reconocen lo que hago -----	1	2	3	4	5	6
16. Para mí, lo bien que me siento cuando hago una tarea -----	1	2	3	4	5	6
17. Para mí, como utilizo mis habilidades de trabajo -----	1	2	3	4	5	6
18. Para mí, la habilidad de los otros empleados para hablar ingles -----	1	2	3	4	5	6
19. Para mí, poder ayudar a mis compañeros -----	1	2	3	4	5	6
20. Para mí, que el hotel me enseñe y me prepare para hacer las cosas -----	1	2	3	4	5	6
21. Para mí, el turno en que debo trabajar -----	1	2	3	4	5	6
22. Para mí, la oportunidad de aprender cosas nuevas -----	1	2	3	4	5	6
23. Para mí, la oportunidad de enseñarle a los otros compañeros -----	1	2	3	4	5	6
24. Para mí, que el hotel me enseñe antes de empezar a trabajar -----	1	2	3	4	5	6
25. Para mí, como hablo yo ingles -----	1	2	3	4	5	6
26. Para mí, donde queda el hotel -----	1	2	3	4	5	6
27. Para mí, el departamento en que trabajo -----	1	2	3	4	5	6
28. Para mí, trabajar con compañeros con diferentes culturas -----	1	2	3	4	5	6
29. Para mí, trabajar con compañeros de diferentes razas -----	1	2	3	4	5	6

**SECCIÓN 2.** Los siguientes ítem se refieren a su opinión respecto a sus compañeros en este hotel. Por favor marque con un círculo para indicar si esta de acuerdo o no, fíjese que tiene varias formas de mostrar si esta de acuerdo.

- 1 = En desacuerdo absoluto  
 2 = En desacuerdo  
 3 = Conuerdo en algo  
 4 = Conuerdo bastante  
 5 = Conuerdo  
 6 = Conuerdo en absoluto

1. Mis colegas se llevan bien el uno con el otro -----	1	2	3	4	5	6
2. Mis colegas se entienden bien entre ellos en ingles -----	1	2	3	4	5	6
3. Mis colegas están bien entrenados para realizar el trabajo -----	1	2	3	4	5	6
4. En general, se respeta la cultura (religión, forma de vestirse, clase de comida) de mis compañeros -----	1	2	3	4	5	6
5. La raza (blanco, latino, negro) y la nacionalidad de mis compañeros es bien respetada -----	1	2	3	4	5	6
6. Los Clientes son amistosos con mis colegas -----	1	2	3	4	5	6
7. En general, mis colegas son valiosos para este hotel -----	1	2	3	4	5	6
8. Mis colegas son leales a este hotel -----	1	2	3	4	5	6
9. En general, a mis colegas les gusta su trabajo -----	1	2	3	4	5	6
10. En general, a mis colegas les gusta trabajar en este hotel -----	1	2	3	4	5	6
11. En general, mis colegas están satisfechos con sus trabajos -----	1	2	3	4	5	6

APPENDIX D

COVER LETTER FOR GENERAL MANAGERS



College of Human Environmental Sciences  
School of Hotel and Restaurant Administration  
210 HES West  
Stillwater, Oklahoma 74078-6173  
405-744-6713; Fax: 405-744-6299

Dear General Manager,

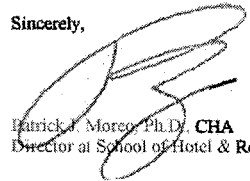
We, at the School of Hotel and Restaurant Administration, Oklahoma State University are preparing to do a study for the hotel industry which will examine the job satisfaction of U.S. resident and non-U.S. resident lodging employees. Specifically, the study will attempt to identify factors that draw such employees or cause them to leave and may need more attention from management.

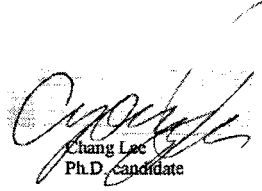
Your property meets the criteria we are looking for in a random sample of hotels. We ask that you allow us to do a completely confidential survey with your employees. The results will be used for this study which would be sponsored by the America Hotel and Lodging Foundation and the School of Hotel and Restaurant Administration at Oklahoma State University. No individual employees or property would be identified in the study. We will, however, share the results directly with you.

Results from the surveys will be used to help the lodging industry to develop a work environment that is conducive to increased employee satisfaction, and to make a better workplace for employees. This could reduce difficulties in attracting and maintaining an appropriate workforce. By knowing more about the characteristics of employees, the lodging industry can enhance what the employees contribute to the lodging industry.

Should you have any questions regarding this research, please feel free to contact me, Chang Lee at 405-744-8486 ([lcha@okstate.edu](mailto:lcha@okstate.edu)). You may also contact Sharon Bacher, Institution Research Board Executive Secretary, 203 Whitehurst, Oklahoma State University, Stillwater, OK 74078; 405-744-5700 to verify the study. Your participation and cooperation are sincerely appreciated. Please indicate your willingness to participate in this survey by signing the statement below. Please return this in the enclosed self-addressed stamped envelop. I will be looking forward to hearing from you soon. If you agree, I will personally contact you to work out the details. Thank you for your support.

Sincerely,

  
Patrick J. Moreo, Ph.D., CHA  
Director at School of Hotel & Restaurant Administration

  
Chang Lee  
Ph.D. candidate

YES I am willing to participate in this employee satisfaction survey.  
 NO I am not willing to participate in this employee satisfaction survey.

Your Name \_\_\_\_\_ Date \_\_\_\_\_  
Property Name \_\_\_\_\_ Signature \_\_\_\_\_

APPENDIX E

APPROVAL FORM FROM OKLAHOMA STATE UNIVERSITY  
INSTITUTIONAL RESEARCH BOARD

Oklahoma State University  
Institutional Review Board

Protocol Expires: 11/6/2003

Date Thursday, June 05, 2003

IRB Application No HE039

Proposal Title: A STUDY OF DIVERSIFIED HOSPITALITY WORKERS AFFECTING EMPLOYEE JOB  
SATISFACTION AND ITS RELATIONSHIP TO EMPLOYEE RETENTION IN THE  
LODGING INDUSTRY

Principal  
Investigator(s)

Chang Lee  
210 HESW  
Stillwater, OK 74078

Patrick J. Moreo  
210 HESW  
Stillwater, OK 74078

Reviewed and  
Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved **Modification**

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Please note that the protocol expires on the following date which is one year from the date of the approval of the original  
protocol:

Protocol Expires: 11/6/2003

Signature



Carol Olson, Director of University Research Compliance

Thursday, June 05, 2003

Date

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modifications to the research project approved by the IRB must be submitted for approval with the advisor's signature. The IRB office MUST be notified in writing when a project is complete. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board.

VITA



Chang Lee

Candidate for the Degree of

Doctor of Philosophy

Thesis: A STUDY OF DIVERSIFIED HOSPITALITY WORKERS AFFECTING  
EMPLOYEE JOB SATISFACTION AND ITS RELATIONSHIP TO  
EMPLOYEE RETENTION IN THE LODGING INDUSTRY

Major Field: Human Environmental Sciences

Biographical:

Personal Data: Born in Incheon, South Korea; the son of Min Lee and Kum Kim.

Education: Graduated from Song-Do High School, Incheon, Korea, in February 1982; Received Bachelor of Science Degree in Tourism and Hospitality Management From Black Hills State University, Spearfish, South Dakota, in December 1998; Master of Commercial Aviation Degree in Commercial Aviation Management from Delta State University, Cleveland, Mississippi, in December 1999; Education Specialist Degree in Human Services from Central Missouri State University, Warrensburg, Missouri, in December 2000; completed the requirements for the Doctor of Philosophy Degree with major in Human Environmental Sciences at Oklahoma State University, Stillwater, Oklahoma, in August 2003.

Professional Experience: Assistant Manager, New Century, Inc, Saipan,, The Commonwealth of Northern Marianas Islands, 1989-1992. Field Operation Manager, Parkphil Inc., Mindanao, The Philippines, 1992-1994. General manager, Uri Co., Saipan, The Commonwealth of Northern Marianas Islands, 1994-1996. Assistant general manager, Custer State Park Resort, Custer, South Dakota, 1998-2002 (Seasonal). Adjunct Instructor, Consumer Service Management, Central Missouri State University, 2000. Research and Teaching Associate, Oklahoma State University, 2001-Present.

Professional Organizations: Eta Sigma Delta, Council of Hotel, Restaurant and Institutional Educators, and Oklahoma State University Hospitality Administration Graduate Student Association.