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**AN EXAMINATION OF JOB SATISFACTION OF HOTEL GENERAL MANAGERS
BASED ON HOTEL SIZE AND SERVICE TYPE**

**A Thesis in
Man-Environment Relations
by**

William D. Frye

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**Submitted in Partial Fulfillment
of the Requirements
for the Degree of**

Doctor of Philosophy

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ABSTRACT

The organizational structure for hotels may vary greatly based on market positioning, expenditure of resources, staffing levels, management philosophy, corporate policies, and purposive segmentation. As a consequence, extended stay and limited service hotels typically have a lack of food and beverage offerings as well as a smaller organizational structure with fewer salaried staff and a lower number of employees per room. Because of the flatter organizational structure and decentralized hierarchical configuration of limited service and extended stay hotels, managerial job responsibilities may differ between these types of hotels and their full service counterparts. As job responsibilities vary, so too might approaches to ensuring job satisfaction. Therefore, the need exists for lodging management companies to be able to understand how job satisfaction of their key managers is affected by factors such as hotel size (as measured by number of available guestrooms), service type (as measured by intended segmentation), and additional intrinsic or extrinsic factors that serve as motivating drivers for hotel general managers.

Employing a survey methodology to collect data from an American, independent hotel management company, this study examined whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and explored the extent of the relationship between various intrinsic, extrinsic, and general motivational factors and overall job satisfaction.

Results indicate that general managers of larger hotels experienced slightly greater levels of job satisfaction than did those at smaller properties. Also, general

managers at full-service hotels enjoyed slightly higher levels of job satisfaction than did those who administered limited-service properties. Yet, the satisfaction levels were not significantly different. It was concluded that neither hotel size nor service type significantly impact the job satisfaction of general managers. In further analysis, it was determined that the extent of control that both the general manager and his supervisor exercise over the GM's job (job latitude) and the extent and quality of the interactions between corporate headquarters and the GM's hotel (corporate relations) have the greatest impact on the overall determination of general manager job satisfaction.

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Knowledge is the sustenance of man. The educational process is a continuous, lifelong activity that nurtures his mind and provides fodder for the enlightenment of his soul. Embarking on an education in order to obtain knowledge and seek enlightenment is an arduous task; it requires significant sacrifice and substantial devotion on the part of the inquirer. Yet, along the educational journey the student often finds support in his endeavors from family, friends, and the educational community. For me the latter has been the case. This dissertation represents the culmination of 14 years of university studies in my quest for knowledge and my journey of enlightenment. I have been privileged to learn from, research among, and teach with some of the finest educators in Academia; individuals who have dedicated their time and shown their patience to help me along on my journey. It is appropriate to thank those who helped me get here.

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DEDICATION

This dissertation is dedicated to my fiancée, Titiya. The completion of this thesis represents the culmination of 14 years of educational sacrifice on my part and 4 years of us waiting, separated by 13,000 miles, before we could begin our uninterrupted journey together. It has been well worth the wait.

CHAPTER I

INTRODUCTION

The organizational structure for hotels may vary greatly based on market positioning, expenditure of resources, staffing levels, management philosophy, corporate policies, and purposive segmentation. Generally, limited-service and extended-stay hotels do not have a full range of food and beverage options. As a consequence, extended stay and limited service properties typically have a smaller organizational structure with fewer salaried staff and a lower number of employees per guestroom. Because of the flatter organizational structure and decentralized hierarchical configuration of limited service and extended stay hotels, managerial job responsibilities may differ between these types of hotels and their full service counterparts. As job responsibilities vary, so too might the satisfaction levels of hotel managers.

The measurement of a manager's job satisfaction has often been considered an important dimension of workplace productivity (Iaffaldano & Muchinsky, 1985; Petty, Mcgee, & Cavender, 1984). As an independent variable, job satisfaction is generally used to predict worker behaviors such as turnover, morale, and commitment to the organization (Mathieu & Zajac, 1990). As a dependent variable, satisfaction is frequently used to assess the relationship of employee characteristics on staff satisfaction. Job satisfaction is generally attributed to various intrinsic and extrinsic factors that are motivators of employee behaviors. How an employee perceives and feels about these various factors and how they affect their job is the basis for assessing job satisfaction.

For this reason, this study has explored which intrinsic and extrinsic factors have an influence on the job satisfaction of hotel general managers.

Problem Statement

If job responsibilities are indeed different between managers of different size lodging properties or dissimilar service levels, approaches to ensuring job satisfaction may have to differ as well since one traditional approach may not be adequate.

Considering that the eight largest hotel companies now control 66 brands in the lodging industry because of segmentation strategies (Robertshaw, 1999), it is appropriate that hospitality management companies should be concerned about their investments in *human capital*. Researchers and practitioners alike agree that the cost to retain existing personnel is considerably less than the expenses that must be incurred to advertise for a vacant position, filter through and interview the various applicants, select the right person for the job, and to train the successful candidate to corporate standards.

Generally, the time and expense of this recruitment, selection, and training process is significantly greater for vacant management positions than for line level positions. Therefore, the need exists for lodging management companies to be able to ascertain the job satisfaction of their key managers, how it is affected by the factors of hotel size (as measured by number of available guestrooms) and service type (as measured by intended segmentation), and what intrinsic and extrinsic factors serve as the motivating drivers for hotel general managers.

Purpose of the Study

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction.

Research Questions

Accordingly, the following questions were addressed in this study:

- R₁: What is the extent of the relationship between hotel size and general managers' job satisfaction in the lodging industry?**
- R₂: What is the extent of the relationship between hotel service type and general managers' job satisfaction in the lodging industry?**
- R₃: What is the extent of the relationship between hotel service type when combined with hotel size on general manager's job satisfaction in the lodging industry?**
- R₄: What is the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction of hotel general managers?**

Objectives of the Study

In an attempt to answer each of these research questions, three null and alternative research hypotheses were evaluated based on empirical data analysis and statistical testing using parametric and nonparametric measures. The first hypothesis will address the effects of hotel service type on general manager job satisfaction. The second hypothesis will examine the effects of hotel service type on general manager job satisfaction. The third hypothesis will consider the interaction effect of both of the aforementioned independent variables on general manager job satisfaction.

Hotel Size

In their comprehensive review of pre-1965 research literature examining the effects of organizational structures on employee job attitudes, Porter and Lawler (1965) determined that two sub-organizational properties impact job attitudes, especially job satisfaction. Organizational level and subunit size were both critical factors. Because pre-1965 studies reveal that job satisfaction increases with one's level of management, Porter and Lawler (1965) concluded that middle managers are more satisfied than those below them in the organization, but less satisfied than upper management. Also based on the findings of Strauss and Sayles (1960) and Viteles (1953), Porter and Lawler (1965) concluded that small organization subunits exhibit higher levels of morale, productivity, and job satisfaction while maintaining lower rates of turnover, absence, and accidents. Hence, the size of the work group affects both output and work attitudes. Though the research was not conducted using hospitality related samples, both of these findings are significant to the lodging industry and the focus of this research.

Mount and Frye (2000) conducted a study to determine if hotel size and service type impacted the overall job satisfaction of employees in an independent lodging management company. Initial findings indicated that hotel size itself did not have an effect on line-level employee satisfaction. However, when the responses of management personnel were analyzed, the impact of hotel size on manager job satisfaction was not as conclusive. Therefore, further investigation into the effect of hotel size on manager satisfaction was warranted.

This study examined the job satisfaction of hotel general managers of an independent lodging company as influenced by hotel size and service type. While the researchers controlled for organizational level by examining only a single management position within each subunit (hotel) of the organization (participating hotel company), the size and service types of the subunit did vary. Therefore, this study was able to support or refute Porter and Lawler's conclusions regarding organizational size as a background indicator for the lodging industry.

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and Hotel Size

H₀₁: There is no relationship between the job satisfaction of hotel general managers and hotel size.

H_{A1}: There is a relationship between the job satisfaction of hotel general managers and hotel size.

Hotel Service Type

Mount and Frye's study (2000) also examined whether hotel service type impacted the overall job satisfaction of employees in an independent lodging management company. Initial findings indicated that there was a significant difference between the job satisfaction of line-level employees in full-service hotels and those that worked in limited service properties. While the limited-service line employees enjoyed significantly higher levels of job satisfaction, their managers did not. In fact, it appeared that full-service managers experienced greater job satisfaction than did their limited-service counterparts. Hence, further investigation into the effect of hotel service type on manager satisfaction is appropriate.

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and Hotel Service Type

H₀₂: There is no relationship between the job satisfaction of hotel general managers and hotel service type.

H_{A2}: There is a relationship between the job satisfaction of hotel general managers and hotel service type.

Hotel Size and Service Type

It was necessary to examine for any interaction effects that hotel size and service type may have on each other. Mount & Frye's study (2000) found that when studying the relationship of employee satisfaction for each rooms division department to the number of guest rooms, a significant relationship was noted for front desk employees in the full-

service hotels. While this combination effect was not significant for limited-service front desk employees, it did indicate that the interaction of the two independent variables could influence the dependent variable. For this reason, it was prudent to examine for possible interaction effects that hotel size may have on general manager job satisfaction when combined with service type:

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and the Interaction Effects of Hotel Size and Hotel Service Type

H_{O3}: There is no relationship between the job satisfaction of hotel general managers and hotel service type when service type is combined with hotel size.

H_{A3}: There is a relationship between the job satisfaction of hotel general managers and hotel service type when service type is combined with hotel size.

Intrinsic, Extrinsic, and General Motivational Factors

Job satisfaction can be conceptualized in a variety of ways, including extrinsic, intrinsic, and general satisfaction. Segmenting satisfaction with the job into components relating to the employee, relating to the nature of the job itself, and those relating to the job, but external to it, is an approach incorporated into some of the most widely studied models of satisfaction (Bagozzi, 1980; Porter & Lawler, 1968; Walker, Churchill, & Ford, 1977).

Extrinsic satisfaction is derived from the rewards and benefits given to an individual by an organization, his peers, or superiors (Bhuiyan & Islam, 1996).

Sometimes referred to as hygiene factors (Herzberg, Mausner, Peterson, & Capwell,

1957), these facets are external to the job itself and often affect the level of dissatisfaction experienced by an employee more than determining his satisfaction (Lucas, 1985). While certain levels of extrinsic rewards and comforts are necessary for a job to achieve its motivating potential, in and of themselves extrinsic job characteristics are not sufficient to determine intrinsic motivation (Lambert, 1991). Such extrinsic characteristics usually include compensation, job security, tenure, seniority, opportunity for promotion, quality of coworker relationships, and job safety.

Intrinsic motivation is defined as the extent to which workers are motivated for reasons other than financial reward, such as feelings of heightened self-esteem, personal growth, and worthwhile accomplishment (Pritchard & Peters, 1974). The level of intrinsic motivation experienced by a particular worker and the extent of intrinsic job satisfaction depends to a great extent on the fit between the employee and the job (Lawler, Hackman, & Kaufman, 1973). Intrinsic satisfaction refers to the inherent fulfillment that a worker obtains in the course of performing the work and experiencing the feelings of accomplishment and self-actualization (Cherniss & Kane, 1987). These fulfillments usually represent all five levels in Maslow's *Hierarchy of Needs* (1954) and may be characterized by career opportunity, job autonomy, skill variety, task identity, skill utilization, task significance, feedback, and perceived power.

General satisfaction refers to an aggregation of satisfaction with various job facets or an aggregation of a few measures of general satisfaction (Bhuiyan & Islam, 1996; Hackman & Oldham, 1980; Levin & Stokes, 1989). Weiss, Dawis, England, and Lofquist (1967) measure general satisfaction as the aggregate of an employee's perception of twelve intrinsic facets and six extrinsic rewards derived from their job plus

the technical abilities of the employee's supervisor and the humanistic relationship between the employee and the supervisor. Building on the aforementioned study by Mount and Frye (2000), this research employed a modified version of Weiss, Dawis, England, and Lofquist's (1967) Minnesota Satisfaction Questionnaire to calculate the overall job satisfaction of the hotel general managers and explored the extent of the relationship between its intrinsic and extrinsic factors.

Research Question

R₄: What is the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction of hotel general managers?

Definition of Terms

In its 1997 *Directory of Hotel & Motel Companies*, the American Hotel & Motel Association (AH&MA) defines nine terms used to classify or segment hotels. The nature of these terms is derived based either on perceived guestroom rate prices that a guest would normally expect to pay for one night's lodging or based on the extent of service, product offerings, and amenity levels that a guest would perceive the lodging property would normally provide to its guests. According to the AH&MA, the first method of segmenting hotel types is based on price and includes hotels termed as *budget*, *economy*, *midmarket*, *upscale*, and *luxury* hotels. The second type of hotel segmentation, which is based on the level of service provided to guests, consists of *limited-service*, *extended-stay*, and *full-service* hotels. There is a general perception among guests and hotel operators alike that the room rates structures established by lodging operators are directly

correlated with the service quality, product offerings, and amenity levels the property has to offer its potential guests. These three classifications, hereafter referred to as “service types”, are defined in Table 1.

Table 1
Definitions of Hotel Service Type

<u>Service type</u>	<u>Definition</u>
Extended-stay	Hotels catering to guests on long trips with amenities like kitchens, washing machines, and weekly housekeeping.
Limited-service	Hotels that offer fewer amenities and services in exchange for lower rates.
Full-service	Hotels that offer a full range of services and amenities, like restaurants, room service, and health clubs.

Source: Adapted from the *Directory of Hotel & Motel Companies*, American Hotel & Motel Association, 1997, p. xvi.

The hotel organization structure for each of these types of hotels is different. Unlike their full-service counterpart, extended-stay and limited-service hotels do not have a full range of food and beverage options. While a food and beverage department is, in theory, a separate structure from other operating departments, the presence of a food and beverage department may change the dynamics of the workplace. Similarly, extended-stay and limited-service hotels typically have less salaried staff and a lower number of employees per room. In some cases certain service options are offered at a reduced level

(i.e. semi-weekly housekeeping service in an extended stay hotel). In other situations, some services may not be offered at all (i.e. no bell person in a limited service hotel).

It should be noted that the ninth classification of hotels, all-suite hotels, applies to properties that exclusively feature guestrooms with separate sleeping and living areas. However, the price scale and service spectrum for this classification may vary considerably. Because of the hybrid nature of all-suite hotels, each individual all-suite property must be separately assessed regarding price and service levels in order to appropriately classify it as limited-service, extended-stay, or full-service in nature.

Other terms applicable to this study are defined as follows:

1. **General Manager:** The chief operating officer of a hotel who is responsible for supervising hotel staff, administering policies established by the owners or chain managers, attracting guests, and ensuring that the guests are safe and well served during their visit.
2. **Job Satisfaction:** An emotional state resulting from the appraisal of one's job or job experiences and developed by various intrinsic and extrinsic factors.
3. **Intrinsic Job Satisfaction:** An emotional state that one derives from the job duties engaged in and reflecting the employee's attitude towards tasks of the job (Pritchard & Peters, 1974).
4. **Extrinsic Job Satisfaction:** An emotional state that one derives from the rewards associated with one's job that and which are controlled by the organization (Pritchard & Peters, 1974).
5. **General Motivational Factors:** Those motivation elements or "reinforcers" that contribute or detract from a worker's job satisfaction. Each general

motivational factor can be classified as either intrinsic, extrinsic, or neither but contributing to the supervisor/employee relationship. The classification of each of the general motivational factors is illustrated in Chapter II, Table 2.

6. Motivation: The process of allocating personal resources in the form of time and energy to various acts in such a way that the anticipated effect resulting from these acts is maximized (Naylor, Pritchard, & Ilgen, 1980).

Limitations

There were several limitations regarding this study. The greatest limitation was lack of generalizable results to organizations other than the participating hotel management company. The participating company that granted us permission to conduct this study regarding their properties and to survey their general managers is a leading independent hotel management company in the United States. Because the participating company is an independent lodging management company, feedback was provided by general managers representing diverse leading hotel brands. As such, this limitation actually strengthened the external validity of the research.

Additionally, the large geographical area that was applicable to the nature of the hotel industry, when coupled with the time constraints and limited financial resources of the investigator, inhibited the ability of the researcher to perform an in-depth survey analysis throughout the United States. Due to the financial costs and the time and labor issues associated with a study of such a magnitude, it was deemed impractical to attempt to obtain data from and generalize results to such a large sample.

Limitations associated with conducting cross-sectional research were also a consideration. Subjects of the study were asked to complete a single questionnaire that included sections regarding the respondent's demographic data and their perception regarding various facets that determine job satisfaction. The dependent variable data was primarily collected utilizing discretized attitude rating scales. Because there was a single self-administration of the questionnaire by each participant, the attitudes and perceptions of each respondent may have been subject to an altering influence depending on the disposition and frame of mind of each general manager as they completed the survey. Similarly, the data obtained illustrated the general perception of the hotel general managers at a single point in time, without regard to attitudes or preferences that may be affected or changed over time. While a panel study would have been more preferable to the researchers, time constraints and financial resources did not permit this approach.

The honesty and candor of the survey subjects was an integral facet of the study. While appropriate measures were taken to ensure the construct validity and internal consistency of the survey instrument, it was impossible to guarantee that the results would be unbiased. The survey instrument and data collection procedures promoted open and honest feedback; however, it was acknowledged that the actual validity of the study was predicated upon the subjects' truthfulness when responding.

Finally, the fourth research question employed an exploratory methodology. Exploratory research brings with it a different set of limitations in that the researcher cannot always be assured, even despite strong statistical evidence, that the findings are indeed generalizable to other populations. Subsequent research is often needed to validate previous findings.

Delimitations

The study was delimited to the surveyed sample size. The sample was composed of the current general managers of each hotel in the participating independent lodging management company's portfolio. The intended sample size was the general managers who administered 206 lodging properties in 35 states and provinces in the United States and Canada, including the District of Columbia.

The participating independent hotel management company was chosen because it represented a good cross section of lodging properties of different size and segmentation, including limited-service, extended stay, and full-service segment hotels. The ability to collect data from these three segment types was critical to the success of this study. Additionally, the participating company permitted the researcher to survey its general managers utilizing confidential means to protect the identity of each participant. Furthermore, based on the proposal submitted to the management company, no constraints were imposed in the attempt to collect data.

Organization of the Dissertation

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction.

The dissertation was organized into five chapters. In Chapter I, a brief discussion about job satisfaction and its role as an important dimension of workplace productivity

was presented. Additionally, the study's purpose, research questions, objectives, hypotheses, definition of terms, limitations, and delimitations were explained. Chapter II will discuss a review of the literature that is related to job satisfaction. It draws attention to the various components that comprise satisfaction and talks about the characteristics related to workers, jobs, and organizations and how they have been found to affect job satisfaction. Finally, an examination of previous studies of job satisfaction based upon the predictors of organizational size and segmentation external to the hospitality industry will be presented. Comprehensive explanations of the methods employed to design the study, collect information, and analyze the data will be discussed in Chapter III. The results and findings of the study will be offered in Chapter IV, while the conclusions and recommendations for managers and future researchers will be presented in Chapter V.

Summary

Because the organizational structure of hotels may vary considerably based upon their size or purposive segmentation, job responsibilities and management focus may differ as well. As a consequence, employee satisfaction, especially among general managers, may be motivated by different factors. This study examined whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and explored the extent of the relationship between various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. While Chapter I laid the framework for this study, Chapter II will discuss a review of literature related to job satisfaction.

CHAPTER II

REVIEW OF LITERATURE

Introduction

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. The first part of the literature review will discuss the concept of job satisfaction, offer various definitions of it as well as interpretations of its meaning, and explain the importance that job satisfaction plays in the workforce and the service industry. Next, this chapter will review selected research about job satisfaction and discuss the various components that researchers have identified as essential determinants of employee job satisfaction. These hypothesized determinants, as well as previously tested employee satisfaction questionnaires, are the basis for the development of the survey instrument that was used to assess the satisfaction levels of hotel general managers. The final section of this chapter will introduce previously conducted studies and their findings regarding job satisfaction as impacted by organizational size and segmentation.

Job Satisfaction

Smith, Kendall, and Hulin (1969) define job satisfaction as the feeling that a worker has about his or her job. Their definition corresponds both with the worker's concept of the meaning of the word and with the definition implied by research workers investigating the phenomena of satisfaction. Rejecting an earlier formulation that

satisfaction was the result of “good” conditions that in turn was followed by increased effort and productivity, Smith et al. (1969) proposed a more complex formulation encompassing many factors. Building upon the findings of contemporary researchers of their day who advocated that job satisfactions are affective responses that employees have to various facets of the situation, Smith et al. hypothesized that these feelings are associated with a perceived difference between what is expected as a fair and reasonable return and what is experienced by the worker, in relation to the alternatives available in a given situation. Hence, they proposed that job satisfaction was actually a function of the perceived characteristics of the job in relation to an individual’s frame of reference. This suggests that the alternatives available in given situations as well as the employee’s expectations and experience play important roles in providing the relevant frame of reference for job satisfaction (Smith et al., 1969).

This definition of job satisfaction is further extended by subsequent researchers who believed that job satisfaction is a function of the perceived relationship between what a worker expects and obtains from one’s job and how much importance or value he or she attributes to it (Kemelgor, 1982; Locke, 1976; Mobley & Locke, 1970). If a worker derives pleasure or a positive emotional state resulting from their appraisal of their job or job experiences, then the employee has achieved a position of satisfaction. Hence, Locke (1976) as well as Odom, Boxx, and Dunn (1990) identified job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.

In contrast to the covariate of pre-existing expectations, Blood (1969) suggested that the work values that one brings to the job are related to subsequent satisfaction.

Schneider (1976) advocated that the fundamental assumption seems to be that job satisfaction is entirely due to organizational conditions and not contingent on predispositions that individuals may bring to a job. In contrast, Locke (1976) insists that job satisfaction is an interaction between the job situation and the employee.

The Importance of Job Satisfaction

Research has shown that employees who experience job satisfaction are more likely to be productive (Cohen, 1980; Likert & Katz, 1979) and remain on the job (Hinshaw, Smeltzer, & Atwood; 1987; Taunton, Krampitz, & Woods, 1989; Tett & Meyer, 1993). Similarly, job dissatisfaction has been related to high absenteeism, increased worker grievances, and rampant employee turnover (Campion & Mitchell, 1986; George & Jones, 1996; Mowday, Porter, & Steers, 1982; Savery, 1989; Tett & Meyer, 1993).

These symptoms, especially employee turnover, are very costly to an organization (Hinshaw, Smeltzer, & Atwood, 1987; Lucas, Atwood, & Hagaman, 1993; Tett & Meyer, 1993). Directly, increased turnover results in an increase in recruitment and selection expenses, training and development expenditures, and the demoralization of the remaining members of the organization (Rowland & Ferris, 1982). As competition increases and resources become scarce, maximizing employee productivity, job satisfaction, and commitment to the organization is a critical issue for administrators and managers (Ouchi, 1981; Peters, 1988, 1992). Successful service-oriented companies depend on satisfied, motivated, and loyal employees who will be dependable and

productive. Previous studies confirm the concept that if workers are more satisfied with their jobs, productivity, and therefore, profitability will improve (Spinelli & Gray, 1998).

Aside from the immediate linkages connecting high employee satisfaction to greater productivity and worker loyalty to the employer, there is also a significant association with service quality (Davis, 1992). If an organization focuses exclusively on its market orientation and target segments without defining these in terms of the company's internal operational structure and culture, businesses will only achieve limited success. Incorporating an added focus on the internal customer is important because it highlights employee activities and concerns that translate the market orientation into practice (Mohr-Jackson, 1991). Heskett, Sasser, and Schlesinger (1997) refer to these employee activities as organizational abilities or *capabilities* and the interdependent cybernetic loop that affects an organization's employees as its *internal operating strategy and service delivery system* (Figure 1).

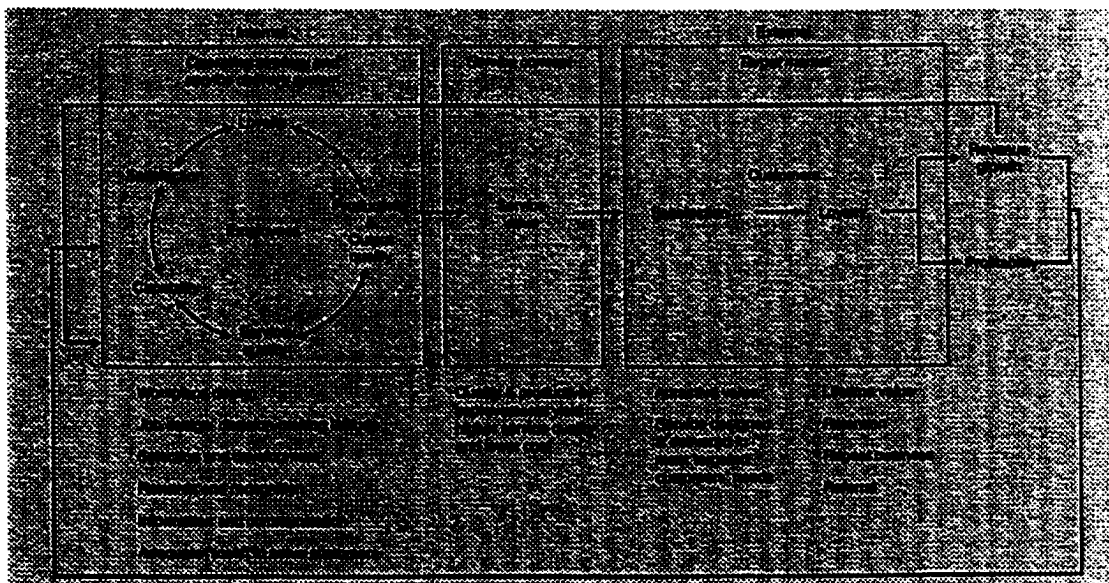


Figure 1. Service-Profit Chain Model. Adapted from Harvard Business Review, an exhibit from "Putting the Service-Profit Chain to Work," by James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr., and Leonard A. Schlesinger, March-April 1994, p. 166.

As illustrated, employee satisfaction is the prerequisite for sustainable achieved service value, as perceived by the customer.

Heskett, Sasser, and Schlesinger (1997) advocate that customers do not buy goods or services, they buy results; and all results have a price associated with them. The New American Webster Handy College Dictionary (1995) defines value as an amount of goods, services, or money, considered to be a fair and suitable equivalent for something else; a fair price or return. In laymen's terms, we may conclude that value is the benefit derived for a good or service in relation to the expenditure necessary to acquire and achieve the benefit. This introduces Heskett et al.'s *Customer Value Equation*:

$$\text{Value} = \frac{\text{Results Produced for the Customer} + \text{Process Quality}}{\text{Price to the Customer} + \text{Costs of Acquiring the Service}}$$

It is the creation of this service value that is the vehicle for customer satisfaction and the impetus for growth and profitability by building brand awareness and loyalty. Figure 1 illustrates the causal nature of each of these elements and the role that they play in Heskett et al.'s service-profit chain. Internal service quality drives employee satisfaction, which enables the delivery of high value service. The high value service results in customer satisfaction that leads to customer loyalty and ultimately profit and growth for the company.

Pfau, Detzel, and Geller (1991) endorse the notion that a company's ability to provide the desired results for its external customers depends directly on how well an

organization satisfies the needs of its internal customers. Failure to recognize and support the internal supplier/external customer relationship will not only jeopardize external customer satisfaction but can call into question the added value provided by most staff and operations support positions. Strengthening relationships with internal customers improves relations with and satisfaction of external customers. A 1994 study at Ford Motor Credit Company found that employee attitudes regarding job and employer satisfaction were correlated with customer satisfaction (Johnson, Ryan, & Schmidt, 1994). Conversely, if a company delivers excellent service externally but lags in internal service aspects, this can result in quality that is linked to wasted time, extra quality control costs, and wasted dollars that directly affect the profit line. Hence, adopting an internal service focus can enhance a unit's strategic value to an organization and help it remain competitive within its market (Pfau et al., 1994). In short, employees who report higher levels of satisfaction also believe they are more able to deliver excellent service (Schlesinger & Zornitsky, 1991).

Measuring Job Satisfaction

While a considerable number of conceptual models of job satisfaction have been developed that lead to a variety of methods of measuring job satisfaction (Wanous, 1973), some researchers originally advocated that there was no best way to measure job satisfaction (Bergmann, Grahn, & Wyatt, 1986; Herzberg, 1957). Essentially, the best way depends on the specific variables being measured and the situation under which they are being measured (Bergmann et al., 1986). Scarpello and Campbell (1983) concluded that a single-item measure of overall job satisfaction was preferable to a scale that is

based on a sum of specific job item satisfactions. However, there are major drawbacks to this technique, the primary being that one cannot conclusively estimate the internal consistency reliability of single-item measures for psychological constructs.

Many early attempts to investigate job characteristic-job satisfaction relationships typically employed univariate rather than multivariate techniques of data analysis (Lee, McCabe, & Graham, 1983). However, instruments used to measure job characteristics or job satisfaction generally contain factors that are highly correlated within the instrument. Also, it seems reasonable to assume that job characteristics and job satisfaction share a common domain of psychometric behavior. Finally, a distorted picture of between group differences is possible when successive *t* tests or *F* tests are performed on correlated measures (Tatsuoka, 1970). For these reasons, and because most recent researchers concur that satisfaction is not a unidimensional variable, this study has incorporated an investigation of the underlying components of job satisfaction for hotel general managers through the adaptation and administration of an established multi-scale survey instrument.

Theory of Work Adjustment

There has been a prevalence of speculation that the extent of employee job satisfaction is a direct function of the perceived discrepancy between what an employee desires from the job and what he actually receives from it (Scarpello & Vandenberg, 1992). According to Dawis (1980), at the heart of the *Theory of Work Adjustment* is the concept of interaction between individual and work environment. The theory uses the correspondence (or lack of it) between the work personality and the work environment as

the principal explanation for observed work adjustment outcomes, such as job satisfaction and tenure (Weiss et al., 1967). While the work environment serves various organizational needs, the individual employee also has various needs such as those for recognition, fringe benefits, and accomplishment. Hence, work adjustment is indicated by both the individual's satisfaction and the satisfaction of the organization with the individual, whereby job tenure can be predicted (Dawis, 1980). The theory further asserts that vocational abilities and vocational needs are the significant aspects of the work personality, while ability requirements and reinforcer systems such as organizational policies are the significant aspects of the work environment. Since work adjustment is predicted by matching an individual's work personality with work environments, work adjustment, and ultimately job satisfaction, depend on how well an individual's abilities correspond to the ability requirements in work and how well his needs correspond to the reinforcers available in the work environment (Weiss et al., 1967).

Minnesota Satisfaction Questionnaire

An outcome of the Minnesota Studies in Vocational Rehabilitation, better known as the Work Adjustment Project, was the development of the *Minnesota Satisfaction Questionnaire* (MSQ). The MSQ, developed by Weiss, Dawis, England, and Lofquist (1967), is a survey instrument designed to be administered to either a homogeneous or heterogeneous group of individuals to assess their overall job satisfaction. This is accomplished by measuring satisfaction with several individual aspects of work and work environments. As an aggregate but individualized measure of satisfaction the MSQ is

useful because two individuals may express the same amount of general satisfaction, but for entirely different reasons. These individual differences in vocational needs may affect satisfaction in different way among diverse classifications of workers. Such understanding of workers' needs should contribute to the effectiveness of vocational planning and operational considerations (Weiss et al., 1967).

The *Minnesota Satisfaction Questionnaire* was developed into two instruments, a long form consisting of 100 items and 21 scales, and a short form consisting of 20 items and 3 scales. Because of the time considerations associated with administering the long form (20-25 minutes) the short form was adopted for use in this study. Each of the 20 items in the short form refers to a reinforcer in the work environment (Table 2). The various items may be summated to arrive at three scales: extrinsic, intrinsic, and general (overall) job satisfaction.

The MSQ short form has been shown to demonstrate a high degree of internal consistency. To assess its reliability the developer administered the questionnaire to 1,723 subjects that comprise six different occupations (assemblers, office clerks, engineers, maintenance men, machinists, and salesmen). Median reliability coefficients were .86 for intrinsic satisfaction, .80 for extrinsic satisfaction, and .90 for general satisfaction. Subsequent studies that have employed the MSQ short form have experienced similar high degrees of reliability (Bergmann, 1981; Duvall-Early & Benedict, 1992; Hauber & Bruininks, 1986; Hirschfeld, 2000; Mount & Frye, 2000; Roberson, 1990; Scarpello & Campbell, 1983).

Because the MSQ short form is derived from a subset of the long form items, validity of the short form is inferred in part from the validity of the long form as well as it

Table 2.

Questionnaire Items

#	Item Statement	Item Name	Item Type
1.	Being able to keep busy all the time	Activity	Intrinsic
2.	The chance to work alone on the job	Independence	Intrinsic
3.	The chance to do different things from time to time	Variety	Extrinsic
4.	The chance to be "somebody" in the community	Social status	Intrinsic
5.	The way my supervisor handles (his/her) workers	Supervision-human relations	Supervisory
6.	The competence of my supervisor in making decisions	Supervision-technical	Supervisory
7.	Being able to do things that don't go against my conscience	Moral values	Intrinsic
8.	The way my job provides for steady employment	Security	Extrinsic
9.	The chance to do things for other people	Social service	Intrinsic
10.	The chance to tell other people what to do	Authority	Extrinsic
11.	The chance to do something that makes use of my abilities	Ability utilization	Intrinsic
12.	The way company policies are put into practice	Company policies	Extrinsic
13.	My pay and the amount of work I do	Compensation	Intrinsic
14.	The chances for advancement on this job	Advancement	Intrinsic
15.	The freedom to use my own judgment	Responsibility	Extrinsic
16.	The opportunity to try my own methods of doing the job	Creativity	Intrinsic
17.	The working conditions	Working conditions	Intrinsic
18.	The way my fellow GMs get along with each other	Co-workers	Intrinsic
19.	The praise I get for doing a good job	Recognition	Extrinsic
20.	The feeling of accomplishment I get from the job	Achievement	Intrinsic
21.	The level of support I receive from the corporate office	Corporate support	Extrinsic
22.	The time I have to complete administrative paperwork	Paperwork	Extrinsic
23.	The resolution of conflicts between corporate staff and myself	Conflict resolution	Extrinsic
24.	The downward flow of communication from the corporate office	Corporate communications	Extrinsic
25.	The effectiveness of the general manager orientation process	Orientation process	Extrinsic
26.	The training that I received for my job	Training	Extrinsic
27.	The timeliness of my scheduled performance evaluations	Performance evaluations	Extrinsic
28.	The informal feedback about my progress in my job	Feedback	Extrinsic

continuing usage by several other researchers (Arvey, Abraham, Bouchard, Jr., & Segal, 1989; Bergmann, 1981; Duvall-Early & Benedict, 1992; Hauber & Bruininks, 1986; Hirschfeld, 2000; Keller, Bouchard, Jr., Arvey, Segal, & Dawis, 1992; Mount & Frye, 2000; Roberson, 1990; Scarpello & Campbell, 1983). Analyses of the data from the original validation studies conducted by the instrument's developers yielded good

evidence of construct validity for most of the long form's 21 scales (Weiss et al., 1967). Additional evidence for the validity of the MSQ as a measure of general job satisfaction comes from other construct validation studies where the MSQ was paired with the *Minnesota Importance Questionnaire* and based on the *Theory of Work Adjustment* as outlined in *An Inferential Approach to Occupational Reinforcement* (Weiss, 1965). Furthermore, validation testing of the short form by the developers revealed occupational group differences in mean satisfaction scores were statistically significant for each of the three scales among the seven different occupational groups. This infers that the instrument may be reliably administered across homogeneous and heterogeneous occupational groups with a high degree of validity.

Because the MSQ short form was deemed to be reliable and valid, could be administered in less than 10 minutes, and permitted the inclusion of 20 different satisfaction job items, it was chosen for use in the study.

Determinants of Job Satisfaction

Many researchers have ascribed job satisfaction as being influenced by various determinants. The level of association between employee job satisfaction and the determinants of that satisfaction has been a topic of research in a wide variety of organizational settings and business firms, though not necessarily in the hospitality industry (Lucas, 1985). Findings from empirical efforts have demonstrated consistency in only a few areas. The primary reasons cited for the considerable discrepancies include: a lack of consistency in the research methods used, the definition and measurement of variables, and an innate variability in the nature of the various settings

considered (Lucas; 1985). It should also be noted that job satisfaction variables are not unidirectional in their effects (Khaleque & Rahman, 1987). Each job facet can be a source of both satisfaction and dissatisfaction, though as discussed previously, extrinsic facets tend to have a greater effect on dissatisfaction.

Much of the early research regarding job satisfaction is based on human relations theory, which hypothesizes that workers develop positive job attitudes if their jobs allow them to fulfill their needs (Herzberg, 1968; Maslow, 1954). Subsequent models have identified the characteristics of the individual worker or the characteristics of the broader organizational or situational context as sources of variation in one's attitude towards his or her job (Glisson & Durick, 1988). Generally, the determinants of job satisfaction may be ascribed to one of three broad categories: personal characteristics of the individual employee, job related factors, and organizational factors (Ting, 1996). Rousseau (1978) explains that the context in which work attitudes occur is multidimensional and incorporates worker, job, and organizational characteristics. A discussion about each of these categories follows.

Individual Characteristics

The individual worker is considered a source of variation in job attitudes in several ways. Variables that describe the individual worker are hypothesized to moderate the strength and/or direction of the effect of job satisfaction on the attitude of a worker (Glisson & Durick, 1988). To various degrees, age, education level, family status, and gender have been found to affect job satisfaction. Studies based on life cycle and career stage models suggest that determinants of job attitudes change depending on the

particular stage of the career of the employee (Lee & Wilbur, 1985). Age has been shown to be consistently related to job satisfaction (Rhodes, 1983). Though different theories have been introduced about the nature of the relationship between age and job satisfaction, previous research has reported that older employees tend to develop more positive job attitudes than younger ones because they can adjust better to the working environment (Lewis, 1991) and possess stronger work ethics (Dewar & Werbel, 1979). Employees who have a stronger work ethic tend to report higher job satisfaction than those who have a lower level of work ethic (Cherrington, Condie, & England, 1979). Ultimately they are more likely to engage in appropriate and desirable behavior by helping coworkers, tolerating inconveniences, and carry out orders without question (Baran, 1986).

After reviewing 23 previous studies, Herzberg, Mausner, Peterson, and Capwell (1957) suggested that the relationship between satisfaction and age could be represented by a curvilinear function where satisfaction decreases initially and then increases with age. Saleh and Otis (1964) proposed that there is a positive and linear association until a terminal point of age 60 where a significant decline follows. Carrell and Elbert (1974) concurred with Saleh and Otis' findings but contended that the decline began at age 50. Hulin and Smith (1965) rejected both of these theories and espoused that job satisfaction maintains a positive linear function and increases with age. Finally, Arvey and Dewhirst (1979) maintained that a significant positive relationship between age and job satisfaction existed for the extrinsic but not intrinsic satisfaction components. Rhodes (1983) countered with the argument that the determinants of satisfaction move from extrinsic to intrinsic factors as a worker ages. Therefore, he concluded that the general job

satisfaction and work motivation levels of younger workers are much more influenced by work environment changes than are older workers.

There also appears to be minimal consensus about the effects of a worker's education level. Some researchers have reasoned that more educated employees increase their job satisfaction by rationalizing the available job alternatives (O'Reilly & Caldwell, 1981). Others suggest that more educated employees maintain higher expectations about their jobs that their organizations may not be able to meet. When this happens it can adversely affect their attitudes regarding satisfaction (Hodson, 1989; Lincoln & Kalleberg, 1990; Mowday, Porter, & Steers, 1982). Mathieu and Zajac (1990) proposed that educated employees will have more job alternatives, and hence, are unlikely to develop great affinity toward their jobs or organizations. Howard and Frink (1996) suggested that individuals with greater levels of education would experience more growth opportunities than those with lower levels of education; such opportunities could possibly influence how individuals perceive job satisfaction within a particular organization.

U.S. studies of job satisfaction increasingly are using indicators such as marital status, family situation, and the number and ages of children as research variables (Losocco & Bose, 1998). Surprisingly, demographic measures of family roles have shown little or no relevance to the job satisfaction of men or women in the United States (Hodson, 1989; Losocco, 1990) and Western Europe (deVaus & McAllister, 1991). Hence, there was no reason to expect that similar family role measures would influence the job satisfaction of respondents in this study.

Gender has been found to have moderating influences on job satisfaction (Smith, 1982; Tsui, Egan, & O'Reilly, 1982). In contrast, D'Arcy, Syrotuik, and Siddique

(1984); Dubinsky and Mattson (1979); and Golding, Resnick and Crosby (1983) indicate that employee gender does not alter job satisfaction. Similarly, Teas found no difference in job satisfaction levels of department store salespeople in his 1981 study. Konrad, Winter, and Gutek (1992) suggested that job satisfaction could be affected by the gender composition of work groups within an organization's workplace. Using data collected in 1973 from a random sample of employees drawn from the U.S. workforce at large, Wharton and Barrow (1991) found that men and women who work in settings that are mostly homogenous had higher levels of satisfaction than those who worked where the proportions of men and women were about equal. Dalton and Marcis' study (1986) demonstrated that gender differences do exist in the determination of job satisfaction. They concluded that satisfaction for males is more closely linked to individual characteristics such as education level, marital status, and racial/ethnic differences, whereas female satisfaction was more closely associated with job-related factors including wage rate, experience, and tenure on the job.

Job Related and Organizational Factors

In addition to the demographic variables previously discussed, various researchers have espoused that some job characteristics and organizational factors have substantial impact on a worker's job satisfaction. Unfortunately, little effort has been made to distinguish between the relationships between job characteristics and intrinsic or extrinsic job satisfaction (Lee, McCabe, & Graham, 1983). Of the three categories of predictors of job satisfaction, job-related characteristics have received the most empirical attention (Glick, Jenkins, & Gupta, 1986). While no single research team has claimed that their

proposed variable set is exhaustive, many are consistent with and build upon previous factor-analytic studies of job satisfaction (Astin, 1958).

Hulin and Smith (1965) advocated that job satisfaction attitudes are actually a composite of five areas of job satisfaction: actual work, promotional opportunities, co-workers, supervision, and pay. These five elements were measured by means of Hulin, Smith, Kendall, and Locke's Job Descriptive Index (1963), which is still used as a satisfaction assessment tool today.

Based on their own conceptual framework, Turner and Lawrence (1965) developed a separate set of operational measures for assessing job satisfaction. They proposed that task variety, task identity, autonomy, and feedback were positively related to worker satisfaction and job attendance. Hackman and Oldham's jobs characteristics model (1980) included Turner and Lawrence's four dimensions and added 'task significance', which reflects the extent to which workers find their job personally meaningful and believe that it affects others. Jobs high on Turner and Lawrence's dimension of variety would be expected to provide opportunities to workers to experience meaningfulness on the job where the worker can readily relate clear task identity in the transformation of a product or service (Hackman & Lawler, 1971). Thus, jobs that afford workers higher degrees of variety where they can utilize a number of different skills may become more personally meaningful than jobs that require repetitious movement or do not exploit skill variety. The autonomy dimension refers to the degree to which workers feel personal responsibility for their work and their ability to influence the outcomes of their individual efforts. Finally, the job must provide feedback to the workers about how well they are performing on the job. This characteristic is essential even if the previous

three conditions discussed above are met since an employee cannot experience higher order need satisfaction when he performs effectively until he receives some kind of feedback (Hackman & Lawler, 1971). Consequently, timely and positive interaction with coworkers and supervisory personnel is an essential determinant of job satisfaction.

Building on Turner and Lawrence's research, Arvey and Dewhirst (1976) found that goal clarity and planning, subordinate freedom, feedback and evaluation, and participation in goal setting was significantly and positively related to overall job satisfaction. However, they found no support for the moderating effects of worker autonomy or achievement as a predictive measure of job satisfaction. Thus, it seems that employees prefer jobs in which they know what is expected of them, the tasks provide a certain amount of challenge, and employees are allowed to participate in setting the goals and creating new methods to accomplish these goals (Schnake, Bushardt, & Spottswood, 1984). Additionally, an accurate understanding of job tasks helps employees reduce job uncertainty and minimize the risks of their learning through trial and error (Bedeian & Armenakis, 1981; Glisson & Durick, 1988).

Glisson and Durick (1988) suggested that the intrinsic job-related elements of role ambiguity and skill variety or complexity were the two strongest predictors of job satisfaction, while role conflict, task identity, and task significance have less of an effect. This would support Turner and Lawrence (1965) as well as Arvey and Dewhirst's (1976) findings that suggest that the less confusion about job responsibilities that workers experience in completing work tasks and the more that they are permitted to use an assortment of their abilities, the more satisfied they will be with their jobs. Extrinsic awards such as opportunities for promotion and financial reward, extrinsic comforts such

as job security and safety, and social comforts such as supportive coworkers and supervisory relationships play an important but secondary role in determining job involvement, and subsequently satisfaction (Lambert, 1991). Finally, the perception of high status within an organization contributes significantly to an individual's feeling of self-esteem (McCarthy & Stone, 1986) and is a source of job satisfaction (Savery, 1989).

Job Satisfaction and Organizational Size

There have been some research efforts studying the impact of organizational size on employee satisfaction. Examining several factors as possible predictors, Worthy's (1950) study of Sears and Roebuck employees measured individual attitudes toward the company, immediate supervisors, management, fellow employees, and working conditions, and related these factors to job satisfaction. Worthy found that unit size was the most important determinant of satisfaction levels. Employees in smaller divisions had higher satisfaction levels that Worthy attributed to the division's simpler social structure, less levels of management, less subdivisions of work, and friendlier and closer relations between workers and between management and rank and file.

In their comprehensive review of pre-1965 research literature examining the effects of organizational structures on employee job attitudes, Porter and Lawler (1965) determined that two sub-organizational properties, managerial level and sub-unit size, have a definite connection to job satisfaction. These pre-1965 studies reveal that job satisfaction increases monotonically with increasing levels of management, despite the fact that the pattern of need satisfactions tended to be similar among the various levels in these studies. Therefore, Porter and Lawler (1965) concluded that middle managers are

more satisfied than those below them in the organization but less satisfied than those above. Contrasting this, as established by the findings of Strauss and Sayles (1960) and Viteles (1953), Porter and Lawler (1965) also concluded that small organization subunits exhibit higher levels of morale, productivity, and job satisfaction while maintaining lower rates of turnover, absence, and accidents. Hence, the size of the work group affects both output and work attitudes. Though the research was not conducted using hospitality related samples, both of these findings are significant to the lodging industry and the focus of this research.

Ingham's study of production facilities (1970) found that as organization size increased, so did the level of 'bureaucratization'. This led in turn to more specialized areas of production and administration. He noted that as a firm grew in size, it was less able to offer its employees social and task rewards due to the finer division of labor. Therefore, smaller firms tend to appeal to employees who value social and task rewards more, whereas large firms, with their greater emphasis on economic rewards, are attractive to workers with corresponding social values (Kovach, 1978). Thus, it would seem logical that larger firms exhibit greater congruence with extrinsic determinants of job satisfaction while smaller organizations are more aligned with intrinsic factors.

More recent studies have found that the work environment in larger organizations is more rigidly structured than in smaller establishments (Idson, 1990). Scherer (1976) examined the relationship between the structure of work at different size establishments and workers' job satisfaction. He found that for some measures of worker satisfaction, respondents at larger establishments expressed lower levels of job satisfaction. Since he was utilizing second-hand data that was originally designed to examine the quality of

employment, and not job satisfaction specifically, he was unable to establish the causality of such variance.

Kwoka (1980) attempted to extend Scherer's work by estimating a series of multivariate job satisfaction regressions using data from the 1977 Quality of Employment Survey (QES). He found that satisfaction was only weakly related to a few of the job satisfaction indices created by the developers of the QES. However, Idson (1990) points out that it is questionable if these indices really measured job satisfaction *per se*, or rather were just descriptions of the nature of the work environment. When examining job satisfaction by controlling for wage differential, both Kwoka (1980) and Dunn (1980, 1986) concluded that though workers in larger firms appear somewhat less satisfied with their jobs than their counterparts in smaller organizations, the residual size-wage relationship could not be fully explained as compensation for the disutility for working in large firms because each study did not address the affects of the structure of the work environment.

Stafford (1980) felt that larger organizations attempted to create common working conditions with "work-group-wide policies." He concluded that larger firms that tended to maintain commonly set work conditions experienced higher average levels of worker dissatisfaction because the greater number of workers provided different interpretations of the "work-group-wide-policies." Given the higher capital intensity of larger organizations, Stafford concluded that employers would attempt to achieve a relatively continuous utilization rate of their human capital by ensuring consistent corporate policies and greater regimentation in the work environment.

Oi (1983) theorized that employer size in the structure of the work environment is a predictor of an employee's job satisfaction. His theory is predicated on the exogenous distribution of managerial work talent, where larger firms are centered around more talented managers. In attempts to economize on the higher opportunity costs of these more talented managers, larger firms organize production in a more structured fashion so as to reduce the monitoring costs that would otherwise be incurred. Thus, it appears that greater rigidity in the working environment found in larger firms often adversely affects individual employee satisfaction due to constrictive work practices, higher degrees of job specialization, and lack of job enrichment opportunities.

Utilizing a merged file of Kwoka's 1977 QES cross-section merged with the 1977 wave of the QES panel, Idson (1990) investigated the relationship between establishment size and both the structure of the working environment and the effects of this structure on worker satisfaction. He affirmed Oi's and Stafford's findings and concluded that larger establishments tend to structure work in a more formal, regimented fashion, significantly reducing worker's freedom with regard to how the work is performed and the scheduling of hours and days. He also determined that while higher wages paid in larger establishments may act to increase job satisfaction, in the absence of control for the nature of the work environment employees are less satisfied with their jobs in larger organizations.

Rahman and Zanzi (1995) studied the relationship between organizational structure and job satisfaction in CPA firms by examining the mechanistic-organic characteristics that reflect the traditional, rigid, and bureaucratic model of organization versus a more adaptive, process-oriented, and open type of internal arrangement. Their

findings reveal that though a mechanistic structure is less innovative, rule-based, and more hierarchical than an organic one, it does not conclusively result in lower levels of job satisfaction. While non-mechanistic organizational structures are more adaptive and less rigid in nature, they may not always be considered more suitable for stable and predictive environments as is desired and expected with public accounting firms.

Aside from the study conducted by Mount and Frye (2000), research that examines the impact of hotel service type on satisfaction was not evident nor was any literature pertaining to job satisfaction in the hospitality industry as predicted by organizational size or service type.

Summary

Chapter II summarized previous applicable research regarding the definition, interpretation, importance, and measurement of job satisfaction. Following up on the *Theory of Work Adjustment* and employing Weiss et al.'s Minnesota Satisfaction Questionnaire for the study, various intrinsic and extrinsic items were measured to assess their effect on the job satisfaction of hotel general managers. The methods to carry out this study and to collect and analyze data are discussed in Chapter III.

CHAPTER III

METHODOLOGY

Introduction

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. While the review of literature discussed the concept of job satisfaction, offered various definitions of it as well as interpretations of its meaning, and explained the importance that job satisfaction plays in the workforce and the service industry, this chapter describes the methods employed to carry out the research process. It is divided into the following sections: (1) research design; (2) sample; (3) instrumentation; (4) data collection procedures; (5) data coding procedures; (6) data analysis procedures; (7) validity check; and (8) summary.

Research Design

This study utilized a cross-sectional survey research design to answer the various questions posed by this study. Following up on the *Theory of Work Adjustment* and employing Weiss' et al.'s *Minnesota Satisfaction Questionnaire* for the study, various intrinsic and extrinsic items were measured to assess their effect on the job satisfaction of hotel general managers. To achieve this, a survey instrument was designed to gauge the perceptions of hotel general managers from hotels of various sizes and service types with regards to their job satisfaction as an administrator within a nationally recognized, independent lodging management company at a single point in time.

Sample

The sample was drawn from the population of the general managers from each of the lodging properties that comprise an American, nationally recognized, independent lodging management company's portfolio. The hotel company that agreed to participate in the study is the largest independent lodging management company in the United States and operates 206 hotels in 33 states, the District of Columbia, two Canadian provinces, Puerto Rico, and the U.S. Virgin Islands. Its management portfolio encompassed over 24 nationally recognized brand names, consisting of limited-service, extended stay, and full-service hotels.

Selection

The job satisfaction survey was mailed to the general managers of all 206 lodging properties belonging to the participating hotel management company. Since a few of the general managers directed more than one hotel, the population consisted of only 189 different general managers. A current list of hotel properties and their general managers was provided to the primary investigator by the participating hotel corporate offices. A cover letter from an executive of the participating hotel management company encouraging the general managers to participate in the data collection process accompanied each survey packet (Appendix B). The primary investigator notified each general manager that participation in the survey process was voluntary and that his or her participation or lack of participation would not be disclosed.

Informed Consent

An informed consent form advising each potential participant of the dangers involved with participating in this study and their rights as a research subject was included with the survey packet (Appendix C). Participants' identities were safeguarded. No participants' names were listed nor asked for on the survey instrument. To encourage participation by the general managers, the investigator did not uniquely code survey instruments. Participants were assured that their individual participation or lack of participation would be treated with confidentiality and not divulged to anyone other than the investigators. This study and survey instrument had received clearance by the Office of Regulatory Compliance (ORC) and was approved for distribution (Appendix D). The ORC file number is #00B0736-00.

Instrumentation

The survey instrument (Appendix A) was a paper and pencil questionnaire composed of four sections. There were twenty-eight questions in Section A representing various motivational summary measures of factors that comprise intrinsic, extrinsic, and general job satisfaction. This section was adopted from the Minnesota Satisfaction Questionnaire Short Form because of the instrument's demonstrated high degree of reliability, its ability to assess intrinsic, extrinsic, and general job satisfaction across several variables (Weiss, Dawis, England, & Lofquist; 1967), and the ease by which it may be modified to measure perceived comparisons between hotel service types. Based on a content analysis of the general managers' qualitative responses that were obtained in

the Mount and Frye (2000) study, eight additional questions (questions 21-28) pertaining to extrinsic satisfaction were added to section A. In Section A the respondent was asked a series of questions about their levels of job satisfaction as a general manager for the independent lodging management company. All responses for Section A are recorded on a 7-point attitude (Likert) scale with 1= "not at all satisfied" and 7= "extremely satisfied" (Appendix A). The endpoints of the summated interval rating scales were taken directly from the MSQ short form, which used a 5-point attitude (Likert) scale. The researcher chose to increase the scale to a 7-point scale in order to provide greater opportunity for variance if such variance truly existed (Schuman & Presser, 1981).

In Section B respondents were asked six qualitative inquiry questions. Two questions asked the respondent to identify the most and least satisfying aspects of their job as a hotel general manager. A similar set of two questions followed that asked the respondents to identify the most and least satisfying aspects of working for the participating hotel management company. Two additional qualitative inquiry questions asked the respondent if they are more satisfied than general managers from the other service-level and if they thought that general managers from the participating hotel company were more satisfied than those general managers who do not work for the management company. For this section each respondent was advised in the directions that handwritten or typewritten comments could be attached to the back of the survey. The purpose for obtaining this data was to provide qualitative feedback to the participating corporate office when the quantitative results are furnished to them.

Section C was comprised of two questions. Respondents were asked to identify whether they were a general manager of a limited-service or full-service hotel and to indicate the number of guestrooms they managed. This information was utilized as the basis for the two independent variables, size and service type, that were hypothesized as influencing the job satisfaction of hotel general managers.

Section D included ten self-reporting demographic questions regarding each respondent's property service type, the general manager's longevity in their current position, length of service with the participating independent lodging management company, the respondent's age, gender, and educational background.

Instructions for completing the survey were printed at the top of the first page of the survey. Instructions for returning the survey to the investigator were included at the end of Section D as well as within the informed consent notice.

Data Collection Procedures

The participating lodging management company supplied a current list of property names, addresses, telephone numbers, and the names of the general managers responsible for the overall operations of each property to the principal investigator. 206 survey packets were distributed via first-class United States Postal Service. Each survey packet consisted of the following items:

- Photocopied memo from an administrator of the participating hotel company requesting that each general manager participate in the survey.
- Cover letter on The Pennsylvania State University letterhead from the primary investigator addressed to the general manager requesting that they participate in

the survey process and explaining the purpose of the study and the benefits of participation.

- Two copies of an informed consent form that had been approved by The Pennsylvania State University Institutional Review Board. It was requested that each participant read, sign and return one copy of the informed consent form with the survey. Participants were to keep the second copy for their records.
- Survey instrument with instructions.
- 9" x 12" manila envelope addressed to the subject with a Penn State School of Hotel, Restaurant, and Recreation Management label on the front. This envelope was utilized to mail out the survey packets to each subject.
- 4-1/8" x 9-1/2" first class postage-prepaid, preaddressed return envelope. Participants were instructed to use this envelope to return the completed survey instrument and signed informed consent form to the principal investigator.

A survey packet was mailed to each of the 189 general managers at the 206 different lodging properties. General managers who managed two or more properties simultaneously received a survey packet mailed to their attention at each property. In the single case where one hotel manager of multiple properties returned more than one survey, the second survey was discarded. All packets were mailed from the same U.S. Postal Service location at the same time. A two-week reply period was allotted for collecting the returned surveys. This deadline for return was clearly stated on the executive memo, cover letter, and the survey instrument. As surveys were returned, the principal investigator kept track of those subjects who had participated. At the

conclusion of the two-week reply period, the principal investigator mailed out postcard reminders to those subjects whose questionnaires had not been received (Dillman, 1978; Fowler, Sr., 1993). The postcard emphasized that a high sample size was necessary to produce generalizable results and that the general manager's opinion was needed to successfully complete the study. A two-week reply window was allotted after the postcards were mailed out. After two weeks, the primary investigator telephoned and either spoke directly with or left a detailed voice message for each subject who had not returned their survey (Dillman, 1978; Fowler, Sr., 1993). These individuals were asked for a final time to participate in the survey process. The researcher's telephone number and email address was left on voice mail messages as well as the offer to fax out additional copies of the survey packet to those general managers that may have needed another copy in order to participate. The data collection reply period was closed two weeks after each general manager had been contacted by telephone.

Data Coding Procedures

To prepare all collected data for examination using statistical analysis software it was necessary to code the data for entry into a spreadsheet. The 28 items, which comprised Section A, were designed as metric variables. Each item, which was scored on an attitude scale of 1 to 7, was entered into the spreadsheet as its original number. There was no reverse scaling used.

Section B consisted of open-ended questions that were designed to elicit qualitative responses. These questions were intended to provide qualitative feedback to

the participating corporate office and were not included in the results of this study. Hence, they were omitted from coding.

Section C contained 2 questions pertaining to segmentation and hotel size. The segmentation question, which supplied dichotomous nominal data, was treated as a dummy variable. All responses were coded as either 0 (limited-service) or 1 (full-service). The hotel size question was a metric variable and was entered into the spreadsheet as the actual number (of guestrooms) reported by the respondent.

Section D consisted of 10 questions that provided metric and non-metric data. Six questions requested information pertaining to age and employment tenure. All responses were treated as ratio data and entered as metric values. In cases where respondents included the number of months as well as years, this data was converted into a decimal and entered accordingly into the spreadsheet. Gender, hospitality school graduate, and business school graduate were dichotomous variables and coded as dummy variables for analysis purposes. For each of these questions, 0 represented female, no, and no, while 1 represented male, yes, and yes respectively. Highest educational level achieved utilized a 5-point ordinal scale with 1 representing less than 12 years and 5 representing graduate degree.

For convenience purposes, any missing data was coded as 99 on the spreadsheet. All statistical procedures relied on list-wise deletion to filter missing data.

Data Analysis Procedures

As will be discussed in this section as well as Chapter IV, descriptive and inferential bivariate and multivariate, parametric statistical procedures were employed to

analyze the quantitative data provided by the respondents. All statistical analysis procedures were carried out using SPSS v. 10.0 statistical analysis software. Initially, the descriptive scores for all potential demographic variables, taken from the sections C and D of the survey, were analyzed for means and standard deviation.

Limited-service hotels are often very similar in nature to extended stay properties, despite separate target markets and strategic focuses. Generally, both segments offer guests limited or selective services with considerably less accoutrements than do full-service properties. The commonalities (i.e., number of employees per guestroom, average property size, number of salaried managers per room) between limited-service properties and extended stay properties are considerably more than their distinctions and tend to justify combining these segments (Mount & Frye, 2000). Similarly, the participating hotel management company did not differentiate their small handful of extended-stay properties as a separate segmentation classification; the management company classified all the properties in their management portfolio as either full-service or limited-service. Considering that the extended stay properties in question lacked food and beverage accommodations, they certainly could not be classified as full-service. Furthermore, their own general managers identified these properties as being limited service in nature. For these reasons, the few extended-stay properties in the response sample were categorized as limited service hotels.

To test the hypothesis regarding the relationship between job satisfaction and hotel size, a bivariate correlation test was performed. The Pearson's correlation coefficient was used to determine the extent and direction of the linear relationship (Neter, Kutner, Nachtsheim, & Wasserman, 1996).

To test the second hypothesis, an independent samples t-test was utilized to test for the difference in manager satisfaction between service types. A p-value score $<.05$ was interpreted as indicating a significant difference. If a p-value score $<.01$ or smaller occurred, it was deemed that a highly significant difference existed.

In response to the third hypothesis, to control for the effects of service type on size of the hotel, bivariate correlations were calculated within each service type. Again, the Pearson's correlation coefficient was used to determine the extent and direction of the linear relationships. To control for the effects of size on service type, it became necessary to extract similar hotel size samples from the each segment and subject the means to independent samples t-tests. Again, p-value scores of $.05$ and $.01$ were interpreted as significant and highly significant, respectively.

To address the fourth research question, descriptive and multivariate techniques were utilized. Because eight new satisfaction items had been added to the MSQ, confirmatory factor analysis was not appropriate. An exploratory factor analysis was conducted to establish the proper number and composition of the common factors that account for the total variance of the general managers' satisfaction. Correlation coefficients between each individual factor and general manager job satisfaction were then examined to determine the extent of the relationships of each factor in the total sample and within each service type.

Validity Check

A validity check was conducted among a convenience sample of six hotel general managers in a central Pennsylvania borough to support the research effort by providing

usable data and constructive feedback. This geographic location was chosen because of its immediate proximity to the investigator's locale. The goal of the validity check was to test if the respondents had any difficulty understanding the purpose of the study or the directions of the questionnaire as it was presented to them. Respondents were also asked to comment on the format and layout of the questionnaire.

Validity check survey packets containing the identical materials that were intended for participants of the study were distributed to each individual general manager. A duplicate copy of the survey instrument was also enclosed so the respondents could retain it for their future reference when discussing any changes or recommendations with the primary investigator. The general managers were requested to mail back one completed questionnaire and to retain the second survey for a follow up phone call. A seven-day reply window followed. The principal investigator called each respondent to discuss whether the survey questions were phrased such that it could capture the attitudes and perceptions of the general managers. The direct feedback from the participants permitted the researcher to ensure a high degree of face validity for the survey documents and to make any necessary changes prior to distributing the intended study sample.

Summary

This study utilized a cross-sectional survey research design to examine the extent of the relationship between the independent variables hotel size and service type and the dependent variable general manager job satisfaction. Additionally, following up on the *Theory of Work Adjustment* and employing Weiss et al.'s (1967) *Minnesota Satisfaction*

Questionnaire for the study, various intrinsic and extrinsic items were measured to assess their effect on the job satisfaction of hotel general managers. Chapter III described the population and sample groups for this study as well as the survey instrument that was developed for use. The methods employed to validate the instrument and collect and analyzed data were also discussed. Chapter IV will explain the data analysis techniques and findings.

CHAPTER IV

ANALYSIS AND FINDINGS

Introduction

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. This chapter presents the results of the data analyses utilized to address the three hypotheses and fourth research question.

The remainder of this chapter is divided into seven sections: response rate, profile of the participants, reliability analysis, hypotheses testing, exploratory analysis, demographic variables, and summary of findings.

Response Rate

Of the 189 general managers that worked for the participating independent hotel management company at the time that the survey was distributed, 73% (N = 138) were general managers of full-service properties and 27% (N = 51) were general managers of limited-service and extended-stay properties (Table 3). Due in large part to the corporate support exhibited by the hotel management company in the data collection process, we received 138 responses, a 73.0% (N = 138) participation rate. One of the full-service replies was discarded due to response irregularities. Hence, the final useable response rate was 72.5% (N = 137); 74.5% (N = 102) of the returned surveys were from full-service general managers and 25.5% (N=35) were from limited-service general managers.

As such, the composition of the achieved response rate closely mirrored the composition of the population.

Table 3

Response Rate of Study Participants

Segment	Population	Participating Sample	Useable Responses
Full-service	73% (N=138)	75% (N=103)	74% (N=102)
Limited-service*	27% (N= 51)	69% (N= 35)	69% (N= 35)
Total	100% (N=189)	73% (N=138)	73% (N=137)

***Note.** Includes responses of limited-service and extended-stay general managers.

According to the *Handbook in Research and Evaluation* (Isaac & Michael, 1995), the ideal minimum required number of useable responses from a finite population for external validity purposes is 127 respondents for a population of 189 in order to achieve a 95% confidence level. This minimum parameter was surpassed with 137 participants. The total of 102 useable responses from full-service managers was precisely equal to the minimum standard for a population of 138. The suggested minimum number of responses for the limited-service segment of this management company was 45 useable responses. The sample of 35 therefore cannot be generalizable to the limited-service segment. As discussed in the Chapter 1, the small population of limited-service general managers in the management company was recognized as a limitation of this research.

Profile of the Participants

The average profile of the general managers that participated in this study was a 42 year-old male, who had completed 3.5 years of college and who had been employed in the hospitality industry for 19.5 years. The average respondent has been a hotel manager for almost 16 years and has been a hotel general manager for slightly more than nine years; two years at his current property. Table 4 provides a summarized breakdown of the gender, age, educational background, and hospitality work experience of the sample.

Reliability Analysis

Before engaging in hypotheses testing and exploration analysis, it was necessary to assess the internal consistency of the quantitative portion of the survey instrument. Section A (questions 1-28) was subjected to statistical reliability analysis. Table 5 illustrates the results of the reliability analysis. The reliability of the survey was strengthened by the inclusion of all 28 items in Section A. The reliability coefficient for the 28-item scale was .921. As a diagnostic rule of thumb, the agreed upon lower limit for Cronbach's alpha is .70, though it may decrease to .60 in exploratory research (Hair, Jr., Anderson, Tatham, & Black, 1998). This scale posted a high measure of reliability.

Table 4.

Descriptive Profile of Respondents

<u>Descriptive Indicators</u>				
<u>Gender</u>			<u>Age</u>	
Female	15%		21-30	10%
Male	85%		31-40	31%
			41-50	49%
			51-60	9%
			61-70	1%
<u>Highest Educational Level</u>			<u>Hospitality School Graduate</u>	
Less than 12 years	1%	Yes		31%
High school graduate	12%	No		69%
2 years college or Associate's Degree	23%		<u>Business School Graduate</u>	
4 years college or Bachelor's Degree	58%	Yes		25%
Graduate degree	6%	No		75%
<u>Employed in the Hospitality Industry</u>			<u>Employed as a Hotel Manager</u>	
0-5 years	2%	0-5 years		10%
6-10 years	10%	6-10 years		16%
11-15 years	21%	11-15 years		24%
16-20 years	25%	16-20 years		27%
21-25 years	20%	21-25 years		17%
More than 25 years	22%	More than 25 years		6%
<u>Employed as a Hotel General Manager</u>			<u>Employed as a G.M. for Present Company</u>	
0-5 years	36%	0-5 years		82%
6-10 years	25%	6-10 years		15%
11-15 years	21%	11-15 years		3%
16-20 years	6%	16-20 years		0%
21-25 years	8%	21-25 years		0%
More than 25 years	4%	More than 25 years		0%
		<u>Employed as G.M. at Current Property</u>		
		0-5 years		89%
		6-10 years		7%
		11-15 years		2%
		16-20 years		0%
		21-25 years		2%
		More than 25 years		0%

Table 5

Reliability Analysis of Quantitative Questionnaire Items

<u>Item-Total Statistics</u>				
<u>Item #</u>	<u>Scale Mean if item deleted</u>	<u>Scale Variance if item deleted</u>	<u>Corrected Item- Total Correlation</u>	<u>Alpha if item deleted</u>
1	141.02	383.138	.348	.919
2	141.47	380.697	.325	.920
3	140.93	379.456	.483	.918
4	141.47	379.559	.403	.919
5	141.62	363.022	.622	.915
6	141.16	372.428	.560	.916
7	140.92	378.924	.508	.917
8	141.10	381.785	.359	.919
9	141.02	376.708	.514	.917
10	141.87	384.581	.274	.920
11	141.04	370.960	.639	.915
12	142.57	364.662	.636	.915
13	142.54	378.481	.306	.921
14	141.80	366.222	.576	.916
15	140.95	371.706	.629	.916
16	141.02	372.761	.582	.916
17	141.51	371.513	.569	.916
18	141.20	386.622	.299	.920
19	142.44	355.448	.711	.913
20	141.32	366.635	.652	.915
21	142.31	362.383	.660	.915
22	142.92	368.570	.518	.917
23	142.00	362.585	.697	.914
24	142.60	365.736	.627	.915
25	142.72	367.743	.481	.918
26	142.40	375.826	.419	.918
27	142.90	365.336	.472	.918
28	142.63	351.836	.693	.914
<u>Statistics for Scale</u>				
	<u>Mean</u>	<u>Variance</u>	<u>Std. Dev.</u>	<u>N</u>
	147.02	398.477	19.962	28
<u>Reliability Coefficients</u>				
	<u>N of Cases</u>	<u>N of items</u>	<u>Alpha</u>	
	131	28	.921	

Hypothesis Testing

This section discusses the steps undertaken to address each hypothesis and the fourth research question. The first hypothesis focused on the first of four research questions in an attempt to determine if hotel size significantly impacts general managers' job satisfaction in the lodging industry. The first step in the process was to calculate the general satisfaction scores of the respondents. The general satisfaction score for each respondent was calculated by taking the average of the sum for all satisfaction scores for the 12 intrinsic, 14 extrinsic, and two supervisory factors that each respondent was asked to rate. This general satisfaction score served as the dependent variable for the data analysis.

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and Hotel Size

H₀₁: There is no relationship between the job satisfaction of hotel general managers and hotel size.

H_{A1}: There is a relationship between the job satisfaction of hotel general managers and hotel size.

To examine the extent of the relationship between general satisfaction and hotel size, a Pearson Correlation test was performed. The results showed that a correlation of .097 (sig. = .261) existed, indicating a positive but minimal relationship between the two

variables. Therefore, hypothesis one was rejected and it was concluded that hotel size did not significantly impact general managers' job satisfaction in this management company.

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and Hotel Service Type

H_{O2}: There is no relationship between the job satisfaction of hotel general managers and hotel service type.

H_{A2}: There is a relationship between the job satisfaction of hotel general managers and hotel service type.

While the literature suggests that limited-service, hotel line-employees enjoy significantly higher levels of job satisfaction, it also indicates that limited-service managers do not (Mount & Frye, 2000). The same research implies that full-service managers experienced greater job satisfaction than did their limited-service counterparts. To test for the difference in the general satisfaction of the hotel general managers between service types, an independent samples t-test was performed. Results of the t-test are presented in Table 6 and indicate that there was not a significant difference between the general manager satisfaction means of the two service types. Hypothesis 2 was therefore rejected and we concluded that hotel service type did not significantly impact general managers' job satisfaction in the participating lodging management company.

Table 6

Independent Samples t-Test for Difference in General Manager Satisfaction by Service Type

Service Type	Mean Satisfaction	Mean Difference	df	Significance
Limited-service	5.04	-.11	135	.412
Full-service	5.15			

Hypotheses About the Relationship Between Job Satisfaction of Hotel General Managers and the Interaction Effects of Hotel Size and Hotel Service Type

H₀₃: There is no relationship between the job satisfaction of hotel general managers and hotel service type when service type is combined with hotel size.

H_{A3}: There is a relationship between the job satisfaction of hotel general managers and hotel service type when service type is combined with hotel size.

Because of the possible confounding effects that the two independent variables may have had on general manager satisfaction, it was necessary to control for these effects. An initial examination of the scatter plot and the correlation between service-type and number of guestrooms yielded a highly significant relationship ($r_s = .594$, $p < .001$). Because of economics and financial feasibility, most limited-service hotels tend to have a smaller number of guestrooms than do full-service hotels. So this correlation was not unexpected. But it did imply that when combined, the two variables might have had an impact on manager satisfaction.

To control for the effects of service type on size of the hotel, we investigated possible correlations between manager satisfaction and hotel size within each service type. As Table 7 illustrates, there was a slight but not significant, inverse relationship ($r_p = -.165$, sig. = .343) between hotel size and manager satisfaction in limited service hotels; as the number of guestrooms increased in limited service hotels general managers experienced slightly declining levels of overall job satisfaction. In the full service hotels, there is a slight but not-significant relationship ($r_p = .119$, sig. = .232) between hotel size and satisfaction. Those who managed larger full-service hotels experienced slightly greater satisfaction levels than did those who managed smaller full service hotels.

Table 7

Correlation of Hotel Size on Manager Satisfaction Controlling for Service Type.

Service Type			Hotel Size	Satisfaction
Limited Service	Hotel Size	Pearson Correlation	1.000	
		Sig. (2-tailed)		
		N	35	
	Satisfaction	Pearson Correlation	-.165	1.000
		Sig. (2-tailed)	.343	
		N	35	35
Full service	Hotel Size	Pearson Correlation	1.000	
		Sig. (2-tailed)		
		N	102	
	Satisfaction	Pearson Correlation	.119	1.000
		Sig. (2-tailed)	.232	
		N	102	102

In order to control for the interaction effects of hotel size on service type for general manager satisfaction, it was necessary to compare the satisfaction means for each

service type utilizing a sample of common size hotels. As mentioned previously, limited service hotels tend to be smaller in size and scope of operations than are full service hotels. Therefore, it was appropriate to extract a sample of respondents that manage common size hotels.

In the response sample, the smallest limited-service hotel was comprised of 32 guestrooms, while the largest had 400 rooms. The 400-room property was deemed an outlier, and therefore was discarded from the sample (Neter, et al., 1996). For full-service respondents, the smallest hotel contained 23 guestrooms while the largest consisted of 742 guestrooms. In this sample, the 23-room property was deemed an outlier, and therefore the property was removed from the sample (Neter, et al., 1996). After the outliers were removed, the remaining set of 61 common-sized hotels (29 limited-service properties and 32 full-service properties) ranged from 100 rooms to 214 rooms.

Applying an independent samples t-test to this data yielded the results shown in Table 8. These results indicated that general managers of full-service hotels experienced slightly higher levels of job satisfaction ($\mu = 5.13$) than did their limited-service counterparts ($\mu = 5.02$). Since there was not a significant correlation between hotel size and job satisfaction when controlling for service type (nor is there a significant difference in the satisfaction means between the limited-service and full-service hotels), the third hypothesis was rejected. It was concluded from this study that neither hotel size nor service type significantly impacted the job satisfaction of general managers in the hotel management company.

Table 8

Independent Samples t-Test for Difference in General Manager Satisfaction by Service Type Controlling for Size

Service Type	Mean Satisfaction	Mean Difference	df	Significance
Limited-service	5.02	-.11	59	-.562
Full-service	5.13			

Exploratory Analysis

A recognized method for discovering patterns in a set of scores from collected data is exploratory data analysis (Gall, Borg, & Gall, 1996). Since the fourth research question addressed the extent of the relationship of the aggregate satisfaction levels of the general managers and grouping patterns of the 28 intrinsic, extrinsic, and general motivational items, exploratory analysis was utilized.

Research Question

R₄: What is the extent of the relationship between various intrinsic, extrinsic, and general motivational factors and overall job satisfaction of hotel general managers?

In order to identify factors underlying the set of 28 items used to assess general manager job satisfaction and to cluster this large number of variables into a smaller and more manageable number of homogenous sets for subsequent examination and interpretation, exploratory factor analysis was utilized. Using a principal factor solution

and the Kaiser criterion, the resulting principal factor matrix was rotated to a varimax solution. Deleting all factors with an eigenvalue of less than 1.00, a principal factor component analysis yielded eight factors. The factor count was confirmed through visual inspection of the scree plot. The cumulative percentage of variance explained in the eight factors solution was 70%. The accepted guideline for identifying factor loadings based on a sample size needed for .05 significance level is .45 for a sample size of 150 respondents and .50 for a sample size of 120 respondents (Hair, Jr., et al., 1998, p.112). Since the sample size for this research was 137 respondents, it was determined through extrapolation that the minimum needed significant factor loading was .47. All 28 items loaded on exactly one of the eight factors at or above the .47 threshold. Table 9 contains the factor loading results showing the highest values from each item loading on a single factor.

The eight derived factors were named using a title that describes those items that loaded into each factor. Table 10 exhibits the item factor assignments by highest factor loading values.

Factor I, accounting for 33% of the variance, was labeled Job Latitude, and was defined as the extent of control that both the general manager and his supervisor exercise over the GM's job. The two items with the highest loading factors, creativity (.84) and responsibility (.83), would be appropriate traits for hotel general managers. As a hotel general manager, supervision from superiors is limited and the general manager is often left in their own realm to define the parameters and avenues for fulfilling their position.

Factor II, accounts for 9% of the common variance and was labeled Corporate Relations. This was defined as the interactions between corporate headquarters and a

specific lodging property. Each of the five items directly referred to personal or property interactions that a hotel general manager was likely to have with corporate headquarters.

Factor III accounted for 7% of the common variance and was named Performance Feedback. This factor was defined as the extent of formal performance appraisal, informal feedback, and individual development and acknowledgment that a GM anticipates as part of his job. The three items that loaded highest on this factor each speak to a different component of the feedback process expected by general managers. The three items were performance evaluations, informal feedback, and personal recognition.

Factor IV was labeled Personal Dynamics and was defined as the ability of a GM to influence others and shape individuals' perceptions. The four items in this factor accounted for 5% of the common variance. These items included such aspects as the authority to direct others, social status, and relationships with fellow general managers.

Factor V was labeled as Job Introduction and explained 5% of the variance in the factor analysis solution. Job Introduction was defined as the extent of the preparation that general managers received from their employer as they entered their position as a new GM. This factor was comprised of two extrinsic items, the general managers' assessment of their training for their position and the orientation process they received as a new hire.

Table 9

Varimax Factor Matrix of Satisfaction Items for All Respondents (N = 137)

#	Item	Component							
		I	II	III	IV	V	VI	VII	VIII
1	Activity				.48				
2	Independence							.72	
3	Variety							.63	
4	Social status				.76				
5	Supervision-human relations	.55							
6	Supervision-technical	.58							
7	Moral values						.57		
8	Security						.73		
9	Social service						.56		
10	Authority				.69				
11	Ability utilization	.52							
12	Company policies		.60						
13	Compensation								.84
14	Advancement								.55
15	Responsibility	.83							
16	Creativity	.84							
17	Working conditions						.60		
18	Co-workers				.52				
19	Recognition			.63					
20	Achievement	.59							
21	Corporate support		.64						
22	Paperwork		.77						
23	Conflict resolution		.73						
24	Corporate communications		.67						
25	Orientation process					.82			
26	Training					.87			
27	Performance evaluations			.78					
28	Feedback			.77					

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization (rotation converged at 38 iterations)

Table 10

Item Factor Assignments by Highest Factor Loading

#	Item	Statement	Loading
<u>Factor I – Job Latitude ($\alpha_{CR} = .86$)</u>			
16	Creativity	The opportunity to try my own methods of doing the job	.84
15	Responsibility	The freedom to use my own judgment	.83
20	Achievement	The feeling of accomplishment I get from the job	.59
6	Supervisor-technical	The competence of my supervisor in making decisions	.58
5	Supervision-human relations	The way my supervisor handles (his/her) workers	.55
11	Ability utilization	The chance to do something that makes use of my abilities	.52
<u>Factor II - Corporate Relations ($\alpha_{CR} = .87$)</u>			
22	Paperwork	The time I have to complete administrative paperwork	.77
23	Conflict resolution	The resolution of conflicts between corporate staff and myself	.73
24	Corporate communications	The downward flow of communication from the corporate office	.67
21	Corporate support	The level of support I receive from the corporate office	.64
12	Company policies	The way company policies are put into practice	.60
<u>Factor III - Performance Feedback ($\alpha_{CR} = .85$)</u>			
27	Performance evaluations	The timeliness of my scheduled performance evaluations	.78
28	Feedback	The informal feedback about my progress in my job	.77
19	Recognition	The praise I get for doing a good job	.63
<u>Factor IV - Personal Dynamics ($\alpha_{CR} = .60$)</u>			
4	Social status	The chance to be "somebody" in the community	.76
10	Authority	The chance to tell other people what to do	.69
18	Co-workers	The way my fellow GMs get along with each other	.52
1	Activity	Being able to keep busy all the time	.48
<u>Factor V - Job Introduction ($\alpha_{CR} = .83$)</u>			
26	Training	The training that I received for my job	.87
25	Orientation process	The effectiveness of the general manager orientation process	.82
<u>Factor VI - Job Security ($\alpha_{CR} = .73$)</u>			
8	Security	The way my job provides for steady employment	.73
7	Moral values	Being able to do things that do not go against my conscience	.57
17	Working conditions	The working conditions	.57
9	Social service	The chance to do things for other people	.55
<u>Factor VII – Autonomy ($\alpha_{CR} = .45$)</u>			
2	Independence	The chance to work alone on the job	.72
3	Variety	The chance to do different things from time to time	.63
<u>Factor VIII – Compensation ($\alpha_{CR} = .62$)</u>			
13	Compensation	My pay and the amount of work I do	.84
14	Advancement	The chances for advancement on this job	.55

Factor VI, explaining 4% of the common variance, will be referred to as Job Security. This is defined as the extent of comfortableness and well-being the employee feels towards their job. The four items within this factor encompass issues such as steady employment, working conditions, the ability for general managers to maintain their morals and personal values within the context of their profession.

Factor VII was labeled as Autonomy and is defined as the extent that a GM exercises independent judgment and engages in a variety of different duties. It comprises two separate items, task variety and worker independence. This factor accounts for 4% of the variance.

Finally, factor VIII has been named Compensation. It explains 4% of the variance and is defined as how the employee feels towards compensation-related issues such as pay for the amount of work, and advancement opportunities.

Alpha internal consistency reliabilities of the eight factors ranged from a high of .86 on Factor I to a low of .45 on Factor VII. The reliabilities for Factors I (.86), II (.87), III (.85), V (.83), and VI (.73) are adequate for most research and evaluation purposes. The scores for every person on each of these five factors is obtained by summing the across items defining each factor. However, the Cronbach reliability coefficients for Factors IV (.60), VII (.45), and VIII (.62) preclude their use as separate scales.

To assess the extent of the relationship between the derived motivational factors and overall job satisfaction of the hotel general managers, an examination of the correlation matrix was appropriate. As Table 11 reveals, each of the eight derivative factors were very significantly correlated ($p < .001$) with overall job satisfaction. The correlations ranged from an association of .839 for job latitude to .547 for job

introduction. A review of the scatter plots for each independent variable factor and the dependent variable, job satisfaction, revealed that each bivariate association was fairly linear and positive. There were no curvilinear associations apparent so it was not necessary to transform the variables to better explain their relationship. Of the eight factors, job latitude had the greatest predictive correlation ($r_p = .839$) and the second highest internal consistency ($\alpha_{CR} = .862$).

Table 12, which will be discussed in more detail in Chapter V, illustrates the mean satisfaction scores by service type across the 28 items and grouped according to factors on which each item loaded.

Table 11

Correlation between Identifying Factors and Job Satisfaction

		Job Latitude	Corporate Relations	Perf. Feedback	Personal Dynamics	Job Intro.	Job Security	Autonomy	Compensation	Job Satisfaction
Job Latitude	Pearson Correlation	1.000								
	Sig. (2-tailed)	---								
	N	137								
Corporate Relations	Pearson Correlation	.566**	1.000							
	Sig. (2-tailed)	.000	---							
	N	137	137							
Performance Feedback	Pearson Correlation	.554**	.623**	1.000						
	Sig. (2-tailed)	.000	.000	---						
	N	136	136	136						
Personal Dynamics	Pearson Correlation	.407**	.330**	.302**	1.000					
	Sig. (2-tailed)	.000	.000	.000	---					
	N	137	137	136	137					
Job Introduction	Pearson Correlation	.334**	.504**	.417**	.160	1.000				
	Sig. (2-tailed)	.000	.000	.000	.066	---				
	N	133	133	132	133	133				
Job Security	Pearson Correlation	.523**	.429**	.334**	.451**	.221*	1.000			
	Sig. (2-tailed)	.000	.000	.000	.000	.011	---			
	N	137	137	136	137	133	137			
Autonomy	Pearson Correlation	.534**	.358**	.228**	.291**	.159	.393**	1.000		
	Sig. (2-tailed)	.000	.000	.008	.001	.067	.000	---		
	N	137	137	136	137	133	137	137		
Compensation	Pearson Correlation	.454**	.376**	.402**	.179*	.216*	.352**	.329**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.037	.013	.000	.000	---	
	N	136	136	135	136	132	136	136	136	
Job Satisfaction	Pearson Correlation	.839**	.799**	.765**	.556**	.547**	.656**	.563**	.582**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	---
	N	137	137	136	137	133	137	137	136	137

Table 12

Independent Samples t-Test for Difference in Item Satisfaction by Service Type

Item #	Item	Service Type	Mean Satisfaction	Mean Difference	df	Significance
16	Creativity	Limited-service	5.94	-.07	135	.752
		Full-service	6.01			
15	Responsibility	Limited-service	6.11	.05	135	.788
		Full-service	6.06			
20	Achievement	Limited-service	5.63	-.12	135	.622
		Full-service	5.75			
6	Supervision-Tech.	Limited-service	5.94	.09	135	.687
		Full-service	5.85			
5	Supervision-H.R.	Limited-service	5.20	-.31	135	.259
		Full-service	5.51			
11	Ability Utilization	Limited-service	5.66	-.45	135	.028*
		Full-service	6.11			
22	Paperwork	Limited-service	3.63	-.68	135	.014*
		Full-service	4.30			
23	Conflict Resolution	Limited-service	4.91	-.14	135	.566
		Full-service	5.06			
24	Corp. Communications	Limited-service	4.26	-.21	135	.397
		Full-service	4.47			
21	Corporate Support	Limited-service	4.71	-.03	135	.937
		Full-service	4.74			
12	Company Policies	Limited-service	4.34	-.13	135	.624
		Full-service	4.47			
27	Perf. Evaluations	Limited-service	4.00	-.24	134	.473
		Full-service	4.24			
28	Feedback	Limited-service	4.37	-.10	134	.776
		Full-service	4.47			
19	Recognition	Limited-service	4.74	.17	134	.570
		Full-service	4.57			
4	Social Status	Limited-service	5.54	-.03	135	.906
		Full-service	5.57			
10	Authority	Limited-service	5.29	.20	135	.389
		Full-service	5.09			
18	Co-workers	Limited-service	5.86	.06	135	.770
		Full-service	5.80			
1	Activity	Limited-service	5.71	-.43	135	.033*
		Full-service	6.15			
26	Training	Limited-service	4.41	-.28	131	.287
		Full-service	4.69			
25	Orientation Process	Limited-service	4.15	-.22	131	.479
		Full-service	4.36			
8	Security	Limited-service	6.09	.27	131	.216
		Full-service	5.81			
7	Moral Values	Limited-service	6.20	.19	135	.350
		Full-service	6.01			
17	Working Conditions	Limited-service	5.40	-.12	135	.598
		Full-service	5.52			
9	Social Service	Limited-service	6.17	.23	135	.255
		Full-service	5.94			

2	Independence	Limited-service	5.34	-.29	135	-.232
		Full-service	5.64			
3	Variety	Limited-service	5.80	-.41	135	-.029*
		Full-service	6.21			
13	Compensation	Limited-service	4.09	-.55	134	-.057
		Full-service	4.63			
14	Advancement	Limited-service	5.20	-.03	135	-.924
		Full-service	5.23			

* Significant at .05 level

Note: Items are listed in order of their factor variance weight and then according to loading value.

Demographic Variables

The final part of the discussion will talk about the affect that the ten demographic variables had on overall job satisfaction. An independent samples t-test was conducted to examine for a difference in overall satisfaction controlling for gender. As Table 13 shows, there was no difference in overall satisfaction according to gender. This finding was consistent with those from other studies conducted by D'Arcy, Syrotuik, and Sidique (1984); Dubinsky and Mattson (1979); Golding, Resnick, and Crosby (1983), and Teas (1981) that showed that employee gender did not contribute in the explanation of job satisfaction variance.

Table 13

Independent Samples t-Test for Difference in Overall Satisfaction Controlling for Gender

Gender	Mean Satisfaction	Mean Difference	df	Significance
Female	5.19	.08	135	.658
Male	5.11			

To investigate for the effects of education on overall job satisfaction of the hotel general managers, two procedures were employed. First, the means scores for each

educational level were examined. Table 14 shows this data. With the exception of those who had completed graduated school, the average scores were fairly consistent.

Table 14

Overall Job Satisfaction Score According to Educational Level

<u>Educational Level</u>	<u>N</u>	<u>Mean</u>	<u>Std. Dev.</u>
Less than 12 years	5.18	2	.20
High School Graduate	5.16	16	.80
2 Years College/Associate's Degree	5.26	31	.79
4 Years College/Bachelor's Degree	5.11	80	.55
Graduate Degree	4.74	8	1.17
Total	5.13	137	.68

Next, a Spearman's correlation analysis was conducted between the five ordinal education classifications and overall job satisfaction. The results showed that a correlation of $-.089$ (sig. = $.302$) existed, indicating that a negative but minimal relationship existed between the two variables. The finding that there was not a significant relationship between satisfaction and education level does not support the rationale proffered by O'Reilly and Caldwell (1981) that more educated employees increase their job satisfaction by rationalizing the available job alternatives; but it slightly supports Mathieu and Zajac's (1990) notion that educated employees will have more job alternatives and are thus unlikely to develop a great affinity toward their jobs or organizations.

In order to ascertain if having graduated from a business school or hospitality school affected the job satisfaction of general managers, respondents were asked to indicate on the survey if they had graduated from either type of institution as part of their education. While over 30% of the respondents possessed a hospitality school degree and almost 25% had graduated from a post-secondary business school, these credentials did not appear to affect the overall satisfaction means (Table 15).

Table 15

Independent Samples t-Test for Difference in Overall Satisfaction Controlling for Business School Degree and Hospitality School Degree

Institution	Possess Degree	N	Mean Satisfaction	Mean Difference	df	Significance
Business School	No	103	5.13	.00	135	.968
	Yes	34	5.13			
Hospitality School	No	95	5.09	-.13	135	.305
	Yes	42	5.22			

To examine the extent of the relationship between general satisfaction and hotel general manager age, a Pearson Correlation test was performed. The results showed that a correlation of .012 (sig. = .893) existed, indicating that a positive but minimal relationship existed between the two variables. Therefore, it was concluded that age had no effect on the overall satisfaction of the respondents in the population. This refuted the findings of Dewar and Label (1979), Rhodes (1983), and Lewis (1991) that workers gain

greater satisfaction because they acquire a stronger work ethic or can adjust better to the working environment as they age is not applicable to this study's sample.

The longevity concept was further studied by examining the relationship between the job tenure demographics and overall job satisfaction. Table 16 shows the tenure demographics of the respondents while Table 17 illustrates the correlations between tenure and job satisfaction. Neither the respondent's tenure in the hospitality industry, in hotel management, or as a general manager either for the participating management company or any other firm appeared to affect the overall satisfaction means. It was concluded that previous hospitality management experiences contributed little to the current job satisfaction levels of the general managers.

Table 16

Tenure Demographics of Responding General Managers

	N	Minimum	Maximum	Mean	Std. Dev.
Years as G.M.	135	.25	30.00	9.26	7.26
Years as G.M. for participating company	136	.08	12.33	3.04	2.78
Years as G.M. of current property	135	.08	20.17	2.40	3.38

Table 17

Correlation between Job Tenure Demographics and Job Satisfaction

		Satisfaction	Industry	Management	GM	Company	Property
Job satisfaction	Pearson Corr.	1.000					
	Sig. (2-tailed)	---					
	N	137					
Years employed in hospitality industry	Pearson Corr.	.048	1.000				
	Sig. (2-tailed)	.575	---				
	N	137	137				
Years employed in hotel management	Pearson Corr.	-.035	.838**	1.000			
	Sig. (2-tailed)	.690	.000	---			
	N	136	136	136			
Years employed as a GM	Pearson Corr.	-.157	.644**	.762**	1.000		
	Sig. (2-tailed)	.070	.000	.000	---		
	N	135	135	134	136		
Years as GM for part. company	Pearson Corr.	-.088	.172*	.173*	.231**	1.000	
	Sig. (2-tailed)	.309	.045	.045	.007	---	
	N	136	136	135	135	136	
Years as GM at your current property	Pearson Corr.	-.122	.269**	.314**	.445**	.191*	1.000
	Sig. (2-tailed)	.159	.002	.000	.000	.027	---
	N	135	135	134	134	135	135

** Correlation is significant at the 0.01 level (2-tailed).

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

Summary of Findings

Three hypotheses were tested to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type. Hypothesis 1 examined whether hotel size significantly impacted general managers' job satisfaction in the lodging industry. The alternative hypothesis was rejected because there is no significant correlation between the job satisfaction scores of the general managers and hotel size.

Hypothesis 2 extended the research by examining whether hotel service type significantly impacted general managers' job satisfaction in the lodging industry. It was determined that full-service general managers experienced slightly higher levels of job satisfaction than did their limited-service counterparts. However, the alternative hypothesis was rejected because no significant difference appeared between the mean satisfaction scores of the limited-service and full-service managers.

Hypothesis 3 explored whether the interaction of hotel size and service type significantly impacted job satisfaction. To control for hotels' differing service types, within group correlations were examined. To control for the interaction effects of hotel size on service type for general manager satisfaction, an extracted sample of common size hotels was analyzed to assess the difference in satisfaction means. Once again, managers at full-service hotels evinced slightly higher levels of job satisfaction than those at limited service properties. Yet, the mean satisfaction levels were not significantly different. Thus, the alternative hypothesis was rejected and it was concluded that neither hotel size nor service type significantly impacted the job satisfaction of general managers.

The aim of the fourth research question was to explore the extent of the relationship between various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. An exploratory factor analysis of the responses to the 28 items comprising the quantitative section of the survey revealed that eight different factors accounted for 70% of the accumulated variance. These factors were labeled job latitude, corporate relations, performance feedback, personal dynamics, job introduction, job security, autonomy, and compensation. Each of these eight items was significantly

correlated with job satisfaction, with job latitude exhibiting the greatest predictive relationship.

Chapter V addresses the implications of these findings and interprets the results in order to draw conclusions that may be applicable to practitioners and researchers.

CHAPTER V

CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

Introduction

The purpose of the study was to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type and to explore the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction. To this end, the research attempted to answer the following questions:

- R₁: What is the extent of the relationship between hotel size and general managers' job satisfaction in the lodging industry?**
- R₂: What is the extent of the relationship between hotel service type and general managers' job satisfaction in the lodging industry?**
- R₃: What is the extent of the relationship between hotel service type when combined with hotel size on general manager's job satisfaction in the lodging industry?**
- R₄: What is the extent of the relationship among various intrinsic, extrinsic, and general motivational factors and overall job satisfaction of hotel general managers?**

Based on these four preceding questions, this chapter summarizes and discusses the key findings from Chapter IV and draws conclusions centered on these findings. Implications of the research findings for the lodging industry are presented followed by suggestions for future research.

Summary of Findings

This research design employed a survey methodology in order to collect the necessary data to answer the four research questions. Drawing from the literature and results of previous studies of job satisfaction, a well-known satisfaction questionnaire was adapted and modified to evaluate issues of relevance to hotel managers. The revised instrument was subjected to expert review by a panel of current and former hotel general managers before being disseminated to the participating target population of limited-service and full-service hotel managers at an independent, lodging management company.

The useable response rate was 73% of the population; the participating respondents consisted of 74% of the full-service general managers and 69% of the limited-service general managers in the participating company. Furthermore, 75% of the returned surveys were from full-service general managers and 26% were from limited-service general managers. This composition of the sample closely mirrored the composition of the population and contributed to the validity of the findings.

After receiving the replies, the internal consistency of the quantitative section of the survey instrument was statistically analyzed for reliability. The 28-item quantitative

scale posted a high reliability coefficient and the researcher concluded that the scale was a reliable measure for what it was intended to assess.

To address the first three research questions, three hypotheses were tested to determine whether the job satisfaction of hotel general managers was significantly related to hotel size or service type. Hypothesis one examined whether hotel size significantly impacts general managers' job satisfaction in the lodging industry. After inspecting the correlations between hotel size and overall job satisfaction, the hypothesis was rejected and it was concluded that hotel size does not significantly impact the job satisfaction of general managers.

Hypothesis two focused on whether the general managers at different service type hotels experienced significantly different levels of job satisfaction. After reviewing the results of an independent samples t-test, this hypothesis was also rejected and it was concluded that hotel service type does not significantly impact the job satisfaction of general managers.

Hypothesis three investigated whether possible interaction effects of service type and hotel size influenced general manager job satisfaction. To control for the interaction effects of service type on hotel size, correlations between manager satisfaction and hotel size within service type were studied. The researcher determined that a slight but not significant relationship existed. To control for the interaction effects of hotel size on service type, the means of a common size extracted sample were compared using an independent samples t-test. Again, it was determined that a significant difference did not exist. Consequently, hypothesis three was rejected as it was concluded that neither hotel size nor service type significantly impacted the job satisfaction of general managers.

To address the fourth research question an exploratory factor analysis of the responses to the 28 items comprising the quantitative section of the survey revealed that eight different factors accounted for 70% of the accumulated variance. These factors were labeled by the researcher as job latitude, corporate relations, performance feedback, personal dynamics, job introduction, job security, autonomy, and compensation. Further analysis revealed that each of the eight items was significantly correlated with job satisfaction. Job latitude exhibited the greatest predictive relationship, followed by corporate relations and performance feedback.

Discussion

Previous studies that examined the influence of organizational size on the job satisfaction of employees have produced varying findings. While the majority of these studies concluded that employees in larger organizations were less satisfied than those working in smaller organizations, at least one study arrived at a different conclusion. Rahman and Zanzi (1995) concluded in their study of employees at CPA firms that larger organizations that traditionally are more mechanistically structured and less organic do not always exhibit lower levels of job satisfaction among its employees. They suggested that it depends on the structural guidance needs of the employees and that such needs are determined mostly by vocation.

The results of this study supports the finding that Mount and Frye (2000) arrived at in their study of the impact of hotel size and service type on line-level employee job satisfaction. It reaffirms that as a lone variable, hotel size, does not significantly impact employee or manager job satisfaction. The findings in this study regarding the impact of

service type on job satisfaction also have different implications. The Mount and Frye (2000) study discovered that initially there were significant differences in the job satisfaction levels between employees of the two different service types and that limited-service line employees enjoyed higher levels of satisfaction. But after subsequent analysis, they attributed the statistical difference to the lack of food and beverage employees at most limited service properties. Therefore, they analyzed for the difference in job satisfaction between the two service types using only employee job positions common to both service types. After comparing the mean satisfaction scores of the room division employees between the two service types, they concluded that a significant difference did exist and that limited service employees experienced significantly higher levels of satisfaction.

This study utilized a similar technique in that it compared the mean satisfaction scores of general managers in each service type. However, the findings were not significant. It was determined that unlike line employees, limited-service general managers experienced slightly, but not significantly lower levels of job satisfaction. A review of the qualitative responses in the survey seem to indicate that such disaffection may possibly be attributed to aspects that are primarily unique to limited service general managers. The compensation packages afforded to limited-service general managers are usually substantially less than that provided to managers who administer full-service hotels. This lack of recompense parity likely exists for a variety of reasons, most of which are rationally correlated with size. Limited-service lodging properties traditionally generate less gross revenue because of their smaller number of guestrooms and lack of food and beverage and function space offerings. For these reasons there are also far

fewer workers employed at limited-service hotels. Fewer employees dictate that less supervisory personnel are needed than at full-service properties. Therefore, it is logical to surmise that general managers who generate less gross revenue and oversee smaller numbers of employees and physical assets would be compensated less than those who do. The disparity in compensation obviously has some contributory effects on the lower satisfaction levels of limited-service general managers.

Another likely effect contributing to lower levels of limited-service general manager satisfaction can also be attributed to the minimal training and lack of orientation that most respondents claim that they received as a new general manager with the participating management company. Because the vast majority of hotels in the American lodging industry are limited-service properties, there are far more opportunities for hospitality professionals to start as a general manager of a limited-service property than at a full-service hotel. Traditionally, limited-service general managers who successfully demonstrate their administrative abilities may be promoted in time to oversee larger hotels that offer more extensive levels of service. Hence, full-service general managers are more seasoned and can often adapt much easier to their new environment. If an organization provides minimal orientation and training to new general managers, it would be reasonable to deduce this factor would most adversely impact those in the limited service segments.

Through exploratory factor analysis techniques, eight unique factors were identified as accounting for 70% of the common variance in the determination of overall job satisfaction of the general managers from both service types combines. Job Latitude, accounting for 33% of the variance, was comprised of six different items. The two items

loading on Job Latitude with the greatest loading values, creativity (.839) and responsibility (.831), are both extrinsic motivators. Personal achievement (.589) and ability utilization (.524) are intrinsic items while supervision-technical (.580) and supervision-human relations (.553) are the sole supervisory items identified as integral determinants of job satisfaction.

As mentioned in the previous chapter of this study, hotel general managers often receive limited supervision from their regional manager and corporate headquarters, especially when their company primarily manages hotels for other owners. In this study, the independent hotel management company principally was engaged in the commerce of managing franchised brand and independent hotels for investors. Because of the large geographic area in which the participating hotel management company operates (33 states, 3 districts/territories, 2 Canadian provinces) as well as the limited number of lodging properties that comprise the company's portfolio (206 properties), it is likely to think that general managers are often left to their own disposal at times to define the parameters and avenues for fulfilling their positions and achieving success. Those entrepreneurial-minded general managers that prefer a corporate hands-off approach regarding their respective hotel would likely aspire to such a situation and, if their hotel meets requisite objectives, subsequently realize a high level of job satisfaction ensuing from such goal attainment. Conversely, at those hotels that fail to meet established business objectives, the general manager then is likely to be held accountable for the hotel's performance and consequently experience a low level of job satisfaction. Hence, it is easy to see how realizable outcomes and the means by which such results are arrived

at in the daily management process can play such a seminal role in the job satisfaction of individuals charged with and held accountable for performance outcomes.

Contributing to and building upon Job Latitude is the second factor, Corporate Relations. Five closely related items loaded on this factor: the time needed to complete administrative paperwork (.770), the resolution of conflicts between the manager and corporate staff (.727), the downward flow of communication from the corporate offices (.671), the level of corporate support that the general manager perceives that his property receives (.637), and the extent and manner by which company policies are put into practice (.597). With the exception of company policies, the remaining four extrinsic items were incorporated into the survey instrument after reviewing the qualitative responses from the general managers who participated in Mount and Frye's (2000) related study that examined job satisfaction of line-level hotel employees at a different independent hotel management company. By virtue of the fact that these five items loaded highest on Factor II, which accounts for the second highest common variance (9%), is testament itself to the importance and influence that they retain over the general managers' satisfaction. Essentially, it appears that many general managers have concerns about interactions with corporate personnel. Examining the mean scores for the items that loaded on Corporate Relations (Table 12), we find that both limited-service and full-service general managers may have concerns regarding this factor. This is reaffirmed by the extensive written comments regarding these items received from the respondents on the qualitative portion on the survey instrument. In addition to item satisfaction means which are all lower than the overall job satisfaction mean score for each respective segment (Table 6), there was a significant difference in the satisfaction of limited-service

and full-service general managers regarding the time they have to complete administrative paperwork. Limited-service general managers indicated a significantly lower level of satisfaction ($\mu = 3.63$) than did their full-service counterparts ($\mu = 4.30$).

It is logical to surmise that the general managers of limited service properties experienced significantly lower levels of item satisfaction because of the multi-faceted roles that they played at their property, the lower levels of staffing, and the lack of opportunities to delegate tasks. To a large extent most limited-service lodging properties may have one or only a few managers to oversee their hotel's overall operations and to complete required paperwork than do the general managers of full-service properties. Without such an extensive support infrastructure within their hotel to assign areas of responsibility and task requirements, limited-service general managers indeed may have to become proficient at multi-tasking within a limited time frame. The stress associated with such diverse responsibilities can often have detrimental effects of the manager's job satisfaction.

The third factor, Performance Feedback, accounted for 7% of the common variance and included three items: satisfaction regarding the timeliness of scheduled performance evaluations (.783), satisfaction regarding informal feedback about the manager's progress in his job (.770), and satisfaction with recognition from others for the manager's performance (.631). While there were no significant satisfaction differences among service types, the means scores regarding the timeliness of the performance evaluations for both limited-service general managers ($\mu = 4.00$) and full-service general managers ($\mu = 4.24$) appeared lower than most other item scores. A similar dissatisfaction with the timeliness of manager performance appraisals was brought to

light in the Mount and Frye (2000) study. Whether such a dissatisfaction or practice regarding this issue is endemic in the lodging or hospitality industry remains to be conclusively answered by research. However, the high turnover rate in the American hospitality industry, which has been reported to reach as high as 300% annually and recently has averaged 48% annually (Donoho, 1997), may have contributing effects to the ability or desire of an organization to conduct such constructive criticism and performance scrutiny.

The fourth factor, **Personal Dynamics**, accounted for 5% of the common variance and was comprised of the reported manager satisfaction with these four items: social status as a result of their job (.757), the opportunity to exercise authority (.690), relations among fellow peers within the company (.521), the pace of work (.481). As Table 12 illustrates, the satisfaction means for each of these items exceeded the overall satisfaction means shown in Table 6, there was a significant difference with the satisfaction between limited-service ($\mu = 5.71$) and full-service general managers ($\mu = 6.15$). It appears that limited-service general managers find themselves busier attending to paperwork and attending to other issues for the reasons discussed in Factor II above.

Factor V, which accounted for 5% of the common variance, was labeled as **Job Introduction**. Two items loaded on this factor: satisfaction with the training received for their job as general manager (.870), and the effectiveness of the general manager orientation process (.815). Both satisfaction means for these items scored below the overall satisfaction means for each segment. Qualitative comments mentioned a lack of pre-job and on the job training provided by the company as well no corporate-sponsored orientation process for new employees. Though not statistically significant, the higher

full-service satisfaction scores for the training and orientation items would likely be attributed to the fact that many of the full-service general managers began first as GMs of limited-service properties before transferring to larger full-service properties. It was also learned that in some cases seasoned general managers from outside of the participating lodging management company were recruited and hired to fill GM vacancies within the organization. Thus, many new hires brought a full complement of general manager skills with them to their new positions and may not have been as adversely affected by a lack of corporate provided training or orientation. Table 16 illustrates the tenure demographics of the general managers that participated in the study. There is over a six-year disparity between the mean career tenure of general managers and their mean tenure as general managers working for the participating management company. This is attributed to the external recruitment of personnel as well as the recent acquisition of several new properties where the existing personnel were retained and assimilated into the participating company.

Accounting for 5% of the common variance, Job Security is the sixth factor and is consists of four satisfaction items: job security (.727), ability to manage within one's moral values (.571), working conditions (.567), and the opportunity to serve others (.548). Each of scores for these satisfaction items exceeded the overall satisfaction means and in all likelihood was probably contributors (as opposed to detractors) of the calculated satisfaction. There were no significant differences in the item means between service types.

The sixth factor, Autonomy, accounted for 4% of the common variance and consisted of two items: opportunity to work independently (.718), and task variety

(.625). Though each of these item satisfaction means scored above the overall average, there was a significant difference between the limited-service ($\mu = 5.80$) and full-service ($\mu = 6.21$) task variety satisfaction scores. For reasons already mentioned, in all likelihood this is because full-service general managers oversee larger properties with greater service offerings and larger staffs. With greater service focuses, broader target market segments, opportunities to delegate paperwork and restrictive tasks, and as a result, more availability of time afforded to the full-service general manager, it is plausible to believe that they would have greater opportunities to attend to various operational aspects as they choose or at times to work independently in these pursuits.

Factor VIII, which is referred to as Compensation, accounts for 4% of the common variance. It includes the satisfaction items of pay (.840) and opportunities for advancement (.549). While the item means between service types is similar for advancement opportunities, full-service general managers expressed much higher levels of satisfaction regarding compensation. Full-service general managers administrate larger properties that generate greater revenue amounts, they supervise a larger number of subordinates, and on average they tend to possess more management experience than do their limited-service GMs. Each of the attributes supports the notion that full-service general managers should be paid more than their limited service counterpart, and usually this is the case. Therefore, it is expected that limited-service general managers would be less satisfied regarding the compensation item, especially considering the previously discussed point that they feel overburdened in other areas such as administrative paperwork.

Conclusions

After hypotheses testing and an analysis of the item correlations, it can be concluded that neither hotel size nor service type significantly impacts the job satisfaction of hotel general managers. Therefore, we can refute the conclusion of Porter and Lawler (1965) that size of the work group organization unit size affect satisfaction. While the sample size was relatively small, the response rate was appropriate for generalizable results to the population. However, the population utilized in this study cannot be deemed to be characteristic of all lodging management companies nor the hotel industry in general. Though these results may provide valuable insight to other practitioners, the results may not be indicative to all general managers in this profession.

As introduced in this study, the exploration into the intrinsic and extrinsic factors that had the greatest influence on the determination of general manager job satisfaction confirmed many of the findings in Mount and Frye's (2000) previous examination of hotel employee and manager satisfaction. Job latitude and corporate relations issues had the greatest impact on the job satisfaction of the general managers. The majority of these issues was extrinsic in nature and was related to matters that were often outside of the control of the respondents. Lodging organizations that can permit high levels of creativity, empowerment, and ability utilization while removing or overcoming inflexible barriers that tend to hinder such achievements will achieve higher levels of satisfaction from its hotel managers.

Finally, it should be noted that many of the individual characteristics that other researchers suggested might play a significant role in determining the extent of job satisfaction were not found here to have an influential effect. Gender, age, educational

level, and longevity in the hospitality industry or as a hotel manager all had minimal impact on job satisfaction. As Rahman and Zanzi (1995) discovered from their study of job satisfaction, not all industries are affected by the same variables. Indeed, the lodging industry relies on its managers, as do most businesses, to ensure that performance objectives are met and financial success is attained. Yet, the lodging industry is very different from most other businesses. Thus, it cannot be assumed that efforts that may have worked for other industries or even organizations within the same industry aimed at achieving high levels of satisfaction among managers will result in success with lodging general managers.

Recommendations for Future Research

This research built upon and complemented previous research conducted by Mount and Frye (2000) in the area of hospitality job satisfaction. In both studies, the populations were independent lodging companies that managed full-service and limited-service hotels under various brands. This study examined the job satisfaction levels of the general managers as influenced by hotel size and service type. Though the participating lodging management company was one of the largest in the United States, the small number within the limited-service segment did not produce generalizable findings. Expanding the sample of the existing study to include larger lodging organizations would likely satisfy the minimum sample size requirement.

Because general managers oversee all operations in a lodging property, it can be difficult to ascertain specific operational influences that may account for a large portion of the satisfaction variance. Conducting similar research that investigates the job

satisfaction between the managers of similar divisions and departments should be considered in order to narrow the scope of the operational influences.

Likewise, expanding the service types by hotel location classification (i.e. airport hotels, beach resorts, urban convention hotels) would be advisable. Operational focuses, business priorities, and support mechanisms for managers may not be the same among properties of different location segmentations.

Adding a single item summary satisfaction measure that can be used as the dependent variable is advisable. The inclusion of such an item would permit the researchers to utilize step-wise regression techniques to add and delete factors in order to calculate a best-fit predictive model based on the factor analysis. Because this study used an aggregate calculated measure, we were limited from employing regression techniques to obtain an appropriate predictor model.

Finally, this study employed cross-sectional survey techniques to gather data. Such a methodology does not take into account the attitudes or perceptions of general managers that may have recently retired or left the organization. As a result, the satisfactions of those that may have been the most dissatisfied or who chose to act upon their feelings were not a part of this study. A longitudinal study could track any changes over time and may generate more fitting long-term results and findings.

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APPENDIX A
SURVEY INSTRUMENT

A Survey of Hotel General Manager Satisfaction

Directions: There are 4 sections to this survey. Please complete all 4 sections. We need honest and candid feedback, so all your answers will be kept confidential. Your identity or participation will not be disclosed to MeriStar or others. To thank you for participating, those who return the completed survey by August 20th will be entered into a lucky drawing for Penn State polo-style shirts.

Section A. (Questions 1-20)

Please rate your satisfaction level regarding various components of your job.

Item On my present job, this is how I feel about.....	Rating Scale						
	Not at all Satisfied						Extremely Satisfied
	①	②	③	④	⑤	⑥	⑦
1. Being able to keep busy all the time.	①	②	③	④	⑤	⑥	⑦
2. The chance to work alone on the job.	①	②	③	④	⑤	⑥	⑦
3. The chance to do different things from time to time.	①	②	③	④	⑤	⑥	⑦
4. The chance to be somebody in the community.	①	②	③	④	⑤	⑥	⑦
5. The way my supervisor handles (his/her) workers.	①	②	③	④	⑤	⑥	⑦
6. The competence of my supervisor in making decisions.	①	②	③	④	⑤	⑥	⑦
7. Being able to do things that don't go against my conscience.	①	②	③	④	⑤	⑥	⑦
8. The way my job provides for steady employment.	①	②	③	④	⑤	⑥	⑦
9. The chance to do things for other people.	①	②	③	④	⑤	⑥	⑦
10. The chance to tell people what to do.	①	②	③	④	⑤	⑥	⑦
11. The chance to do something that makes use of my abilities.	①	②	③	④	⑤	⑥	⑦
12. The way corporate policies are put into practice.	①	②	③	④	⑤	⑥	⑦
13. My pay and the amount of work I do.	①	②	③	④	⑤	⑥	⑦
14. The opportunity for advancement.	①	②	③	④	⑤	⑥	⑦
15. The freedom to use my own judgment.	①	②	③	④	⑤	⑥	⑦
16. The opportunity to try my own methods of doing the job.	①	②	③	④	⑤	⑥	⑦
17. Working conditions.	①	②	③	④	⑤	⑥	⑦
18. The way my fellow GMs get along with each other.	①	②	③	④	⑤	⑥	⑦
19. The praise I get for doing a good job.	①	②	③	④	⑤	⑥	⑦
20. The feeling of accomplishment I get from the job.	①	②	③	④	⑤	⑥	⑦

Please turn to page 2, and continue with Section A



Section A continued. (Questions 21-27)

Please rate your satisfaction level regarding various components of your job.

Item On my present job, this is how I feel about.....	Rating Scale						
	Not at all Satisfied ①	②	③	④	⑤	⑥	Extremely Satisfied ⑦
21. The level of support I receive from the corporate office.	①	②	③	④	⑤	⑥	⑦
22. The time I have to complete administrative paperwork.	①	②	③	④	⑤	⑥	⑦
23. The resolution of conflicts between corporate staff and myself.	①	②	③	④	⑤	⑥	⑦
24. The downward flow of communication from the corporate office.	①	②	③	④	⑤	⑥	⑦
25. The effectiveness of the general manager orientation process.	①	②	③	④	⑤	⑥	⑦
26. The training that I received for my job.	①	②	③	④	⑤	⑥	⑦
27. The timeliness of my scheduled performance evaluations.	①	②	③	④	⑤	⑥	⑦
28. The informal feedback about my progress in my job.	①	②	③	④	⑤	⑥	⑦

Section B. (Questions 29-30)

Please take a moment and share your thoughts with us about your job and working for MeriStar. Your candor and directness are very important. If you wish, you may write or type your comments on an additional sheet of paper and enclose it with the survey. Again, all your responses will be kept confidential and your identity or participation will not be revealed to MeriStar.

29. What is the single, most satisfying aspect about your job as a general manager? Please tell us why.

30. What is the single, least satisfying aspect about your job as a general manager? Please tell us why?

Please turn to page 3 and continue with section B.



Section B continued. (Questions 31-34)

Please take a moment and share your thoughts with us about your job and working for MeriStar. Your candor and directness are very important. If you wish, you may write or type your comments on an additional sheet of paper and enclose it with the survey. Again, all your responses will be kept confidential and your identity or participation will not be revealed to MeriStar.

31. What is the single, most satisfying aspect to you about working for MeriStar? Please tell us why.

32. What is the single, least satisfying aspect to you about working for MeriStar? Please tell us why.

33. In an overall sense, do you think full-service MeriStar general managers or limited-service MeriStar hotel general managers are more satisfied in their jobs? Please tell us why.

34. In an overall sense, do you think that general managers of MeriStar hotels (both full-service and limited-service) are more satisfied or less satisfied than most general managers at hotels that MeriStar does not own or manage? Please tell us why.

Section C. (Questions 35-36)

Please tell us about your hotel.

35. Are you the GM of a limited-service or full-service hotel? Limited-Service Full-Service

36. How many guestrooms does your hotel have? Please enter the number in the blank: ____ guestrooms

Please turn to page 4, Section D.



Section D. (Questions 37-47)

Please tell us about yourself. All personal information will be kept strictly confidential.

- 37. What is your age? Please enter the number in the blank: _____ years
- 38. For how many years have you been employed in the hotel industry? _____ years
- 39. For how many years have you been a hotel manager (any management position)? _____ years
- 40. How long have you been a hotel general manager? _____ years / _____ months
- 41. How long have you been a hotel general manager for MeriStar? _____ years / _____ months
- 42. How long have you been the general manager of your current property? _____ years / _____ months
- 43. What is your gender? Please mark one circle: Female Male

44. What is your educational level? Please mark one circle below:

- Less than 12 years
- High school graduate
- 2 years college or Associate's Degree
- 4 years college or Bachelor's Degree
- Graduate Degree

45. Are you a college graduate from a hospitality school? Yes (please go to question 45a) No (please go to question 46)

45a. What is the name of your hospitality school(s)/university? _____

45b. What is the name/title of your hospitality degree(s)? _____

46. Are you a college graduate from a business school? Yes (please go to question 46a) No (please go to question 47)

46a. What is the name of your business school(s)/university? _____

46b. What is the name/title of your business degree(s)? _____

47. If you are chosen in the lucky drawing, what is your shirt size? S M L XL XXL

Thank you for participating in this important survey!

Please fold the completed survey booklet and place it and the Informed Consent Form in the small, addressed stamped envelope and mail back. If the envelope has been misplaced, please mail the completed survey to:

William D. Frye, Graduate Researcher
School of HRRM/ Penn State University
011 Maceer Building
University Park, PA 16802

This study has been approved for human subjects clearance by Penn State University's Office of Regulatory Compliance (ORC # 00B0736-00). Any inquiries or concerns should initially be directed to the investigator, William Frye at 814-865-5842 or wdfrye@psu.edu

APPENDIX B
SURVEY COVER LETTER



Hotel, Restaurant and Institutional Management
Recreation and Park Management

(814) 865-1851
Fax: (814) 863-4257

School of Hotel, Restaurant and Recreation Management
The Pennsylvania State University
201 Mather Building
University Park, PA 16802-1307

August 7, 2000

«FirstName» «LastName», General Manager
«Hotel»
«StreetAddress»
«City», «State» «ZipCode»

Dear «FirstName» «LastName»:

As the general manager of your lodging property, your personal job satisfaction is essential to the success of your property and the goals of your lodging management company.

As a doctoral candidate at Penn State University's School of Hotel, Restaurant, and Recreation Management, I am conducting industry research and authoring a dissertation, which is a requirement for completion of my Doctor of Philosophy degree. The paper, titled *An Examination of Job Satisfaction for Hotel General Managers Based on Hotel Size and Service Type*, will examine whether the job satisfaction of hotel general managers is significantly affected by hotel size or service type.

I need your help to complete this study and make the findings valid. Your company has been gracious enough to permit me to ascertain the job satisfaction for all of its general managers. The responses will be collected, statistically analyzed, and reported in my dissertation findings as well as reported back to your company. All responses will be reported as aggregate data and in no way may be linked to you or any individual or property by anyone other than the researchers. Your participation and responses will only be known by the researchers and will be treated with the highest level of confidentiality.

Enclosed with this letter is a survey consisting of 47 questions and an Informed Consent Form. Because Penn State University holds its researchers to the highest degree of accountability in order to ensure maximum protection for individuals who participate in research, I ask that you complete the Informed Consent Form prior to commencing the survey. The informed Consent Form must be returned with the completed survey.

The survey should take approximately 15 – 20 minutes to complete. I have enclosed a self-addressed, postage paid envelope for your convenience. Because time is of the essence, I need all responses to be returned by August 20th.

Your input is important to me. To thank you for participating in this study, I will enter the names of all GM's who return their surveys by August 20th in a drawing for Penn State polo-style shirts.

Thank you in advance for your participation in this study. If you should have any questions, please contact me at (814) 865-5842 or Dr. Dan Mount, dissertation advisor, at (814) 863-2675. I look forward to your response.

Sincerely,

William D. Frye, M.H.M., CHE
Graduate Researcher

APPENDIX C
INFORMED CONSENT NOTICE

INFORMED CONSENT NOTICE

The Pennsylvania State University

I. Title of project: *An Examination of Job Satisfaction of Hotel General Managers Based On Hotel Size and Service Type*

Person in charge: William D. Frye, M.H.M., CHE
Graduate Researcher
School of Hotel, Restaurant, and Recreation Management
The Pennsylvania State University
201 Mateer Building
University Park, PA 16802-1307
814-865-5842

II. About the Study: The study in which you will be participating will examine whether the job satisfaction of hotel general managers is significantly affected by hotel size or service type. The objective of the study is to determine what intrinsic and extrinsic factors are important to general managers and to share these findings with the hospitality industry. It is hoped that by educating lodging owners and operators about job satisfaction, they will take proactive steps to better their recruiting, selection, staffing, compensation, and retention efforts. Your participation can help further this endeavor.

If you agree to take part in this study, you will be asked to respond to 47 questions in a written survey. Your responses will help the researcher assess the job satisfaction of the hotel general managers in your organization. It will take approximately 15-20 minutes to complete the survey.

III. Your rights as a research participant: Prior to and while filling out the survey you may ask questions about the study and research procedures; these questions will be answered. All questions should be directed to the person in charge listed above.

Your participation is confidential. Only the investigator will have access to your identity and to information that can be associated with your identity. In the event of publication of this research, no personally identifying information will be disclosed. To make sure your participation is confidential, only a code number appears on the questionnaire. Only the researcher can match names with code numbers.

Your participation in this study is strictly voluntarily. Only the researcher, other than yourself, will know whether you chose to participate. You are free to stop participating in the study at any time, or to decline to answer any specific questions without penalty. If you choose not to participate in this study, it will not adversely affect your relationship with the hotel, your organization, or The Pennsylvania State University.

This study involves minimal risk; that is, no risks to your physical or mental health beyond those encountered in the normal course of everyday life.

Please turn form over to page 2.



Note: A completed and signed copy of this form must be returned with the survey. The duplicate copy is yours to keep for your records.

IV. Your agreement to participate in the research: After you have reviewed Sections I, II, and III, please carefully read the following statements before signing:

I agree to participate in a scientific investigation of *An Examination of Job Satisfaction of Hotel General Managers Based On Hotel Size and Service Type*, as an authorized part of the education and research program of The Pennsylvania State University.

I understand the information given to me, and I have received answers to any questions I may have had about the research procedure. I understand and agree to the conditions of this study as described.

To the best of my knowledge and belief, I have no physical or mental illness or difficulties that would increase the risk to me of participation in this study.

I understand that if I participate in the study, my name will be entered into a drawing for a complimentary Penn State polo-style shirt. I understand that I will receive no other compensation for participating in this study.

I understand that my participation in this research is voluntary, and that I may withdraw from this study at any time by notifying the person in charge.

I understand that my participation is confidential and that my identity will not be disclosed to anyone other than the investigator conducting the research.

I am 18 years of age or older.

I understand that I will receive a signed copy of this consent form.

Participant's Signature

Date

V. Researcher's Statement:

I certify that the informed consent procedure has been followed, and that I will answer any questions from the participant as fully as possible.


Researcher's Signature

Date

Note: This completed and signed form must be returned with the survey. Please keep the enclosed duplicate copy for your records.

APPENDIX D
INSTITUTIONAL REVIEW BOARD APPROVAL



Date: July 25, 2000
From: 
Karen J. English, Compliance Coordinator
To: William D. Frye
Subject: Proposal for Use of Human Subjects in Research - Exemption (ORC #00B0736-00)

Approval Expiration Date: July 25, 2001

“An Examination of Job Satisfaction of Hotel General Managers Based on Hotel Size and Service Type”

Your proposal for use of human subjects in your research has been reviewed and **approved for a one-year period**. Subjects in your research are at minimal risk.

Attached are confidential labels you can use to seal the envelopes that contain the original, signed informed consent forms obtained from the subjects of your study. These envelopes are then to be mailed to the address listed above. Contact this office if you need more labels.

Subjects must receive a copy of the informed consent form and the written explanation of your study that was submitted to this office for review.

By accepting this decision you agree to notify this office of (1) any additions or changes in procedures for your study that modify the subjects' risks in any way and (2) any events that affect the safety or well being of subjects.

The University appreciates your efforts to conduct research in compliance with the federal regulations that have been established to ensure the protection of human subjects.

KJE/bad

Attachments

cc: D. Mount
S. Parks
J. Itinger
L. Vernon-Feagans

VITA

William D. Frye, M.H.M., CHE
Assistant Professor
Institute of Travel, Hotel & Restaurant Administration
Niagara University

William Frye is an Assistant Professor at Niagara University's Institute of Travel, Hotel & Restaurant Administration and a Ph.D. candidate at the School of Hotel, Restaurant, and Recreation Management at The Pennsylvania State University. While at Penn State he taught classes in advanced hotel operations and served as the hospitality internship coordinator for Penn State Hospitality Services.

Professor Frye holds a Master of Hospitality Management degree from the Conrad N. Hilton College of Hotel & Restaurant Management at the University of Houston, where he served in a variety of teaching and instructional capacities as well as serving as the assistant to the general manager of the College's conference center. Previously, he was an adjunct faculty member at Newbury College in Brookline, Massachusetts, where he taught courses in front office procedures, food and beverage controls, hospitality and travel law, and the introductory course. Professor Frye has earned the designation of Certified Hospitality Educator from the Education Institute of the American Hotel & Motel Association and is a member of the Council of Hotel, Restaurant, and Institutional Education. Additionally, he has been awarded six certificates of achievement with honors for studies in varying hotel management fields.

Professor Frye possesses over 13 years management experience and has been associated with the hospitality industry for the past 8 years, primarily in hotel operations. Prior to arriving at Penn State, Professor Frye was the general manager of a resort lodging property in Taos, New Mexico. He has also been employed previously by *The Copley Plaza-A Wyndham Hotel*, a historic, world-class luxury hotel located in Boston, Massachusetts as a night manager, as well as the Sonesta Hotel Corporation, Wyndham Hotels & Resorts, and Hilton Hotels in several facets of rooms division operations. In addition to New Mexico, Professor Frye has been employed in the Houston, Boston, and central Pennsylvania hospitality markets.

As a graduate student, Professor Frye's concentration was in lodging operations specializing in service quality and yield management. He has performed research and written papers on a variety of hospitality related issues including hotel employee job satisfaction, school-to-work initiatives as alternatives for recruiting, women's lodging expectations in the Thai hotel market, and internal customer service attributes as a predictor of organizational competitiveness. He currently conducts research in the areas of consumer satisfaction, risk-management, security issues, as well as lodging strategies.

Professor Frye earned his undergraduate degree, Bachelor of Arts in Political Science with a minor in history, from the University of Massachusetts. He also holds an Associate of Applied Science degree in Hospitality Management, summa cum laude, from Newbury College. Professor Frye is a member of Eta-Sigma-Delta hospitality honor society and was recognized with the Outstanding Academic Excellence Award from Newbury College in 1995.

Institute of Travel, Hotel and Restaurant Administration
Niagara University
Niagara University, NY 14109-2012

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