

EMPLOYEE SATISFACTION FROM A
GENERATIONAL AND GENDER PERSPECTIVE IN
THE PUERTO RICO LODGING INDUSTRY: AN
EXPLORATORY STUDY

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DEDICATION

I dedicate this dissertation to the four most important people in my life.

First, I dedicate this dissertation to my beloved wife Glorisol Hernandez Torres for being an amazing friend, one-of-a-kind supported and cheerleader in this process. I will always be grateful of your kindness, support and for accepting the challenges this journey brought to our lives. This dream was accomplished thanks to your support.

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ABSTRACT:

Through this study, the author examined the perceived job satisfaction among hotel-line employees in Puerto Rico to determine whether differences or similarities exist by generational cohorts and gender. This exploratory study was performed as literature lacks sound empirical research on the impact of generational differences in job satisfaction in the lodging industry. The investigation was performed by administering the job satisfaction survey designed by Spector (1995) to employees working in small, mid and large size hotels in Puerto Rico. Statistical techniques, including MANOVA and ANOVA, were used to determine the level of significance of the dependent variables that explains job satisfaction and the independent variables generations and gender. The results of this study found no significant differences among the perceived satisfaction when examined by gender. However, significant differences were found with the dependent variable coworkers among generation X and Y. No significant differences were found in this study among the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender. This research contributes to literature by evidencing the first time different hotels in Puerto Rico open its doors to establish a point of reference on employees' job satisfaction that will serve to

compare individual hotel performances against the industry's job satisfaction. Additionally, these results increases empirical evidence in generational cohorts' perceived job satisfaction contributing to the growth of the literature available regarding the disparity of popular information available.

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CHAPTER I

INTRODUCTION

Background

The literature on the lodging industry describes how job satisfaction has impacted employee retention, motivation, turnover, absenteeism, intentions to quit, commitment, productivity, attitudes towards guests, organizational support, job performance and, most recently, work-life balance (Babin & Boles, 1996; Ghiselli, La Lopa, & Bai, 2001; Hsieh, Pearson, & Kline, 2009; Iverson & Deery, 1997; Karatepe, Avci, Karatepe, & Canozer, 2003; Kim & Jogaratnam, 2010; Kim, Leong, & Lee, 2005; Lee & Way, 2010). The study of job satisfaction is relevant to the lodging industry as researchers have found that guest dissatisfaction is positively correlated with job satisfaction, suggesting that when an employee is dissatisfied with his/her job, his or her emotions will affect customer service and the operation negatively (Poulston, 2009; Rathavoot & Ogunlana, 2003). The lodging industry is a service industry, and is different from manufacturing and other industries: it is labor intensive, its products are intangible, the customer's participates in the production, and its products have a limited life cycle: a room not sold today is lost forever. The most important difference is that people are part of the product and special attention must be paid to hotel employees' satisfaction as they have a significant impact on the guest' perception of service and satisfaction (Ozturk & Hancer, 2011). These services are expected to be provided on a timely basis and in a courteous manner, while keeping a professional demeanor, even when confronted with demanding or angry guests creating stressful

situations for the employee (Poulston, 2009). When hotel employees are disengaged and not satisfied about their jobs, the quality of the product and productivity decreases negatively, affecting the customers' perceived quality of service and in turn, the hotel's profitability (Braham, 2005).

While the job satisfaction construct has been studied in depth by many authors (Babin & Boles, 1996; Deery, 2008; Karatepe, et al., 2003; Kim & Jogaratnam, 2010; Lahoud, 2006; Lee & Way, 2010; Locke, 1976; Ozturk & Hancer, 2011; Poornima, 2009; Randhawa, 2007; Silva, 2006; Spector, 1997; Tsigilis, Koustelios, & Togia, 2004; Twenge & Campbell, 2008; Wallin, 2002), there is a lack of sound research on how generational differences impact job satisfaction in the lodging industry, especially among generation Y employees (Solnet, 2008). Moreover, there is no evidence that any job satisfaction study has been done in the Puerto Rico lodging industry (Rodriguez Palermo, 2009).

The literature on the topic suggests the need for a hospitality industry-specific emphasis to evaluate job satisfaction generational cohort differences (Wilson, Squires, Widger, Cranley, & Tourangeau, 2008). There is a need to study job satisfaction issues related to generation Y in particular, as its members are currently entering the hospitality workforce and will continue for the following years to come. There are some general studies that have been done in Australia (Solnet, 2008), the United Kingdom (Broadbridge & Maxwell, 2007; Cennamo & Gardner, 2008) and the United States (Chen & Choi, 2008; Westerman & Yamamura, 2007) studying generational cohorts independently. However, they focused on establishing the differences in work values, attitudes, behaviors, and communication styles. Other studies, although limited in number, compared the three generational cohort differences in work values, psychological traits, and work environment fit (Chen & Choi, 2008; Cogin, 2011; Gursoy, Maier, & Chi, 2008; Josiam, 2009). Researchers in the health industry found statistically significant differences between two cohorts studied when comparing specific job satisfaction variables amongst Generation Y and Baby boomers (Kupperschmidt, 2000; Wilson, et al., 2008).

There is a need to expand generational differences research to the lodging industry as there is limited information available to determine whether these characteristics are different among cohorts to overcome current challenges in the workplace while trying to find ways to increase job satisfaction (Wilson, et al., 2008). The literature suggests that there is a need to continue researching generational cohorts in other countries to determine if culture and other events differ from current findings (Macky, Forsyth, & Gardner, 2008). By understanding the differences between the factors that satisfy different generational cohorts, the lodging industry will be more effective in developing human resource strategies that will contribute to better recruitment, reduced turnover rates and thus, increase job satisfaction (Cennamo & Gardner, 2008; Randhawa, 2007). This is especially important for the Puerto Rican lodging industry where the pool of qualified employees is limited. No studies have been performed in either job satisfaction or the effect of generational differences in Puerto Rico.

Problem Statement

The literature on job satisfaction lacks sound research on the impact of generational differences in job satisfaction in the lodging industry. In particular, there is little information on what affects job satisfaction of generation Y (born between 1981 and 2000), the generation which is entering the job market at present and which will continue to impact the hospitality industry in the years to come (Myers, 2010). The U.S. Census Bureau projects that by the year 2015, 26.7% of the total population will be Generation Y, followed by Baby boomers (1946 and 1964) for 22.9% and Generation X (1964 and 1980) at 20.5%. Research on the subject takes on even more importance as Baby boomers increasingly retire and job positions and responsibilities fall to Generations X and Y (see Table 1).

Table 1

Generations as percent of the U.S. population projected to 2015

Cohort	Dates of birth	Age in 2015	Population (000s)	% of population in 2015
Baby boomers	1946 to 1964	51 to 69	73,970,380	23
Generation X	1965 to 1980	35 to 50	66,155,427	21
Generation Y	1981 to 2000	15 to 34	86,105,837	27

Note. Source: U.S. Census Bureau

The literature also presents a growing body of information regarding generational disparities and calls for further investigation and empirical validation of those differences (Moyes, Williams, & Koch, 2006). Whereas past research found that generation Y had distinctively different characteristics from Baby boomers (Noble & Schewe, 2003) and communicated differently (Smola & Sutton, 2002), little is known about Generation Y and what makes them different from previous generations or what impact these differences and characteristics have on job satisfaction.

Finally, there is no research available on the effect of generational differences on job satisfaction among hotel employees in Puerto Rico. We need to have a better understanding of generation Y because by assuming this group is the same as other generational cohorts, we might increase their dissatisfaction with their jobs, job stress, communication problems, increase turnover and negatively affect the service encounter.

Purpose of the Study

This exploratory study examines job satisfaction among hotel employees in Puerto Rico. Previous studies have identified that factors such as pay, promotion, supervisor, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication and technology are major contributors to job satisfaction and this study will investigate the impact of

those factors in the Puerto Rican lodging industry. The study will also explore if the demographic differences that exist between cohorts, such as gender, have a significant effect on job satisfaction.

More specific, the study explores if significant differences exist with regard to job satisfaction between the various generational cohorts of hotel employees in Puerto Rico. As previous literature suggested, values, attitudes, behaviors and communication styles are different among cohorts. Yet, a study of the differences between the cohorts' job satisfaction in the Puerto Rican hospitality industry that have looked at some underlying factors has not been performed in the past.

Previous literature also suggests that differences in job satisfaction exist between males and females and recommends further research in this area. By studying job satisfaction of the lodging employees by both, generations and gender, this study will close the gap that presently exists.

Research Questions

1. What differences exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on gender?
2. What differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their generational cohorts?
3. What differences exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender?

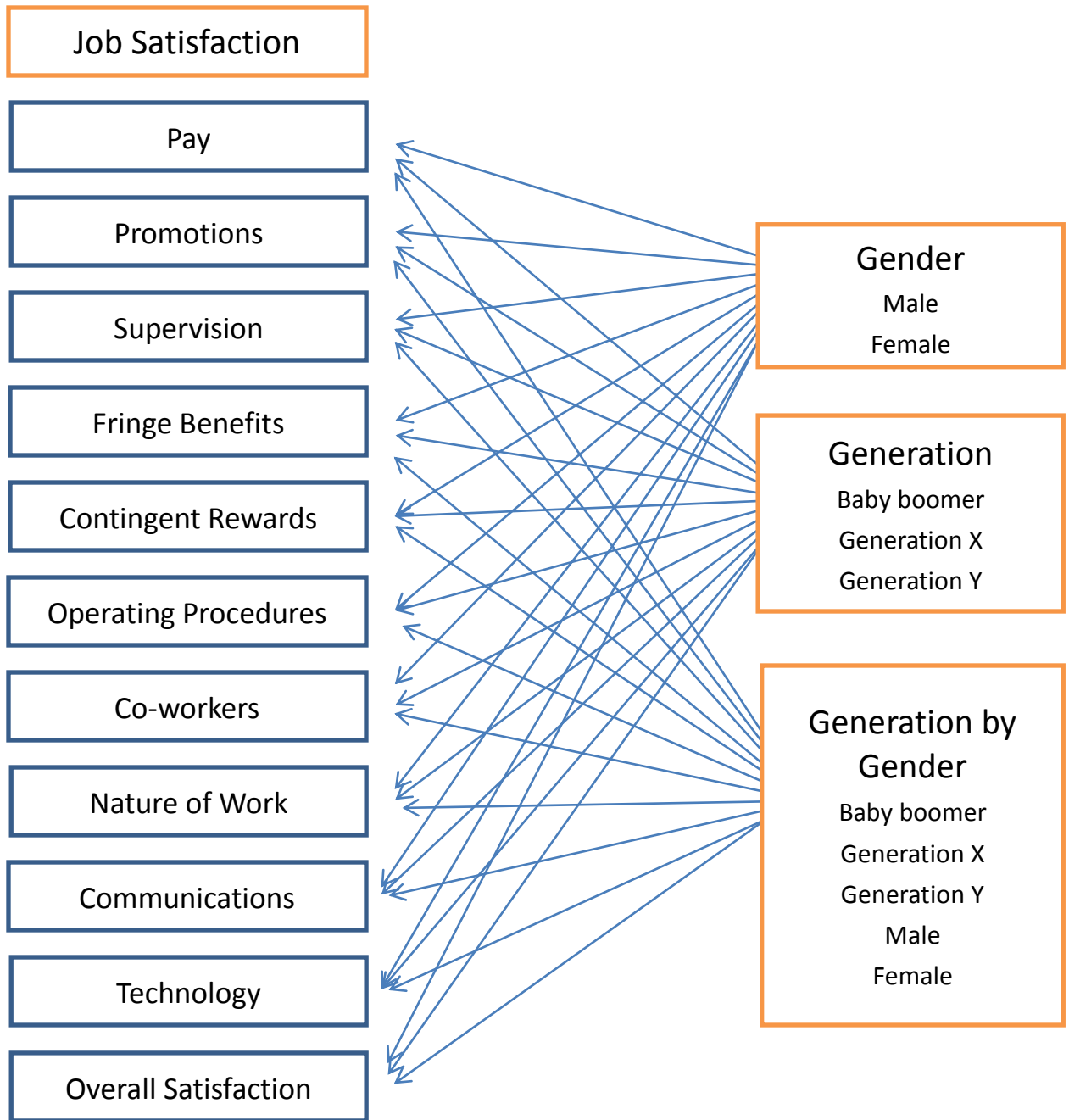


Figure 1. Job satisfaction research model for the study.

Significance of the Study

There is a lack of research in hospitality that looks at generational differences and job satisfaction. Hotels should recognize and manage generational differences effectively, because a better awareness of factors that impact employee job satisfaction will help in enhancing their job satisfaction, their engagement in the operation and thereby, improve the overall operational effectiveness (Simons, 2010; Twenge & Campbell, 2008). Enhanced awareness of the similarities and differences between various generations of hotel employees in Puerto Rico could lead to the creation of strategies to increase job satisfaction and thereby, increase retention, decrease turnover rates, reduce absenteeism, improve overall job performance, and ultimately increase operational performance.

Definition of Terms

Baby boomers: people born between 1946 and 1964.

Computer literacy: “a self-reported ability to use computer hardware and software for self-expression, communicate with other individuals and organizations, locate and process information electronically, and engage in problem-solving activities” (Shelley, Thrane, & Shulman, 2006, p. 37).

Co-workers support: “degree of consideration expressed by co-workers” (Iverson & Deery, 1997, p. 73).

Direct jobs: jobs produced by tourism spending offering services and touristic facilities such as hotels, attractions, transportation, and eating and drinking places.

Generation: “a group of individuals born and living contemporaneously who have common knowledge and experiences that affect their thoughts, attitudes, values, beliefs and behaviors” (Johnson & Johnson, 2010, p. 217).

Generation X: people born between 1965 and 1980.

Generation Y: people born between 1981 and 2000. Although literature has also called them: Echo Boomers (Johnson & Johnson, 2010), Nintendo, Internet, N-Gen, GenMe, the Net Generation (Gardner, 2006; Zemke, Raines, & Filipczak, 2000), RenGen, Generation Next (Lipkin & Perrymore, 2009; Rickes, 2009), this generation is commonly named Millennials.

Hotel employees: All full time and part-time employees working in the hotel, except those working with concessionaries.

Indirect jobs: jobs produced by tourism spending that supports the tourism activity such as shops, banks, construction, among others.

Job satisfaction: “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1304).

Large hotels: hotels with 300 rooms or more.

Midsized hotels: hotels with 76 to 299 rooms.

Pay: “money and its equivalents which employees receive for their services to the employer” (Price, 2001, p. 606).

Promotion: “the degree of movement between the different status levels within the organization” (Iverson & Deery, 1997, p. 73).

Small hotels: hotels with less than 76 rooms.

Supervisory support: “the degree to which employees perceive that supervisors offer them support, encouragement and concern” (Babin & Boles, 1996, p. 60).

Working conditions: “the extent to which employees feel they are part of a team and are respected in the workplace” (Mount & Bartlett, 2002, p. 29).

CHAPTER II

REVIEW OF LITERATURE

The following chapter comprehensively examines the literature related to job satisfaction in the lodging industry. As an introduction, this section includes an exploration of the hotel industry in Puerto Rico providing a base to create a historical view of the growth of the industry and the need to examine job satisfaction in Puerto Rico. Then, a review and examination of previous industry-related studies, theories and major published articles in job satisfaction are presented. Finally, the reviewed literature was expanded to research previous studies in generational and gender differences in the hospitality industry.

An Anecdotal Review of the Puerto Rico's Lodging Industry

Puerto Rico is an island in the Caribbean with a diverse culture ranging from Spanish, African to indigenous. The 2010 U.S. Census Report estimated that 3.97 million people live on the Island and that 1/3 of those live in the metropolitan area around the capital of San Juan. Puerto Rico's travel and tourism industry produced 19,000 direct jobs and 40,500 indirect jobs tourism jobs in 2010 accounting for 59,500 employees (World Travel and Tourism Council, 2012). The Puerto Rico's travel and tourism industry contributes slightly more than 6.3% to Gross Domestic Product (GDP) having a room inventory of 16,544 rooms, and for the past 3 years has maintained a 65% occupancy (World Travel and Tourism Council, 2012).

In 1950, Puerto Rico was the first island in the Caribbean that established an organized group of leaders through the Puerto Rico Hotel and Tourism Association (PRHTA) to protect, promote, inform and educate its members (Pagan, 2011c). It was with the PRHTA's and Pat Shillito's help that in 1962, the Caribbean Hotel and Tourism Association became an autonomous body to discuss ideas on how to market the destination (Kahn & JohnRose, 2002). In 1970, recognizing the growth tourism was experiencing in number of visitors, the Puerto Rican government created the Puerto Rico Tourism Company primarily to promote the visitor's growth of the island. However, history had been poorly documented as neither academic research articles, books or magazines that describe the growth were found throughout this research. Data compilation was initiated by researching the development of some of the island's large hotels in Condado and Isla Verde, as they are two of the most important tourist zones in the metropolitan area. Findings reported here are the result of research from various sources including newspapers, government documents, private hotel documentation, books reviews, and web searches. A series of interviews with industry experts lead to the compilation of historical information about the Puerto Rico hotel industry development. These leaders were able to highlight the challenges the hotel industry is facing today, especially when related to the retention of hotel employees (see appendix A).

Job Satisfaction

Job satisfaction has been defined as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” (Locke, 1976, p. 1304). It has also been defined by Spector as “how people feel about their jobs and different aspects of their jobs” (Spector, 1997, p. 2) or “the extent to which employees like their work” (Price, 2001, p. 608). A significant amount of literature exists describing how workers can feel content in their jobs, and as a result, there are numerous theories at the core of the job satisfaction construct. A study performed in 1972 found nine operational definitions identifying the determinants of job

satisfaction, either as an overall satisfaction or as a construct developed of many independent variables (Wanous & Lawler, 1972). Ewen (1967) concluded that job satisfaction is the sum of job aspects of the jobs, while others, including Maslow (1943) concluded that the summed of goal attainment or need fulfillment when sum across the facets of the job (Alderfer, 1969). Although Ewen concluded that the found differences were due to the alterations in measurements used for job satisfaction, the author was able to demonstrate that there is still not one best way to measure it.

By understanding the concept of job satisfaction, management can develop strategies to help hotel employees provide excellence in service, not only to guests, but to co-workers and management (Kim, H. J., Tavitiyaman, P., & Kim, W. G., 2009). One of the best-known researchers that studied this concept examining measured variables to increase productivity was Elton Mayo. From 1927 to 1929, Mayo investigated the effect of work behavior on productivity by experimenting with the physical conditions of the job. His findings showed that employee productivity increased regardless of the changes made to their time for breaks, hours of work, payment and other variables (Hansson & Wigblad, 2006; Mayo, 1933). After the study, the researchers determined that the reason why workers' productivity increased was because of the implementation of social rewards, the change in attitude of employees resulting from a change in methods of supervision, and that the employees knew that their actions were observed and measured increased their job satisfaction (Carey, 1967; Gillespie, 1992; Hansson & Wigblad, 2006; Mayo, 1933). However, other researchers criticized these results arguing that the environment was not fully controlled, that Mayo's conclusions were not supported by the existing evidence and that, whenever the study was replicated, conclusions were not similar (Chowdhary & Prakash, 2005; Rathavoot & Ogunlana, 2003). Despite that, Mayo's research validated the importance of expanded research in the areas of motivation and satisfaction in the workplace.

Spector (1997) stated that the number of studies trying to determine job satisfaction exceeds most of other variables in organizational behavior research. Although job satisfaction

was previously treated as a result of one single variable (overall satisfaction), researchers have evidenced that job satisfaction could also be treated as a multidimensional construct measuring the different aspects of the job (Kim, et al., 2009; Koustelious & Bagiatis, 1997; Mount & Bartlett, 2002; Wanous & Lawler, 1972). Spector's (1997) book documented what other theorists had done to explain the construct of job satisfaction and the results were that appreciation, communication, co-workers relations, fringe benefits, work conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision were among the most observable variables (Wetprasis, 2006). As such, researchers experimented with various independent variables to come up with the best construct to define what makes an employee feel satisfied in his/her job (Lancaster & Stillman, 2010). Additionally, absenteeism, turnover, working conditions, job performance, co-workers involvement, supervisory support, role stress, performance and work related attributes have been studied to predict employee satisfaction (Babin & Boles, 1996; Maier, 2008; Moyes, et al., 2006; Randhawa, 2007).

Randhawa (2007) examined the relationship between job satisfaction and turnover intentions in India. In this exploratory study, the researcher found that employees who showed a higher overall satisfaction in their jobs also showed a lesser interest in quitting their jobs. Randhawa's findings were consistent with other previous studies suggesting that satisfied employees will stay longer in their jobs and will reduce absenteeism (Locke, 1976; Maier, 2008; Randhawa, 2007). Mobley's (1977) study showed that job satisfaction has a strong negative effect over turnover intentions. He explained how job dissatisfaction was not just a two-step process (dissatisfaction/quitting) but rather a series of steps that make employees analyze each phase and move through until the final decision is taken (Maier, 2008).

Roelen, Koopmans, & Groothoff (2008) research concluded that work factors such as task variety, working conditions, workload, and career perspective determine 54% of the construct job satisfaction and were able to determine that personality traits and the environment

are the most important factors in achieving job satisfaction. Specially, the researcher identified that working conditions for nurses are easily changed if management thinks it is important to achieve employee satisfaction (Roelen, Koopmans, & Groothoff, 2008). Satisfaction of an individual can be attributed to one or more elements, giving little information for managers to work on specific factors. Although Roelen et al. (2008) were clear that the construct still lacks a definitive number of factors, their study defended that overall job satisfaction cannot be measured effectively.

Babin and Boles (1996) measured retail employees' job satisfaction through supervisor support, work involvement, peers support and role stress. Their work measured the work environment and how perceptions influenced work-related outcomes. Their findings showed that supervisory support and work involvement increased job satisfaction. Thus, job satisfaction increases or decreases depending on the level of support employees perceive from their supervisors and in their peers' involvement in their work (Babin & Boles, 1996).

A recent study published in 2009 conducted a survey on the job satisfaction index of contingent employees of a fast food chain in the southwestern area of Puerto Rico (Rodriguez Palermo, 2009). Results showed that the contingent employees of that demographic area were satisfied 60% (n=51) and 75% (n=63) of full time employees were also satisfied, especially in the dimensions of work itself, supervisor, pay and working with others. Recommendations from the researcher for future studies were to expand the study to other regions in Puerto Rico, to include more than one fast food chain, and to compare the results to other studies in the United States as it was the first time a study in the fast food industry was performed in the area (Rodriguez Palermo, 2009).

Job Satisfaction Theories

There are various job satisfaction theories in the literature on the topic: the two factor theory by Herzberg, the hierarchy of needs by Maslow, the range of affect theory by Locke, and the job characteristics model by Hackman and Oldham, among others. Each one of them tried to

measure job satisfaction in different ways and has been able to provide positive and negative relationships among the variables used to conceptualize the construct.

Hierarchy of Needs Theory

Maslow (1943) highlighted the importance of understanding the human needs and presented a theory to explain how motivation occurs when responding to those needs. The theory established basic and higher needs categorized in order of importance. The psychological, safety and love needs were classified as basic needs and esteem and self-actualization were classified as higher needs (Frame, 1996; Maslow, 1943). Maslow discussed that not until the first need is almost satisfied do the following need's importance level increases and the previous one, now satisfied, loses importance. Other researchers argued that his traditional concepts are not necessary accepted in North American cultures with the classification of lower and upper level needs that are seen as classist and elitist, with Maslow categorizing lower level needs as needs for food, shelter and security and higher level needs as self-esteem and self-actualization (Frame, 1996).

Job Characteristics Model

The job characteristic model was proposed by Hackman and Oldham in 1975. This model was intended to predict five core dimensions on job satisfaction: skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1976). These core dimensions create an influence to the three psychological states: meaningfulness of work, responsibility for outcomes and knowledge of the results. Hackman and Oldham stated that these core dimensions influence high intrinsic motivation, high job performance, high job satisfaction, low absenteeism and turnover (DeVaro, Li, & Brookshire, 2007; Fried & Ferris, 1987).

Range of Affect Theory

Locke developed the Range of Affect theory in 1976. He stated that satisfaction is caused by the employee level of importance of what it is wanted in the job (content) and the level of importance of what the employee has (intensity) in the job (Locke, 1976). The employee compares what he/she currently has in the job with what he/she would like in the job and determine the level of satisfaction or dissatisfaction by the magnitude of the desire to have it (Wallin, 2002). Contrary to Maslow, Locke's theory is based on the degree of importance that an employee gives to his/her perceived needs and wants rather than one specific and hierarchical need. Although Locke is mentioned in several hospitality industry job satisfaction studies defining job satisfaction, studies utilizing his theory are infrequent.

Two-Factor Theory

Hertzberg, Mausner and Bloch-Snyderman's (1959) work tried to provide an explanation and a cause of satisfaction and motivation in the workplace by establishing that the factors that cause employee satisfaction are different from those causing job dissatisfaction (Clifton, Edens, Johnson, & Springfield, 1989). Hertzberg et al. called their theory the Motivation-Hygiene Theory or the Two Factor Theory (Herzberg, 1965) naming the factors that cause satisfaction, "motivators" and those that cause dissatisfaction, "hygiene factors". Motivation factors were categorized as task achievement, recognition for achievement, intrinsic interest in the task, increased task responsibility, advancement or occupational growth, the possibility of occupational growth recognition (Tietjen & Myers, 1998). These intrinsic factors create a desire in employees to perform better in their jobs. Hygiene factors, on the other hand, have been categorized as company policy and administration, supervision, working conditions, salary, personal life, status, interpersonal relationships with subordinates, interpersonal relationships with peers, interpersonal relationships with superiors and job security (Tietjen & Myers, 1998). Hertzberg tried to demonstrate that these extrinsic factors (hygiene) are not directly related to the job itself but to the

conditions of performing the job (Lundberg, Gudmundson, & Andersson, 2009). A study was performed in the United Kingdom in 2005 to determine if Herzberg's theory was still valid. Results were consistent to Herzberg's theory and was concluded that up to this date, intrinsic satisfaction plays a more important part in job satisfaction, while money and recognition did not result in a primary motivational factor (Bassett-Jones & Lloyd, 2005). Another study, looking to determine students' satisfaction and retention with their college experience, found that the results of the study were consistent with the Herzberg's Two Factor Theory (DeShields, Kara, & Kaynak, 2005). In the study, the students who had a positive experience were more satisfied with their college experiences than those who did not have a positive experience.

There is evidence that issues exist with Herzberg's findings when replicated. A study performed to validate the theory concluded that the classification of variables into two single areas was inaccurate when determining job satisfaction (Ewen, Smith, & Hulin, 1966). Recently, another study testing Herzberg's Two Factor theory concluded that some variables defined as motivators do not appear under that classification but rather under hygiene or in other cases in both (Rathavoot & Ogunlana, 2003).

However, Herzberg's model is considered by many theorists as the best in general job satisfaction research (Bassett-Jones & Lloyd, 2005; Smith, Gregory, & Cannon, 1996).

Job Satisfaction Survey

Spector (1985) research identified that, although job satisfaction was being studied, limited emphasis was placed in service employees' satisfaction. Spector's mentioned that as more importance was placed in the industrial employees, before the 1970, little empirical evidence was available to determine causes for their dissatisfaction. Spector (1985) attest that the instruments available that started to measure service satisfaction were not a clear representation of the service sector and proposed the Job Satisfaction Survey (JSS) as the instrument capable of measuring effectively service employees' job satisfaction. Spector mentioned in his research that "the

development of the JSS was predicated on the theoretical position that job satisfaction represents an affective or attitudinal reaction to a job” (Spector, 1985, p.694). The Job Satisfaction Survey was created by analyzing variables associated to job satisfaction found in previous researches. Spector selected nine job satisfaction factors for his study: pay, promotional opportunities, fringe benefits, contingent rewards, supervision, co-workers, nature of work itself, communication and work conditions. The instrument designed some positive-worded and some negative-worded questions and was administered to 2,870 participants. Spector, also included questions from a survey designed by Hackman & Oldham (1975) to compare the results with the JSS. The results in the study demonstrated that the instrument had an overall internal consistency of .91 and all but 2 variables reflected an internal consistency higher than .70.

The JSS had demonstrated an internal consistency in extensive human service areas including education, nursing, police and the hospitality industry (Kim, B. P., Murrmann, S. K., & Lee, G., 2009; Rashid, M., Wineman, J., & Zimring, C., 2009; Vyskocil-Czajkowski, T. L., & Gilmore, S. A., 1992). As such, this survey research will be based on the Spector’s model of job satisfaction.

The following section examines previous research in job satisfaction performed in the hospitality industry.

Job Satisfaction in the Lodging Industry

Hospitality research has documented some of the independent variables affecting job satisfaction including: working conditions (Ghiselli, et al., 2001; Hsieh, et al., 2009), pay (Hancer & Thomas, 2003; Iverson & Deery, 1997; Karatepe, et al., 2003; Mount & Bartlett, 2002; Qu, Ryan, & Chu, 2001), promotions (Hancer & Thomas, 2003; Iverson & Deery, 1997; Qu, et al., 2001), co-workers’ involvement (Babin & Boles, 1996; Hancer & Thomas, 2003; Iverson & Deery, 1997; Mount & Bartlett, 2002), and supervisory support (Babin & Boles, 1996; Hancer &

Thomas, 2003; Iverson & Deery, 1997; Karatepe, et al., 2003; Mount & Bartlett, 2002; Qu, et al., 2001).

Researchers have also identified other variables such as the work itself (Hancer & Thomas, 2003; Karatepe, et al., 2003; Mount & Bartlett, 2002), fringe benefits (Qu, et al., 2001), job autonomy (Qu, et al., 2001), role stress (Howe & Strauss, 2000), role clarity (Mount & Bartlett, 2002), turnover intentions (Ghiselli, et al., 2001; Iverson & Deery, 1997; Madanoglu, Moreo, & Leong, 2004), empowerment (Gazzoli, Hancer, & Park, 2010), personal life involvement (Ghiselli, et al., 2001; Hsieh, et al., 2009; Zhao, Qu, & Ghiselli, 2011), age and length of service (Sarker, Crossman, & Chinmeteeputuck, 2003; Shah Jalal, Alf, & Parkpoom, 2003). Although various measurements had been used to measure job satisfaction with five job subscales measures (Hatfield, Robinson, & Huseman, 1985; Smith, Kendall, & Hulin, 1969), others studied states that these subsets (pay, promotions, working conditions, supervision and co-workers) only explain 42.7% of the construct and the remaining possible explanations are yet to be explained (Buckley, 1992). As a result, researchers have been experimenting by adding new variables trying to find the determinants to explain the construct of job satisfaction (Tutuncu & Kozak, 2007). However, the five factors found by Smith (1969) (pay, promotions, working conditions, supervision and co-workers) had consistently being included when studies on job satisfaction are performed in search of the remaining possible explanation to the construct.

The following section highlights studies that had continued researching some or all of these five factors in the hospitality industry.

Pay

For the purpose of this study, pay is defined as “money and its equivalents which employees receive for their services to the employer” (Price, 2001, p. 606).

The independent variable pay has been studied extensively in hospitality management research (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010; Karatepe, et al., 2003; Ozturk &

Hancer, 2011; Pavesic & Brymer, 1990; Poulston, 2009; Silva, 2006). In these studies, the researchers found that pay was one of the most important job attributes to job satisfaction, giving this variable significant consideration when measuring satisfaction in the workplace (Ghiselli, et al., 2001; Hancer & Thomas, 2003; Lancaster & Stillman, 2010; Qu, et al., 2001).

Poulston (2009) captured how respondents complained about being poorly paid, or being paid differently, even when duties and time in the job were comparable to other employees. His research examined how Herzberg's Two Factor Theory helped determine work satisfaction. Findings showed that staff employee pay was not equivalent to the amount of work requested by employers. Ghiselli et al.'s (2001) research supported the importance of salary and reported that salary affects job satisfaction as managers who received the highest salaries were more satisfied than those who had lower salaries.

Mount and Barlett (2002) created two models for job satisfaction in the hospitality industry, with 5 and 9 factors each. Their models included pay and benefits and was intended to measure the equity of the compensation packages with the work employees perform. Although in both models pay was significant, when compared to other factors, employees ranked it as a factor of slightly less importance than other factors.

Pavesic (1990) performed a study with young hospitality managers to measure job satisfaction as an increasing number of graduates were leaving the hospitality industry. In it, respondents asserted that pay was one of the reasons for changing jobs. Respondents criticized industry salary when compared to other industries and employers not compensating for the amount of work and time needed to perform the job.

Ozturk & Hancer (2011) study found a significant relationship between the demographics of middle management job satisfaction and the variable pay in Turkey. Especially important, their study found that as middle managers education levels increases, their satisfaction with their pay at work increases. The researchers stated that this might be explained as hotels in Turkey are validating the education levels, paying more to managers as they obtain more formal education.

Puerto Rico has 23 official holidays due to the celebration of U.S. and local holidays. Working on those holidays is expected in the lodging industry without receiving additional compensation, which is not the case in other industries. On Sundays, other industries in Puerto Rico are obligated by law to pay 1.5 hours per hour. However, hotels are not covered under this law and lodging industry line employees often work on weekends and holidays.

Additional concern regarding “pay” is the considerable difference in salaries that exists between Puerto Rico line employees and other destinations in the United States. Research showed that line employees in Miami and Georgia earn \$11.00 per hour (Hilton Hotels work opportunities website) while for the same position in Puerto Rico is \$8.50 an hour, making the Puerto Rico labor force underpaid. Although there have been some contradictions on the variable pay as it reflected the least important factor when determine job satisfaction (Lancaster & Stillman, 2010) many researchers have reported this variable as one of the most important when measuring job satisfaction.

Promotion

Promotion is defined as “the degree of movement between the different status levels within the organization” (Iverson & Deery, 1997, p. 73). A recent study performed to estimate the effect of promotions opportunities on job satisfaction concluded that those employees who received a promotion in the past two years or knew that a promotion was possible in the following two years demonstrated higher job satisfaction (Kosteas, 2011). Iverson and Deery (1997) reported that job satisfaction increased when the person perceived advancement opportunities within the organization were available and that management should plan and develop career paths for top workers in order to increase satisfaction. They furthermore suggested that the nature of the hospitality industry has encouraged turnover and lower job satisfaction by establishing limited career opportunities, as employers do not promote the importance of employees continuing to work for the organization in its training or employee programs.

Studies also reflect that employees with defined goals are more committed to the organization (Crawford & Hubbard, 2008) and the opportunity to get promoted greatly helps them create new goals. Promotions helped employees to feel committed, knowing that the corporate culture recognizes top employees and is hiring from within (Qu, et al., 2001). As mentioned in the Qu et al.'s study, managers must be well aware that employees look for career advancement opportunities, and these opportunities are determinant in establishing goals within the company and their decision to remain working in the company for the following years. However, in Puerto Rico specifically, not all organizations believe in the idea of promoting from within and prefer to recruit outside to bring other experiences. This leaves committed employees wanting to progress within the company with little opportunity and as a result, a decision to reach their goals outside their companies (Fields, 2002).

Supervisory support

Supervisory support is defined as “the degree to which employees perceive that supervisors offer them support, encouragement and concern” (Babin & Boles, 1996, p. 60). That support includes understanding the duties of each employee, offering guidance to achieve tasks in a timely manner, providing training and listening to employees (Mount & Bartlett, 2002). Their study looked at determining employee perceptions on supervisory support. They evaluated the level of importance of supervisors’ interest on listening to employees, their domain of knowing and understanding the job, and the guidance or expertise at the time to solve a job-related problem. Mount and Bartlett’s study concluded that matters related to supervision were ranked higher in importance than any other factor in the study.

Several researchers agreed that employees consider that supervisory support is one of the most important factors that contribute to job satisfaction (Karatepe, et al., 2003; Lancaster & Stillman, 2010; Maier, 2011; Tutuncu & Kozak, 2007). Karatepe et al. (2003) investigated frontline employee satisfaction in the lodging industry and reported that supervision has a

significant positive effect on job satisfaction, especially when determining the perceived importance of the employees' recognition, the application of policies established by the company, the competence of their supervisors, and the way supervisors treat the staff. Other researchers studied whether talking down to employees, giving full credit to employees' ideas, criticism, supervisory expectation, and protection of their staff contributed employee satisfaction (Babin & Boles, 1996). The result of the study reflected that when the supervisors are supportive and concern on their performance, job satisfaction increases, but managers tend to overlook the supervisors' performance on meeting employees' needs to achieve satisfaction. Myers (2011) stated that hospitality leaders must understand that employee dissatisfaction has a strong negative effect with perceived organizational support as perceived a lack of supervisory support, increasing their intentions to leave.

Tutuncu and Kozak (2007) looked at job satisfaction in Turkey's hotel industry. Out of the five factors presented (pay, promotion, supervision, co-workers and the work itself) supervision was ranked the second most important factor contributing to overall job satisfaction (Tutuncu & Kozak, 2007).

Other researchers found differences in the presented results. Kim, H. J., Tavitiyaman, P., & Kim, W. G. (2009) investigated the effect of management commitment towards service and the perception of this relationship with employee behavior in Thailand. They developed a model that measured organizational support in trying to evaluate management initiative. They believed that if managers treated employees well, the employees would treat the customers well (Kim et al., 2009). However, their study was unable to support the premise that organizational support has a significant effect on job satisfaction. Similar results were found when Qu et al. (2001) performed a study to determine the job-related factors that determines job satisfaction. Their study revealed that supervision factors, although significantly different, were ranked by Hong Kong hotel industry participants as less important than any other factor, placing fringe benefits as the most

important job attributes. Similar results were found when measuring job satisfaction in Hong Kong (Mok & Finley, 1986).

In Puerto Rico, studies measuring the how supervisory support impacts job satisfactions were not found. However, in 2010, Camps Del Valle, Perez Santiago, & Martínez Lugo (2010) studied compared management leadership styles in Puerto Rico from the service and manufacturing industry. Their study found that female managers had adopted authoritarian leadership styles, possibly associated to a culture dominated by males in leadership positions. Due to the authoritarian style of management as a Puerto Rican cultural tendency, it might be expected that supervisory support is not expected by employees and therefore may not be indicative of satisfaction.

Co-workers support

Co-worker support is defined as the “degree of consideration expressed by co-workers” (Iverson & Deery, 1997, p. 73). Many hospitality researchers had included the co-worker variable when trying to explain job satisfaction (Babin & Boles, 1996; Hancer & Thomas, 2003; Kim, et al., 2009; Iverson & Deery, 1997; Mount & Bartlett, 2002; Tutuncu & Kozak, 2007).

When co-workers help other employees achieve tasks assigned to them that are not in their job description or that are not their responsibility, employees feel appreciative and moved to return the favor helping others (Kim, et al., 2009). Newer employees are thankful when experienced employees put extra time to orient them or provide additional training without being asked to do so. This kind of environment contributes to their perceived satisfaction in their job. Babin & Boles (1996) study found that co-workers involvement increases job satisfaction. The authors suggest that an employee is more satisfied when co-workers are highly involved and dedicated to their jobs as they feel all are working towards a common goal. Tutuncu et al. (2007) research revealed that co-workers support is an important factor employees consider when deciding if they should continue working at their current jobs. Although some employees think

about quitting their jobs, they don't often take the decision as co-workers are an important reason for them to continue working as co-workers cooperate with them whenever needed or in times of difficult situations. When the operation at the hotel does not allow employees to take additional time or days off, co-workers are often willing to change their days off to allow others attend family related activities or personal problems. Although no studies could be found looking at co-worker support's impact on employee satisfaction in Puerto Rico, because of the collectivism society in Puerto Rican culture, it is assumed that the support receive from peer groups, like flexibility to accommodate co-workers, could impact the satisfaction of employees.

An exploratory study intended to test job satisfaction was designed by Mount & Bartlett (2002) by using many available scales associated to measure job satisfaction. The researchers found that the most correlated factor was department/work team climate. They inferred that relationship with other peers in their job and teamwork highly affects the workers' perceived satisfaction.

However, not all studies are congruent with these findings. Ozturk & Hancer (2011), for example, researched the relationship between demographics and job satisfaction in employees holding middle management positions, using co-workers as one of the facets of the job satisfaction construct. Results in this study concluded that the variable co-worker did not have an impact in the sample's satisfaction.

Working conditions

Working conditions have been defined as "the extent to which employees feel they are part of a team and are respected in the workplace" (Mount & Bartlett, 2002, p. 29). Working conditions in the hospitality industry have been historically difficult due to the nature of the business (Ghiselli, et al., 2001; Hsieh, Pearson, Chang, & Uen, 2005; Iverson & Deery, 1997; Poulston, 2009; Zahari, Hanafiah, Othman, Jamaluddin, & Zulkifly, 2010). Hospitality employees must be able to accommodate their working schedules to the business needs and very

often, those needs are holidays, evenings and weekends (Deery, 2008). Midsize and large hotels have three different shifts, and most operational employees have rotating shifts, ranging from 7 a.m. to 3 p.m., 3 p.m. to 11 p.m. and the graveyard shift from 11 p.m. to 7 a.m. This often leaves little opportunity to have a balanced work/family time (Hsieh , et al., 2005), creating additional pressure trying to comply with their duties at work and the demands of personal relationships or not being able to plan ahead.

The World Travel and Tourism Council (2012) reports that in 2011, the travel and tourism industry in Puerto Rico (hotels, travel agents, airlines and other transportation services, restaurants and other industries directly supported by tourists) produced 19,000 direct jobs (1.7%). From the mentioned list, hotels are open to the public 24 hours a day, three shifts per day, requiring more employees working long hours at night, specially on holidays. In times of festivities that the hotel industry receives a larger volume of work, requiring more staff and limiting the opportunities for employees to spend time with their families. This findings are similar in the United States. In Hsieh et al. (2009) and Ghiselli et al.'s (2001) studies, they also validated that, for U.S. lodging workers, it is common to work long hours due to the different changes in demands and the complexity of the business hours.

Customers' complaints are a major stressor that many times creates difficult working conditions to front line hotel workers who often work in understaffed environments and forced to work long hours (Deery, 2008; Karatepe, et al., 2003). Unlike manufacturing, where the employee does not see the customer complaining because of product dissatisfaction, hotel employees must listen to the customers' complaints and are often treated poorly for mistakes the employee has no way of avoiding (Poulston, 2009). Added to this , the service industry worker must maintain a fast pace to avoid long lines or long waits as loss of time is one of the most general areas of dissatisfaction in the hospitality industry.

Poulston's (2009) qualitative study compiled common hospitality problems affecting line employees' working conditions. The lack of training, understaffing, and staff turnover were

mentioned as important determinants of difficult working conditions as well as broken promises on fixing schedules.

Pavesic and Brymer (1990) performed a study of 448 graduates of whom 18% were employed in the hospitality industry at the time of the study. Their research showed that 24% of the respondents who left the industry did so because of working conditions and lower pay. Although Pavesic and Brymer concluded that this topic had been studied on various occasions in the hospitality industry, little has been done to overcome this challenge.

Working conditions must be assessed and modified as early as possible to insure that the new cohort of students will not feel dissatisfied and reduce their intention of working in the hotel business (Zahari, et al., 2010). Equally significant is that the literature has shown that working conditions negatively affect the employee's intention to quit his/her job, this is especially important now when work-life balance takes special importance (Deery, 2008; Ghiselli, et al., 2001; Zhao, et al., 2011).

Being Puerto Rico part of the United States of America, Puerto Rico had adopted their 9 federal holidays and at the same time, has maintained their 14 national holidays, totaling 23 federal and national holidays a year. The service industry a 24/7 operation, and knowing that employees are required to work on holidays, the lack of availability to participate in the holidays with their friends and family may negative impact their perception of job satisfaction in the lodging industry.

Technology

Another variable that is worth researching when measuring job satisfaction is technology as it has been found its inclusion examining its relation to job satisfaction and the literature suggests that is an obvious generational characteristic of generation Y (Myers, 2010; Shah Jalal, et al., 2003; Shaw & Fairhurst, 2008).

Computer literacy has been operationalized as “a self-reported ability to use computer hardware and software for self-expression, communicate with other individuals and organizations, locate and process information electronically, and engage in problem-solving activities” (Shelley, et al., 2006, p. 37). However, technology is more than computer knowledge and includes new technical methods (electronic or digital) to achieve practical purposes in the workplace (Clifton, et al., 1989). For the purpose of this study, the variable will be operationalized as “the use of electronic or digital methods for self-expression, communicate with other individuals and organizations, locate and process information electronically, and engage in problem-solving activities” (Clifton, et al., 1989; Shelley, et al., 2006).

Through the analysis of the available literature in job satisfaction, various authors stress the importance of studying how the technological changes affect a cohort’s job satisfaction (Simons, 2010; Wesner & Miller, 2008; Zemke, et al., 2000).

It is evident that generation Y is familiar with the use and advances of technology in the workplace and personal lives (Fenich, Scott-Halsell, & Hashimoto, 2011; Shaw & Fairhurst, 2008). As generation X grew up with the rapid advancements of the technology, they included it as an instrument to speed up the process to perform work related tasks in their personal lives. On the other hand, Baby boomers were less successful with the inclusion of technology into their work and personal lives demonstrating resistance to the technological changes and limiting its use to the minimum (Simons, 2010). While generation Y sends text messages to communicate, Baby boomers prefer phone calls or in-person meetings to communicate a message. Traditional procedures are challenged by generation Y, suggesting new ways to reach the same objectives (Zemke, et al., 2000). Various studies performed in the past demonstrated that job satisfaction and technology are not significantly related but has been demonstrated to be a concern with working conditions (Shepard, 1977). A study performed by Meyer (2006) intended to measure if technology and its use increased job satisfaction among a group of workers in a rural area as the group was isolated from the community. The study demonstrated that technology itself did not

increase the level of satisfaction among respondents. However, the author reported that the group was homogeneous, leaving limited space to compare perceptions on the different generations.

Myers & Sadaghiani (2010, p. 197) expressed that “it is abundantly obvious why the use of technology is a fundamental generational difference”. The authors expressed that younger generations had being exposed to technology since their early years and in contrast, older generations haven’t had the level of exposure in their childhood or teenage years and thus, a generational difference.

By researching the differences and similarities of generational cohorts of line employees’ perception on technology, new information can be added to literature to explain if differences exist and if so, if job satisfaction perception increases. The next section summarizes available research in generational cohorts.

Generation Cohorts

A generation has been defined as “a group of individuals born and living contemporaneously who have common knowledge and experiences that affect their thoughts, attitudes, values, beliefs and behaviors” (Johnson & Johnson, 2010, p. 217). Various authors had defined generation cohorts as groups of people born in certain periods of time when external historical events or changes affected the group’s collective thinking at certain age (Kupperschmidt, 2000; Noble & Schewe, 2003). For the purpose of this study, the boundary dates for generations are in agreement with the literature, even though “universally accepted birthdates boundaries do not exist” (Chen & Choi, 2008, p. 602).

The study of cohorts to explain their preferences and behaviors has been extensive, and articles are widely found across the management literature. The primary focus found in the literature was on consumer behavior and preferences (Bayus, 1992; Phillips, Haytko, & Noble, 2008; Stevens, Lathrop, & Bradish, 2005; Ulrich, Weeks, & Brannon, 1998; Zhang, 2010). The limited number of empirical studies on generational differences makes it difficult to reach sound

conclusions to determine if differences or similarities exist among generational characteristics, therefore the need to research the topic still exists (Noble & Schewe, 2003; Wesner & Miller, 2008).

Arsenault (2004) stated that generational differences are more evident than ever. His research validated the importance of establishing cohort differences as a legitimate diversity issue. His study measured the perceived importance of leadership styles moderated by generation and was able to show that significant differences exist in the participant's perception. Although the research results indicated that it was due to the generational leadership styles, the author proposed that corporations should pay more attention to generational leadership styles (Arsenault, 2004). The author implied that generations could be categorized into cohorts by grouping them according to their memorable music, artists, movies and TV shows.

Wyatt (1993) also found that differences existed between generational cohorts based on their emotions, attitudes and preferences. In his findings, Wyatt described six causes to those differences: traumatic or formative events, dramatic changes in demography, changes in economic situations, the creation of sacred places, such as Woodstock, that sustain a collective memory, mentors such as Martin Luther King or Mahatma Gandhi, and the work people do that changes normal paradigms with innovations (Tietjen & Myers, 1998). Loughlin and Barling (2001) also supported the importance of understanding generational differences, especially attitudes and behaviors of new workers generation, as they will shape the workforce in the years to come. The researchers indicated that the need to accumulate more knowledge about newer generations would bring opportunities to overcome the challenges caused by a diverse population of workers (Loughlin & Barling, 2001).

However, Wyatt, Loughlin and Barling as well as others have been criticized by other researchers who feel that there is no strong proof to validate generational differences. Noble and Schewe (2003) investigated if values were able to group people by cohorts. Although the findings showed that cohorts identified themselves with past events such as the Vietnam War, their

research failed to support this concept and suggested that cohort segmentations should be geared to values, expressing the need to expand research in similar age groups (Noble & Schewe, 2003). Similar results were reported when scholars performed a study to determine if personality and motivation drivers differed across Australian generations (Wong, Gardiner, Lang, & Coulon, 2008). Results showed that generational stereotypes were attributed to age rather than cohorts. They recognized that it was difficult to ascertain differences as individuals were allocated into groups according to their age instead of their generation. They also reported that either as a generation or age group, younger generations are different and are exposed to different challenges in the workplace. Giancola (2006) worried that the generational differences studied and validated by peers and other researchers were more driven by popular belief than by empirical research. The author stated that research does not fully support generational theory and that past studies have not taken gender or cultural differences into consideration (Giancola, 2006).

Wesner and Miller (2008) looked at the literature on Baby boomers and Generation Y. They found that literature describing Baby boomers were limited, forcing the researchers to revert to more popular than academic information. In contrast, formal literature and popular information on Generation Y was vast (Wesner & Miller, 2008). This research found that educational level, parenting, the impact of technology, commitment to employers and meaningful work are among the most significant differences that characterized both generations. However, they concluded that there was still little empirical research to determine the differences among cohorts to motivate workers. In 2002, a multitudinal research was conducted by Smola and Sutton where they found that characteristics followed the group regardless of age. The researchers concluded their study by demonstrating that generational differences existed and that differences were not based on age.

In 2008, a study was performed in the health industry examining nurses' satisfaction, by cohort, as the industry was facing a shortage in labor. The study performed in the health industry was able to identify that differences and similarities among the construct of job satisfaction and

the generational cohorts as a strong predictor of retention (Wilson, et al., 2008). Differences existed with overall employee satisfaction, satisfaction with pay and opportunities for advancement. No differences were evident among cohorts with regard to co-worker relationships or interaction opportunities. Baby boomers were significantly more satisfied overall than generations X and Y.

Boyd's (2010) study compared generational differences by studying the ethical determinations for generation X and Y and concluded that differences among the cohorts exists. In this study, Boyd was able to demonstrate that generation X was more willing to respect the company policies and norms than generation Y and that they intended to grow within the company when opportunities were available. The study also found that younger workers, belonging to generation Y, were less eager to comply with the established company's norms.

Simons (2010) reported that generational differences are evident today and that employees have different expectations, and one of the most evident ones being the use of technological tools. Simons highlights that only when organizations accept and establish adequate action plans to overcome these differences, strategies fall into place and integration occurs among workers (Simons, 2010).

The next section describes three generational cohorts (Baby boomers, generation X and generation Y) currently in the workforce. The U.S. Census Bureau estimates that the Veteran generation or the Silent generation (those born between 1922 and 1945) will represent in 9.7% of the total workforce in 2015. Because the number is so small, this cohort will not be included in the study.

Baby boomers

The U.S. Census Bureau and other researchers define Baby boomers as those born between 1946 and 1964 (Johnson & Johnson, 2010). This generation is the largest, accounting for 78.2 million people in the United States alone (Johnson & Johnson, 2010). The Baby boomers generation was greatly affected by the Vietnam War, the civil rights riots, Watergate, and Woodstock (Smola & Sutton, 2002). In Puerto Rico, the early members of this generation were confronted in elementary schools by discussing government changes which included the newly signed Puerto Rican constitution after U.S. President Harry Truman appointed a Puerto Rican governor for the first time in 1946 (The New York Times, 1946). In 1948, Puerto Ricans had the opportunity to elect their own Governor, Mr. Luis Muñoz Marín (Cooper, 1949). Baby boomers were born in times when the economy was at its best (Simons, 2010), teachers were strict, well prepared, with strong academic standards, and were respected by the students and their parents (Kupperschmidt, 2000). This generation was individualistic, rejected social norms and refined the social status from traditional marriage to divorce becoming an accepted norm and seeking self-gratification (Kupperschmidt, 2000). Generally, this generation was also characterized as people that go the extra mile, are workaholics, and establish work distrust relationships with superiors (Zemke, 2001).

Baby boomers currently hold most of the management and executive positions and top leadership roles in major corporations and government. However, this generation had to adapt to change. Baby boomers saw and endured the changes of newly introduced technological advancements, adapted to the fast growth of technology and suffered the loss of jobs as corporations downsized for corporate survival (Zemke, et al., 2000). Baby boomers are still active in the workforce and will continue to be in the upcoming years as the economic situation had forced them to remain in the job market in order to maintain their current commitments such as mortgages, helping support their grown children, credit cards and other debts (Sankey, 2009; Zemke, et al., 2000).

Baby boomers set a new record of life expectancy from 47 years in 1900 to 77 years in 2000 (U.S. Census Bureau, 2008). This is thanks to the decrease in chronic diseases, improvement in the daily diets and modern and more accessible medicine and medicine doctors (Simons, 2010). Due to the current economic recession, Baby boomers are losing a lot of money in their investment plans, and it is possible that they may decide not to retire until they recover the money they have lost (Kupperschmidt, 2000).

Generation X

People born between 1965 and 1980 are classified under Generation X (U.S. Census Bureau, 2010). Contrary to Baby boomers, generation X was born in difficult economic times, when both parents were working full time or where parents were divorced (Kupperschmidt, 2000). They experienced their parents being laid off (Bova & Kroth, 2001) and saw how downsizing became “the new” corporate philosophy, leaving their parents without jobs they had held for years. These conditions influenced their parents’ decisions to reduce the number of family members to an average of two children per household (Johnson & Johnson, 2010). According to the U.S. Census (2010), this generation will be the smallest by 2015, accounting for 20.5% of the total population. Generation X received the name of “the latchkey kids” as they returned from school to empty homes because both parents were working (Johnson & Johnson, 2010). As a result, generation X members are described as self-starters and more independent than previous generations (Bova & Kroth, 2001; Hubbell, 2004; Kupperschmidt, 2000; Smola & Sutton, 2002). This generation saw technology introduced into their daily lives with the use of microwave ovens, VCR’s, videogames, and MTV channel (Smola & Sutton, 2002; Zemke, et al., 2000). They learned that the future is uncertain and there is no such thing as job security (Kupperschmidt, 2000). They created the norm of job-hopping to achieve better salaries, better positions, and improved package negotiations when accepting a job offer (Bova & Kroth, 2001). Generation X

started the idea of work-life balance and bosses who would like to coach instead of micro-manage (Zemke, et al., 2000).

Generation Y

Members of generation Y were born between 1981 and 2000 (U.S. Census Bureau, 2010). This generation has received various names such as generation Y, Echo Boomers (Johnson & Johnson, 2010), Nintendo, Internet, N-Gen, GenMe, the Net Generation (Gardner, 2006; Zemke, et al., 2000), RenGen, Generation Next (Lipkin & Perrymore, 2009; Rickes, 2009) and the most widely used across the literature, Millennials (Shaw & Fairhurst, 2008).

In 2008, Tracy reported that the word *millennial* showed approximately 276,000 results in Google. In 2011, the word *millennial* brought about 563,000 results in the same search engine. From those, 1,500 were videos and 130,000 were blogs. The US Census estimates that by 2015, this cohort will contain about 86 million people, surpassing Baby boomers and becoming the largest generation. Generation Y are considered optimistic, civic minded (Myers, 2010; Tracy, 2008), multitasking, technologically savvy, and team oriented (Alsop, 2008; Lancaster & Stillman, 2010; Solnet, 2008). One of the biggest differences with other generations is that, across the literature, authors stress that generation Y consider having an integration between personal and work life among their most important priorities (Lipkin & Perrymore, 2009; Rawlins, Indvik, & Johnson, 2008; Smola & Sutton, 2002).

A study highlighting the broadly defined characteristics of generation Y (born between 1979 and 1999) was published by Robert Half International and Yahoo Hot Jobs in 2007. The study showed that this group rated salary, benefits (health insurance, 401K, etc.) and career growth/advancement as three of the most important considerations when looking for a job (Half, 2007). At the same time, 75% of the respondents answered that balancing work-family life was a very important consideration and that, if a company did not give opportunities for advancement, they would find another job (Half, 2007). Generation Y, the largest generational cohort in history since Baby boomers, give special attention to their changes in lifestyles, need the involvement of

their parents in their lives, work in teams and are confident they will accomplish their desired goals (Ricketts, 2009).

Recent studies found that generation Y members are creative and innovative, rather than passive recipients, and that they look for ways to simplify and challenge processes that were conventionally designed (Kim & Jogaratnam, 2010). This generation tends to clash with supervisors and peers who are used to working with old processes. They instead find new ways to eliminate steps and as a result, are criticized for changing the way things have been done in the past. All of this is particularly important since students' interest in working in the hospitality industry is declining. Shaw & Fairhurst (2008) study defined the culture of a generation Y organization with six characteristics: "it would be open to the benefit of technology and new ways of working; it would ask challenging questions and demand honest answers; its employees will not be fixated on status or hierarchy; it would encourage meaningful social interaction between employees; it would value an individual life outside work as much as it values their contribution to the organization, and; it would genuinely care for its people and communities in which they operates." The demands of a profession in hospitality requires long hours, high stress, limited time for a family life and a tendency to lay off personnel during low season periods (causing insecurity). These issues with the hospitality industry can dramatically affect job satisfaction and makes the prospect of a lifelong career less appealing, especially to the generation Y.

Additionally to generational cohorts, studies with the demographic variable gender were explored to examine its contribution to the identification of significant differences in employees working in the lodging industry.

Gender

The demographics of the Puerto Rico population as reported by the U.S. Census Bureau, 2011 American Community Survey estimates that out of the 3.7 million people that lives in Puerto Rico, 47.8 % are male and 52.5% are female. However, male employment participation (52%) exceeds female working participation (48%).

Over the years, theorists have been able to associate job factors with gender such as job satisfaction and customer satisfaction (Babin & Boles, 1996; Hartline & Ferrell, 1996; Karatepe, Yavas, Babakus, & Avci, 2006; Kim, Murrmann, & Lee, 2009; Moyes, et al., 2006).

Understanding that there is no in-depth study of the effect of gender as a moderating variable in the hospitality industry, Babin and Boles (1996) examined the relationship between the attitudes and behaviors of male and female food service employees. Their findings suggested that role stress negatively affected women's job performance more than men (Babin & Boles, 1996).

Karatepe, et al. (2006) replicated the Babin and Boles research by using frontline bank employees. Results were consistent with Babin and Boles, finding role conflict significantly impacted women job satisfaction than men. Kim et al. (2009) also examined gender as a moderating variable between job stress and job satisfaction to determine if differences in gender existed between line employees and supervisors. Their study found that role stress significantly affects women job satisfaction, both, employees and supervisors. It also showed that although men reported higher levels of job stress, it did not decrease their perceived job satisfaction.

Previous research on gender has been fundamental to the inclusion of following research in the hospitality field. Studies examined the role of gender and have determined that men are more task or goal oriented in a business setting than women and that women are more relationship oriented than men (Karatepe, et al., 2006) . Role stress and job conflict affect female job satisfaction negatively. Those observations led researchers to think that men and women do not see things the same way, satisfaction in the workplace is perceived differently, not only

among gender but also among ages (Moyes, et al., 2006). As employees perceive things differently, researchers suggest using gender as a moderator to measure job satisfaction (Babin & Boles, 1996). Kara, Uysal, & Magnini (2012) performed a job satisfaction study to examine gender differences in the hotel industry. Their research found significant differences in gender when controlling all other demographic variables. The authors stated that the factors management conditions, personal fulfillment, using ability in the job and job conditions helped identify gender specific job satisfaction drivers. On the other hand, Ghiselli et al. (2001, p. 33) research reported that “job satisfaction did not vary significantly based on gender, position, or marital status”. Campbell (2009) studied whether the gender is a significant factor in job satisfaction. The author concluded the study stating that gender, race, nor ethnicity were significant factors when investigating the degree of satisfaction on managers and supervisors working in luxury resorts.

Job satisfaction has been studied extensively and different constructs in many disciplines have been formulated, including the lodging industry. However, job satisfaction still needs to create a stronger base of literature research to be able to measure job satisfaction through gender and generational cohorts as “generation Y members enters college and the work force in large numbers, it is imperative that educators and employees gain a deeper insights into their mindset” (Josiam, 2009). The following section will evidence research performed in the hospitality industry where the researchers had started to search whether generational differences exists when perceiving job satisfaction (Chen & Choi, 2008; Gursoy, et al., 2008; Josiam, 2009; Solnet, 2008).

Job Satisfaction by Generations in the Lodging Industry

Maier (2011) stated that one of the biggest challenges human resources managers are facing today is how to create a positive work environment when generational characteristics are so different resulting in diverse interests, communication styles, and personal interaction. The author stated that there is a need to examine how generations perceive leadership and if a

relationship exists between dissatisfaction and intentions to quit (Maier, 2011). An exploratory study was performed to rank the hospitality industry supervisors and managers' work values among the three main generations (Chen & Choi, 2008). Researchers indicated that the lodging industry would be more efficient if training supervisors and human resources personnel understood the factors that satisfy different generations. The results of the study revealed that different work value ranking exists among the three cohorts where Baby boomers demonstrated more commitment towards the job, higher levels of status values and lower intentions to leave. However, no study has looked at line employees working in the lodging industry.

A similar objective was pursued by Gursoy, et al. (2008) when, using focus groups, generational differences were found in managers and line employees. Their research purpose was to develop leadership strategies by cohorts to enhance employee morale and productivity by interviewing line employees and managers of all generations. The study suggested that differences exist as Baby boomers respect more authority than other generations, are loyal to the company and do not pressure management for promotions and rewards. The study concluded that younger generations respect Baby boomers. In contrast, results revealed that Baby boomers do not believe generation X and generation Y were good workers. This study was important as literature indicated a resentment created by generational issues in the workplace (Zemke, et al., 2000). Although leading hospitality companies are promoting leadership styles to be more participative, the industry traditionally used a more bureaucratic leadership. Zemke et al. (2000) concluded that with the full inclusion of technology in the workplace, and the knowledgeable visitor expecting more than before, younger generations will have the opportunity to supervise older generations. As such, managers need to adapt to provide better working conditions and better relationship with their employees and that work value factors influence their job satisfaction (Gursoy, et al., 2008; Zemke, et al., 2000).

Generational differences in hospitality have been studied to identify the impact of generation Y entering into the hospitality industry as well as the necessary changes needed to

successfully recruit, retain and motivate them (Solnet, 2008). Solnet (2008) reviewed the previous literature on generation Y hospitality workers and reflected that the current working conditions are inadequate to reach work satisfaction. Solnet's findings provided six research propositions that can be tested by future researchers. Those are: 1. many generation Y descriptors are merely myths, stereotypes or transitory states, 2. generation Y employees' organizational commitment will be directly related to the level of commitment they perceive the organization has in them personally, 3. for generation Y, organizational commitment and retention will have a less significant relationship in comparison to previous generational groups, 4. generation Y's job satisfaction will be derived from intrinsic factors, where the opportunity to take ownership and responsibility for a variety of work tasks and meaningful projects with proper support, training and development opportunities will be of high importance, 5. generation Y's perception of supervisor support will directly influence their job satisfaction and, 6. hospitality organizations can improve their appeal to potential generation Y employees and communicate better with existing employees by harnessing generation Y's innate habit of social networking.

Based on the literature reviewed, there is much work to be done on the job satisfaction construct. Although a significant number of variables have been identified with this construct, this study will explore gender and the generational effect on employees' perception on job satisfaction, specifically in an under-studied population of Puerto Rican hospitality line employees.

Summary

There is ample evidence that demonstrates that job satisfaction is one of the most study subjects in organizational behavior. Although many theories exist that tries to explain how to increase job satisfaction, researchers in the lodging industry are still trying to discover other empirical factors that might affect, positively or negatively, to better define this construct. Although studies analyzing generational cohorts are documented, the results are inconsistent or

based on popular belief rather than scientific research. Only by understanding how employees are satisfied with their jobs, managers can allocate resources or develop strategies to help employees feel happy performing their work and in turn, provide excellence in service to guests, co-workers and managers.

CHAPTER III

METHODOLOGY

The literature examined tried to explain the underlying factors influencing job satisfaction, using the following factors: pay, promotion, supervision, co-workers, nature of work, and technology to explain job satisfaction in the Puerto Rico lodging industry. At the same time, this quantitative study intends to determine if significant differences exist with regard to job satisfaction among the various generational cohorts of hotel employees in Puerto Rico as the studies performed in the hotel industry are limited. This exploratory research also investigated the effect of generations in hotel employees perceived job satisfaction while also examined gender's effect on the sample.

Research Design

Sample

The population of this study is defined as all hotel employees in the Puerto Rico hotel industry that do not have any supervisory responsibility, whose primary job requires interaction with guests or support the operation to provide a service, and whose employers were members of the Puerto Rico Hotel and Tourism Association (PRHTA) in 2010. The specific number of direct employees working in the lodging industry was not available as the data submitted by the Puerto Rico Tourism Company groups all tourism industries, including cruises, gift shops and transportation, direct and indirect jobs together. However, for the purpose of this study, an estimation of the population is based on the total membership of the PRHTA classified under

small, midsize and large size hotels accounting for 115 hotels or 12,640 guestrooms. In general, hotels in Puerto Rico have an estimated ratio of one employee per hotel room. This estimation was based on the information provided by hotel's human resources officers. The human resources managers also mentioned that this ratio includes managerial staff, roughly accounting for 25% of total employees. Thus, the population for the study is estimated in 12,640 * .75 employees (N = 9,480).

Due to the large population size, it was decided to use the Cochran equation to yield a representative sample for proportions to determine the sample size (Cochran, 1963). In the formula, " n_0 is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area at the tails (1 - equals the desired confidence level, in this case 95%), e is the desired level of precision (.05), p is the estimated proportion of an attribute that is present in the population (.6), and q is 1- p or .4. The value for Z is found in statistical tables which contain the area under the normal curve" (Israel, 1992, p. 2). The formula used was:

$$N_0 = \frac{Z^2 pq}{e^2}$$

$$N_0 = \frac{(1.96)^2 (.6)(.4)}{(.05)^2}$$

$$N_0 = 368.79 = 369$$

Figure 2. Determining sample size

Results showed that a suggested sample size for this study is 369 employees (n = 369) selecting a confidence level of 95%, a negative variability of .6, a positive variability of .4 and a selected confidence interval of ± 5 .

A list that includes all the hotels represented by the Puerto Rico Hotel and Tourism Association was requested to the association. After the list was provided, it was sorted alphabetically by hotel's name. The list did not report the number of rooms each property had, necessary to classify hotels by size. To obtain the hotel's size, data was taken from the 2010-2011

Membership Directory and Buyers' Guide that is printed yearly for their members. Only five member hotels did not report the number of rooms in the guide and were asked anonymously through phone calls where employees supplied the information. Two hotels were taken out of the list as they were not open. The list was updated and the number of rooms for each property was included. The list was then categorized by size, following the Puerto Rico Hotel and Tourism Association (PRHTA) guidelines, where hotels with 75 rooms or less were classified as small, where hotels ranging from 76 until 299 rooms were classified as midsize and where hotels with 300 rooms or more were classified as large size (appendix G: Hotels in Puerto Rico by size).

The stratified random sampling method was used to select the hotel sample. The use of this method allows dividing the hotels by size, creating non overlapping subgroups or stratas and most important, reduce sampling errors (Black, 2010). As the list provided by the PRHTA comprised all hotels represented by the association, the process to establish the sub-populations by hotel size became an easy task as "the use of stratified random sampling provides a better opportunity to match the sample closely to the population than with single random sampling because portions of the total sample are taken from different populations subgroups" (Black, 2010, p. 221). Taking into consideration that the number of large hotels was less (10) than midsize (32) and small hotels (73) in proportion to total number of hotels (115); the number of rooms in the large hotel classification (5,440) equals 43% of the total population and the midsize (5,365) equals 42% of the population. In Puerto Rico, small hotels (1,835) represent only 15% of the total number of rooms (see Table 2).

Table 2

Breakdown of Hotels by Size

Classification	# of hotels in Puerto Rico endorsed by PRHTA	Total hotels in PR in %	Total # of rooms	Total guestrooms in PR in %	Sample size of hotels by sub-groups
Small	73	63%	1835	15%	11
Mid-Size	32	28%	5365	42%	14
Large	10	9%	5440	43%	4
Total Hotels	115	100%	12640	100.0%	29

As the population of small hotels in Puerto Rico is 73 and represents 15% of all hotels, 11 hotels from the subgroup were randomly selected from a poll with reposition to participate in the study. Following the same sampling method, given that midsize hotels population was 32, 42% of the hotels under this category were selected from a poll with reposition until reaching a total of 14 midsize hotels. As the population of all large hotels in Puerto Rico is 10, and represents 43% of the total elements, 40% were randomly selected from the subgroup poll with reposition until reaching 4 large hotels. Final sampling design used 11 small hotels, 14 midsize, and 4 large hotels accounting for a total of 29 hotels.

Once the hotels were selected, another stratified sample was needed to select participants in the study by allocating the number of participants by the hotel size (see Table 3). It was necessary to divide the population into mutually exclusive groups as hotel's characteristics vary in size and the creation of mutually exclusive subsets allowed the design to select participating hotel employees (Churchill, Brown, & Suter, 2010). The stratified sampling method ensured that all the hotel groups were represented in the final sample. Otherwise, given that small hotels represent only 15% of the total population, there was high probability that they were not represented or represented only by few hotel employees.

Table 3

Breakdown of participants per sub-group and per hotel

Hotel Size	Total number of rooms per size	Sample Selection			
		Percentage of Hotels in Sample	Number of participants in the sample	Number of hotels included in the sample	Participants in the sample per hotel
Large	5440	43%	159	4	40
Mid-Size	5365	42%	155	14	11
Small	1835	15%	55	11	5
Total	12640	100%	369	29	

Using the previous data where $n = 369$, large hotels will represent 43% of the sample resulting in 159 employees, distributed into the 4 large hotels already selected will require a sample size of 40 per hotel. Similarly, midsize hotels represent 42% of the sample resulting in 155 employees, distributed into the 14 midsize hotels already selected requires a sample size of 11 employees per hotel. Likewise, small hotels represent 15% of the sample resulting in 55 employees, distributed into the 11 small hotels randomly chosen and require a sample size of 5 employees per hotel.

The amount of participants in the sample in each hotel was selected by determining the common divisional areas, taking into consideration the size of the hotel and the services they provided. Optimal numbers of employees were assigned to each division to comply with the sample size. Previous studies had only identified front desk employees to participate defining frontline employees as “those who in their work role have daily or regular contact with customers” (Slåtten & Mehmetoglu, 2011, p. 96). However, other divisional departments easily fit this definition. As this study operationalized hotel employees as hotel employees who do not have any supervisory responsibility and whose primary jobs require interaction or support to provide service, the determination to include other areas was deemed necessary. Understanding that the rooms division has more line employees than other divisions (housekeeping and front office), 50% of the sample will come from that division. However, the need to include the food and beverage employees (35% of the sample) seems necessary as servers easily fit into the

employee definition and most midsize and large hotel have one or more food and/or beverage establishments (Karadal & Arasli, 2009). Additional consideration was given to the casino, recreational and security divisions (15%), as some of these employees' primary job requires daily or direct contact with guests (see Table 4). The sample distribution takes into consideration the hotel services and distributed the employees to be sampled into divisional areas and different hotel's level of service.

Table 4

Minimum Sample per Hotel

Hotel Size	Sample number of employees by hotel department					Total Sample
	Rooms	Food and Beverage	Security	Recreation	Casino	
Large	20	14	2	2	2	40
Mid-Size	6	3	1		1	11
Small	3	2				5

In order to ease the process to administer the questionnaire, instructions were given to the hotel contact to allow all interested employees to participate in the study. All questionnaires collected were used as they fitted the determined percentage. Otherwise, a random sampling method would have been determined the questionnaires used in this study.

Instrument

After careful review of the literature on different measurements of the construct job satisfaction, a validated satisfaction questionnaire as a base was determined to be the most appropriate method to obtain the results. Spector's (1985) Job Satisfaction Survey (JJS) questionnaire was designed to measure 9 subscale variables that explain the job satisfaction construct. Spector's 36-item scale demonstrated high internal consistency of .91 where alpha coefficients of pay was .75 ($\alpha=.75$), promotion was .73 ($\alpha=.73$), supervision was .72 ($\alpha=.72$), fringe benefits was .73($\alpha=.73$), operating procedures was .62 ($\alpha=.62$), co-worker was .60 ($\alpha=.60$), nature of the work was .78 ($\alpha=.78$), contingent rewards .76 ($\alpha=.76$) and communication was .71

($\alpha=.71$). Spector found that the correlation of the variables from this instrument was consistent with other satisfaction scales finding a strong correlation with supervision. An additional variable, technology, was included in the questionnaire to examine its relation to job satisfaction as the literature suggests that is a generational characteristic of generation Y (Shaw & Fairhurst, 2008).

The questionnaire includes two parts for a total of 52 questions (see Appendix D). The first part captured the employee's satisfaction based on ten variables (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication) as identified by Spector and an additional variable of technology. A 6-point scale was adopted from the JSS questionnaire where, (1) disagree very much, (2) disagree moderately, (3) disagree slightly, (4) agree slightly, (5) agree moderately and, (6) agree very much.

The JSS measured the subscale "Pay" with question 1: I feel I am being paid a fair amount for the work I do, question 10: raises are too few and far between question, question 19: I feel unappreciated by the organization when I think about what they pay me, and question 28: I feel satisfied with my chances for salary increases.

The subscale "Promotion" was measured with question 2: There is really too little chance for promotion on my job, question 11: Those who do well on the job stand a fair chance of being promoted, question 20: People get ahead as fast here as they do in other places, and question 33: I am satisfied with my chances for promotion.

The subscale "Supervision" was measured with question 3: My supervisor is quite competent in doing his/her job, question 12: My supervisor is unfair to me, question 21: My supervisor shows too little interest in the feelings of subordinates, and question 30: I like my supervisor.

The subscale "Fringe benefits" was measured with question 4: I am not satisfied with the benefits I receive, question 13: The benefits we receive are as good as most other organizations

offer, question 22: The benefit package we have is equitable, and question 29: There are benefits we do not have which we should have.

The subscale “Contingent rewards” was measured with question 5: When I do a good job, I receive the recognition for it that I should receive, question 14: I do not feel that the work I do is appreciated, question 23: There are few rewards for those who work here, and question 32: I don't feel my efforts are rewarded the way they should be.

The subscale “Operating procedures” was measured with question 6: Many of our rules and procedures make doing a good job difficult, question 15: My efforts to do a good job are seldom blocked by red tape, question 24: I have too much to do at work, and question 31: I have too much paperwork.

The subscale “Co-workers” was measured with question 7: I like the people I work with, question 16: I find I have to work harder at my job because of the incompetence of people I work with, question 25: I enjoy my co-workers, and question 34: There is too much bickering and fighting at work.

The subscale “Nature of work” was measured with question 8: I sometimes feel my job is meaningless, question 17: I like doing the things I do at work, question 27: I feel a sense of pride in doing my job, and question 35: My job is enjoyable.

The subscale “Communication” was measured with question 9: Communications seem good within this organization, question 18: The goals of this organization are not clear to me, question 26: I often feel that I do not know what is going on with the organization, and question 36: Work assignments are not fully explained.

An additional variable, “technology”, had been added as literature suggests that generation Y satisfaction might change as this variable is present in their workplace (Myers, 2012; Shaw & Fairhurst, 2008). As previous researchers concluded that technology is a generational difference, this study will try to determine if this difference is significant in the Puerto Rican culture. This variable is operationalized as “a self-reported ability to use computer

hardware and software for self-expression, communicate with other individuals and organizations, locate and process information electronically, and engage in problem-solving activities” (Shelley, Thrane, & Shulman, 2006, p. 37) with question 37: the use of computers helps me do my job better, question 38: The integration of technology is instrumental when communicating with others (guests, peers and supervisors), question 39: I am not satisfied with the opportunities to integrate technology in my work, question 40: I feel satisfied with the technological equipment assigned to me to perform my duties and, question 41: I feel better when I do my job with the most advance available technology. In total, the first part of the instrument to measure job satisfaction ended up with 41 questions.

The second part of the questionnaire was comprised of 11 questions, intended to capture demographic factors that will help in determining if differences in opinion vary among gender, education, position, marital status, working department, years working in current job and salary which will be used to examine differences among the generations under study. Question 42 intended to allow participants identify the category which represents the generational cohorts (Veterans, Baby boomers, X and Y). Questions 43 asked the gender of the respondents, as differences may exist between males and females related to job satisfaction. The study also included a question regarding level of education (Question 44), marital status (Question 45), years of service in current hotel (Question 47), number of years in current position (Question 49), and number of years in the hotel industry (Question 50), to better describe the sample. Question 46 identified the divisional area and Question 48 their position to ensure the questionnaire was answered by line employees.

As the study intended to determine if the variable “Pay” affected job satisfaction among cohorts, more detail information is needed. As such, Question 51 was included to determine how close the respondents were to the federal minimum wage. Salaries in Puerto Rico are lower than other cities in the United States (U.S. Census, 2000), and this study wanted to measure if minimum wage was the norm or if differences among established minimum wage varied greatly

in the Puerto Rican hotel industry. Finally, question 52 was added to determine if the employee had a full or reduced work load.

The JSS had being translated to a Spanish version in previous studies (Marion-Landais, 1993). The technology questions and the second part of the questionnaire will be translated into Spanish as some employees do not understand English. To validate the translation, the Spanish version was sent to an expert English as a Second Language (ESOL) translator who translated the mentioned sections of the instrument back to English. The differences that existed were corrected, translated to Spanish and sent again to the ESOL expert who translated it again to English. The process continued until both versions (English-Spanish) were free of language discrepancies.

Validity and Reliability

Validity refers to the accuracy or truthfulness of the measure (Walonick, 2005). The Job Satisfaction Survey has been widely used in many disciplines, including the hospitality industry (Kim, et al., 2009; Silva, 2006; Spector, 2012; Vyskocil-Czajkowski & Gilmore, 1992). The validity of the instrument was established by two pilot tests. The first pilot test was administered to a pilot group of 10 hospitality students and faculty members in a hospitality management school in P.R. representing the sample. This process provided the opportunity to ensure words were clear and understandable. A second pilot test in a non-participant hotel was administered to a pilot group to ensure administration time and possible questions prior to receiving IRB approval and starting the data collection.

Once the pretests provided a useable instrument, the questionnaire was sent to the Oklahoma State University's Institutional Review Board (IRB) to ensure that the methods proposed to gather the data followed the established code of ethics to protect the rights and integrity of the participants, and minimize the risks associated to the administration of the questionnaire and sensitive data.

Time Frame

A meeting was scheduled with the hotel's contact person at each property where the purpose of the study was explained, questions were answered and clarified and where dates were established to administer the questionnaires. After IRB approval, questionnaires were administered to all participant hotels during the same period in August and September as those were periods of lower occupancy in the hotel industry in Puerto Rico.

Data Collection

The study was conducted by surveying employees currently working in the Puerto Rico hotel industry from 29 hotels on the Island. The participating hotel employees included a representative sample of all large, midsize, and small hotels in Puerto Rico. The researcher sent an email to all general managers to set a meeting with each hotel individually. Owners and general managers were visited requesting their permission to administer the questionnaires during work hours and the appointment of a contact person within the hotel to facilitate employee participation (see Appendix B).

The researcher visited the contact person to explain the purpose of the study, explaining that the hotel employees' participation was voluntary and that the information gathered will remain anonymous. To increase awareness and participation in the study, ads were posted two weeks in advance in the employee's common areas, bulletin boards, attached with their pay checks and other areas designated by the hotels. Additionally, area managers communicated the purpose of the study in their staff meetings. The primary role of the hotel contact person was to serve as a liaison between the different areas, and facilitate employee participation.

On the established dates, the researcher met with the hotel's contact person at the hotel's lobby and was informed the place where the questionnaires were going to be administered. The hotel's contact person visited each area reminding divisional managers that employee participation was voluntarily and anonymous. The area managers allowed time during working

hours to fill out the questionnaire. The researcher provided an envelope containing the questionnaire to those employees that expressed the desire to participate in the study and asked the employees to detach the informative sheet (first two pages) read the consent and keeps it for themselves (see Appendix C and D). Those who decided to answer the questionnaire voluntarily were given approximately 20 minutes to do so (Appendix E and F). In order to protect anonymity, employees filled out the questionnaires, separated from other employees and supervisors, and were instructed not to identify in any way. The researcher collected answered and partially answered questionnaires from the employees in individually sealed envelopes. The researcher remained in the designated area until all interested employees hand in their envelopes.

All questionnaires were evaluated, separating questionnaires who reported being supervisors, managers, being born prior 1946 or being born after 1996 as are under 18 years old. Those questionnaires were discarded from this study. Questionnaires with incomplete or missing data were analyzed and data imputation was established by using the mean substitution method (Hair, 2010). The remaining questionnaires were numbered and tabulated. As Spector's Job Satisfaction Survey had some items in negative worded answers, responses were reversely scored to convert the results to positive. Then, the data was entered into SPSS version 18. The questionnaires were locked in the researchers' file cabinet in the researcher's office at Universidad del Este for 1 year and will be shredded after that period.

Analysis Plan

To test the hypotheses, a plan based on the research question will help determine:

1. What differences exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on gender?
2. What differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their generational cohorts?
3. What differences exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender?

Analyzing isolated variables, as well as the relationship to other variables, helped in test the research questions (Churchill, et al., 2010; Hair, 2010). Thus, various statistical approaches were used to analyze the data gathered from the sample using univariate and multivariate statistics stating a confidence level of 95% or $\alpha = .05$ and a confidence interval for means of ± 5 .

The first examination of the data analyzed descriptive statistics, measured with SPSS 18. The results helped determine the characteristics of the sample, including percentage of employees who fall in the categories of Baby boomers, generation X and generation Y, the distribution of male and female, the categories' percentages of level of education, the employees department distribution, the distribution of years working in the hospitality industry, in the hotel, in their current position, the percentages of single and married employees and salary distribution. Means, standard deviations and frequency were also included in every analysis.

Next, the information was tested for normality; detecting outliers that were transformed or excluded from the sample. This process was done by ensuring that the value of an observation that was far from the rest of the sample were excluded (Churchill, et al., 2010). Using SPSS descriptive statistics results, the researcher analyzed if kurtosis and skewness were among -1.96 and +1.96 at a .05 error level (Hair, 2010). It was also tested for linearity where histograms were

produced to ensure a normal shape (Hair, 2010). To ensure that the dependent variables had equal level of variance across the range of the predictor variable (homogeneity of variances), SPSS results calculated the Levine Statistic where Sig. values less than .05 represented that the variances of the groups were significantly different.

A multivariate analysis of variance (MANOVA) was used, as it is the optimal tool for this research, having the capability to assess the main effect on the ten metric independent variables (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication and technology) based on a set of two categorical (nonmetric) independent variables (generational cohorts and gender) (Hair, 2010). MANOVA assessed generational differences across the satisfaction variables simultaneously for statistical significance reported whether changes in the independent variables (generational cohorts and gender) had a significant effect on the dependent variables (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication and technology). It also reported whether gender, as a variable, represented significantly different results. Finally, the analysis reported whether the interactions among the dependent variable and among the independent variables were significant in which case post hoc test were performed to identify the variables causing the significant difference.

CHAPTER IV

FINDINGS

This chapter presents the demographic characteristics of the sample and the results of the statistical analyses conducted to examine if significant differences existed among hotel employees in Puerto Rico as classified by generation and gender. The results are divided into six sections: (1) characteristics of the sample, (2) validity and reliability, (3) job satisfaction by gender, (4) job satisfaction by generation, (5) job satisfaction by gender and generation, and (6) a summary of the findings.

Characteristics of the sample

The researcher collected 454 questionnaires in small, mid and large size hotels in Puerto Rico. One hundred and twenty-six questionnaires were excluded from the sample as respondents held management positions, leaving a total of 328 usable questionnaires. Various demographic factors were included in the study: the participant's generational cohort, gender, education level, marital status, work department, salary, the number of years working in the hotel industry, the number of years working in his/her current hotel and the number of years working in his/her current position.

Participants in this study were grouped into in three generational cohorts: Baby boomers, generation X and generation Y. Generation Y was the largest group with 136 (43%) employees, followed by generation X with 119 (38%) employees and the Baby boomer cohort with 61 (19%) respondents (see Table 5). These results are consistent with the 2011 U.S. Census in which

generation Y accounted for the largest population size totaling for 27% of the total workforce. However, results of the study differed from as the 2011 U.S. Census reported Baby boomers as the second largest group accounting for 23% and followed by generation X with 21% of the total workforce. Most of the participants in the sample were female (175 or 57.9%) and 127 (42.1%) were male. Table 5 presents the tabulation of gender as analyzed by generation. Generation Y employees represented the largest group in both genders. Results also showed that female Baby boomers represented the smallest group (15.4%) in the sample, followed by male Baby boomers (22.8%).

Table 5

Gender by Generation

Gender		Frequency (n)	Percent (%)
Female	Baby boomers	27	15.4
	Gen X	71	40.6
	Gen Y	77	44.0
	Total	175	100.0
Male	Baby boomers	29	22.8
	Gen X	43	33.9
	Gen Y	55	43.3
	Total	127	100.0

Table 6 shows additional demographic characteristics of the sample. Typically the respondents (50.8%) held at least an associate degree, and were married (57.6%).

The largest department represented in the sample was housekeeping, accounting for 93 (29.7%) of the respondents. Seventy-five (24.4%) of the respondents reported having between five years-one month to ten years of experience in the hotel industry. Almost half (47 %) of the respondents to the study had worked in their current hotel for more than five years. When respondents were asked how long they had been working in their current position, 93 (30%) reported holding their current position between one and three years. Most employees (305 or 93.6%) had full-time positions.

Table 6

Demographic Characteristics of the sample

Characteristics	Frequency (n)	Percent (%)
Education (highest level)		
Less than High School	7	2.2
High School	57	18.0
Some College or Certificate	92	29.0
Associate Degree	51	16.1
Bachelor Degree	97	30.6
Master Degree	13	4.1
Total	317	100.0
Marital Status		
Single	129	42.4
Married	175	57.6
Total	304	100.0
Working Department		
Housekeeping	93	29.7
Front Desk	48	15.3
Food and Beverage	48	15.3
Administrative	26	8.3
Casino	26	8.3
Engineering or Physical Plant	25	8
Kitchen	15	4.8
Outdoor Activities	10	3.2
Sales and Marketing	9	2.9
Accounting	7	2.2
Security	6	1.9
Total	313	100
Years working in hotel industry		
less than 1 year	34	11
1-3 years	59	19.2
between 3.1 and 5 years	44	14.3
between 5.1 and 10 years	75	24.4
between 10.1 and 15 years	38	12.3
more than 15 years	58	18.8
Total	308	100.0

Table 6 (continued)

Characteristics	Frequency (n)	Percent (%)
Years working in current hotel		
less than 1 year	49	15.5
1-3 years	77	24.3
between 3.1 and 5 years	42	13.2
between 5.1 and 10 years	71	22.4
between 10.1 and 15 years	39	12.3
more than 15 years	39	12.3
Total	317	100
Years working in current position		
less than 1 year	52	16.8
1-3 years	93	30.0
between 3.1 and 5 years	35	11.3
between 5.1 and 10 years	63	20.3
between 10.1 and 15 years	37	11.9
more than 15 years	30	9.7
Total	310	100.0
Classification		
Full-time	305	93.6
Part-time	19	5.8
On-call	3	.6
Total	327	100.0

A majority of the respondents (97.4%) earned less than \$23,360/year or \$12.16 an hour (see Table 7). Sixty-two (19.4%) of the respondents reported earning the federal minimum wage (\$7.25 an hour), and, 30 (9.7%) of the respondents reported earning more than \$12.31 an hour, which is the minimum salary for an employee holding a supervisory position. From the 329 participants, those who decided to leave demographic questions unanswered were not included in the demographic analysis.

Table 7

Salary distribution

Salary	Frequency (n)	Percent (%)
\$13,920 a year (minimum wage) or less	62	19.4
\$13,921 to \$15,341 a year	53	16.6
\$15,342 to \$17,261 a year	51	15.9
\$17,262 to \$19,181 a year	35	10.9
\$19,182 to \$21,101 a year	47	14.7
\$21,102 to \$23,359 a year	42	13.1
\$23,361 to \$23,981 a year	7	2.2
\$23,982 to \$28,800 a year	12	3.8
\$28,801 to \$35,000 a year	7	2.2
\$35,000 a year or more	4	1.3

Validity and reliability of the instrument

The Job Satisfaction Survey (JSS) as designed by Spector (1985) was the instrument used in this study. Spector's JSS study measures 9 subscale variables that were used to explain the job satisfaction construct. Previous studies have shown that Spector's 36-item scale demonstrates a high internal consistency of .91, with alpha coefficients of pay at .75 ($\alpha=.75$), promotion at .73 ($\alpha=.73$), supervision at .72 ($\alpha=.72$), fringe benefits at .73 ($\alpha=.73$), operating procedures at .62 ($\alpha=.62$), co-worker at .60 ($\alpha=.60$), nature of work at .78 ($\alpha=.78$), and communication at .71 ($\alpha=.71$). The survey has been widely used in multiple disciplines, including hospitality management and has demonstrated an established psychometric robustness (Nielsen, Smyth, & Yin, 2011; Silva, 2006; Vyskocil-Czajkowski & Gilmore, 1992).

In 1993, Marion-Landais created the Spanish version of the JSS in the Dominican Republic. As the translation was performed outside Puerto Rico, the questionnaire was pilot to ensure the Spanish version is equally understood by all respondents included in the study as words might not be interpreted equally in Puerto Rico. Marion-Landais study explained that the translation was done by translating the questionnaire from English to Spanish and then translated

back to English. The Spanish version of the questionnaires were then tested by administering two pilot tests in which the respondents had the opportunity to comment and recommend changes regarding the translation into Spanish. Three students and four faculty members participated in the first pilot test. No significant changes were recommended that limit the understanding and clarity of the questions in the questionnaire. A second pilot study was administered at a non-participant hotel where nine hotel employees from different generations and gender participated to ensure the survey was clear and understandable. No suggestions were given this second time either.

The instrument was tested to determine the internal consistency reliability for each of the ten subscales and for overall job satisfaction by using the reliability coefficient of Cronbach's alpha. The results showed a total satisfaction score for all 41 items of $\alpha = 0.87$. Due to this high alpha coefficient it was determined that the Job Satisfaction Survey was reliable. This result is consistent with the literature (Silva, 2006) where Spector's results reported a reliability of $\alpha = .91$ (Spector, 1985). The variable, "technology", had been included in this analysis as studies outside Puerto Rico concluded that this variable might represent significant generational differences (Myers, 2012; Shaw & Fairhurst, 2008).

As seen in Table 8, when analyzing the subgroups of the construct Job Satisfaction, it was found that the hygiene factors "pay" ($\alpha = .663$), "supervision" ($\alpha = .746$), "co-workers" ($\alpha = .575$), "operating procedures" ($\alpha = .651$) and "communication" ($\alpha = .584$) had moderate to low coefficient of internal consistency (see Table 9). It was also found that the motivator factors "promotions" ($\alpha = .591$), "fringe benefits" ($\alpha = .525$), "contingent rewards" ($\alpha = .612$), and "technology" ($\alpha = .668$) also demonstrated moderate to low internal consistency. The subscale "operating procedures" was found to have a very low internal consistency ($\alpha = .198$). A possible explanation for this low consistency result is that the Puerto Rican culture needs a higher number of operating procedures questions, or that a poor interrelatedness between items was interpreted or that it was perceived as heterogeneous constructs (Tavakol & Dennick, 2011).

Table 8

*Job Satisfaction Survey Sub-scales/Variable Reliability
Herzberg's Two Factor Model*

Hygiene Factors	Cronbach's Alpha	N of Items	Motivator Factors	Cronbach's Alpha	N of Items
Supervisory support	0.746	4	Technology	0.668	4
Pay	0.663	4	Nature of work	0.651	4
Communication	0.584	4	Contingent rewards	0.612	4
Co-workers support	0.575	4	Promotional opportunities	0.591	4
Operating procedures	0.198	4	Fringe benefits	0.525	5

Normality of the sample

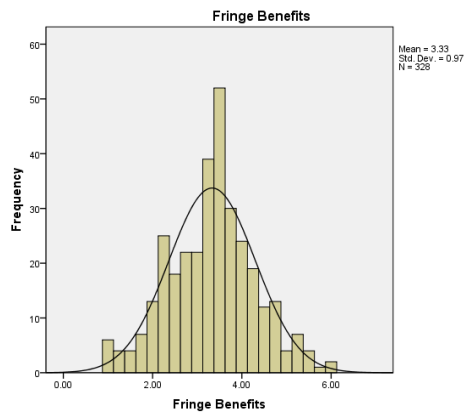
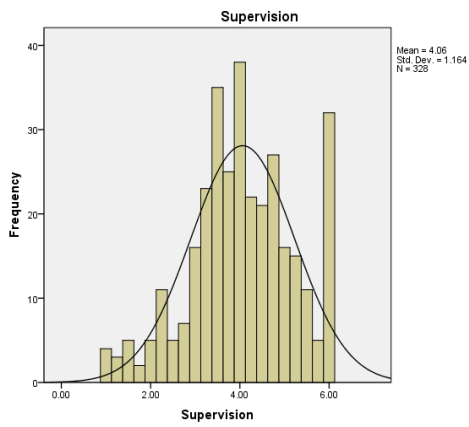
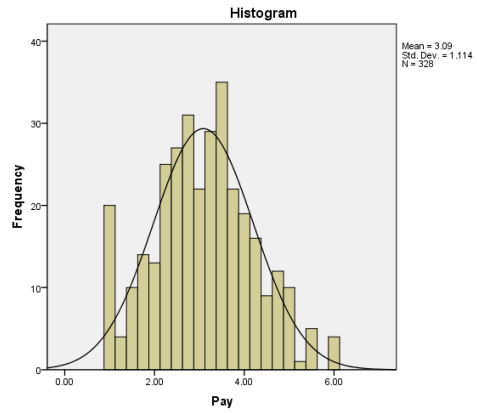
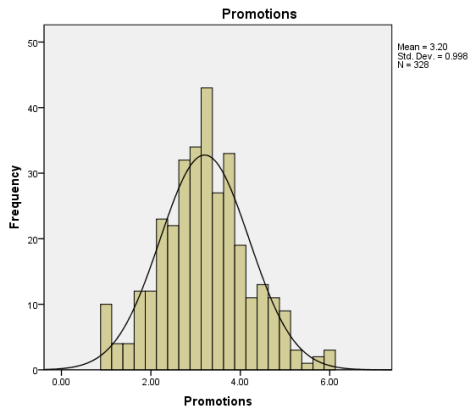
To test normality, skewness and kurtosis statistical test were used (see Table 9). Hair (2010) explains that the results of skewness and kurtosis tests must fall between the critical values of ± 1.96 , which corresponds to a .05 error level, in order to assume normality. As seen in table 10, all variables of the sub group and total satisfaction were normally distributed.

Table 9

Normality of the Overall Satisfaction and Sub-scales/Variable Scale

	N	<i>m</i>	<i>sd</i>	Skewness	Kurtosis
Total Satisfaction	328	4.16	0.57	0.58	0.89
Pay	328	3.09	1.11	0.13	-0.29
Promotions	328	3.20	1.00	0.13	0.10
Supervision	328	4.06	1.16	-0.26	-0.16
Fringe Benefits	328	3.33	0.97	-0.01	0.04
Contingent Rewards	328	3.33	1.06	0.12	0.02
Operating procedures	328	3.46	0.84	-0.03	0.24
Co-workers	328	3.97	1.00	0.06	-0.15
Nature of Work	328	4.60	0.92	-0.33	-0.12
Communication	328	3.45	1.04	0.29	0.16
Technology	328	4.23	1.03	0.01	-0.22

Another analytic method to assess normality is through the visual inspection of the histograms (see Figure 2). By comparing the data values in the histograms with the normal curve, evident conclusions reflect if the data values are close to a normal distribution.



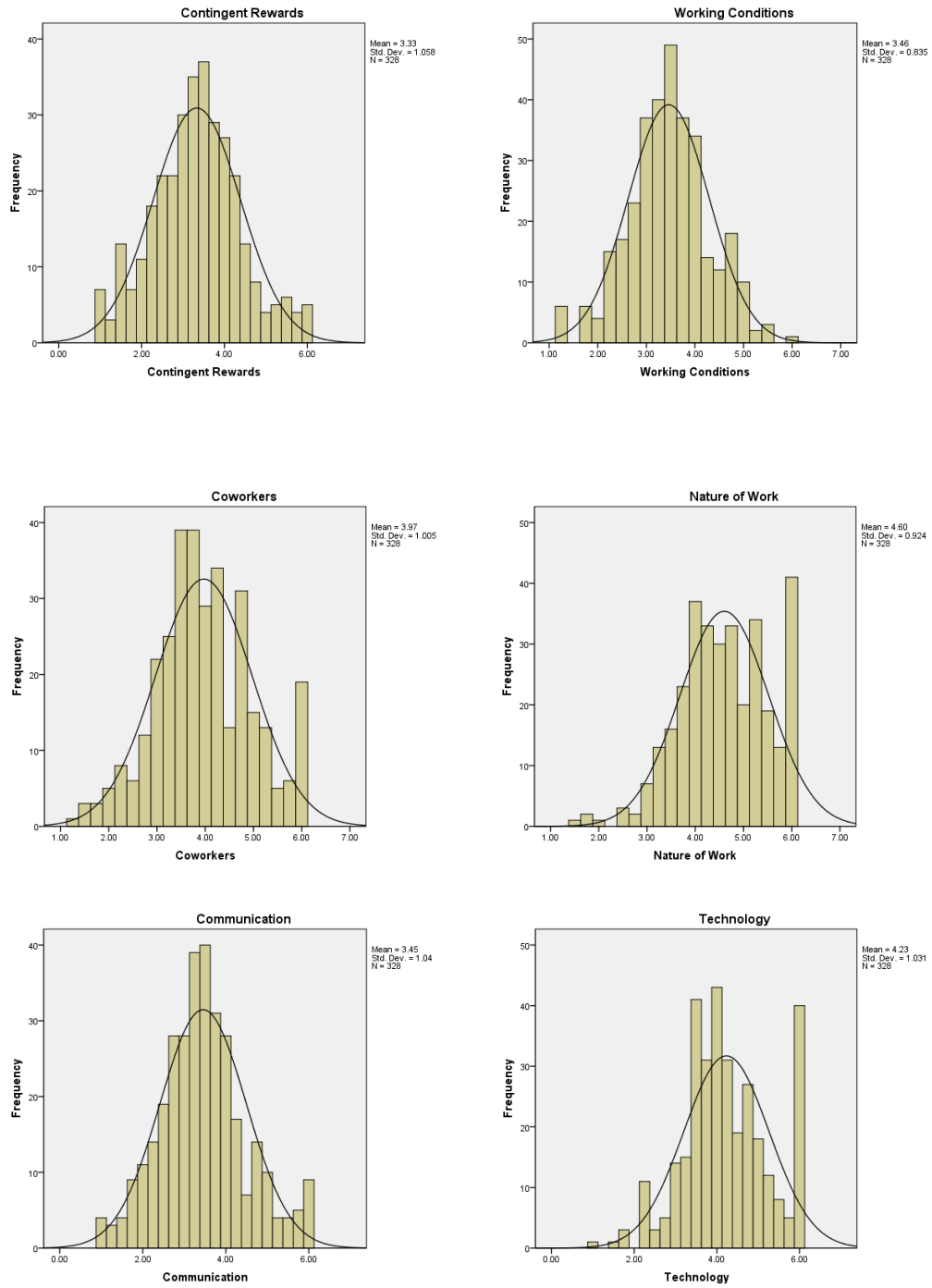


Figure 2. Histograms on job satisfaction.

Conversely, Hair (2010) states “as the sample sizes become large, the research can be less concerned about non-normal variables.” After presenting the two prior methods to test normality and as the sample size for this study is larger than 200, normality was assumed.

To assess if the variances are equal across the predicting variables, the Levine’s Test homogeneity of variance helped determine “if the variances of a single metric variable are equal across any number of groups” (Hair, 2010). As the Levine’s Test demonstrated, the null hypothesis is not rejected and as groups had equal variances, homoscedasticity is assumed (see in Table 10).

Table 10

Levene's Test of Equality of Error Variances

	<i>F</i>	<i>Sig.</i>
Total Satisfaction	.866	.504
Pay	.782	.563
Promotions	.690	.631
Supervision	1.369	.236
Fringe Benefits	1.118	.351
Contingent Rewards	1.093	.364
Operating procedures	1.142	.338
Co-workers	.746	.589
Nature of Work	1.560	.171
Communication	.716	.612
Technology	.668	.648

* Significant at $p \leq 0.001$

Overall Job Satisfaction

As Table 11 show, employees in this study were neither dissatisfied nor satisfied in their jobs. Nature of work ($m= 4.63, sd = .91$), technology ($m= 4.24, sd = 1.04$) and total satisfaction ($m= 4.17, sd = .58$) reported higher levels of satisfaction than the other variables in the subset.

Overall, respondents demonstrated higher satisfaction ($m= 4.63, sd = .91$) with aspects related to the nature of their work: employees liked their jobs, they were proud in doing their jobs, they felt their work was meaningful, and their jobs were enjoyable. On the other hand, lower

levels of satisfaction were found in the variables pay ($m= 3.09$, $sd= 1.12$), promotions ($m= 3.21$, $sd= 1.02$) and contingent rewards ($m= 3.33$, $sd= 1.09$). These findings are supported by previous studies in the lodging industry where employees felt that they are poorly paid when compared to other industries (Poulston, 2009). These takes vital importance today as the economic pressures hotels are experiencing today limits the opportunities to offer pay raises. Overall satisfaction mean scores were almost equal among all respondents. Results suggest that line employees working in the lodging industry in Puerto Rico, are moderately satisfied with their jobs. Results also reflect that employees' fringe benefits do not contribute towards a higher job satisfaction. In the past, most line employees working in the hotel industry receive various additional benefits only given by hotel such as uniforms and meals (Ohlin & West, 1993). Hotel managers must not only continue to offer these additional incentives but also should constantly create awareness among employees of these additional benefits and highlight how these opportunities are only offered in the lodging industry.

Table 11

Overall satisfaction by subscale/variable

Subscale	m^*	Sd	N
Nature of Work	4.63	0.91	302
Technology	4.24	1.04	302
Total Satisfaction	4.17	0.58	302
Supervision	4.08	1.19	302
Co-workers	4.00	1.00	302
Operating procedures	3.48	0.84	302
Communication	3.48	1.05	302
Fringe Benefits	3.33	0.97	302
Contingent Rewards	3.33	1.09	302
Promotions	3.21	1.02	302
Pay	3.09	1.12	302

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

Job Satisfaction by Gender

Various statistical tests were performed to answer the first research question: What differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their gender?

A Multivariate Analysis of Variance (MANOVA) was performed to examine the 10 facets of the job satisfaction construct as dependent variables, and total satisfaction and gender as independent variables to examine associations between the subgroups of job satisfaction and gender and generational cohorts (see Table 12).

When the variable gender was analyzed independently, the MANOVA test found that both operating procedures ($F = 5.225, p = .023$) and co-workers ($F = 4.666, p = .032$) showed significance at a .05 level.

Table 12

MANOVA Test for significance of the independent variable gender

	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
Gender	Operating procedures	3.669	1	3.669	5.225	0.02*
	Coworkers	4.566	1	4.566	4.666	0.03*
	Total Satisfaction	0.911	1	0.911	2.709	0.10
	Communication	2.84	1	2.84	2.547	0.11
	Pay	3.002	1	3.002	2.435	0.12
	Nature of Work	1.715	1	1.715	2.102	0.15
	Contingent Rewards	1.902	1	1.902	1.613	0.21
	Fringe Benefits	0.72	1	0.72	0.772	0.38
	Promotions	0.123	1	0.123	0.118	0.73
	Supervision	0.051	1	0.051	0.036	0.85
Technology	0.004	1	0.004	0.004	0.95	

* Significant at $p \leq .05$

However, the Wilks' Lambda test results revealed that there was no statistically significant difference between the subgroups of job satisfaction and gender ($\text{Lambda} = .954, F$

(10, 287) = 1.375, $p = .191$). In response to research question #1, no significant effect ($\alpha = .05$) was found to exist between gender and perceived job satisfaction.

Table 13 shows the results of the analysis performed where results were segregated by gender. It found that males ($m = 4.23$, $sd = .58$) were slightly more satisfied than females ($m = 4.13$, $sd = .57$), yet both were only marginally satisfied in their current jobs. Moreover, the results showed that both males and females felt more satisfied with the same variables: nature of work, technology and total satisfaction.

Table 13

Mean scores and standard deviation of gender and sub scales/variable of Job Satisfaction

Female	<i>m</i>	<i>sd</i>	N	Male	<i>m</i>	<i>sd</i>	N
Nature of Work	4.54	0.89	175	Nature of Work	4.76	0.93	127
Technology	4.25	0.99	175	Total Satisfaction	4.23	0.58	127
Total Satisfaction	4.13	0.57	175	Technology	4.23	1.12	127
Supervision	4.09	1.22	175	Coworkers	4.13	0.99	127
Coworkers	3.90	1.00	175	Supervision	4.05	1.13	127
Communication	3.41	1.08	175	Operating procedures	3.60	0.77	127
Operating procedures	3.39	0.88	175	Communication	3.58	1.01	127
Fringe Benefits	3.29	0.96	175	Contingent Rewards	3.39	1.07	127
Contingent Rewards	3.28	1.10	175	Fringe Benefits	3.39	0.97	127
Promotions	3.21	1.03	175	Promotions	3.21	1.01	127
Pay	3.01	1.06	175	Pay	3.20	1.18	127

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

A possible explanation for these results could be that the Puerto Rican culture does not perceive females to have fewer opportunities to work than men in line positions. Another possible reason to explain why gender differences were not significant is that pay, benefits, rewards and other job satisfaction variables are considered to be similar regardless of the gender of the

employee. The economic situation that affects the hotels at the time of the study might have caused a change in perception where all employees had been equally affected as the ranking of the subgroups were mostly equally perceived. An additional possible explanation for these results is that, Puerto Rican employees do not express extreme values when answering the surveys.

Female respondents rated nature of work ($m= 4.54, sd = .89$), technology ($m= 4.25, sd = .99$) and total satisfaction ($m= 4.13, sd = 0.57$) as the sub-groups with the highest scores. Female respondents also communicated that pay ($m= 3.01, sd = 1.06$), promotion ($m= 3.21, sd = 1.03$) and contingent rewards ($m= 3.28, sd = 1.10$) were the sub-groups with the lowest satisfaction scores. All variables reported were classified under “neither agree nor disagree” with regard to satisfaction. These results are consistent with overall satisfaction scores (Table 12) when classified by gender.

Male respondents rated nature of work ($m= 4.76, sd = .93$), total satisfaction ($m= 4.23, sd = 0.58$) and technology ($m= 4.23, sd = 1.12$) highest scores. These ratings represented a difference in the ranking order when compared to overall satisfaction (Table 12) and females (Table 14) where technology had higher satisfaction scores than total satisfaction. Pay ($m= 3.20, sd = 1.18$), promotion ($m= 3.21, sd = 1.01$) and contingent rewards ($m= 3.39, sd = 0.97$) were once again the variables with the lowest satisfaction scores, although all variables were classified under the “neither agree nor disagree” category. This finding also reflected a difference: males expressed a slightly higher dissatisfaction with fringe benefits ($m= 3.39, sd = 0.97$) than females, who placed contingent rewards ($m= 3.28, sd = 1.10$) as the third highest dissatisfaction factor.

In both cases (male and female), the variable “nature of work” was ranked as the variable with higher satisfaction. Male and female employees expressed that, among all other variables studied, they feel more satisfied doing their jobs as they see the importance of their work to create better experiences for the guests. They expressed that are proud in doing their jobs and that they felt their work at the hotel was important and most of all, that doing their assign shores was gratifying. Hotel managers must continue making the employees feel that their job is important,

capitalizing on a culture that derives satisfaction doing their jobs. Another possible reason is that human resources managers are using adequate selection methods to hire people with the vocation to work in the hotel industry.

Job Satisfaction by Generation

Various statistical tests were performed to answer the second research question: What differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their generational cohorts?

A MANOVA that was performed to examine the 10 facets of the job satisfaction construct as dependent variables, total satisfaction, and generational cohorts as independent variables found significant associations between the subgroups of job satisfaction and generational cohorts (see Table 14). From the ten job satisfaction subgroup and overall satisfaction, only the variable co-workers has a significant effect ($F= 3.609, p= .028$). The Wilks' Lambda test results revealed that a statistically significant difference existed between the subgroup of job satisfaction, overall satisfaction and generational cohorts ($Lambda = .874 = F(20, 574) = 2.004, p = .006$).

Table 14

MANOVA Test for significance of the independent variable generation

	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
Generation	Coworkers	7.064	2	3.532	3.609	0.03*
	Nature of Work	4.311	2	2.155	2.642	0.07
	Technology	5.722	2	2.861	2.633	0.07
	Pay	5.076	2	2.538	2.059	0.13
	Fringe Benefits	3.812	2	1.906	2.042	0.13
	Supervision	3.986	2	1.993	1.411	0.25
	Communication	1.961	2	0.98	0.879	0.42
	Contingent Rewards	1.716	2	0.858	0.728	0.48
	Total Satisfaction	0.312	2	0.156	0.463	0.63
	Promotions	0.633	2	0.316	0.302	0.74
	Operating procedures	0.014	2	0.007	0.01	0.99

* Significant at $p \leq .05$

Table 15 shows the post hoc comparison using the Tukey HSD test results for generation, revealing that the mean score for the variable “co-workers” was significantly different between generation X ($m= 3.83, sd = .94$) and generation Y ($m= 4.16, sd = .99$). No significant differences were found between the mean scores of “co-workers” and the Baby boomer generation ($m= 3.94, sd= 1.10$) or in any of the other nine job satisfaction variables and total satisfaction when analyzed by generational cohorts.

Table 15

Tukey HSD Post hoc Test

Co-workers	Generation	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Baby boomers	Gen X	0.11	0.16	0.77	-0.27	0.49
	Gen Y	-0.22	0.16	0.34	-0.59	0.15
Gen X	Baby boomers	-0.11	0.16	0.77	-0.49	0.27
	Gen Y	-.33	0.13	0.02*	-0.63	-0.04
Gen Y	Baby boomers	0.22	0.16	0.34	-0.15	0.59
	Gen X	.33	0.13	0.02*	0.04	0.63

* = $p < .05$

As co-worker support was found significantly different, various possible interpretations might lead to explain these findings. As the literature had evidenced, generation X and generation Y have different characteristics. Generation X are more individualistic and autonomous than generation Y, used to take their own decisions and less avid to request feedback (Bova & Kroth, 2001; Hubbell, 2004; Kuppershmidt, 2000; Smola & Sutton, 2002). Conversely, generation Y have a preference to work collaboratively, finding ways to decrease the number of steps to achieve their objectives and searching for interaction among co-workers, not only in traditional ways but also by using technology (Alsop, 2008; Lancaster & Stillman, 2010; Solnet, 2008).

These different characteristics might influence their perceived satisfaction with the variable “co-worker”.

Another possible reason for this difference in job satisfaction perception is that generations appreciate differently the competence of their team members when working together. As generation X employees are more individualistic than generation Y, generation X might perceive working in teams as unnecessary as their job will be done at a slower pace. Additionally, while generation X likes to work individually, generation Y; on the other hand, will try to look for feedback and agreement more often, causing resistance and friction among employees.

Mean scores of total satisfaction were then analyzed by generational cohort to perform an in-depth analysis of similarities and differences of job satisfaction. Results showed that generation Y employees are slightly more satisfied than generation X and Baby boomer employees. All three generations ranked the job satisfaction variables “nature of work”, “technology” and “total satisfaction” as the three factors with the highest satisfaction levels. Table 16 presents a side-by-side analysis.

Table 16

Mean scores and standard deviation of generation and total satisfaction

Job Satisfaction	Boomers		Gen X		Gen Y		Overall**	
	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>
Nature of Work	4.67	0.93	4.50	0.89	4.74	0.92	4.63	0.91
Technology	4.08	1.14	4.15	0.99	4.39	1.03	4.24	1.04
Total Satisfaction	4.13	0.56	4.15	0.56	4.20	0.60	4.17	0.58
Supervision	3.86	1.02	4.07	1.15	4.17	1.27	4.08	1.19
Co-workers	3.94	1.10	3.83	0.94	4.16	0.99	4.00	1.00
Operating procedures	3.49	0.75	3.46	0.83	3.49	0.89	3.48	0.84
Communication	3.38	1.03	3.56	0.98	3.45	1.13	3.48	1.05
Contingent Rewards	3.26	0.98	3.39	1.03	3.30	1.18	3.33	1.09
Fringe Benefits	3.13	0.90	3.43	0.93	3.33	1.02	3.33	0.97
Promotions	3.20	1.02	3.25	0.95	3.18	1.08	3.21	1.02
Pay	3.38	1.12	3.04	1.04	3.02	1.16	3.09	1.12

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

** N= 132

Examining the Baby boomers generation's results independently (Table 17), results revealed that the job satisfaction variables nature of work ($m= 4.67, sd = .93$) total satisfaction ($m= 4.13, sd = 0.56$) and technology ($m= 4.08, sd = 1.14$) were ranked higher than the rest of the other job satisfaction variables. However, the Baby boomer results revealed that employees were not either satisfied or dissatisfied in their jobs. Different than the overall results where overall total satisfaction was ranked in the third position of higher importance (Table 17), Baby boomers total satisfaction ($m= 4.13, sd = .56$) was ranked as the second variable of higher satisfaction.

Differences with overall satisfaction means were also found when Baby boomers scored lower satisfaction means with fringe benefits ($m= 3.13, sd = .90$), promotions ($m= 3.20, sd = 1.02$) and contingent rewards ($m= 3.26, sd = .98$), where pay ($m= 3.38, sd = 1.12$) was not ranked among the three variable with lower satisfaction.

Table 17

Mean scores and standard deviation of Baby boomers by sub scales

Job Satisfaction	Boomers		Overall**	
	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>
Nature of Work	4.67	0.93	4.63	0.91
Technology	4.08	1.14	4.24	1.04
Total Satisfaction	4.13	0.56	4.17	0.58
Supervision	3.86	1.02	4.08	1.19
Co-workers	3.94	1.10	4.00	1.00
Operating procedures	3.49	0.75	3.48	0.84
Communication	3.38	1.03	3.48	1.05
Contingent Rewards	3.26	0.98	3.33	1.09
Fringe Benefits	3.13	0.90	3.33	0.97
Promotions	3.20	1.02	3.21	1.02
Pay	3.38	1.12	3.09	1.12

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

** N= 132

Table 18 shows the results for generation X. This generation also expressed being more satisfied with the subscales nature of work ($m=4.50$, $sd= 0.89$), technology ($m= 4.15$, $sd= .99$) and supervision ($m= 4.07$, $sd= 1.15$).

The lowest satisfaction scores were found in the subscale pay ($m= 3.04$, $sd= 1.04$), promotions ($m= 3.25$, $sd=.95$) and contingent rewards ($m= 3.39$, $sd= 1.03$). Generation X results ranked satisfaction subscales in the same order of perceived importance as overall satisfaction scores (see Table 18).

Table 18

Mean scores and standard deviation of Generation X by sub scales

Job Satisfaction	Generation X		Overall**	
	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>
Nature of Work	4.50	0.89	4.63	0.91
Technology	4.15	0.99	4.24	1.04
Total Satisfaction	4.15	0.56	4.17	0.58
Supervision	4.07	1.15	4.08	1.19
Co-workers	3.83	0.94	4.00	1.00
Operating procedures	3.46	0.83	3.48	0.84
Communication	3.56	0.98	3.48	1.05
Contingent Rewards	3.39	1.03	3.33	1.09
Fringe Benefits	3.43	0.93	3.33	0.97
Promotions	3.25	0.95	3.21	1.02
Pay	3.04	1.04	3.09	1.12

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

** N= 132

Examining the results for generation Y, they reflect those reported in overall satisfaction. Respondents were slightly more satisfied with the variables nature of work ($m= 4.74$, $sd= 0.92$), technology ($m= 4.39$, $sd= 1.03$) and supervision ($m= 4.17$, $sd= 1.27$). No major differences were found in the satisfaction of generation Y when compared to overall satisfaction scores (see table 19). However, generation Y mean scores were higher than overall means.

Table 19

Mean scores and standard deviation of Generation Y by sub scales

Job Satisfaction	Generation Y		Overall**	
	<i>m</i> *	<i>sd</i>	<i>m</i> *	<i>sd</i>
Nature of Work	4.74	0.92	4.63	0.91
Technology	4.39	1.03	4.24	1.04
Total Satisfaction	4.20	0.60	4.17	0.58
Supervision	4.17	1.27	4.08	1.19
Co-workers	4.16	0.99	4.00	1.00
Operating procedures	3.49	0.89	3.48	0.84
Communication	3.45	1.13	3.48	1.05
Contingent Rewards	3.30	1.18	3.33	1.09
Fringe Benefits	3.33	1.02	3.33	0.97

Promotions	3.18	1.08	3.21	1.02
Pay	3.02	1.16	3.09	1.12

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

** N= 132

ANOVA tests were performed to compare if significantly differences exist in the mean scores of each of the variables in the subscales by generation (see Table 20). Although perceptions in each of the subscales were mostly similar, significantly different satisfaction scores with the variable co-workers ($\Lambda = .874 = F(20, 574) = 2.004, p = .006$) were found between generation Y ($m = 4.13, sd = 1.01$) and generation X ($m = 3.82, sd = 0.93$).

Table 20

Mean scores and standard deviation of Generations by sub scales

Sub scale	Generation	$m = *$	sd	N
Pay	Baby boomers	3.38	1.12	56
	Gen X	3.04	1.04	114
	Gen Y	3.02	1.16	132
	Total	3.09	1.12	302
Co-workers	Baby boomers	3.94	1.10	56
	Gen X	3.83	0.94	114
	Gen Y	4.16	0.99	132
	Total	4.00	1.00	302
Technology	Baby boomers	4.08	1.14	56
	Gen X	4.15	0.99	114
	Gen Y	4.39	1.03	132
	Total	4.24	1.04	302

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

Generation Y employees had been defined in previous research as “team oriented,” “civic minded” and “work easily in collaboration” (Myers, 2010). Members of this group enjoy their social lives and the hospitality industry is an optimal workplace to interact not only with employees from their own departments but also with other employees that receive their support as part of their jobs (Rickes, 2009). In contrast, generation X is defined as a cohort of individuals

that are self-starters, enjoying to work more independently. As such, a generation X member might perceive co-worker support to be more of a dissatisfaction factor.

Solnet (2008) suggested to investigate whether generation Y's perception of supervisor support would directly influence its job satisfaction. Although no significant relationship with the variable "supervision" was found, generation Y reported higher satisfaction scores ($m= 4.17$ $sd = 1.27$) with "supervisor support" than Baby boomers ($m= 3.86$, $sd = 1.02$) and generation X ($m= 4.07$, $sd = 1.15$).

Another important finding is that Baby boomers were less displeased with the subscale "pay" ($m= 3.39$) as compared to generation Y ($m= 3.00$) and generation X ($m= 3.03$). This finding might indicate that Baby boomers' salaries are higher as they had been working at their hotels longer and had received more salary increases than the other generations. Another possible explanation is that Baby boomers' fringe benefits are considered increasingly important at their age. Generation X and generation Y identified the job satisfaction variable "pay" with the lower dissatisfaction scores. As the literature has suggested, generation Y placed salary as one of the most important consideration when looking for a job (Half, 2007). Factors associated to the economic downturn may cause the absence of salary increases; both generations X and Y showed their dissatisfaction as both groups had stated that salary is an important consideration leading to dissatisfaction. As a characteristic of this generation, dissatisfaction with salary might increase their intentions to quit in search of better pay as their perceived job loyalty is not neither appreciated nor rewarded by the employer (Bova & Kroth, 2001).

Generation Y reported being more satisfied with the variable technology ($m= 4.37$, $sd = 1.03$) than Baby boomers ($m= 4.14$, $sd = 1.15$) and generation X ($m= 4.15$, $sd = 1.03$). This finding is in agreement with the literature where it was found that, while generation Y has been exposed to technology since childhood, the other generations have been forced to adapt to the use of computers and other means of communication in order to remain competitive in their jobs . However, and similar to Shepard (1977) this study found no significant differences of opinion.

Job Satisfaction by Gender and Generation

A MANOVA was performed to examine the ten facets of the job satisfaction construct and total satisfaction as dependent variables and gender and generation as independent variables to examine the associations between the subgroups of job satisfaction and gender and generational cohorts as queried in research question three.

The MANOVA test found that the data for the independent variables gender and generation were not significantly different (see Table 21). In response to research question #3, What differences exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender, no significant relationship ($\alpha = .05$) exists between gender and generational cohorts and perceived overall job satisfaction or the job satisfaction factor. The Wilks' Lambda test results revealed that there was no significance difference between the subgroups of job satisfaction, gender and generational cohorts ($\text{Lambda} = .929, F(20, 574) = 1.077, p = .370$).

Table 21

MANOVA Test for significance of the independent variable Gender and Generation

	Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
Gender and Generation	Nature of Work	3.423	2	1.711	2.098	0.13
	Contingent Rewards	4.385	2	2.192	1.859	0.16
	Promotions	2.836	2	1.418	1.356	0.26
	Pay	2.174	2	1.087	0.882	0.42
	Coworkers	1.442	2	0.721	0.737	0.48
	Technology	1.116	2	0.558	0.514	0.60
	Operating procedures	0.479	2	0.239	0.341	0.71
	Communication	0.688	2	0.344	0.308	0.74
	Supervision	0.74	2	0.37	0.262	0.77
	Fringe Benefits	0.364	2	0.182	0.195	0.82
Total Satisfaction	0.065	2	0.032	0.097	0.91	

* = $p < .05$

Mean scores of the job satisfaction were then analyzed by gender and generational cohort to perform an in-depth analysis of similarities and differences of the variables. Results showed that male generation Y employees are slightly more satisfied than any of the other generation when classified by gender (see Table 22). When satisfaction scores were examined, male that were generation Y ($m= 4.25, sd= 0.58$) reported slightly higher total satisfaction means than the rest of the other generations when analyzed by gender. Although all three generations ranked the job satisfaction variables “nature of work”, as the factors with the highest satisfaction levels, generation Y males mean scores were also higher than other generations. Another important finding was that generation X females mean scores ($m= 2.94, sd= 1.03$) were lower than the rest of the other female and male generation, followed by generation Y males ($m=30.1, sd= 1.22$).

Table 22

Mean scores and standard deviation of Job Satisfaction by generation and gender

	Female						Male					
	Boomer		Gen X		Gen Y		Boomer		Gen X		Gen Y	
	<i>m</i>	<i>sd</i>	<i>m</i>	<i>sd</i>	<i>m</i>	<i>sd</i>	<i>m</i>	<i>sd</i>	<i>m</i>	<i>sd</i>	<i>m</i>	<i>sd</i>
Nature of Work	4.65	0.71	4.50	0.87	4.55	0.98	4.68	1.11	4.51	0.93	5.00	0.77
Technology	4.00	0.97	4.21	0.99	4.37	0.99	4.15	1.30	4.05	0.99	4.41	1.10
Total Satisfaction	4.04	0.51	4.11	0.55	4.17	0.61	4.20	0.61	4.23	0.59	4.25	0.58
Supervision	3.87	1.09	4.12	1.17	4.14	1.32	3.85	0.97	3.98	1.12	4.22	1.22
Co-workers	3.69	1.01	3.79	0.94	4.08	1.03	4.18	1.13	3.90	0.94	4.28	0.94
Operating procedures	3.31	0.70	3.37	0.85	3.44	0.97	3.66	0.78	3.62	0.78	3.57	0.77
Communication	3.22	1.08	3.46	0.98	3.42	1.17	3.53	0.97	3.72	0.98	3.50	1.06
Contingent Rewards	3.10	0.92	3.25	1.02	3.36	1.22	3.41	1.03	3.62	1.02	3.21	1.11
Fringe Benefits	3.11	0.79	3.35	1.00	3.31	0.99	3.16	1.00	3.56	0.81	3.37	1.05
Promotions	3.37	1.08	3.17	0.97	3.19	1.07	3.03	0.96	3.39	0.92	3.17	1.11
Pay	3.17	0.99	2.94	1.03	3.03	1.13	3.58	1.21	3.20	1.06	3.01	1.22

*scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

In conclusion, generation Y were slightly more satisfied than the rest of other generations. It was also found that males were slightly more satisfied than females. It was found that males are more satisfied in their jobs than females, regardless of their generation. When the analysis was done comparing generations and gender, male generation Y were more satisfied, followed by male generation X and male Baby boomers. However, those differences were not found to be significantly different.

Summary of Findings

The research questions in this study were answered by performing various statistical tests, including MANOVA's, ANOVA's and Post Hoc tests.

1. What differences exists in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on gender?

No significant differences ($p=.05$) exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on gender ($\Lambda = .954, F(10, 287) = 1.375, p = .191$).

2. What differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their generational cohorts?

Significant differences ($p=.05$) exist in Puerto Rico in the perceived job satisfaction factor "co-worker" based on generational cohorts ($F= 3.609, p= .028$). The results showed that generation X and generation Y assessed co-worker support significantly differently.

3. What differences exists in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender?

The study revealed that no significant differences ($p=.05$) exist in Puerto Rico in the perceived job satisfaction factors and overall satisfaction of hotel employees based on generational cohort and gender ($F = 1.077, p = .370$).

CHAPTER V

CONCLUSION

Summary

This investigation in job satisfaction among line employees in the Puerto Rico hotel industry was performed to assess whether the demographic characteristic gender had a significant impact on 10 job satisfaction variables (pay, promotions, supervisory support, fringe benefits, operating procedures, co-workers, nature of work, communication, contingent rewards, technology and total satisfaction). As previous studies in the Puerto Rico hotel industry had not been performed in the past, examining job satisfaction by gender serves to assess if differences in perceived job satisfaction exists in the hotel industry. These findings will help design and implement strategies that might increase their perceived job satisfaction by gender to achieve a higher degree of service and hotel profitability.

This investigation of job satisfaction was also performed to assess whether the demographic characteristic of generational cohort (Baby boomer, generation X and generation Y) of hotel employees have a significant impact on job satisfaction factors (pay, promotions, supervisory support, fringe benefits, operating procedures, co-workers, nature of work, communication, contingent rewards and technology). Results found a significant difference ($p=.05$) in the perceived job satisfaction factor “co-worker” based on generational cohorts between generation X and generation Y.

The findings can be used to make hotel managers and owners aware of the factors that impact employee job satisfaction which in turn helps in enhancing their job satisfaction, their

engagement in the operation and thereby, in improving the overall operational effectiveness (Simons, 2010; Twenge & Campbell, 2008). The understanding of the differences and similarities between the three largest generational cohorts could lead to the creation of strategies to increase job satisfaction, reduce turnover and improve operational and overall performance.

In order to assess satisfaction, Spector's (1995) Job Satisfaction Survey (JSS) was selected as the instrument to measure job satisfaction. It not only provided the opportunity to assess overall satisfaction but also examined some of the independent factors that the literature had shown to explain the perceived job satisfaction: pay, promotions, supervision, co-workers, fringe benefits, operating procedures, nature of work, contingent rewards, communication and technology. The nine-factor model includes four questions for each subscale for a total of 36 items. The JSS had been widely used, including in the hotel industry as it has a high internal consistency of .91. The questionnaire was developed using a six-point scale in which respondents rated whether they disagreed very much (1) up to agreed very much (6) to the sentence presented. An additional variable (technology) was included as previous researchers had expressed the importance of studying the variable when examining generations.

The research sample was taken from small-, mid- and large-size hotels that were members of the Puerto Rico Hotel and Tourism Association in 2010. To ensure all members had equal opportunity to be included in the sample, a stratified sample was established, distributing hotels by size and by percentage of the hotel's total population. Once all 30 hotels were visited, 454 employees voluntarily participated from the study. After all collected questionnaires were evaluated, 126 were excluded, resulting in 328 usable questionnaires.

Research question # 1 and research question # 3 asked what differences existed in Puerto Rico in the perceived job satisfaction factors and the overall satisfaction of hotel employees based on gender, and based on generational cohort and gender and they found no significant differences in any of the job satisfaction variables. Research question # 2 asked what differences exist between Puerto Rican hotel employees' job satisfaction factors and overall satisfaction and their

generational cohorts found that a significant difference exists between generational X and Y in the subscale of “co-workers support” only.

Conclusion

This empirical research presents the results obtained after surveying hotel employees in Puerto Rico regarding their perceptions of job satisfaction. This study is the first job satisfaction exploratory research ever performed in the Puerto Rico lodging industry.

The study found that that, most of line hotel employees included in the sample (93.6%) worked full time, had earnings lower than \$ 9.00 an hour (51%), held at least an associate degree (50.8%), had worked in the same hotel for more than five years (47%) and had not received nor accepted a promotion in the past five years (41%).

The generation with the highest representation in the sample was generation Y (43.7%) followed by generation X (37.8%) and Baby boomers (18.5%). This participation is similar to the Puerto Rico workforce statistics where generation Y is currently the largest cohort representing 40% of the three generations under study (US Census Bureau, 2009). A difference however existed with general Puerto Rico workforce statistics that reported that 28% of the worked were generation X and 31% were Baby boomers. A possible explanation for this finding is that the sample in this study was intended to capture line employees’ job satisfaction and, as the literature suggests, most Baby boomers are not line employees and instead occupy supervisory or management positions (Zemke, et al., 2000).

Research results showed that workers did not offer a great diversity of responses. This behavior did not allow concluding the degree of satisfaction as the responses were similar among the groups. Employee responses did not represent that they are neither clearly dissatisfied nor clearly satisfied with the variables pay, promotions, supervision, co-workers, fringe benefits, operating procedures, nature of work, communication, contingent rewards or technology. As the findings showed, managers in the Puerto Rico hotel industry need to find better strategies to move

employees towards higher satisfaction scores as satisfied employees provide better service to customers, peers and managers (Kim, et al., 2009; Maier, 2011).

Another conclusion of the study is that, in Puerto Rico, although gender gave the impression to be significantly different in operating procedures and co-workers, a Wilks Lambda test confirmed that it was not significantly different. As a result, no significant differences were found between males and females with regard to job satisfaction in any of the subscales or overall. These findings are similar to Ghiselli, et al. (2001) who found that job satisfaction did not vary significantly based on gender. These findings, however, are contrary to various other authors like Derya, Muzaffer, & Vincent (2012), who found that the gender effect on job satisfaction was significant. A possible explanation for these results could be that the Puerto Rican culture does not perceive females to have fewer opportunities to work than males in line positions. Another possible reason to explain why gender differences were not significant is that pay, benefits, rewards and other job satisfaction variables are considered to be similar regardless of the gender of the employee. An additional possible explanation is that Puerto Ricans do not express their dissatisfaction in their jobs as much as other cultures do.

Male and female results were similar when ranking their satisfaction towards the different variables of job satisfaction and overall satisfaction. However, slight differences were found with regard to the variables of pay, promotions, contingent rewards and fringe benefits.

While performing this study, managers from most participant hotels indicated that they felt that strong differences existed between generations. The results of this study reflected that significant differences exist in only one of the sub groups of the job satisfaction construct. This finding is supported by the literature where Maier (2011) stated “the challenge for hospitality industry leaders and human resources professionals of today is how to create supportive work environments for an increasingly diverse population of multigenerational employees and work groups” (p.355). Co-workers support was differently perceived between generation X and generation Y.

As co-worker support was found significantly different, a potential interpretation for this finding is that generation X and Y satisfaction is attributed differently when they like the people they work with. As the literature evidenced, generation X are more individualistic and independent than generation Y (Bova & Kroth, 2001; Hubbell, 2004; Kuppershmidt, 2000; Smola & Sutton, 2002). Generation Y, however, prefers to work collaboratively and values interaction among co-workers, probably increasing job satisfaction as interaction with peers and co-workers is vital in the lodging industry (Alsop, 2008; Lancaster & Stillman, 2010; Solnet, 2008).

Another possible reason for this difference in job satisfaction perception is that generations appreciate differently the competence of their team members when working together. As generation X employees are more individualistic than generation Y, generation X might perceive working in teams as unnecessary as their job will be done at a slower pace. Additionally, while generation X likes to work individually, generation Y; on the other hand, will try to look for feedback and agreement more often, causing resistance and friction among employees.

Finally, this exploratory study investigated whether differences in perception exist between male and females from each of the three generational cohorts (baby boomers, generation X and generation Y). The results of this study revealed that no significant differences were found between line employees of different genders working in a hotel in Puerto Rico. Males and females expressed similar perceptions, regardless of their generational cohorts. As there is very limited empirical information available on this topic within the hospitality industry these results contribute to the empirical evidence on generational cohorts' perceived job satisfaction (Cennamo & Gardner, 2008; Giancola, 2006; Macky, et al., 2008).

This research contributes to literature by evidencing the first time different hotels in Puerto Rico opened its doors to establish a point of reference on employees' job satisfaction that will serve to compare individual hotel performances against the industry's job satisfaction.

In conclusion, the hotel industry in Puerto Rico must work on strategies to increase employee's satisfaction towards pay, promotional opportunities, co-workers, supervisory support,

fringe benefits, rewards, operating procedures, nature of work, communication and technology. As this study evidenced, hotel employees in Puerto Rico although are not satisfied, are not dissatisfied either. This research discovered the need for managers and owners to perform an in-depth examination of each of the job satisfaction variables. Human resources must create strategies to increase the level of satisfaction as customer service, employee retention, motivation and the hotel's profitability might affect the level of service expected by customers when visiting the properties in Puerto Rico.

Limitations

This is the first time a quantitative study was conducted in the Puerto Rico hotel industry. General managers and human resources managers have rarely allowed researchers to gather data from their employees at their workplace. In this case, most general managers granted permission as long as the researcher ensured them that individual data would remain confidential. However, various general managers and owners did not grant permission for their employees to participate in the study. Some of the reasons provided were that they feared that other factors such as the economic situation of the hotel and the impossibility to offer salary increases in the past year might be reflected in the study. Others communicated that company policies did not allow employees to participate in any kind of research.

Results of the study showed low reliability scores on the job satisfaction variables. This might have caused that the job satisfaction significance had not been found to be significant between gender and generations to the overall results (Al-Khatib, Robertson, D'Auria Stanton & Vitell, 2002).

Several impediments were experienced in trying to engage employees in small hotels to participate in the study or with owners allowing employees to participate in the study. Five small hotels did not want to participate in the survey as they were afraid that the owners had access to their information. In other occasions, owners allowed managers to participate in the survey yet

employees had limited time to fill out the survey. Clearly, the Puerto Rico hotel industry does not have an established research culture.

The survey was administered in 29 hotels in Puerto Rico and not all segments were equally represented. Small hotels participation was limited and the possibility that a higher participation from this segment might reflect different results is still yet to explore. As the survey was voluntarily, not all hotel employees participated in the sample nor opportunities were available for interested employees working the graveyard shift. It is possible that only those employees that were either highly satisfied or highly dissatisfied participated voluntarily in this study. The small Baby boomers participation in the study left the unanswered question on whether they left the industry, they occupy the supervisory and managerial positions or that they decided not to participate in the study. As such, the results should be generalized with caution.

The questionnaire was administered during low season and in times when the economic crisis in Puerto Rico had forced hotels to work with limited budgets and personnel, reducing average daily rates in an attempt to increase occupancy percentages. The industry was facing difficulties maintaining the number of employees and employees might have felt unstable in their jobs. The possibility that the questionnaire reflected higher levels of satisfaction or significant differences of opinions if administered during high season is yet to be explored.

Recommendations and Managerial Implications

Recommendations

This research did not explore nor establish if job satisfaction is significantly different in supervisors and managers as compared to line employees. Future studies can investigate if job satisfaction for management and non-management employees is different based on gender and generational cohorts in Puerto Rico. Consequently, a follow-up study might be executed to include employees at all levels of the organization. It is also recommended to explore if

differences exist in perceived job satisfaction when categorized by hotel size as small hotels offer fewer opportunities to grow, and fringe benefits and pay might be different.

It is recommended that future research is performed with a larger population size as to determine if the findings of the study can be replicated using other hotels in Puerto Rico. As the differences in the perceived job satisfaction were tested with a single study in times where the tourism economic situation of Puerto Rico had declined, replicating this study in a future time period is recommended. Finally, as a job satisfaction research is recommended to be performed in the Puerto Rico tourism industry, a replicated study should be performed by using other job satisfaction surveys to determine if findings have similar results to the ones in this study.

Managerial implications

Today, managers and human resources professionals recognize the challenges that hotels are experiencing by managing a diverse workforce. As studies found that guest dissatisfaction is positively correlated with job satisfaction, hotel employees should be satisfied with their jobs. (Poulston, 2009; Rathavoot & Ogunlana, 2003). To meet the demands of new and repeated customers visiting hotels, the industry must continue analyzing the factors that are impacting their labor force and establish strategies to increase job satisfaction. This takes vital importance as the economic downturn that the industry is suffering today is limiting the available economic resources, providing fewer opportunities to continue establishing innovative programs that targets individual cultural and generational groups within the hotel industry. In this study, employees score the nature of work as the highest variable with higher satisfaction, implying they like working for the hotel industry. However, as the majority of the employees that responded the survey indicated that were generation X and generation Y, a risk to continue increasing turnover rates still exists as these two groups are also reflecting that pay had the lowest satisfaction scores from all the job satisfaction variables. These results of this study serves as evidence that if

strategies are not created to increase job satisfaction, the risks to increase the employees' intentions to leave might increase, creating additional costs training new employees, productivity and most important customer satisfaction.

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APPENDICES

Appendix A: An anecdotal review of the development of the Puerto Rico Hotel Industry in Isla Verde and Condado

The first touristic luxury area was developed in Condado. Soon after the USA took possession of Puerto Rico in 1898, investors were invited to come to Puerto Rico to administer Sugar and Tobacco crops. Sosthenes and Hernand Behn (Behn Brothers) were two of those investors that decided to come to Puerto Rico to operate a sugar plantation. In 1906, a relative left them with an extensive amount of land in San Juan (today Condado Area) and opened a brokerage enterprise in Puerto Rico (Noam, 1998). The Behn's Brothers prepared a grid plan to establish a new community development now called Condado (Sampson, 1973), built a bridge from their land (Condado) to San Juan (Senate US Congress & Taft, 1909) and promoted the addition of an electric streetcar line that connected Condado to Old San Juan (Morrison, 2008). Wealthy families started moving to the Condado Area and soon became a place of social gatherings.

While the Behn's Brothers were selling their lots to wealthy families in Condado, the owners of the land in Miramar, The People's Cooperative Building & Savings Loan Association of Porto Rico, served as the sales agents. The 1907 map of urban development of Porto Rico Board of Fire Underwriters reveals that some land in Miramar was built prior this development (Zona Histórica de Miramar en San Juan, 2007). However, the expansion of residences in Miramar was well planned with some requirements for construction next to the railroad station and included the construction of a hotel. Mr. Jacobs Axtmayer built the Hotel Eureka in 1904 (Zona Histórica de Miramar en San Juan, 2007). Most of the owners of this new development were affluent and American families.

In 1917 President Woodrow Wilson signed the Jones-Shafroth Act giving all people born in Puerto Rico the United States Citizenship (Miller, 1922). The first hotel development in Condado Area was the Vanderbilt Hotel which opened in 1919. It was built under the instructions of Cornelius Vanderbilt (Blackerby, 2003). Mr. Vanderbilt residence in Puerto Rico at that time

was built in the land where the Condado Plaza Hotel is today. After both bridges connecting Miramar and Condado were built, access to Old San Juan was easier with the railroad. However, up to that moment, all visitors had to come in steamships.

In 1923, El Morro Castle Airline started transporting people for the first time (González, 2011). The airline was so successful that a new airplane was built a year later flying from New York to San Juan. In 1929, Pan American started their first flight to Puerto Rico with more powerful engines and built Isla Grande airport that same year (Burden, 1943) . The growth in visitors and better transportation services fomented the hospitality industry and the constructions of new hotels were needed to accommodate the demand.in Old San Juan.

The Hotel Normandie opened in 1942 (Editorial, 1941). This hotel was built resembling the SS Normandie, a French cruise liner that routed from Europe to New York. Mr. Felix Benitez met his future wife aboard the oceanic transatlantic and to honor her, Benitez built the hotel.

Given the extreme poverty Puerto Rico was experiencing due to a terrible hurricane that hits Puerto Rico in 1928 and later the USA depression, many Puerto Ricans exiles to the United States. However during 1920 to 1933, U.S. travelers visited Cuba and Puerto Rico to escape from the U.S. regulations that prohibits the sale and distribution of alcoholic beverages. It wasn't up to 1942, that a new economic development plan called "Manos a la Obra" (Operation Bootstrap) was created to stimulate the economy. The program created tax incentives, both for property and corporations, for 10 years renewable for an additional to 10 years. These program brought people from the United States who were looking for investments and Puerto Rico presented a great business opportunity.

As a result of the plan, in 1949, under the Puerto Rico's government leadership, Caribe Hilton opened and placed Puerto Rico as the first international hotel for the Hilton chain. A few years later, the economy in Puerto Rico was in his top high with the creations of new hotels with Casinos such as the Caribe Hilton in 1952, La Concha and El San Juan in 1958. New airlines

started operations in Puerto Rico such as Eastern Airlines in 1949 and Iberia in 1950 creating another option to those tourists scared by the Cuban revolution or tired of Miami (Merrill, 2009).

Given the increasing demand and the new vision of Governor Luis Muñoz Marín of moving Puerto Rico's economy from agriculture to industrialization, the need for a bigger airport was necessary. In 1955, Isla Grande Airport in San Juan moved its operations to the first International Airport in Isla Verde, now the Luis Muñoz Marín International Airport (Burden, 1943).

In 1958, Cuba's revolution started and USA decided to prohibit all types of relations with Cuba, establishing an embargo. However, travelers switched from visiting Cuba to visit Puerto Rico, given the political relationship Puerto Rico has with the USA (Merrill, 2009).

The dramatic growth in U.S. visitors influenced the growth of the hospitality industry having the government and investors to create new hotels in the Island. In 1958 Pan Am , in conjunction with the government built an airport hotel and later sold it to Intercontinental San Juan, today El San Juan Hotel and Casino (Merrill, 2009).

In 1961, Condado kept the expansion and a group of investors led by Herbert Weissberg open the Ponce de Leon Hotel, today Condado Plaza Hotel (North American Congress on Latin America, 1971).

In 1967 the owners of El San Juan sold the Loews hotel chain 5 acres of land and built the Hotel Americana of San Juan, today Intercontinental San Juan.

One of the most notorious investors and hoteliers at that time were Lou Puro and Sam Schweitzer whom together bought El San Juan Hotel and the land where a small hotel in Fajardo was built, now El Conquistador Hotel (Pagan, 2011a). Only one additional full service hotel was built in Isla Verde or Condado. The Ritz Carlton was built in 1998 (Waters, 1999).

Salvador Soto, who retired from the Puerto Rico Tourism Company, said that one of the bigger problems that Puerto Rico confronted is the lack of training hotel employees received. Construction workers were hired as waiters as they finish the hotel(Pagan, 2011b). However,

there was no formal training. Mr. Hugh Andrews mentioned that out of the four hotels managed by the Company, human resources problems are part of the area manager and not the human resources (Pagan, 2011a). With this, the responsibility resides solely on the general managers and area managers.

**Appendix B: Letter to Request Permission to Use Their Facilities to Conduct the Study
to Owners and General Managers of Selected Hotels**

Dear Mr. _____:

Greetings from the entire faculty from Oklahoma State University and Universidad del Este. As part of the requirements for the completion of a Ph.D. in Hospitality Management, I have to develop a research study in the Hospitality field. After examining various topics and previous researches, I determined that one of the most important labor issue human resources professional are dealing today is the increase in challenges dealing with job satisfaction, especially now that a new generation of young professional is entering the workforce. This new generation (Generation Y) brings a new paradigm to the workforce, affecting turnover, job dissatisfaction, resentment among other workers, resulting in low productivity and a decrease in customer satisfaction.

In order to identify how managers in Puerto Rico can overcome these challenges, I reviewed the available literature in job satisfaction. While this topic had been widely study in the USA and Europe, I identified that in Puerto Rico no formal studies had ever been performed to measure the industry's job satisfaction. As a result, human resources managers and managers are not fully aware if significant differences exist among generations, gender, position and the job satisfaction factors (pay, promotion opportunities, supervisor, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication or technology).

Based on this idea, we have decided to conduct an exploratory study on the Generational Effect of Employee Job Satisfaction in the Puerto Rico Hotel Industry. As such, I would like your permission to distribute a questionnaire among your hotel employees that will capture their perception towards these topics. All data gather will be confidential and will not be linked to any employee to protect their confidentiality. Participation in this study will be voluntarily. However, the hotel's support and employee's participation in this initiative will reflect a clearer scenario into the discovery of the Industry Perception resulting in stronger recommendations to offset these challenges.

I would also appreciate if we can meet for 30 minutes with you and the contact person you designate to explain in detail the study's purpose and objectives and to clarify any other question you may have.

We will be calling your office next week to set the meeting on a day and time that best fits your schedule.

Best regards,

Omar J. Pagán
Primary Investigator/ Ph.D. Student/ Associate Professor Universidad del Este

**Appendix C: Consent to participate in a research study
Oklahoma State University**

PROJECT TITLE: EMPLOYEE SATISFACTION FROM A GENERATIONAL AND GENDER PERSPECTIVE IN THE PUERTO RICO LODGING INDUSTRY: AN EXPLORATORY STUDY

INVESTIGATORS: Omar J. Pagán, Ph.D. Candidate: Oklahoma State University/ Associate Professor, Universidad del Este, Carolina P.R.

PURPOSE:

The purpose of this study is to investigate if the demographic differences that exist between cohorts, such as age and gender, have a significant effect on job satisfaction. More specific, the study explores if significant differences exist with regard to job satisfaction between the various generational cohorts of frontline hotel employees in Puerto Rico.

PROCEDURES:

The research study will be conducted in a form of a written questionnaire. The questionnaire will include 62 questions and will take approximately 20 minutes of your time. The topics included in the interview will investigate what are the most important factors that hotel employees in Puerto Rico consider that increases their job satisfaction.

RISKS OF PARTICIPATION:

There are no risks associated with this project, including stress, psychological, social, physical, or legal risk which are greater, considering probability and magnitude, than those ordinarily encountered in daily life. If, however, you begin to experience discomfort or stress in this project, you may end your participation at any time. You are also free not to answer any question if you find it personal or sensitive.

BENEFITS OF PARTICIPATION:

You may gain an appreciation and understanding of how research is conducted.

CONFIDENTIALITY:

All information about you will be kept confidential and will not be released. Only primary investigators will have an access to the questionnaires. A special coding system will be used to protect the confidentiality of the interviewees. The coding key and data will be kept separately. The questionnaires will be saved for one year after the publication of the results on the computer of the primary investigator at the Universidad del Este office in an archive with a special password known only to the investigator. Results from this research study may be presented at professional meetings or in publications. You will not be identified individually; we will be looking at the group as a whole.

COMPENSATION:

There is no compensation for participation in this research study.

CONTACTS:

You may contact the researcher at the following addresses and phone numbers, should you desire to discuss your participation in the research study and/or request information about the results of the research study: Omar J. Pagán, Ph.D. Candidate/ Associate Professor, PO Box 2010 Carolina PR 00984-2010, (787) 257-7373 ext. 3001. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, (405) 744-3377 or irb@okstate.edu

PARTICIPANT RIGHTS:

Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time, without penalty.

CONSENT DOCUMENTATION:

I have been fully informed about the procedures listed here. I am aware of what I will be asked to do and the benefits of my participation. I also understand the following statement:

I affirm that I am 18 years of age or older.

By completing the survey, you are giving your consent to participate.

**Appendix D: Consent to participate in a research study
Oklahoma State University**

**CONSENTIMIENTO PARA PARTICIPAR EN UN ESTUDIO DE INVESTIGACIÓN
OKLAHOMA STATE UNIVERSITY**

TITULO DEL PROYECTO: ESTUDIO DE SATISFACCIÓN DESDE UNA PERSPECTIVA GENERACIONAL Y GÉNERO EN LA INDUSTRIA HOTELERA: ESTUDIO EXPLORATORIO

INVESTIGADORES: Omar J. Pagán, Candidato Doctoral: Oklahoma State University/
Catedrático Asociado, Universidad del Este, Carolina P.R.

PROPÓSITO:

El propósito de este estudio es investigar si las diferencias demográficas que existen entre las cohortes, como la edad y el género, tienen un efecto significativo sobre la satisfacción laboral.

Más específico, el estudio explora si existen diferencias significativas con respecto a la satisfacción en el trabajo entre las distintas cohortes generacionales de los empleados del hotel de primera línea en Puerto Rico. .

PROCEDIMIENTOS:

El estudio de investigación se llevará a cabo mediante un cuestionario escrito. El cuestionario incluye 62 preguntas y requerirá aproximadamente 20 minutos de su tiempo. Los temas incluidos en la entrevista a investigar son relacionados a cuáles son los factores más importantes que los empleados del hotel en Puerto Rico consideran que aumenta su satisfacción en el trabajo.

RIESGOS DE LA PARTICIPACIÓN:

No existen riesgos asociados con este proyecto, incluyendo el estrés, psicológicos, sociales, físicos, o el riesgo legal que son mayores, teniendo en cuenta la probabilidad y magnitud, que los que normalmente se encuentran en la vida cotidiana. Sin embargo, si usted comienza a experimentar malestar o estrés en este proyecto, usted puede terminar su participación en cualquier momento. Usted también es libre de no contestar alguna pregunta si lo encuentra personal o confidencial.

BENEFICIOS DE LA PARTICIPACIÓN:

Usted puede obtener una apreciación y comprensión de cómo la investigación se lleva a cabo.

CONFIDENCIALIDAD:

Toda la información acerca de usted se mantendrá confidencial y no será compartida. Sólo los investigadores primarios tendrán un acceso a los cuestionarios. Un sistema especial de codificación se utiliza para proteger la confidencialidad de los entrevistados. La clave de codificación y los datos se guardan por separado. Los cuestionarios se guardarán durante un año después de la publicación de los resultados en el equipo del investigador principal en la oficina de

la Universidad del Este, en un archivo con una contraseña especial que sólo conoce el investigador. Los resultados de este estudio de investigación se pueden presentar en las reuniones profesionales o en las publicaciones. Usted no va a ser identificado individualmente, sino que se estará presentando al grupo como un todo.

COMPENSACIÓN:

No hay compensación por la participación en este estudio de investigación.

CONTACTOS:

Usted puede ponerse en contacto con el investigador en la siguiente dirección y número de teléfono, si usted desea hablar de su participación en el estudio de investigación y / o solicitar información acerca de los resultados del estudio de investigación: Omar J. Pagán, Catedrático Asociado, ISHCA, PO Box 2010 Carolina, PR 00984-2010, (787) 257-7373 ext. 3001. Si usted tiene preguntas sobre sus derechos como voluntario de una investigación, puede comunicarse con la Dra. Sheila Kennison, Presidente del IRB, 219 Cordell Norte, Stillwater, OK 74078, (405) 744-3377 o irb@okstate.edu

DERECHOS DE LOS PARTICIPANTES:

Su participación en esta investigación es voluntaria. No hay penalidad por negarse a participar, y usted es libre de retirar su consentimiento y la participación en este proyecto en cualquier momento, sin penalidad.

CONSENTIMIENTO DE DOCUMENTACIÓN:

He sido completamente informado acerca de los procedimientos que se enumeran aquí. Estoy consciente de lo que se me está solicitando y los beneficios de mi participación. También entiendo la siguiente declaración:

Afirmo que tengo 18 años de edad o más.

Al completar este cuestionario, usted esta dando su consentimiento para participar.

Appendix E: Job Satisfaction Questionnaire

Part I. Job Satisfaction

JOB SATISFACTION SURVEY Copyright Paul E. Spector 1994, All rights reserved.							
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my co-workers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6
37	The use of computers helps me do my job better.	1	2	3	4	5	6
38	The integration of technology is instrumental when communicating with others (guests, peers and supervisors)	1	2	3	4	5	6
39	I am not satisfied with the opportunities to integrate technology in my work.	1	2	3	4	5	6
40	I feel satisfied with the technological equipment assigned to me to perform my duties.	1	2	3	4	5	6
41	I feel better when I do my job with the most advance available technology.	1	2	3	4	5	6

Part II. Demographic Profile.

The following demographic factors will allow the researchers compare job satisfaction issues among employees in the Puerto Rican hotel industry. Read carefully each question and select the best alternative.

42. Generation:

- born before 1946
- born between 1946 - 1949
- born between 1950 - 1959
- born between 1960 - 1964
- born between 1965 - 1969
- born between 1970 - 1974
- born between 1975 - 1979
- born between 1980 - 1989
- born between 1990 - 1996
- born after 1996

43. Gender: Female Male

44. Education:

- Less than High School
- High School
- Some College or Certificate
- Associate Degree
- Bachelor Degree
- Master Degree

45. Marital status:

- Single Married

46. Working department:

- Front Desk
- Reservations
- Housekeeping
- Physical Plant
- Kitchen
- Food & Beverage
- Sales or Marketing
- Swimming and Tennis or Outdoor Activities
- Administrative and Support
- Other: Please specify _____

47. Number of years and months in current hotel:

- years months

48. Position:

- line employee
- supervisor
- manager

49. Number of years and months in current position:

- years months

50. Number of years and months in the hotel industry:

- years months

51. Salary, including tips:

- \$ 7.25 per hour or \$13,920 a year (minimum wage) or less
- between \$ 7.26 and \$ 7.99 per hour or between \$13,921 to \$15,341 a year
- between \$8.00 and \$ 8.99 per hour or between \$ 15,342 to \$17,261 a year
- between \$9.00 and \$ 9.99 per hour or between \$ 17,262 to \$19,181 a year
- between \$10.00 and \$ 10.99 per hour or between \$ 19,182 to \$21,101 a year
- between \$11.00 and \$ 12.31 per hour or between \$ 21,102 to \$23,359 a year
- \$ 23,360 a year (minimum salary for exempt supervisors)
- between \$12.32 and \$ 12.49 per hour or between \$ 23,361 to \$23,981 a year
- between \$12.50 and \$ 15.00 per hour or between \$ 23,982 to \$28,800 a year
- between \$ 28,801 to \$35,000 a year
- more than \$ 35,000 a year

52. Employee Classification

- Full Time
- Part Time
- On Call

Thank you for your cooperation and time!

Appendix F: Job Satisfaction Questionnaire in Spanish

Parte I. Satisfacción en el empleo

JOB SATISFACTION SURVEY Copyright Paul E. Spector 1994, Todos los derechos reservados Traducido por Conrado Marion-Landais, 1993.							
LEA CUIDADOSAMENTE CADA PREGUNTA. LUEGO HAGA UN CÍRCULO EN EL NÚMERO QUE MÁS SE ACERCA A SU OPINIÓN.		Totalmente en desacuerdo	Muy en desacuerdo	En desacuerdo	De acuerdo	Muy en acuerdo	Totalmente de acuerdo
1	Siento que me pagan una suma justa para el trabajo que hago.	1	2	3	4	5	6
2	Realmente hay muy poca oportunidad de promoción en mi trabajo.	1	2	3	4	5	6
3	Mi supervisor es bastante competente en la ejecución de su trabajo	1	2	3	4	5	6
4	No estoy satisfecho(a) con los beneficios que recibo.	1	2	3	4	5	6
5	Cuando hago un buen trabajo, recibo el reconocimiento que debería recibir.	1	2	3	4	5	6
6	Muchas de nuestras reglas y procedimientos dificultan el hacer un buen trabajo.	1	2	3	4	5	6
7	Me gustan las personas con las cuales trabajo.	1	2	3	4	5	6
8	A veces siento que mi trabajo no tiene sentido.	1	2	3	4	5	6
9	La comunicación aparenta ser buena en esta compañía.	1	2	3	4	5	6
10	Los aumentos son demasiado pocos y muy distanciados entre sí.	1	2	3	4	5	6
11	Los que hacen bien su trabajo tienen una buena oportunidad de ser promovidos.	1	2	3	4	5	6
12	Mi supervisor no es justo conmigo.	1	2	3	4	5	6
13	Los beneficios que recibimos son tan buenos como los que ofrecen la mayoría de las otras empresas.	1	2	3	4	5	6
14	No siento que el trabajo que hago es apreciado.	1	2	3	4	5	6
15	Mis esfuerzos para hacer un buen trabajo raramente son bloqueados por la burocracia.	1	2	3	4	5	6
16	Encuentro que tengo que trabajar más duro en mi trabajo de lo que debiera, debido a la incompetencia de las personas con quien trabajo.	1	2	3	4	5	6
17	Me gusta hacer las cosas que hago en mi trabajo.	1	2	3	4	5	6
18	Las metas de esta empresa no me son claras.	1	2	3	4	5	6

	LEA CUIDADOSAMENTE CADA PREGUNTA. LUEGO HAGA UN CÍRCULO EN EL NÚMERO QUE MÁS SE ACERCA A SU OPINIÓN.	Totalmente en desacuerdo	Muy en desacuerdo	En desacuerdo	De acuerdo	Muy en acuerdo	Totalmente de acuerdo
19	Me siento despreciado por la empresa cuando pienso en lo que me pagan.	1	2	3	4	5	6
20	Las personas adelantan aquí tan rápidamente como en otras empresas.	1	2	3	4	5	6
21	Mi supervisor muestra muy poco interés en los sentimientos de sus subordinados.	1	2	3	4	5	6
22	El conjunto de beneficios que tenemos es equitativo.	1	2	3	4	5	6
23	Hay pocas recompensas para los que trabajan aquí.	1	2	3	4	5	6
24	Tengo demasiado que hacer en el trabajo.	1	2	3	4	5	6
25	Disfruto de mis compañeros de trabajo.	1	2	3	4	5	6
26	A menudo siento que no sé lo que esta pasando con la compañía.	1	2	3	4	5	6
27	Siento orgullo en hacer mi trabajo.	1	2	3	4	5	6
28	Me siento satisfecho(a) con mis oportunidades de aumentos de sueldo.	1	2	3	4	5	6
29	Hay beneficios que no tenemos, que deberíamos tener.	1	2	3	4	5	6
30	Me agrada mi supervisor.	1	2	3	4	5	6
31	Tengo demasiado papeleo.	1	2	3	4	5	6
32	No siento que mis esfuerzos son remunerados como deberían ser.	1	2	3	4	5	6
33	Estoy satisfecho con mis oportunidades de promoción.	1	2	3	4	5	6
34	Hay demasiadas discusiones y peleas en el trabajo.	1	2	3	4	5	6
35	Mi trabajo es agradable.	1	2	3	4	5	6
36	Las tareas asignadas no siempre son totalmente explicadas.	1	2	3	4	5	6
37	El uso de la computadora me ayuda a hacer mi trabajo mejor.	1	2	3	4	5	6
38	La integración de la tecnología es instrumental para comunicarme mejor con otros (huéspedes, compañeros y supervisores)	1	2	3	4	5	6
39	No estoy satisfecho con la oportunidad de integrar la tecnología en mi trabajo.	1	2	3	4	5	6
40	Me siento satisfecho con el equipo tecnológico asignado a mí para hacer mi trabajo.	1	2	3	4	5	6
41	Me siento mejor cuando realizo mis tareas con la tecnología mas avanzada disponible	1	2	3	4	5	6

Parte III. Perfil demográfico.

Los siguientes factores demográficos permitirán a los investigadores comparar los factores de satisfacción laboral en los empleados de la industria hotelera de Puerto Rico. Lea cuidadosamente cada pregunta y seleccione la mejor alternativa.

42. Generación:

- Nací antes de 1946
- Nací entre 1946 - 1949
- Nací entre 1950 - 1959
- Nací entre 1960 - 1964
- Nací entre 1965 - 1969
- Nací entre 1970 - 1974
- Nací entre 1975 - 1979
- Nací entre 1980 - 1989
- Nací entre 1990 - 1996
- Nací s después de 1996

43. Género:

Femenino Masculino

44. Educación:

- Menos de escuela superior
- Escuela Superior
- Algo de universidad o un certificado
- Grado Asociado
- Bachillerato
- Maestría

45. Estado civil: Casado Soltero

46. Departamento en el que trabaja:

- Front Desk
- Reservaciones
- Housekeeping
- Ingeniería
- Cocina
- Food and Beverage
- Ventas o Mercadeo
- Actividades al aire libre
- Oficinas Administrativas
- Otro: Por favor, especifique _____

47. Número de años y meses en el actual hotel:

Años meses

48. Posición:

- Empleado de línea
- Supervisor
- Gerente

49. Número de años y meses en el cargo actual:

Años meses

50. Número de años y meses trabajando en la industria hotelera:

Años meses

51. Sueldo, incluyendo propinas:

- \$ 7.25 por hora o \$ 13,920 al año (salario mínimo) o menos
- Entre \$ 7.26 y \$ 7.99 por hora, o entre \$ 13,921 a \$ 15,341 al año
- Entre \$ 8.00 y \$ 8.99 por hora, o entre \$ 15,342 a \$ 17,261 al año
- Entre \$ 9.00 y \$ 9.99 por hora, o entre \$ 17,262 a \$ 19,181 al año
- Entre \$ 10.00 y \$ 10.99 por hora, o entre \$ 19,182 a \$ 21,101 al año
- Entre \$ 11.00 y \$ 12.31 por hora, o entre \$ 21,102 a \$ 23,359 al año
- \$ 23,360 al año (salario mínimo para los supervisores exentos)
- Entre \$ 12.32 y \$ 12.49 por hora, o entre \$ 23,361 a \$ 23,981 al año
- Entre \$ 12.50 y \$ 15.00 por hora, o entre \$ 23,982 a \$ 28,800 al año
- Entre \$ 28,801 a \$ 35,000 al año
- Más de \$ 35.000 al año

52. Clasificación de empleo

- Full Time
- Part Time
- On Call

¡Gracias por su cooperación y tiempo!

Appendix G: Hotels in Puerto Rico by size

Hotel	Large Hotels- 300 and up	rooms
1	Caribe Hilton Hotel	810
2	Condado Plaza	570
3	El Conquistador Resort	750
4	Gran Melia	486
5	Sheraton Convention Center	503
6	Wyndham Riomar	600
7	Ritz Carlton	416
8	Intercontinental San Juan	398
9	San Juan Marriott	525
10	El San Juan Hotel	382
Total rooms for large size hotels		5440

Hotel	Midsized- 76- 299 rooms	rooms
11	Best Western Airport	125
12	Copamarina	106
13	Courtyard Aguadilla	152
14	Courtyard Isla Verde	260
15	Courtyard Miramar	136
16	Dorado Beach	262
17	Doubletree	184
18	Embassy Dorado	174
19	Embassy San Juan	299
20	ESJ Towers	273
21	Fajardo Inn	97
22	Four Points Caguas	126
23	Wyndham Garden Hotel & Casino at Palmas del Mar	100
24	Hampton Inn	201
25	Hilton Ponce Golf and Casino Resort	253
26	Holiday Inn Express	115
27	Holiday Inn Mayaguez	141
28	Holiday Inn Ponce	116
29	Howard Johnson Isla Verde	115
30	Howard Johnson Ponce	120
31	La Concha A Renaissance Resort San Juan	248
32	Las Casitas Village	234
33	Mayaguez Resort & Casino	140
34	Ambassador Plaza	233
35	Rincón Beach Resort	112

Hotel	Midsized- 76- 299 rooms	rooms
36	Rincon of the Seas	112
37	San Juan Beach Hotel	96
38	San Juan Water and Beach	78
39	Sheraton Old San Juan	240
40	The St. Regis Bahia Beach Resort	139
41	Verdanza	222
42	W Retreat & Spa	156
Total rooms for mid-size hotels		5365

Hotel	Small Hotels- less than 76	rooms
43	Acacia Seaside Inn	21
44	At Wind Chimes Inn, Boutique Hotel	22
45	Borinquen Beach Inn	12
46	Bosque Floriham	12
47	Caribe Playa Beach Resort	32
48	Casa Castellana B & B, Corp.	4
49	Casa Cubuy Eco lodge	10
50	Casa De Amistad	7
51	Casa Del Caribe	13
52	Casa Grande Mountain Retreat	20
53	Casa Isleña Inn	9
54	Casa Vista Del Mar Vacation	5
55	Ceiba Country Inn	9
56	Cielo Mar Hotel	72
57	Club Seabourne	14
58	Coconut Palms Guest House	6
59	Comfort Inn San Juan	56
60	Condo-Resort Bahia Marina Culebra Island	17
61	Coquí Inn-Green Isle	17
62	Coral by the Sea Hotel & Restaurant	68
63	Coral Princess Hotel	25
64	Rainforest & Ocean View Inn	12
65	Dos Ángeles Del Mar Guest House	5
66	El Canario By the Lagoon	44
67	El Canario Inn	25
68	El Caney Lodge	75
69	El Pedregal Hotel	35
70	Grupo Pelicano Culebra Inc.	6
71	Hacienda Tamarindo	16
72	Hector's By The Sea	3

Hotel	Small Hotels- less than 76	rooms
73	Hix Island House	13
74	Horned Dorset Primavera	31
75	Hostería Del Mar	8
76	Hotel Bélgica	20
77	Hotel De Diego Inc.	15
78	Hotel Miramar	50
79	Inn on the Blue Horizon	10
80	La Playa Hotel	15
81	Las Palmas Inn	10
82	Lazy Parrot, The	21
83	Lemontree Oceanfront Cottages	6
84	Lighthouse Plaza Hotel Cabo Rojo	60
85	Lucia Beach Villas, Inc.	15
86	Luquillo Sunrise Beach Inn	14
87	Mamacitas Guest House Bar & Restaurant	10
88	Marina De Salinas & Posada El Náutico	32
89	Melia Hotel	73
90	Milano Hotel	30
91	Molino Inn, Hotel	20
92	Numero Uno Hospitality Corp.	11
93	Olimpo Court Hotel	43
94	Palmas De Lucia Parador	34
95	Parador Costa Del Mar	16
96	Parador Guánica 1929	27
97	Parador Mauna Caribe	52
98	Pineapple Inn	6
99	Posada La Hamaca Guest House	9
100	Quality Inn El Portal	47
101	Rainforest Inn	3
102	Ramada Ponce	70
103	Rincon Inn	17
104	Rio Grande Plantation	15
105	Rosa Del Mar, Hotel	30
106	San Juan Park Hotel	28
107	San Miguel Plaza Hotel	44
108	Tamarindo Estates Beach Resort	12
109	Tamboo Beside The Pointe	8
110	The Cervantes	12
111	Tres Palmas Inn	18
112	Turtle Bay Inn	12

Hotel	Small Hotels- less than 76	rooms
113	Villa Antonio (Parador)	61
114	Villa Cofresí Hotel	63
115	Villa Montana Beach Resort	72
Total rooms for small hotels		1835

Appendix H: Letter to promote employee's participation in English

Memorandum

To: All Hotel Employees

CC: [Click here and type name]

From: [Click here and type name]

Date: 6/11/2012

Re: Puerto Rico Hotel Employees' Job Satisfaction Study

Greetings:

Oklahoma State University and Universidad del Este is conducting a study to determine the level of satisfaction of employees working in hotels. This study will investigate whether there are significant differences between generations and job satisfaction. The overall results of this study will enable interested hotels to adjust the strategies used to increase job satisfaction and thus improve productivity.

This is the first time that hotel workers in Puerto Rico will have the opportunity to participate in a scientific study to determine job satisfaction and the researcher wants to ensure that all interested employees have the opportunity to express their views. Most of the hotels members of PRHTA are participating in this initiative.

Your participation in this study is anonymous and voluntary. The questionnaire was developed to ensure that your personal information is not related to you and the only purpose of the study is to collect general data of the employees working in hotels in Puerto Rico. Employees under 18 cannot participate.

The appointed date to participate will be (date), 2012 from 9-12 PM and 6-8 PM. Save the date, tell your colleagues and we will make history in Puerto Rico.

If you need additional information, please contact your human resources office or directly to the principal investigator of this study: Omar J. Pagan, Omar.pagan@okstate.edu or ue_opagan@suagm.edu.

Thank you!

Appendix I: Letter to promote employee's participation in Spanish

Memorandum

A: Todos los empleados del Hotel
CC: [Click **here** and type name]
De: [Click **here** and type name]
Fecha: 11/11/2012
Re: Estudio de Satisfacción laboral en hoteles de Puerto Rico

Saludos cordiales:

Oklahoma State University y la Universidad del Este se encuentra realizando un estudio para determinar el nivel de satisfacción que los empleados que trabajan en hoteles. Este estudio investigará si existen diferencias significativas entre las distintas generaciones y la satisfacción laboral. Los resultados generales de este estudio permitirán a los hoteles interesados ajustar las estrategias que utilizan los patronos para aumentar la satisfacción en el empleo y de esta manera mejorar la productividad.

Esta será la primera vez que empleados de hoteles en Puerto Rico tendrán la oportunidad de participar en un estudio científico para determinar la satisfacción laboral y el investigador quiere asegurarse de que todos los empleados interesados tengan la oportunidad de expresar sus opiniones. Gran parte de los hoteles miembros de la PRHTA participarán de esta iniciativa.

Su participación en este estudio es anónima y voluntaria. El cuestionario fue desarrollado para asegurar que su información personal no se relaciona con usted y el único propósito del estudio es recopilar los datos generales de los empleados que laboran en hoteles en Puerto Rico. Empleados menores de 18 años no podrán participar del estudio.

La fecha establecida para poder participar será el (fecha) de 9-12 PM y de 6-8 PM. Separa la fecha, infórmale a tus compañeros y vamos a hacer historia en Puerto Rico.

Si necesitas información adicional, puedes comunicarte con tu oficina de recursos humanos o directamente al investigador principal de este estudio: Omar J. Pagán, Omar.pagan@okstate.edu o ue_opagan@suagm.edu. Gracias!

Appendix J: IRB Authorization Letter

Oklahoma State University Institutional Review Board

Date: Wednesday, June 20, 2012
IRB Application No HE1242
Proposal Title: Employee Satisfaction From a Generational and Gender Perspective in the Puerto Rico Lodging Industry: An Exploratory Study
Reviewed and Processed as: Exempt

Status Recommended by Reviewer(s): Approved Protocol Expires: 6/19/2013

Principal Investigator(s):

Omar J. Pagan	Sheila Scott-Halsell
210 HS	210 HES
Stillwater, OK 74078	Stillwater, OK 74078

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

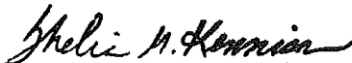
The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval. Protocol modifications requiring approval may include changes to the title, PI, advisor, funding status or sponsor, subject population composition or size, recruitment, inclusion/exclusion criteria, research site, research procedures and consent/assent process or forms.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Beth McTernan in 219 Cordell North (phone: 405-744-5700, beth.mcternan@okstate.edu).

Sincerely,



Shelia Kennison, Chair
Institutional Review Board

**Appendix B: Letter to Request Permission to Use Their Facilities to Conduct the Study
to Owners and General Managers of Selected Hotels**

Dear Mr. _____ :

Greetings from the entire faculty from Oklahoma State University and Universidad del Este. As part of the requirements for the completion of a Ph.D. in Hospitality Management, I have to develop a research study in the Hospitality field. After examining various topics and previous researches, I determined that one of the most important labor issue human resources professional are dealing today is the increase in challenges dealing with job satisfaction, especially now that a new generation of young professionals is entering the workforce. This new generation (Generation Y) brings a new paradigm to the workforce, affecting turnover, job dissatisfaction, resentment among other workers, resulting in low productivity and a decrease in customer satisfaction.

In order to identify how managers in Puerto Rico can overcome these challenges, I reviewed the available literature in job satisfaction. While this topic had been widely study in the USA and Europe, I identified that in Puerto Rico no formal studies had ever been performed to measure the industry's job satisfaction. As a result, human resources managers and managers are not fully aware if significant differences exist among generations, gender, position and the job satisfaction factors (pay, promotion opportunities, supervisor, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, communication or technology).

Based on this idea, we have decided to conduct an exploratory study on the Generational Effect of Employee Job Satisfaction in the Puerto Rico Hotel Industry. As such, I would like your permission to distribute a questionnaire among your hotel employees that will capture their perception towards these topics. All data gather will be confidential and will not be linked to any employee to protect their confidentiality. Participation in this study will be voluntarily. However, the hotel's support and employee's participation in this initiative will reflect a clearer scenario into the discovery of the Industry Perception resulting in stronger recommendations to offset these challenges.

I would also appreciate if we can meet for 30 minutes with you and the contact person you designate to explain in detail the study's purpose and objectives and to clarify any other question you may have.

We will be calling your office next week to set the meeting on a day and time that best fits your schedule.

Best regards,

Omar J. Pagán
Primary Investigator/ Ph.D. Student/ Associate Professor Universidad del Este

Oklahoma State Univ.
IRB
Approved <u>6/20/12</u>
Expires <u>2/19/13</u>
#IRB <u>11E-12-42</u>

**APPENDIX C: CONSENT TO PARTICIPATE IN A RESEARCH STUDY
OKLAHOMA STATE UNIVERSITY**

PROJECT TITLE: EMPLOYEE SATISFACTION FROM A GENERATIONAL AND GENDER PERSPECTIVE IN THE PUERTO RICO LODGING INDUSTRY: AN EXPLORATORY STUDY

INVESTIGATORS: Omar J. Pagán, Ph.D. Candidate; Oklahoma State University/ Associate Professor, Universidad del Este, Carolina P.R.

PURPOSE:

The purpose of this study is to investigate if the demographic differences that exist between cohorts, such as age and gender, have a significant effect on job satisfaction. More specific, the study explores if significant differences exist with regard to job satisfaction between the various generational cohorts of frontline hotel employees in Puerto Rico.

PROCEDURES:

The research study will be conducted in a form of a written questionnaire. The questionnaire will include 62 questions and will take approximately 20 minutes of your time. The topics included in the interview will investigate what are the most important factors that hotel employees in Puerto Rico consider that increases their job satisfaction.

RISKS OF PARTICIPATION:

There are no risks associated with this project, including stress, psychological, social, physical, or legal risk which are greater, considering probability and magnitude, than those ordinarily encountered in daily life. If, however, you begin to experience discomfort or stress in this project, you may end your participation at any time. You are also free not to answer any question if you find it personal or sensitive.

BENEFITS OF PARTICIPATION:

You may gain an appreciation and understanding of how research is conducted.

CONFIDENTIALITY:

All information about you will be kept confidential and will not be released. Only primary investigators will have an access to the questionnaires. A special coding system will be used to protect the confidentiality of the interviewees. The coding key and data will be kept separately. The questionnaires will be saved for one year after the publication of the results on the computer of the primary investigator at the Universidad del Este office in an archive with a special password known only to the investigator. Results from this research study may be

Okla. State Unli IRB
Approved <i>6/20/14</i>
Expires <i>6/19/15</i>
IRB # <i>14E-12-4e</i>

presented at professional meetings or in publications. You will not be identified individually; we will be looking at the group as a whole.

COMPENSATION:

There is no compensation for participation in this research study.

CONTACTS:

You may contact the researcher at the following addresses and phone numbers, should you desire to discuss your participation in the research study and/or request information about the results of the research study: Omar J. Pagán, Ph.D. Candidate/ Associate Professor, PO Box 2010 Carolina PR 00984-2010, (787) 257-7373 ext. 3001. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, (405) 744-3377 or irb@okstate.edu

PARTICIPANT RIGHTS:

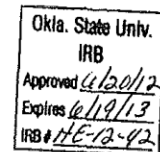
Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time, without penalty.

CONSENT DOCUMENTATION:

I have been fully informed about the procedures listed here. I am aware of what I will be asked to do and the benefits of my participation. I also understand the following statement:

I affirm that I am 18 years of age or older.

By completing the survey, you are giving your consent to participate.



CONSENTIMIENTO PARA PARTICIPAR EN UN ESTUDIO DE INVESTIGACIÓN
OKLAHOMA STATE UNIVERSITY

TITULO DEL PROYECTO: ESTUDIO DE SATISFACCIÓN DESDE UNA PERSPECTIVA
GENERACIONAL Y GÉNERO EN LA INDUSTRIA HOTELERA: ESTUDIO EXPLORATORIO

INVESTIGADORES: Omar J. Pagán, Candidato Doctoral, Oklahoma State University/
Catedrático Asociado, Universidad del Este, Carolina P.R.

PROPÓSITO:

El propósito de este estudio es investigar si las diferencias demográficas que existen entre las cohortes, como la edad y el género, tienen un efecto significativo sobre la satisfacción laboral.

Más específico, el estudio explora si existen diferencias significativas con respecto a la satisfacción en el trabajo entre las distintas cohortes generacionales de los empleados del hotel de primera línea en Puerto Rico. .

PROCEDIMIENTOS:

El estudio de investigación se llevará a cabo mediante un cuestionario escrito. El cuestionario incluye 62 preguntas y requerirá aproximadamente 20 minutos de su tiempo. Los temas incluidos en la entrevista a investigar son relacionados a cuáles son los factores más importantes que los empleados del hotel en Puerto Rico consideran que aumenta su satisfacción en el trabajo.

RIESGOS DE LA PARTICIPACIÓN:

No existen riesgos asociados con este proyecto, incluyendo el estrés, psicológicos, sociales, físicos, o el riesgo legal que son mayores, teniendo en cuenta la probabilidad y magnitud, que los que normalmente se encuentran en la vida cotidiana. Sin embargo, si usted comienza a experimentar malestar o estrés en este proyecto, usted puede terminar su participación en cualquier momento. Usted también es libre de no contestar alguna pregunta si lo encuentra personal o confidencial.

BENEFICIOS DE LA PARTICIPACIÓN:

Usted puede obtener una apreciación y comprensión de cómo la investigación se lleva a cabo.

CONFIDENCIALIDAD:

Toda la información acerca de usted se mantendrá confidencial y no será compartida. Sólo los investigadores primarios tendrán un acceso a los cuestionarios. Un sistema especial de

Okla. State Univ. IRB
Approved <u>6/20/12</u>
Expires <u>6/19/13</u>
IRB # <u>15-12-42</u>

codificación se utiliza para proteger la confidencialidad de los entrevistados. La clave de codificación y los datos se guardan por separado. Los cuestionarios se guardarán durante un año después de la publicación de los resultados en el equipo del investigador principal en la oficina de la Universidad del Este, en un archivo con una contraseña especial que sólo conoce el investigador. Los resultados de este estudio de investigación se pueden presentar en las reuniones profesionales o en las publicaciones. Usted no va a ser identificado individualmente, sino que se estará presentando al grupo como un todo.

COMPENSACIÓN:

No hay compensación por la participación en este estudio de investigación.

CONTACTOS:

Usted puede ponerse en contacto con el investigador en la siguiente dirección y número de teléfono, si usted desea hablar de su participación en el estudio de investigación y / o solicitar información acerca de los resultados del estudio de investigación: Omar J. Pagán, Catedrático Asociado, ISHCA, PO Box 2010 Carolina, PR 00984-2010, (787) 257-7373 ext. 3001. Si usted tiene preguntas sobre sus derechos como voluntario de una investigación, puede comunicarse con la Dra. Sheila Kennison, Presidente del IRB, 219 Cordell Norte, Stillwater, OK 74078, (405) 744-3377 o irb@okstate.edu

DERECHOS DE LOS PARTICIPANTES:

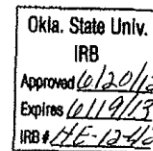
Su participación en esta investigación es voluntaria. No hay penalidad por negarse a participar, y usted es libre de retirar su consentimiento y la participación en este proyecto en cualquier momento, sin penalidad.

CONSENTIMIENTO DE DOCUMENTACIÓN:

He sido completamente informado acerca de los procedimientos que se enumeran aquí. Estoy consciente de lo que se me está solicitando y los beneficios de mi participación. También entiendo la siguientes declaración:

Afirmo que tengo 18 años de edad o más.

Al completar este cuestionario, usted esta dando su consentimiento para participar.



Memorandum

To: All Hotel Employees
CC: [Click here and type name]
From: [Click here and type name]
Date: 6/11/2012
Re: Puerto Rico Hotel Employees' Job Satisfaction Study

Best regards:

Oklahoma State University and Universidad del Este is conducting a study to determine the level of satisfaction of employees working in hotels. This study will investigate whether there are significant differences between generations and job satisfaction. The overall results of this study will enable interested hotels to adjust the strategies used to increase job satisfaction and thus improve productivity.

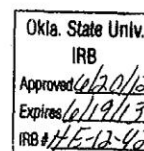
This is the first time that hotel workers in Puerto Rico will have the opportunity to participate in a scientific study to determine job satisfaction and the researcher wants to ensure that all interested employees have the opportunity to express their views. Most of the hotels members of PRHTA are participating in this initiative.

Your participation in this study is anonymous and voluntary. The questionnaire was developed to ensure that your personal information is not related to you and the only purpose of the study is to collect general data of the employees working in hotels in Puerto Rico. Employees under 18 cannot participate.

The appointed date to participate will be _____, 2012 from 9-12 PM and 6-8 PM. Save the date, tell your colleagues and we will make history in Puerto Rico.

If you need additional information, please contact your human resources office or directly to the principal investigator of this study: Omar J. Pagan, Omar.pagan @ okstate.edu or ue_opagan@suagm.edu..

Thank you!



Memorandum

A: Todos los empleados del Hotel
CC: [Click here and type name]
De: [Click here and type name]
Fecha: 6/18/2012
Re: Estudio de Satisfacción laboral en hoteles de Puerto Rico

Saludos cordiales:

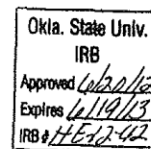
Oklahoma State University y la Universidad del Este se encuentra realizando un estudio para determinar el nivel de satisfacción que los empleados que trabajan en hoteles. Este estudio investigará si existen diferencias significativas entre las distintas generaciones y la satisfacción laboral. Los resultados generales de este estudio permitirán a los hoteles interesados ajustar las estrategias que utilizan los patronos para aumentar la satisfacción en el empleo y de esta manera mejorar la productividad.

Esta será la primera vez que empleados de hoteles en Puerto Rico tendrán la oportunidad de participar en un estudio científico para determinar la satisfacción laboral y el investigador quiere asegurarse de que todos los empleados interesados tengan la oportunidad de expresar sus opiniones. Gran parte de los hoteles miembros de la PRHTA participarán de esta iniciativa.

Su participación en este estudio es anónima y voluntaria. El cuestionario fue desarrollado para asegurar que su información personal no se relaciona con usted y el único propósito del estudio es recopilar los datos generales de los empleados que laboran en hoteles en Puerto Rico. Empleados menores de 18 años no podrán participar del estudio.

La fecha establecida para poder participar será el fecha de 9-12 PM y de 6-8 PM. Separa la fecha, infórmale a tus compañeros y vamos a hacer historia en Puerto Rico.

Si necesitas información adicional, puedes comunicarte con tu oficina de recursos humanos o directamente al investigador principal de este estudio: Omar J. Pagán, Omar.pagan@okstate.edu o ue_opagan@suagm.edu. Gracias!



VITA

Omar J. Pagán

Candidate for the Degree of

Doctor of Philosophy

Thesis: EMPLOYEE SATISFACTION FROM A GENERATIONAL AND GENDER
PERSPECTIVE IN THE PUERTO RICO LODGING INDUSTRY: AN
EXPLORATORY STUDY

Major Field: Human Sciences

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in your major at
Oklahoma State University, Stillwater, Oklahoma in December, 2012.

Completed the requirements for the Master of Science in Hotel and Food
Service Management at Florida International University, North Miami, Florida
in 2008.

Completed the requirements for the Bachelor of Sciences in Hotel and
Restaurant Management at University of Puerto Rico, Carolina, Puerto Rico in
1994.

Experience:

Associate Professor 2007 to present
Universidad del Este, Carolina P.R.

Academic Dean August 2003-December 2010
José A. (Tony) Santana, International School of Hospitality and Culinary Arts
Universidad del Este, Carolina P.R.

Assistant Professor 2003 to present
Universidad del Este, Carolina P.R.

Professional Memberships:

Puerto Rico Hotel and Tourism Association 1999 to present
Meeting Professionals International 2009 to present