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Employee Satisfaction vs. Service Performance
-A Chinese hotel's perspective

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ABSTRACT

Among business practitioners, it is a conventional wisdom that employees' satisfaction determines their service performance. However, in the academic world, there is a continuous debate on whether service employees' attitudes can be directly associated with their job performance.

Culture might influence people on their behavior. With the interest of examining the relationship between job satisfaction and performance, the limited studies on employees in China has further concentrated the research on Chinese hotel employees with objectives of capturing the culture trend and identifying the constructs of contemporary Chinese hospitality employees' job satisfaction.

An international hotel chain in China – Days Inn China was chosen as a company to be focused upon with a sample group – employees of three selected Days' hotels for questionnaire survey.

Findings indicated that some dimensions of culture changed over time. Job content, sense of security, feeling of achievement seemed to be the most important indicators for Chinese employees' overall job satisfaction. Although there was no strong correlation found between employee's job satisfaction and service performance in this study, the relationship between job satisfaction and organizational commitment was observed.

Keywords: Job Satisfaction, Motivation, Culture, Service Performance, China, Hospitality Employee.

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1 INTRODUCTION

1.1 Rationale and Background of the Research

Over the past two decades, the soaring economy in China has attracted a great number of hotel giants to have entered the Chinese market in succession. Although these international hotel chains possess a competitive advantage of being recognized by travelers for their well-established brand names, ensuring the consistent delivery of their service promises is crucial to their success.

Services are characterized by intangibility, heterogeneity, inseparability and perishability (Zeithaml, Bitner and Gremler, 2006). Owing to this unique nature, hospitality employees' performance upon service delivery is an important determinant for customer satisfaction and loyalty, as the quality of service encounters between employee and customer determines the level of customer satisfaction (Hurley and Estelami, 2007).

Furthermore, studies have shown that customer satisfaction is correlated with employees' satisfaction, as satisfied employees are likely to perform better on the job (Silva, 2006). In other words, employee satisfaction could lead to customer satisfaction; consequently it increases customer loyalty and benefits the organization with improved profitability (Hurley and Estelami, 2007). Although such statements aroused debate from many researchers, the results are left indefinite.

Nevertheless, China is a country with unique historical and cultural background. Ensuring employees' service performance could be of a challenge to some western organizations seeking business development in China. It requires not only strong management skills and policies but most significantly, understanding of the culture and the employees' needs as well as the factors influencing their attitude and behavior.

1.2 Research Question

Hospitality industry is a labor-intensive industry. Employees' service performances are crucial to a company's success. The lack of adequate study on hospitality employees in the Chinese hotel sector in particular, has launched and motivated the conducting of this research. In order to understand the importance of the relationship between employees' satisfaction towards their occupation and their service performance, the research question is addressed accordingly:

What is the influence of culture to Chinese hospitality employees' job satisfaction and its relationship to service performance?

After having identified the research problem, three hypotheses (H.1, H.2 and H.3) were generated from the literature review conducted in Chapter Two:

- H.1 The characteristics of Chinese hospitality employees' work motives comply with the Chinese national culture identity. The Chinese national culture identity here refers to "the need for close-supervision" and "the importance of wealth, recognition and achievement".
- H.2 The indicators of Chinese hospitality employees' job satisfaction consist of pay, promotion opportunities, coworkers, supervision, and the work itself.
- H.3 Chinese hospitality employees' job satisfaction is positively related to their performance.

In testing the above hypotheses and finding out the answer to the research question, employees at Days Inn China - one of the fastest growing international hotel chains in China, were set to be the target objects in carrying out the research. With the aim of analyzing contemporary Chinese hospitality employees' job satisfaction and examining the relationship between employee satisfaction and service performance, the research

outcome is expected to be contributive to international service organizations in human resource management as well as in service improvement.

In order to achieve the aim of the study, three objectives have been set as the following:

- Objective One: To capture the culture trend over time in Chinese hotel service sector
- Objective Two: To identify the significant constructs of Chinese hospitality employees' job satisfaction
- Objective Three: To examine the linkage between job satisfaction and employee performance

Objective One aims at understanding the contemporary Chinese hospitality employees' needs and building the foundation for this research. In order to meet the objective set, previous studies on employee's job satisfaction and motivating factors will be reviewed in studying the key drivers affecting employees' satisfaction and behavior. Theories in relation to culture and characteristics depicting Chinese national culture identity will be discussed and utilized for generating and testing the first hypothesis. By proposing relevant questions and surveying employees from the selected hospitality company in China, the results revealed will fulfill Objective One.

Objective Two set out above aims at studying contemporary Chinese hospitality employees' job satisfaction constructs. By reviewing previous studies, an instrument in measuring employee job satisfaction will be selected and tested on Chinese hotel employees in finding out the indicators of their job satisfaction. Results derived from the survey will therefore meet Objective Two.

In order to accomplish Objective Three, a set of analysis will be conducted based on the survey results. Correlation test will be required in testing the relationship between

job satisfaction and employee performance. By achieving Objective Three, the research question proposed will consequently be answered.

1.3 Outline of the Thesis

The study is comprised of five chapters and appendices. Chapter Two provides theoretical introduction contributing to the understanding of work motivation, national culture, employee job satisfaction as well as job performance. It presents hypotheses generated from the literature reviewed in testing the theory and searching for the answer to the research question. A research model is drawn to highlight the concepts used in the study and the formulation of the hypotheses.

Chapter Three provides a description to the methodology employed in this research, starting with the research method and continuing by explaining the data collection and analysis procedure. At the end of the chapter, limitations and ethical considerations to the research are illustrated.

Chapter Four presents the findings obtained from the empirical research. An introduction to the background of the selected hotels is given, followed by presenting analysis with focus on the three hypotheses set out for the study.

Chapter Five completes the study by presenting conclusions to the research hypotheses as well as to the research question. Implications and suggestions are provided in summarizing the conclusions.

2 LITERATURE REVIEW

2.1 Work Motivation

Work motivation deals with the understanding of what inspire and sustain employee's drives to work. Work motivation was defined by Katzell and Thompson (1990, p. 144) as "a broad construct pertaining to the conditions and processes that account for the arousal, direction, magnitude, and maintenance of effort in a person's job". Daft (2000) argued that motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Clark (2003) described that work motivation can initiate and maintain goal-directed performance; it generates the mental effort that drives people to convert intention into action and start or continue doing something.

Theories about work motivation are diverse and include a wide range of central constructs such as motive, need reward, intention, goal, attribution and self-efficacy (Katzell and Thompson, 1990). A well-accepted way of categorizing motivation theories was presented by Rakich, Longest and Darr (1985) as cited in Jönsson (2005). Rakich et al. (1985) divided motivation theories into two groups: content theories and process theories. Content theories focus on what motivates behavior, regardless of whether the variables are within the individual or the organization (Foster, 2000). The general question that these theories tried to answer is "why do people work". Process theories concern mainly with how much behavior may be either initiated or sustained through organizational action or interventions (Foster, 2000). These theories are interested in questions like "what factors affect people's willingness or persistence at work?"

2.1.1 Content Theories

Many researchers studied on whether money is the complete answer to the question “why people work”. One of the critics of this idea was Elton Mayo’s Hawthorne Studies, which investigated the social relationship in work (Foster, 2000). Mayo’s study showed the importance of groups in affecting the behavior of individuals at work. And Mayo (1933) stated that work satisfaction depended to a large extent on the informal social pattern of the work group, where norms of cooperation and higher output were established because of a feeling of importance. Mayo set the tone of theorizing about work motivation for a generation, and built the foundation for the view that the financial motive is not the sole or even the most important one (Foster, 2000).

Maslow's hierarchy of needs is often depicted as a pyramid consisting of five levels, from the lowest needs: physiological needs, to safety and security, affection and social activity, esteem and status, and finally self-actualization. Maslow (1954) introduced the view of relationship between motivation and satisfaction by indicating that the higher needs in this hierarchy only come into focus when the lower needs in the pyramid are met. The popularity of this theory among managers could prompt them to consider subordinate’s needs (Rollinson, Breadfield and Edwards, 1998). However, it is often criticized because it is not testable in the usual sense of scientific theories. For example, Vroom (1964, p.38) commented that Maslow’s needs theory was based on a flimsy empirical foundation; Muchinsky (1993, p.329) stated that it is far more philosophical than empirical.

McClelland (1961) formulated a theory based on the need for achievement (the need to accomplish something complex), the need for affiliation (the need to cooperate with other people) and the need for power (the need to control the activities of other people). McClelland (1961) stated that most people possess and exhibit a combination of these characteristics, while some people exhibit a strong bias to a particular motivational need, and this motivational or needs 'mix' consequently affects their behavior and

working/managing style. This theory has been used to study whether people in different types of occupations have particular need patterns.

2.1.2 Process Theories

Herzberg (1959) developed the Two Factor Theory (also known as Herzberg's Motivation-Hygiene Theory), which suggests that job satisfaction and job dissatisfaction acted independently of each other. There are certain factors in the workplace that cause job satisfaction, namely motivator factors, while a separate set of factors cause dissatisfaction, namely hygiene factors. Motivator factors include achievement, recognition, work itself, responsibility, promotion and growth; whereas hygiene factors include pay and benefits, company policy and administration, relationships with co-workers, physical environment, supervision, status, job security, and salary.

According to Herzberg (1959), individuals are not content with the satisfaction of lower-order needs of Maslow's hierarchy of needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This theory appears parallel with Maslow's theory of a need hierarchy to some extent, while it further suggests that satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. To improve job attitudes and productivity, management must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to a decrease in dissatisfaction. Unlike Maslow, who offered little data to support his ideas, Herzberg and his associates have presented considerable empirical evidence to confirm the motivation-hygiene theory (Foster, 2000).

Adams (1963) asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others. Feelings of inequity are assumed to be motivating, and individuals will try to reduce such feelings by bringing the two ratios into balance, that is to seek justice (Adams, 1963).

Moreover, Expectancy (VIE) Theory raised by Vroom (1964), introduced three variables: valence (V), expectancy (E) and instrumentality (I) in the theory. It is stated that people are motivated to behave so that they obtain the outcomes which they believe that will provide the results they desire (Vroom, 1964). Expectancy theory provided a rich rational basis for understanding motivation in a given job (Munchinsky, 1993).

Furthermore, Locke developed the Goal Setting Theory in 1968. The theory's basic assumption is that goals and intentions are cognitive and willful, and they serve as mediators of human actions. The two most important findings of this theory are that setting specific goals generates higher levels of performance than setting general goals, and goals which are hard to achieve lead to higher performance than do easily achieved ones. However, such influences on performance are mediated by two conditions: feedback, and the extent to which the person accepts the goal (Locke, 1968).

2.2 Culture

Culture has a great impact on behavior, moral, values and productivity. It also influences people and organization attitudes and actions (Harris and Moran, 2001).

Culture has been defined by many researchers. Schein (1990) defined it as:

- a) a pattern of basic assumptions,
- b) invented, discovered, or developed by a given group,
- c) as it learns to cope with its problems of external adaptation and internal integration,
- d) that has worked well enough to be considered valid and, therefore

- e) is to be taught to new members as the
- f) correct way to perceive, think, and feel in relation to those problems

(Schein, 1990, p.111)

Schein (1990) distinguished three fundamental levels of culture: observable artifacts, values and basic underlying assumptions. He also underlined that the content and strength of a culture could not be presumed from observing surface cultural phenomena, thus a combination of ethnographic and clinical research could be the most appropriate basis for trying to understand the concept of culture. However, other researchers defined culture in a different way. For example, Olie (1995) concluded culture with four characteristics:

- 1) Culture is not a characteristic of individuals, but of a collection of individuals who share common values, beliefs, ideas etc.
- 2) Culture is learned. People learn the culture of a group when they become a member. The culture of the group is transmitted from generation to generation.
- 3) A related aspect of culture is its historical dimension.
- 4) Culture has different layers. Hofstede (1991) distinguishes four different layers, ranging from the more visible and superficial manifestation to deeper and intangible element: Symbols, Heroes, Rituals and Values

(Olie, 1995, p.127)

Hofstede (1994) described culture as the “collective programming of the mind which distinguishes the members of one group or category of people from those of another” (p. 4). It refers more tangibly to relatively enduring personality characteristics which are common or standardized in a given society (Furrer, Liu and Sudharshan, 2000).

2.2.1 National Culture Theory

When studying employee satisfaction and motivation, one important aspect which is sometimes neglected is culture. Most of the theories mentioned above were developed

without taking national culture into account. As time goes by, as businesses become more global, more and more researchers advocated that culture has a great influence on managerial behavior and choice (Oliver and Cravens, 1999).

Hofstede (1980) revealed national culture difference based on multinational samples of IBM employees in 64 countries. His study identified and validated four dimensions of national culture differences, namely individualism versus collectivism, power distance, uncertainty avoidance, and masculinity versus femininity. Later, Hofstede and Bond (1988) added a fifth dimension to these: long-term versus short-term orientation. These cross-cultural studies add inputs to the fact that the behaviors and value systems of different peoples are dictated by unique cultural roots (Lam, 2002).

The power distance dimension targets on inequality. It is often reflected in the hierarchical organization of companies (Hofstede, 1980). Employees from high power distance cultures are believed to accept hierarchy and power differences and comply quickly and automatically with the decisions of the powerful (Hofstede, 1980). While employees from low power distance cultures favor decentralized power structure, flat organization, and equal privileges (Hughes, 1999).

The uncertainty avoidance dimension deals with comfort with uncertainty, or need for rules. Employees from high uncertainty avoidance cultures feel uncomfortable with uncertainty, while they like to have rules, orders, and truths. Conversely, employees from low uncertainty avoidance cultures value as few rules as possible, relativism, and common sense. (Hughes, 1999)

Moreover, the individualism dimension is about culture focused on individuals or groups. Employees from high individualism culture value individual's needs and rights, while employees from high collectivism cultures, on the contrary, respect group needs and rights (Hughes, 1999).

Furthermore, the masculinity dimension is concerned about the distribution of roles between the genders. Employees from high masculinity culture value money, growth, achievements and independence. Contrarily, employees from low masculinity culture value people, quality of life and interdependence (Hughes, 1999).

Finally, the long-term orientation dimension describes the importance attached to the future versus the past and present. Values associated with long-term orientation are thrift and perseverance. Employees from long-term oriented culture expect long-term reward as a result of today's hard work. However, in short-term oriented culture, values include normative statements, personal steadiness and stability, protecting one's face, respect for tradition, and reciprocation of greetings, favors, and gifts. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius (Hofstede, 2001).

2.2.2 Chinese national culture identity and the related impacts on work motivation

Chinese are labeled as high in power distance, collectivism, weak in uncertainty avoidance, medium to high masculinity and more long-term oriented (Hofstede, 2001). According to this national culture identity, Chinese employees have the need for close-supervision; they are more likely motivated by the opportunity to learn new skills and to contribute to the needs of the group; and in addition, by wealth, recognition, opportunities for advancement and achievement (Hughes, 1999).

Nevertheless, China has undergone more than 20 years of economic reform, giving it much opportunity and liberal environment for cultural interaction between the traditional Chinese and the Western's. Whether the aforementioned national culture identity is still adaptable to contemporary workers in the Chinese labor market needs to be tested before applying it to the research. For this purpose and in finding out the effective motivating factors for Chinese hospitality employees, this study focused upon

significant characteristics specified in national culture identity for Chinese in terms of “the need for close-supervision” and “the importance of wealth, recognition and achievement”.

In this study, Chinese hospitality employees’ work motives were regarded as important factors influencing their behavior and consequently, job performance. To carry out the research and to further exam the issue, the first hypothesis (H.1) is formulated as follows:

- H.1 The characteristics of Chinese hospitality employees' work motives comply with the Chinese national culture identity. The Chinese national culture identity here refers to “the need for close-supervision” and “the importance of wealth, recognition and achievement”.

The assumption made above set a foundation for the research in better understanding Chinese hospitality employees’ needs and current trend towards job in China, based on the relevant theory discussed.

2.3 Employee Job Satisfaction

People hold different attitudes about many aspects of their work and life. From the management perspective, job satisfaction is one of the most meaningful employee attitudes. The widely used research definition of job satisfaction is the one by Locke (1976), who defined it as “...a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (as cited in Saari and Judge, 2004, p. 396). According to Locke (1976), job satisfaction is resulted from the interaction of cognition and affect, or thoughts and feelings. Warr (1987) pointed out that people’s feeling about their work is a function both of that work itself and also of their own personality. Arches (1991) described job satisfaction as a positive emotional state caused by the appraisal of one’s job situation, and it is related to the characteristics and

demands of one's work (as cited in Jönsson, 2005). Putting it in simple words, job satisfaction can be understood as the extent to which employees like their jobs (Heneman, Schwab, Fossum and Dyer, 1989).

2.3.1 Studies on employee job satisfaction

Previous research on job satisfaction variables can be organized into four groups, according to the different focus of the studies and increasingly complicated methodologies due to the increased number of possible interrelationships between variables (Topolosky, 2000).

The first group includes some earlier work identifying the elements of job satisfaction and the effect of personal factors such as age, gender, and experience of employees, e.g. Mottaz's (1987) research showed that worker satisfaction varies directly with age and that older workers tend to be more satisfied with their jobs than younger workers (as cited in Topolosky, 2000). The second group focuses on the impact of social dynamics on employee satisfaction and individual performance, such as communication, participation, recognition, development, leadership, and commitment. For example, Ludeman (1989) asserted that it is a basic psychological truth that people who receive attention, recognition, and praise from others become more cooperative and hard working (as cited in Topolosky, 2000).

The third group includes studies that researched relationships between employee satisfaction and organizational processes, such as compensation systems and innovative work practices. According to Berlet and Cravens (1991), employee compensation systems can enhance job satisfaction and create high levels of motivation which could translate into productivity (as cited by Philips, 1996). Finally, the fourth group includes studies investigating the impact of employee satisfaction on organizational performance. The research by Bartel (1994) demonstrated a link between the adoption

of training programs and firm financial performance as well as productivity growth (as cited in Topolosky, 2000).

2.3.2 Indicators of employee job satisfaction

Herzberg, Mausner, Peterson and Capwell (1957) stated that the term job satisfaction is multidimensional: “there can be satisfaction with the specific activities of the job; with the place and working conditions under which the job is performed; or with specific factors such as economic rewards, security, or social prestige” (p.1). Issues such as: How to measure job satisfaction, what does job satisfaction consist of, aroused much interest of different researchers.

Smith, Kendall and Hulin (1969) created the Job Descriptive Index (JDI) to measure employee job satisfaction. It is a specific questionnaire which measures one’s satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. JDI is highly regarded and well documented as valid and reliable. According to Kerr (1985), the JDI “possesses good content validity (including concurrent, predictive, convergent, and discriminate validities), impressive construct validity, and adequate reliability,” and “very few instruments in industrial-organizational psychology have received the attention of researchers that the JDI has” (p. 755).

Further, while Locke (1976) adds more facets such as recognition, working conditions, and company and management; Weiss, Dawis, England and Lofquist (1977) developed Minnesota Satisfaction Questionnaire measuring job satisfaction on twenty aspects including: ability utilization, co-workers, moral values, achievement, creativity, recognition, activity, independence, responsibility, advancement, security, supervision-human relations, authority, social service, supervision-technical, company policies, social status, variety, compensation, and working conditions.

Job satisfaction links closely to work motivation. It may be viewed, at one level, as an outcome of being able to succeed in acting in accordance with one's motivation (Jönsson, 2005). In this sense, satisfaction arises not from performance of the job per se, but from the ability to have a need or motive satisfied. It is assumed that high levels of motivation will have both psychological and behavioral consequences: the psychological consequences include job satisfaction and organizational commitment; whereas the behavioral effects include higher output, lower absenteeism and lower likelihood of leaving the job (Foster, 2000).

The close relationship between work motivation and job satisfaction implied that studying the indicators of job satisfaction will lead to the understanding of employees' needs and the factors influencing their behavior. By adopting Job Descriptive Index (JDI) which has been widely accepted and used for a long time, with the five major indicators which were the significant components in almost every employee job satisfaction survey, "pay", "promotions and promotion opportunities", "coworkers", "supervision", and "the work itself" have been chosen as benchmarks for this research in testing the Chinese working environment. To further continue the research and to gain a clear insight of the constituents of Chinese hospitality employees' job satisfaction, the second hypothesis (H.2) was formulated accordingly:

H.2 The indicators of Chinese hospitality employees' job satisfaction consist of pay, promotion opportunities, coworkers, supervision, and the work itself.

With the assumption set out above, the aim was to employ and test the widely used job satisfaction measurement on Chinese hospitality employees as well as to generate findings.

2.4 Service Employee Job Satisfaction and Job Performance

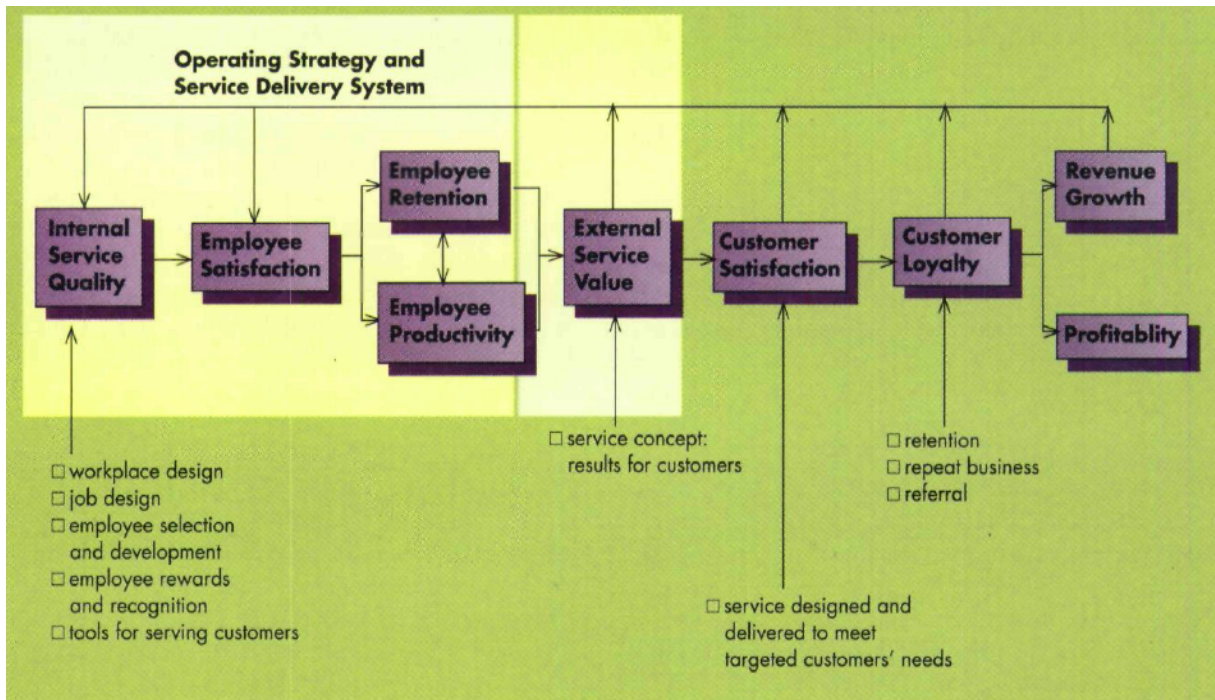
Job performance is most commonly referred to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Some people argue that performance can be thought of as actual results vs. desired results. Campbell (1990) defined performance as individual behavior, which differentiates from outcome, because there are more factors that determine outcomes than just an employee's behaviors and actions. Campbell (1990) also pointed out that job performance must be directed toward organizational goals that are relevant to the job or role, and it is conceptualized as a multidimensional construct consisting of more than one kind of behavior.

In the service industry, employee job performance is extremely critical to the success of an organization. Because of the unique characteristics of service compared to goods, such as intangibility, heterogeneity, simultaneous production and consumption, "employees are service and the brand" (Zeithaml et al., 2006, p. 349).

2.4.1 Positive linkage

In the service sector, one of the "conventional wisdom" is that high employee satisfaction results in good service. Many researchers studied on the linkage between employee satisfaction and its possible service outcome e.g. customer satisfaction and service performance.

Hatfield, Cacioppo and Rapson (1993) explained the mechanism of emotional contagion, a process whereby the expressed affect of a sender influences the affect of a receiver, could have impact on the service encounter. Heskett, Jones, Loveman, Sasser and Schlesinger (1994) developed the model of "Service Profit Chain" which identified and illustrated the linkage from employee satisfaction to customer satisfaction, and further to profitability and organization growth (see Figure 1).



Source: Heskett et al. (1994) p.166

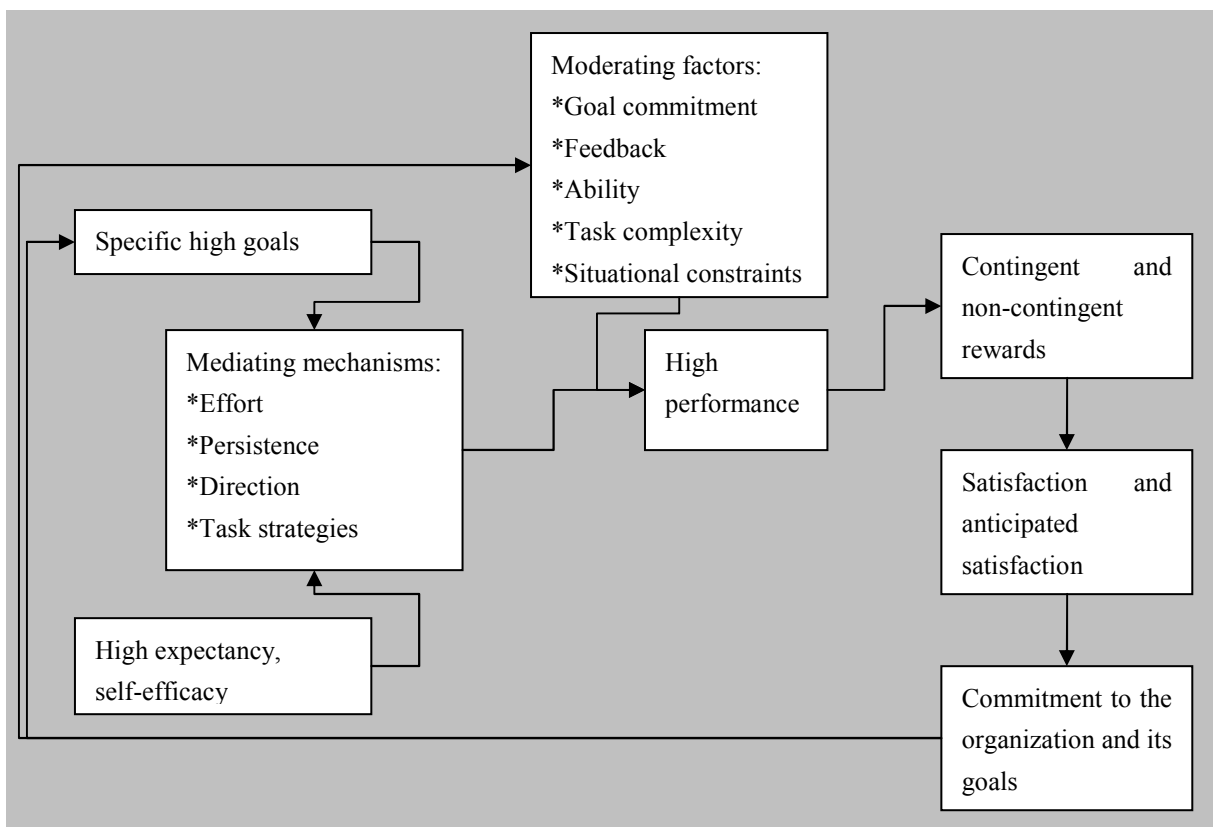
Figure 1: Service Profit Chain

Further, Bowen, Gilliland and Folger (1999) stated that service employee attitudes have a significant influence upon customer attitudes, which could be termed as the “spillover effect”. Employees who feel positive about their workplace radiate positive affect in the course of conducting their work; these emotions are perceived and absorbed by customers, who, as a result, experience satisfying service encounters (Gelade and Young, 2005). As the quality of service encounters between employee and customer determines the level of customer satisfaction, employees’ performance on service delivery is an important determinant for customer loyalty (Hurley and Estelami, 2007).

2.4.2 Arguments on the positive linkage

At the same time as some researchers advocate this positive relationship between employee satisfaction and service performance, some other researchers questioned this linkage. Locke and Latham (1990, as cited in Foster, 2000) noted that job satisfaction has no simple relationship with performance; the behavior that is most strongly

associated with job satisfaction is staying/quitting the job, and the attitude that is most strongly associated with job satisfaction is organizational commitment. They developed the model of ‘high performance cycle’ (see Figure 2), which acknowledged that the effect of satisfaction on performance is indirect. Only if satisfaction leads to commitment and its goals and only if those goals are challenging and accompanied by high self-efficacy will result in high performance.



Source: Adopted from Foster. (2000) p.322

Figure 2: High Performance Cycle

Moreover, the possible positive relationship between employee satisfaction and service performance was questioned to have little support in empirical research as well (Sturman and Way, 2008). Judge, Thoresen, Bono and Patton (2001) performed an extensive meta-analysis of the job satisfaction - job performance relationship and found that in 314 studies with a combined sample size of 54,471 subjects, the correlation

between job satisfaction and job performance (after correcting for unreliability) to be 0.30; the average raw correlation was only 0.18.

Fisher (2003, p. 773) argued that “Individuals may believe that satisfied employees are good performers because of their own highly accessible experiences of being more satisfied at moments that they are performing work tasks more effectively, and less satisfied when they are performing less well.” In addition, Bowling’s (2007) study found that the satisfaction-performance relationship is largely spurious, because the relationship was partially eliminated after controlling for either general personality traits (e.g. Five Factor Model traits and core self-evaluations) or for work locus of control and was almost completely eliminated after controlling for organization- based self-esteem.

Furthermore, Sturman and Way (2008) studied on 40 Asian hotels and their findings underscore the weak connection between workers’ satisfaction and employee service performance, while they advocate that workplace climate shows a much stronger effect on performance.

Having stated above, a great number of studies were carried out by researchers in investigating the linkage between employee satisfaction and job performance, while the results were left indefinite. Noticing the limited empirical study in the hospitality sector particularly in the Chinese hotel industry, the research had a focus on Chinese hospitality employees. In searching for the answer to the research question proposed in Chapter One, the third hypothesis (H.3) is formulated as the following:

H.3 Chinese hospitality employees’ job satisfaction is positively related to their performance.

Hypotheses formulate a basis for an empirical research (Bryman and Bell, 2007). Based on the three hypotheses (H.1, H.2 and H.3) presented in previous sections (see Section

2.2.2, Section 2.3.2 and Section 2.4.2), a research model demonstrating the theoretical approach for this study has been developed and is presented in the following section.

2.5 Research Model

The model below (see Figure 3) illustrates the hypothetic relationship of work motives, employee job satisfaction, and performance/commitment within a given cultural environment. Based on the understanding of the aforementioned theories and previous researches, the relationship of these four factors could be translated as: the fulfillment of employees' work motives would lead to employee job satisfaction, and job satisfaction would possibly affect job performance and/or organizational commitment in a positive way. While these processes only came into existence under certain circumstances, a disparate cultural environment could have impacts on these presumed consequences. Thereby, three hypotheses were developed accordingly.

Hypothesis One (H.1) was built upon the assumption that employees from different cultural environment might be motivated by different job factors. It was derived in the light of Hofstede's previous research, aiming at investigating whether today's Chinese hospitality employees' working motives remained the same as before.

Further, taken into consideration of the possible constituents of employee job satisfaction, Hypothesis Two (H.2) was formulated upon selection of a widely used job satisfaction measurement with the aim of identifying the significant constructs or characteristics of Chinese hospitality employees' job satisfaction.

Finally, as controversial as it was, Hypothesis Three (H.3) was generated based on the assumption that a positive linkage did exist between job satisfaction and performance, in order to examine the relationship between the two on Chinese hospitality employees

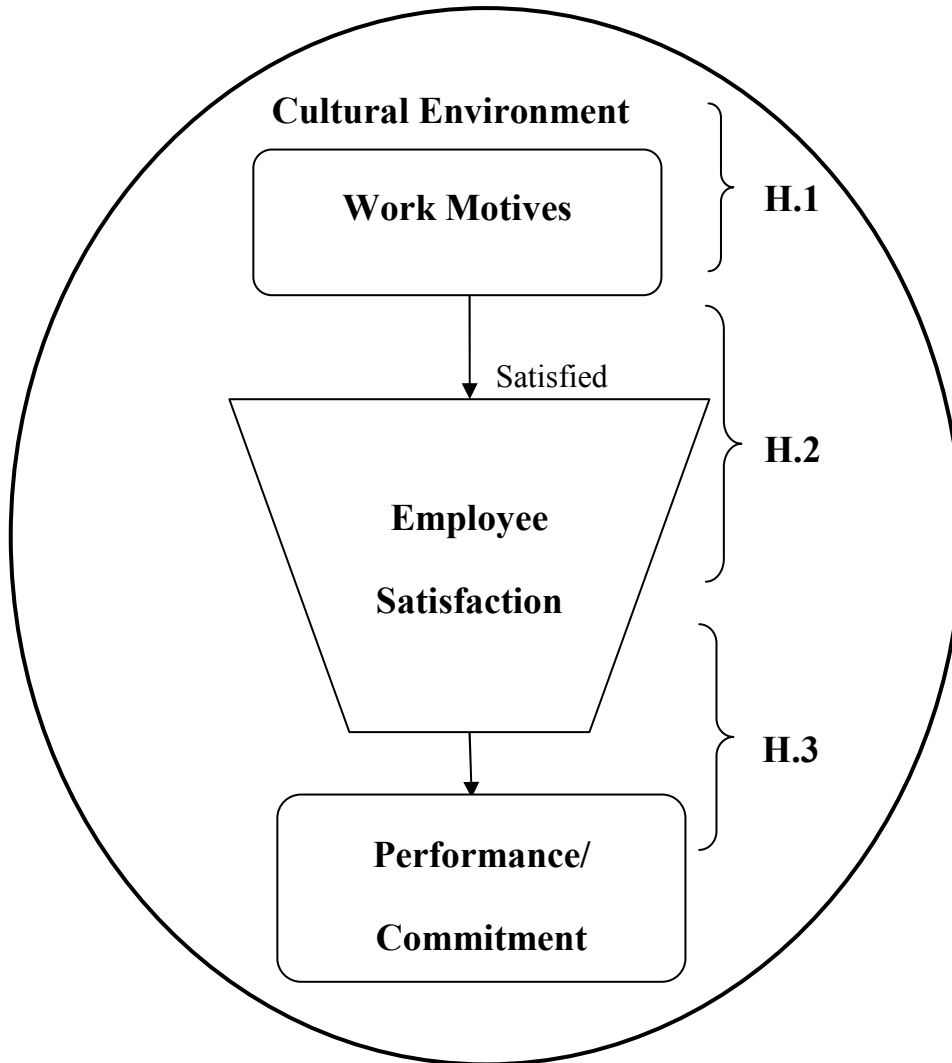


Figure 3: Research Model

It is worth repeating that China is a country that is different from those in the western world. Its unique historical background and deep cultural roots could influence people immensely which would challenge the existence of the hypothetical relationships illustrated above. After all, the vast majority of previous studies on work motives, job satisfaction and performance are done in western cultures.

3 METHODOLOGY

3.1 Research Method

With the aim of analyzing contemporary Chinese hospitality employees' job satisfaction and examining the linkage between employee satisfaction and performance, this study was carried out in China with an international hotel chain having been focused upon. The research has been undertaken in three steps: forming of hypotheses, interviewing and questionnaire survey.

In the previous chapter, hypotheses were developed based on the literature reviewed. According to Bryman and Bell (2007), hypotheses are defined as statements about relationship that were derived from theory, which extended beyond the existing knowledge and could be tested by experiment, observation or some other form of investigation. For the purpose of theory testing, a preliminary research was initially carried out.

As stated by Bell (2005), preliminary interviews can be placed at the stage when researchers are interested in searching for areas or topics that are important to them. Moreover, people concerned with it are urged to express their feelings and ideas on its central significance. In the course of this study, six semi-structured interviews were conducted in Beijing with six native Chinese respondents working in different industries, in finding out current trend towards job and job satisfaction in the Chinese society. An interview guide (see Appendix 1) was used to help reduce interviewers' effects and minimize the risk of having leading questions (Patton, 1990). Information obtained from these interviews was further used for formulating questions for the survey.

Based on findings from the interviews and in conjunction with the proven JDI measurement (see Chapter 2) on employee job satisfaction, a questionnaire with 35

questions was developed (see Appendix 2). For the purposes of hypothesis testing, a sample group was selected in carrying out the questionnaire survey. Respondents chosen were local employees from three selected hotels in two major cities of China, all within one international hotel chain – Days Inn China.

3.2 Data Collection Procedure

3.2.1 The site - Days Inn China

This study was done by targeting on hospitality employees from one selected international hotel chain in China – Days Inn China. Days Inn is the most famous and the biggest brand which the world largest hotel group -Wyndham Hotel Group owns. It is ranked the fifth largest brand after Hilton on Hotels' Corporate 300 Ranking and it is the largest mid-range hotel brand in the world. Nevertheless, the cultural background and economic situation in China have not only benefited the lodging sector in flourishing but also in being luxurious. At present, Days Inn is one of the fastest growing international hotel brands in China with 52 hotels ranging from three-star to five-star across the country. (Days Inn China, n.d.)

Considering the convenience of geographical locations, hotels chosen for employee survey were the ones situated in Beijing and Shanghai. Three Days' brands hotels having been selected for questionnaire distribution were Days Hotel Tongji Shanghai (four-star), Days Inn Forbidden City Beijing (three-star) and Days Inn Business Place Yinfeng Beijing (three-star), which well represent both upscale and mid-scale hotels being operated by the chain throughout the country.

3.2.2 Questionnaire survey

Questionnaire survey is the most commonly used method in quantitative studies. In this research, the questionnaire was designed with three parts. According to findings from preliminary interviews which showed that the top concerns of the contemporary

Chinese workers were working environment, career development opportunities and salary (fringe benefits); and in combination with the proven JDI measurement on employee job satisfaction (see Chapter 2), the first part of the questionnaire included questions (Question 1-19) in relation to their satisfaction in terms of “pay”, “promotion, promotion opportunities”, “coworkers”, “supervision” and “the work itself” with scales ranking from One to Five (1 being of “strongly disagree” and 5 being “strongly agree”).

The results from the preliminary research also indicated that the most valued factors in a given job were the physical environment, friendly, helpful and encouraging managers and colleagues which altogether form a comfortable working environment, giving pleasant feeling to people at work. In addition, people cared for their future career development opportunities. Recognition of outstanding performance was also seen as an important constituent of job satisfaction, followed by salary and fringe benefits offered by employer(s). Based on the information acquired, Part Two of the questionnaire consisted of both open- and close-ended multiple-choice questions (Question 20-30) in regard to their current job and their preferences towards job and job satisfaction, as well as status for recognition and awards.

The benchmark set on measuring these employees’ job performance were questions designed with number of times they have been awarded (Question 23-27). The intention of it was to find out whether the employee respondent performed well on his/her job; and whether recognition was received for it. It was assumed that the more praise the employee had received, the better his/her performance was.

Part Three (Question 31-35) was the final part including demographic questions e.g. age, gender, department of working, current position and education level with both open- and close-ended multiple-choice questions. The sample of the questionnaire is displayed in Appendix 2.

The survey took place in March 2009. Questionnaires were delivered to employees at the selected Days' hotels in Beijing and Shanghai (see Section 3.2.1). Before distribution, detailed information was verbally provided to hotel managers with the survey intention and targeting group as well as directions on filling out the questionnaires. Time frame set and agreed for collection was one week.

At the time of the survey, the number of local employees at these three hotels was estimated to be 420. Although the exact amount (420) of questionnaires was sent out, only 335 responses were received at the end demonstrating a response rate of 79.8 percent. 332 out of 335 questionnaires were regarded as valid and used for the upcoming analysis.

3.3 Data Analysis Procedure

Data obtained from the questionnaire survey was analyzed using SPSS statistical software. Upon completion of data input, a case summary report (see Appendix 4) was generated with the purpose of checking the overall survey outcome. Frequency tables were employed to analyze the result of each question, while contingency tables and Spearman's rho were used to perform bivariate analysis. The Likert scale questions, Question 1 to Question 19, were treated as ordinal variables in this study. When conducting correlation tests, Spearman's rho (ρ), which is suitable for pairs of ordinal variables, was used to investigate the correlation of different variables (Bryman and Bell, 2007).

In order to examine Hypothesis One (H.1), frequency tables were used on "reason to work hard" (Question 22) and "preferences of work, whether hierarchy or empowerment" (Question 29); while contingency table was used on "the most probable reason to leave the hospitality sector" (Question 30) and "gender" (Question 32) in analyzing the result.

In testing Hypothesis Two (H.2), Spearman's rho (ρ) was calculated between “overall job satisfaction” (Question 17) and different specific dimensions of job satisfaction (Question 1-16) separately, to investigate the most important indicators in sequence for the overall job satisfaction. In addition, the result of “employee’s opinion towards three most important job factors influencing job satisfaction” (Question 28) was further analyzed in order to find out, from employees’ perspective, what were considered as the most important constructs of job satisfaction.

With regard to Hypothesis Three (H.3), to examine the linkage between employee job satisfaction and their performance, a new variable was derived from the sum of the answers from Question 23 to Question 27 and was labeled as “reward summary”. Spearman's rho (ρ) was calculated between “overall job satisfaction” (Question 17) and the new variable of “reward summary” as well as with different kind of rewards (Question 23-27) individually.

Further, in the course of the second round data treatment, a correlation test was performed between “overall job satisfaction” (Question 17) and “self-deemed effort to satisfy customers” (Question 18) as well as “willingness to leave the company” (Question 19). Afterwards, Spearman’s rho (ρ) was calculated between “willingness to leave the company” (Question 19) and different specific dimensions of job satisfaction (Question 1-16) to examine the correlation of job constructs and employees’ commitment to the organization.

3.4 Limitations and Ethical Considerations

There are limitations concerning this research. The first is that it focused upon one international hotel chain in China. Although the response rate was relatively high (see Section 3.2.2), the case could not represent the entire hospitality employees in China.

The second concern is of the tool used in the questionnaire. According to Bryman and Bell (2007), “acquiescence” effect concerning Likert scale questions should be regarded as limitation. Acquiescence refers to the tendency that respondents reply to a set of questions in a consistent way disregarding the meaning of it. As the scale set in the questionnaire was from “one” to “five”, people with neutral opinion tend to go for the “threes”.

The third concern is that of all respondents, there were employees at lower education level who could have misunderstandings on questions proposed. Although the questionnaires sent out were written completely in Chinese (see Appendix 3), there could still be misinterpretation for each question to each respondent.

Further, Bryman and Bell (2007) suggest that there could be respondents answering questions according to their perception of the desirability of certain answers. It refers to the possible existence of “lip service” employees (Peccei and Rosenthal, 2000), who might take the survey as an order and not respond truthfully. Specifically, Question 23 to 27 dealt with recognition and awards. Respondents filled in the number of times according to his/her own will. Without the means of having them verified by a third party e.g. supervisors and/or hotel guests, the result could be of limited validity, thereby affecting the reliability of the research.

Code of ethics did apply to this study. All respondents were aware of the purpose of the survey. Questionnaires were distributed through management to employees at each department, and collected back through drop-off boxes placed in the staff-canteens in the three selected hotels. Anonymity and confidentiality were strictly ensured throughout the conducting of the research.

4 FINDINGS AND DATA ANALYSIS

4.1 Background of the Selected Hotels

Wyndham Hotel Group is the largest hotel group in the world. It encompasses more than 6,550 hotels worldwide under the brands of Days Inn, Wyndham, Ramada, Howard Johnson, Super 8, Wingate Inn, Travelodge, Baymont Inn, Knights Inn and AmeriHost Inn. Of these 10 brands, Days Inn is the most famous and the biggest one (Wyndham Hotel Group, n.d.). In year 2003, Days Inn entered China and started pursuing its expansion and today, Days Inn China is one of the fastest growing international hotel brands in the country. With franchise/management contracts for 52 hotels ranging from three-star to five-star and service-apartment in 37 cities across 18 provinces, Days Inn China expects to have 100 hotels by 2010 (Days Inn China, n.d.).

Due to the convenience of geographical locations, hotels selected for questionnaire distribution were Days Hotel Tongji Shanghai, Days Inn Forbidden City Beijing, and Days Inn Business Place Yinfeng Beijing.

Opened in 2007, Days Hotel Tongji is rated four-star. Situated at the heart of the renowned university district at the northeastern part of Shanghai, the hotel has 174 elegantly decorated rooms and suites, three food and beverage outlets, meeting rooms as well as other amenities. There were 222 local employees working at the time when the survey took place. (Days Inn China, 2009a)

Days Inn Forbidden City Beijing is a three-star hotel. Opened in 2006, the hotel is located in downtown area in Beijing, adjacent to the Forbidden City. It has positioned itself as both a business and a tourist hotel, focusing on clean, comfortable accommodations while providing high-quality service and amenities at a competitive price. With 164 guest rooms, there were total of 122 local employees working in eight departments. (Days Inn China, 2009b)

Days Inn Business Place Yinfeng Beijing is located near the Beijing Capital Airport. Its aim is to capture and accommodate more business travelers. Opened in 2008, the three-star hotel has 164 rooms and 76 local employees at the time the survey was conducted – due to the economic downturn. (Days Inn China, 2009c)

4.2 Findings and Analysis

4.2.1 Respondents' characteristics

Having said in the previous chapter, the total number of respondents for this survey was 332. All of them were employees working for the above mentioned three Days' hotels. The demographic statistics of respondents is shown in Table 1.

Findings (see Table 1) showed that of all respondents, more than 60 percent (60.3 percent) were aged between 20 – 29 followed by the age groups of 30 - 39 and 40 – 49 which accounted for 22.4 percent and 9.7 percent respectively. About 54.9 percent were male. Staff at non-managerial position represented more than half (58.6 percent) of the total respondents with supervisors accounting for 19.1 percent, assistant supervisors for 12.9 percent, and managers for only 8.7 percent. Most of the respondents were from Food and Beverage (F & B) department (33.6 percent) with another big group from “other departments” (32.9 percent). As the initial aim was to survey mainly frontline employees, respondents from departments other than Front Office, F & B and Housekeeping were given a chance to specify his/her own department of working. Respondents belonging to the group of “other departments” were employees from Department of Accounting, Human Resource, Security and Engineering, while there were 19.5 percent of respondents from Housekeeping and 14.0 percent from Front Office. In terms of education level, 49.2 percent of these employee respondents had completed secondary schooling, while a total of 38.8 percent educated at junior college (28.1 percent) level or above (10.7 percent).

Table 1: Demographic Statistics of Respondents

Demographic		N = 332	Percentage*
Age	Below 20	9	3.2%
	20-29	167	60.3%
	30-39	62	22.5%
	40-49	27	9.7%
	50-59	12	4.3%
	<i>Missing</i>	<i>55</i>	
Gender	Male	175	54.9%
	Female	144	45.1%
	<i>Missing</i>	<i>13</i>	
Position	Staff	181	58.6%
	Assist. Supervisor	40	12.9%
	Supervisor	59	19.1%
	Manager	27	8.8%
	Senior Manager	2	0.6%
	<i>Missing</i>	<i>23</i>	
Department	Front Office	43	14.0%
	F & B	103	33.6%
	Housekeeping	60	19.5%
	Other	101	32.9%
	<i>Missing</i>	<i>25</i>	
Education level	Secondary school	156	49.2%
	Junior College	89	28.1%
	Undergraduate	34	10.7%
	Other	38	12.0%
	<i>Missing</i>	<i>15</i>	

*: Valid-percentages excluding missing data.

Findings have shown that of the 332 respondents, a majority were aged between 20 – 29, meaning that this age group accounted for a considerable portion of the Chinese labor market, or at least in the hospitality sector. Most of these people were working at an entry-level, with basic educational background. Additionally, 72.2 percent of the respondents have been with Days Inn for merely one year, while 24.7 percent has worked for the company for two years. This could be the reason that the hotels' histories were short or it could be an indicator of high employee turnover rate in this industry (Silva, 2006).

4.2.2 Findings and Analysis in relation to Chinese hospitality employees' work motives (H.1)

During the preliminary interviews in the beginning of this study, discrepancies were found between characteristics of the contemporary Chinese workers and theory depicting Chinese national culture identity. It reflected mainly on their preferences and motives towards the job. In order to test the theory and the first hypothesis (H.1) formulated in Chapter Two, which was “The characteristics of Chinese hospitality employees' work motives comply with the Chinese national culture identity. The Chinese national culture identity here refers to the ‘need for close-supervision’ and ‘the importance of wealth, recognition and achievement’”, questions proposed focused on these factors and respondents were given alternatives to choose from.

Question 22 (see Figure 4) dealt with current trend towards work motives. The question proposed was “I work hard because...”, while respondents were given choices to choose from. About 32.9 percent of employees worked hard for their “self-actualization”, 22.9 percent was to “make more money” while same percentage of people was to “gain respect and recognition” from others. Additionally, 17.1 percent of respondents showed a high level of service spirit by choosing the alternative of “to make customer happy”.

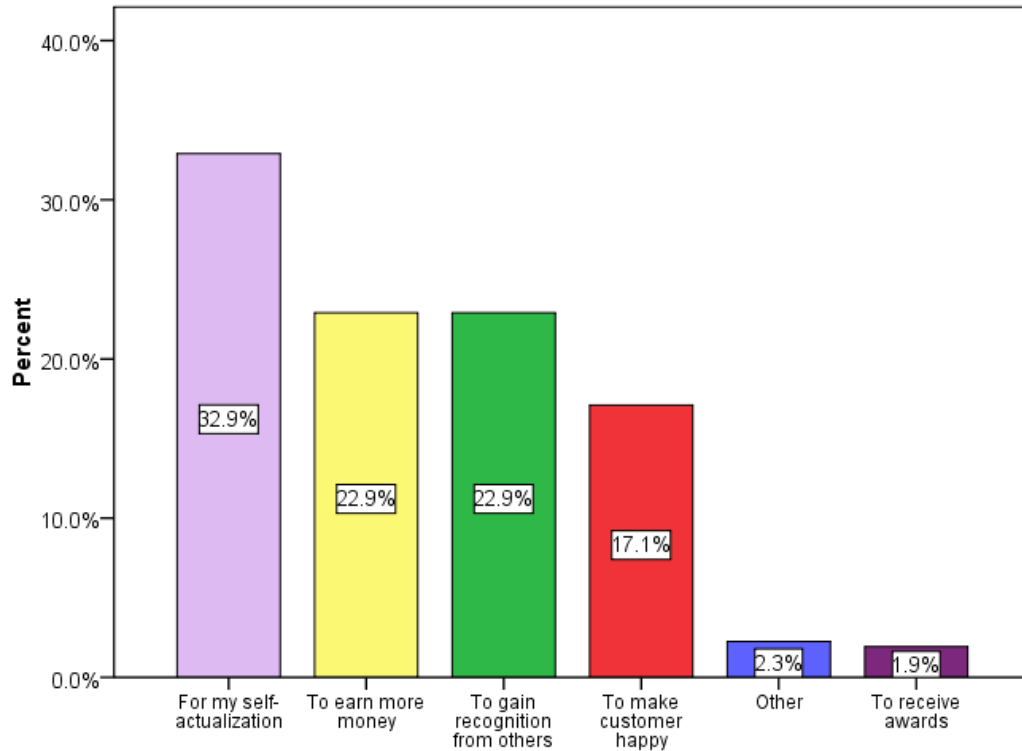


Figure 4: Results of Question 22 “I work hard because...”

In this question, the answer of “to gain recognition from others” could be translated as the need of esteem and status in Maslow's hierarchy of needs theory. Maslow's hierarchy of needs included two groups of needs at different levels: deficiency needs refers to physiological needs, safety and belongingness; and growth needs refers to esteem and self-actualization (Foster, 2000). The result of this question showed that more than half of the respondents emphasized on growth needs concerning the reason to work hard. This signified that in the competitive marketplace, when firms aimed at generating profit, employees were seeking more for personal development to keep pace with time. In addition, as described in Chapter Two, Chinese employees were labeled with medium to high level of masculinity (Hofstede, 2001), meaning that they are likely to be motivated by wealth, recognition, opportunities for advancement and achievement. The result of this question clearly validated the feature of present Chinese hospitality employees on this culture dimension.

However, when asking about their preferences of work, whether hierarchy or empowerment (Question 29, see Figure 5), the result challenged Hofstede’s research in the 1980’s. He argued that Chinese employees were very high in power distance and accordingly, they complied quickly and automatically with the decisions of the powerful. Thus, close-supervision would make employees feel secure. In this study, over 70 percent (70.1 percent) of respondents preferred their job to be free to make decisions with more responsibilities to be assumed.

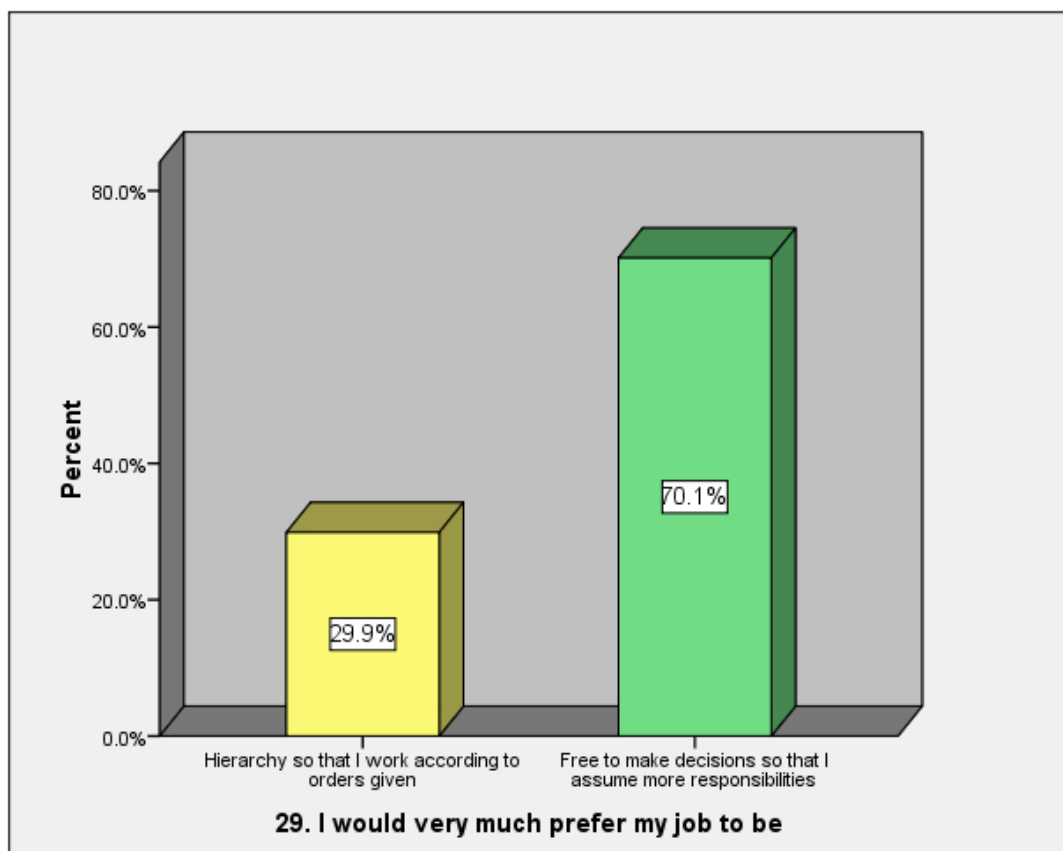


Figure 5: Results of Question 29 “I would very much prefer my job to be...”

As explained earlier (see Section 4.2.1), most of these respondents were aged below 30 indicating that this group of people were the new generation of China. The high percentage on preferences towards empowerment rather than hierarchy implied that the young Chinese, having grown up in an environment with much cultural interaction

were affected by the western way of working. They would appreciate the job to be more challenging (see Table 2).

Table 2: Crosstab of Age and Question 29

29. I would very much prefer my job to be * age level Cross-tabulation

			Age					Total
			Below 20	20-29	30-31	40-49	50-59	
29. I would very much prefer my job to be	1.00 Hierarchy so that I work according to orders given	Count	1	38	19	7	7	72
		%*	11.1%	23.0%	30.6%	28.0%	58.3%	26.4%
	2.00 Free to make decisions so that I assume more responsibilities	Count	8	127	43	18	5	201
		%*	88.9%	77.0%	69.4%	72.0%	41.7%	73.6%
	Total	Count	9	165	62	25	12	273
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*: Valid-percentages excluding missing data.

Additional findings from this research in relation to culture included “the most probable reason for employees to leave the hospitality sector” (Question 30). The question was designed to reveal how respondents were committed to this industry and further investigated if any intolerable factors existed and affecting Chinese hospitality employees. The result is demonstrated in Figure 6.

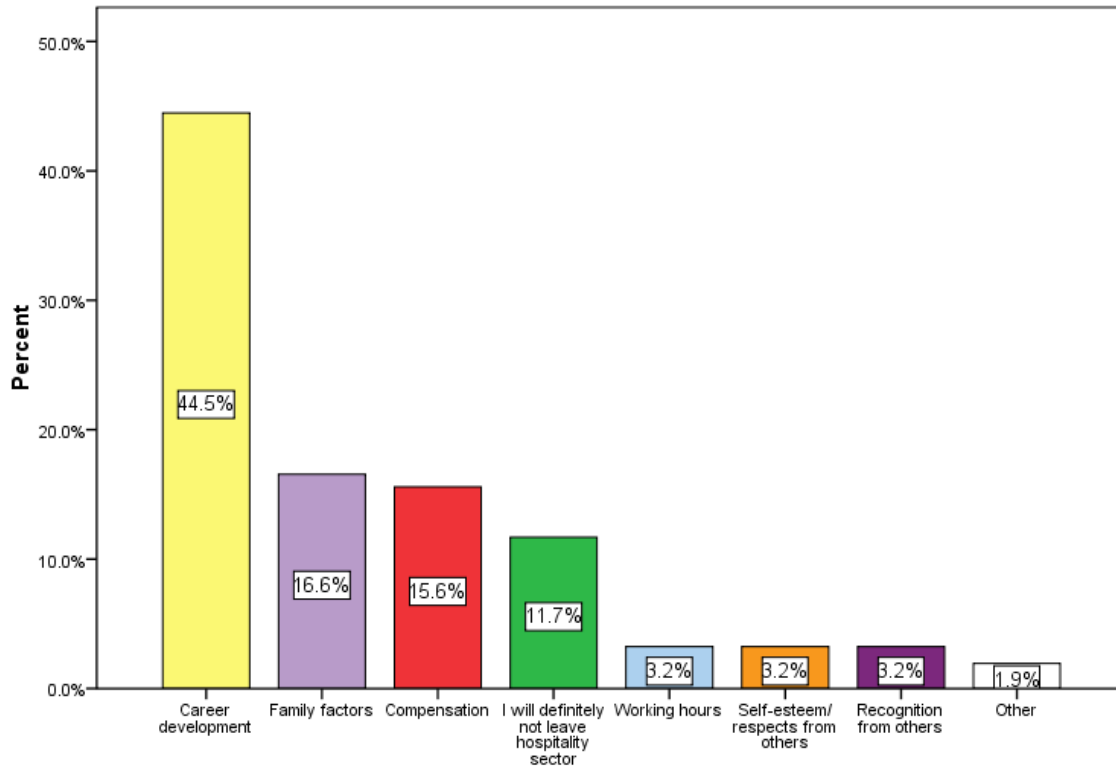


Figure 6: Results of Question 30 “The most probable reason to leave the hospitality sector”

From the above chart (see Figure 6), it is shown that the most probable reason for these employees to leave the industry was related to “career development” (44.5 percent). “Family factors” (16.6 percent) accounted for the second most important reason whereas 15.6 percent of respondents would rather leave if they would get “better pay” in another industry. In addition, there was 11.7 percent claimed to be persistent and believed in their current choice of career and demonstrated rather high commitment to the hospitality industry by stating that they would definitely not leave.

From the results illustrated in Figure 6 above, the importance of “career development” and “money” to these respondents were seen obvious, which complied with Hofstede’s (1980) research that Chinese possess medium to high level masculinity (see Chapter 2). Nevertheless, “family factors” was still the second most important reason affecting Chinese employees’ decision on the choice of career, with higher percentage than

“compensation/money”. While East Asians were labeled by the collectivist cultures, the centrality of family within Chinese culture has a long history (Bond and Smith, 1996 as cited in Foster, 2000). To further investigate whether gender affects career decision making, a contingency table (see Table 3) is developed as follows:

Table 3: Contingency Table for Reason to Leave and Respondents' Gender

Contingency table: Q30 vs. Q32

			Q32. Gender		
			1.00 Male	2.00 Female	Total
Q30. Most probable reason to leave hospitality sector.	1.00 Compensation	Count	32	15	47
		% *	19.0%	11.3%	15.6%
	2.00 Working hours	Count	7	3	10
		% *	4.2%	2.3%	3.3%
	3.00 Self-esteem/ respects from others	Count	5	5	10
		% *	3.0%	3.8%	3.3%
	4.00 Recognition from others	Count	3	7	10
		% *	1.8%	5.3%	3.3%
	5.00 Family factors	Count	24	26	50
		% *	14.3%	19.5%	16.6%
6.00 Career development	Count	71	62	133	
	% *	42.3%	46.6%	44.2%	
7.00 Other	Count	2	3	5	
	% *	1.2%	2.3%	1.7%	
8.00 I will definitely not leave hospitality sector	Count	24	12	36	
	% *	14.3%	9.0%	12.0%	
Total	Count	168	133	301	
	% *	100.0%	100.0%	100.0%	

*: Valid-percentages excluding missing data.

The table above (see Table 3) illustrates slight differences between male and female employees concerning the reason to leave the hospitality industry. Although “career

development”, “compensation/money” and “family factors” were the most probable reasons for both male and female employees, male employees seemed to value compensation more than family factors; while female employees were on the contrary. This phenomenon could be understood from the perspective of the Chinese traditional allocation of family roles that men are expected to go out and earn money to support the family, while women are expected to look after home. Although this kind of idea is outdated and is fading away in modern China, it could still impact on people’s mind and choice. When a family has certain needs, women are usually the ones who change their career direction or even to choose to give up.

Moreover, some choices provided in this question, such as “working hours”, “self-esteem” and “recognition from others” were designed to see if these were intolerable factors for Chinese employees working in the hospitality sector. Different from other industries, working hours for hospitality employees are quite demanding. There are usually three shifts in hotels and employees must work when others are enjoying and celebrating festivals or holidays. Nevertheless, the results of this study (see Figure 6) showed that most of the respondents could accept these job characteristics with less than 10 percent of respondents expressed the concern over these three aspects (e.g. “working hours” 3.3 percent, “self-esteem” 3.3 percent and “recognition from others” 3.3 percent).

Furthermore, in ancient China, providing service was considered as a rather low-status job and service workers usually did not possess high social rank in the old social hierarchy. The fact that not many respondents were bothered by these problems showed that the notion related to service workers has changed a lot in contemporary China. The results of this question could be jointly analyzed with the results of Question 11 and Question 12, which dealt with “social status satisfaction” and “dignity treatment satisfaction”. There were only 12 percent of respondents who were not satisfied with their social status, and six percent did not agree that they were treated with dignity by others. This could be explained that Chinese hospitality employees’ social status have

been improved a lot with the development of the economy in China and the abandonment of the traditional way of thinking.

4.2.3 Findings and Analysis in relation to Chinese hospitality employees' job satisfaction constructs (H.2)

As mentioned in Chapter Two, Job Descriptive Index (JDI) was one of the most commonly used instruments on measuring employee job satisfaction. Designed by Smith et al. in 1969, JDI evaluates job satisfaction in five facets namely pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. Although other researchers raised different measurements, these five facets were always used and often as the key components. Considering this fact and in order to study the issues in relation to the research question, the second hypothesis (H.2) formulated was: “The indicators of Chinese hospitality employees' job satisfaction consist of pay, promotion opportunities, coworkers, supervision, and the work itself.”

In the first part of the questionnaire (see Appendix 2), Question 1 to Question 15 described different components of a job, including the five facets mentioned in JDI and others. These questions aimed at exploring the current satisfaction rate on different aspects of a job. Considering the service job nature of the target group, Question 16 was designed to measure employee's “willingness to help customers” while Question 17 exhibited the rate of “overall job satisfaction”. In order to explore the important indicators of Chinese hospitality employees' job satisfaction, when testing Hypothesis Two (H.2), Spearman's rho (ρ) was calculated between “overall job satisfaction” (Question 17) and different specific dimensions of job satisfaction (Question 1-16) separately (see Table 4). All findings illustrated in the table below shows statistical significance at the 0.01 level.

Table 4: Correlation between Job Satisfaction Constructs and Overall Job Satisfaction

Sig. =.000 N =332	Q17. Overall job satisfaction
Q1. Salary satisfaction *	Spearman's rho(ρ)= .494
Q2. Fringe benefits	Spearman's rho(ρ)= .472
Q3. Working climate	Spearman's rho(ρ)= .488
Q4. Promotion opportunity *	Spearman's rho(ρ)= .428
Q5. Career development	Spearman's rho(ρ)= .342
Q6. Job contents *	Spearman's rho(ρ)= .628
Q7. Ability utilization	Spearman's rho(ρ)= .533
Q8. Recognition by boss	Spearman's rho(ρ)= .516
Q9. Self-actualized feeling	Spearman's rho(ρ)= .522
Q10. Job security feeling	Spearman's rho(ρ)= .577
Q11. Social status satisfaction	Spearman's rho(ρ)= .541
Q12. Respectful treatment	Spearman's rho(ρ)= .482
Q13. Satisfaction with immediate boss *	Spearman's rho(ρ)= .510
Q14. Satisfaction with colleague*	Spearman's rho(ρ)= .342
Q15. Sense of achievement	Spearman's rho(ρ)= .571
Q16. Willingness to help customers	Spearman's rho(ρ)= .401

*: Five job satisfaction constructs of JDI.

The results above (see Table 4) demonstrated that “job content” ($\rho = .628$), “job security feelings” ($\rho = .577$) and “sense of achievement” ($\rho = .571$) were the three significant job satisfaction constructs which correlated most to overall job satisfaction. “Social status satisfaction”, “ability utilization”, “recognition by boss” and “self-actualized feeling” were correlated to overall job satisfaction at a medium to high level. However, the five constructs of JDI were found to be related to the overall job satisfaction at a different level: Salary satisfaction ($\rho = .494$), Promotion opportunity ($\rho = .428$), Job contents ($\rho = .628$), Satisfaction with immediate boss ($\rho = .510$), Satisfaction with colleague ($\rho = .342$).

The correlation test indicated that satisfaction on “job content” might be the most important indicator for Chinese hospitality employees’ job satisfaction. At the same time, other indicators including “job security feelings”, “sense of achievement”, “social status satisfaction”, and “ability utilization” were also observed. As the correlation test could not be used to infer a causal relationship, the aforementioned job characteristics might influence overall job satisfaction or vice versa (Bryman and Bell, 2007).

Apart from the correlation analysis, the results of Question 28 in Table 5 revealed employee’s opinion towards the three most important job factors influencing job satisfaction. The results showed that “salary” (31.8 percent), “career development opportunities” (17.6 percent) and “working climate” (11.5 percent) were the most important factors while some employees regarded these three were of the second. For the third most important factors, “career development opportunities” (14.4 percent) became the top concern whereas “salary” (13.7 percent) and “recognition of performance” (12.7 percent) came after.

Table 5: Results of Question 28

28. Three most important factors influencing job satisfaction

	The first *	The second *	The third *
1. Salary (including fringe benefits)	31.8%	20.1%	13.7%
2. Working climate	11.5%	13.6%	8.9%
3. Career development opportunities	17.6%	17.3%	14.4%
4. The work contents (work per se)	4.1%	2.0%	2.7%
5. Ability utilization	4.4%	6.8%	3.1%
6. Recognition of performance	5.4%	11.9%	12.7%
7. Self-actualization	7.1%	6.5%	6.5%
8. Stable-and-secured feeling	6.4%	8.5%	8.9%
9. Social status	0.3%	0%	2.1%
10. Respected by other people	2.4%	3.1%	7.2%
11. Immediate boss	3.0%	2.4%	3.4%
12. Colleagues	0.7%	2.4%	1.7%
13. Corporate culture	3.0%	3.1%	4.5%
14. Sense of achievement	1.4%	1.0%	6.2%
15. To benefit others by providing services to them	1.0%	1.4%	3.4%
16. Other	0%	0%	0.7%
Total	100%	100%	100%

*: Valid-percentages excluding missing data.

From employees' perspective, "salary", "working climate", "career development opportunities" and "recognition of performance" were considered to be very important to job satisfaction. Interestingly, when comparing with the correlation results (see Table 4), these four job factors did not correlate strongly with the overall job satisfaction where "salary" $\rho = .494$, "working climate" $\rho = .488$, "career development opportunities" $\rho = .342$ and "recognition of performance" $\rho = .516$. Only 4.1 percent of respondents perceived "job content" to be important, which in reality it was the most correlated factor to overall job satisfaction. Moreover, 31.8 percent of respondents

selected “salary” as the most important factor influencing job satisfaction, while its correlation to the overall job satisfaction was not significantly strong in this research. In explaining this phenomenon, Herzberg’s Two Factor Theory (1959) might be suitable.

According to Herzberg (1959), based on the fulfillment of lower-order needs of Maslow's hierarchy of needs at work (hygiene factors), individuals looking for gratification of higher-level psychological needs have to do with achievement, recognition, responsibility, advancement, and the nature of the work itself (motivator factors). Pay was categorized to the group of hygiene factors, the lack of which would arouse dissatisfaction, while employee would not feel content with the satisfaction of these factors. This explained why respondents in this study believed that money was the most important, while correlation test did not suggest a very strong relationship between “pay” and the “overall job satisfaction”.

Money could be of an important reason to work. However, plenty of researches denied that money is the complete answer to the question of “why people work”. Salary is important, because it is normally considered as a basic factor of a job. If people are dissatisfied with salary, they might quit. People need money to make a living, while job satisfaction derived from salary is limited. In addition, this study found that “job content” and “sense of achievement” which were categorized to the group of motivator factors, exhibited a stronger correlation with the overall job satisfaction (see Table 4), despite that the respondents might not be fully aware of this fact.

Furthermore, an exception noticed was the relatively high correlation between “job security” and “overall job satisfaction”. Job security was classified to the group of hygiene factors by Herzberg (1959). In this study, it represented the attitudes that employees had towards stable jobs (see Question 10 in Appendix 2). There might be two reasons that could explain this result. The first would be the Chinese culture. A stable job was highly valued in the past due to historical reasons. It could even be described as the most important characteristic of a job two decades ago. Although

market economy has been introduced and developed in China during the past 20 years and people's minds have changed gradually, this historical notion would not instantly disappear. The second reason could be that just before the survey, one of the chosen hotels - Days Inn Business Place Yinfeng Beijing had cut down a number of employees due to the economic downturn, which might have significant impact on the attitude of the remaining employees.

4.2.4 Findings and Analysis in relation to the linkage between employees' satisfaction and their performance (H.3)

As stated in Chapter Two, the relationship between employee satisfaction and job performance was controversial (Locke and Latham, 1990 as cited in Foster 2000; Sturman and Way, 2008; Fisher, 2003; Bowling, 2007). In order to examine the possible linkage in the Chinese hotel industry, the third hypothesis (H.3) derived from studies reviewed was: "Chinese employees' job satisfaction is positively related to their performance".

Question 23 to 27 of the questionnaire dealt with different kinds of rewards the employee had received (see Appendix 2). Respondents were asked to fill in the number of times they had been awarded with the specific form of rewards including "Service Star" (Question 23), "verbal compliment from customer" (Question 24), "verbal compliment from supervisor" (Question 25), "written compliment from customer" (Question 26) and "others" (Question 27). These set of questions were used as the indicator for superior job performance.

Results showed that out of 332 respondents, only 33 had been honored the "Service Star"; about half of the respondents had received "verbal compliment from customers"; while more than half had received "verbal compliment from supervisor"; 10 percent of respondents had received "written compliment from customer"; while no other praises having been reported. This could be the reason because the hotels chosen for this study

were all relatively new; and most of the employees had been with these hotels for only a year or less. Nevertheless, the result could still have some impact on the subsequent correlation test.

The correlation test was conducted between “overall job satisfaction” (Question 17) and Question 23 to 27 separately, as well as a correlation between “overall job satisfaction” (Question 17) and “rewards summary” (the summary of Question 23 to 27). Spearman’s rho was calculated as the following in Table 6.

Table 6: Correlation between Overall Job Satisfaction and Job Performance

N =332	Q17. Overall job satisfaction
Q23. Times received “Service Star”	Spearman's rho(ρ)= -.073 Sig.=.191
Q24. Times received verbal compliment from customer	Spearman's rho (ρ)=-.067 Sig.=.224
Q25. Times received verbal compliment from supervisor	Spearman's rho(ρ) = .014 Sig.=.794
Q26. Times received written compliment from customer	Spearman's rho(ρ) = -.083 Sig.=.136
Q27. Other praise	Spearman's rho(ρ)= .069 Sig.=.211
Sum of Q23-27. Rewards summary	Spearman's rho(ρ)= -.026 Sig.=.633

The statistic analysis in Table 6 above shows that there is no relationship between employee job satisfaction and their performance. In this way, Heskett et al.’s (1994) “Service Profit Chain” was no longer applicable to this study. As stated by Locke and Latham (1990, as cited in Foster, 2000), job satisfaction has no simple relationship with performance; the behavior that is most strongly associated with job satisfaction is staying/quitting the job, and the attitude that is most strongly associated with job

satisfaction is organizational commitment. While the above mentioned results could only suggest that employee job satisfaction had no relationship with employee performance, to investigate further on the relation between job satisfaction and organizational commitment, a correlation test between Question 17 and Question 19 was performed (see Table 7).

Table 7: Correlation between Overall Job Satisfaction and Question 18/19

N =332	Q17. Overall job satisfaction
Q18. Self-perceived effort	Spearman's rho(ρ)= .372 Sig. =.000
Q19. Will of leaving company	Spearman's rho(ρ)= -.227 Sig. =.000

As presented in Table 7 above, Question 19 which dealt with employee’s “willingness to leave the company” was chosen as the indicator of employee’s commitment. A weak negative correlation was found between Question 17 and Question 19 where Spearman's rho(ρ)= -.227 and it was statistically significant at the level of 0.01. Thus, it could be concluded that it would be probable that satisfied employees would be more committed - although the linkage showed in this study was not exceedingly strong.

Question 18 concerned about employee’s “self-perceived effort in service”. A weak positive correlation was discovered between “overall job satisfaction” (Question 17) and this variable where Spearman's rho(ρ) = .372, and it was statistically significant at the level of 0.01 (see Table 7). This result could be interpreted from two different sides. One was that satisfied employees considered that they had put much effort into work; the other was that those employees who believed themselves putting much effort to work were more likely satisfied with their job.

Furthermore, in examining the relationship between employee commitment and different job factors, correlation tests were performed between Question 19 and Q1 to Q16 separately, as presented in Table 8.

Table 8: Correlation between Will of Leaving the Company and Job Factors

N =332	Q19. Will of leaving company
Q1. Salary satisfaction	Spearman's rho(ρ)= -.180 Sig.=.001
Q2. Fringe benefits	Spearman's rho (ρ)= -.124 Sig.=.027
Q3. Working climate	Spearman's rho(ρ)= -.217 Sig.=.000
Q4. Promotion opportunity	Spearman's rho(ρ)= -.103 Sig.=.069
Q5. Career development	Spearman's rho(ρ)= -.167 Sig.=.003
Q6. Job contents	Spearman's rho(ρ)= -.148 Sig.=.008
Q7. Ability utilization	Spearman's rho(ρ)= -.185 Sig.=.001
Q8. Recognition by boss	Spearman's rho(ρ)= -.157 Sig.=.005
Q9. Self-actualized feeling	Spearman's rho(ρ)= -.190 Sig.=.001
Q10. Job security feeling	Spearman's rho(ρ)= -.241 Sig.=.000
Q11. Social status satisfaction	Spearman's rho(ρ)= -.165 Sig.=.003
Q12. Respectful treatment	Spearman's rho(ρ)= -.059 Sig.=.291
Q13. Satisfaction with immediate boss	Spearman's rho(ρ)= -.161. Sig.=.004
Q14. Satisfaction with colleagues	Spearman's rho(ρ)= .007 Sig.=.902
Q15. Sense of achievement	Spearman's rho(ρ)= -.126 Sig.=.025
Q16. Willingness to help customers	Spearman's rho(ρ)= -.034 Sig.=.544

As the results shown in Table 8 above, no significant statistical correlation was found between any two variables. Hence, the statement advocated by Locke and Latham (1990) that satisfied employees would be more committed to the organization could not be fully supported by this study. However, the weak trend of negative correlation between “job satisfaction” and employee’s “willingness to leave the company” observed (see Table 7) could still imply that some kind of vague relationship existed between these variables.

5 CONCLUSIONS AND IMPLICATIONS

5.1 Conclusions in Relation to the Hypotheses

With the aim of analyzing contemporary Chinese hospitality employees' job satisfaction and examining the relationship between employee satisfaction and performance, the first hypothesis (H.1) derived from the literature reviewed was: "The characteristics of Chinese hospitality employees' work motives comply with the Chinese national culture identity. The latter refers to 'the need for close-supervision' and 'the importance of wealth, recognition and achievement'." Questions proposed in the survey emphasized on aspects that discrepancies were found between theory and the reality during the preliminary study (e.g. "the need for close-supervision" and "the importance of wealth, recognition and achievement").

Based on the questionnaire survey, findings have shown that culture has changed over time. From employees' perspective, the need for close-supervision was not really appreciated, while the importance of wealth, recognition and achievement remained unchanged. Therefore, the first hypothesis (H.1) set was rejected. Nevertheless, Objective One set out for the research (see Chapter 1) which was "to capture the culture trend over time in Chinese hotel service sector", was met.

Further, by adopting the proven JDI measurement (see Chapter 2) on employee satisfaction and taking into account the findings from the preliminary study, the research continued on investigating the constructs of Chinese employees' job satisfaction. The second hypothesis (H.2) formulated was: "The indicators of Chinese hospitality employees' job satisfaction consist of pay, promotion opportunities, coworkers, supervision, and the work itself."

The results of the survey indicated that satisfaction on "job content" might be the most important indicator for Chinese hospitality employees' job satisfaction. However, the

medium to strong correlations between factors e.g. “job security feelings”, “sense of achievement”, “social status satisfaction”, and “ability utilization” and the overall job satisfaction suggested that the indicators of Chinese hospitality employees' job satisfaction should also include these characteristics. Besides “the work itself” which reflected on the term “job content”, the other four indicators used e.g. “pay”, “promotion opportunities”, “coworkers”, and “supervision” failed to show very strong correlations with overall job satisfaction. Thereby, the research outcome has rejected the second hypothesis (H.2). By conducting of the survey and the analysis made to the findings fulfilled Objective Two set out in Chapter One, which was “to identify the significant constructs of Chinese hospitality employees' job satisfaction”.

Moreover, the ongoing debate on the linkage between employee job satisfaction and performance had enforced the formulation of the third hypothesis (H.3) which was: “Chinese hospitality employees’ job satisfaction is positively related to their performance.” Data analysis was carried out in the manner of testing the relationship between these variables, while at the end, findings in this research showed that employee job satisfaction had no relationship with their performance. Thus, the outcome rejected the third hypothesis (H.3) set out for the study. However, Objective Three, “to examine the linkage between job satisfaction and employee performance” was fulfilled.

5.2 Conclusions of the Research Question

The research question proposed in this study was “What is the influence of culture to Chinese hospitality employees’ job satisfaction and its relationship to service performance?” With conclusions drawn upon analysis of the results which rejected all three hypotheses set out, findings from this study indicated that the effect of much cultural interaction in recent years in China has had great impact on people on their traditional way of thinking (e.g. Chinese hospitality employees satisfaction towards “social status”), as well as on their preferences towards living and working (e.g. “self-

actualization” and “gaining respect and recognition” were regarded important by today’s work group in China). At the same time, there might also be some old notion still rooted in people’s mind (e.g. the importance of “job security feelings”, “sense of achievement” as depicted in the theory). All of these could have consequently affected contemporary Chinese workers on their job satisfaction. In addition, there was no relationship found between Chinese hospitality employees’ job satisfaction and service performance in this research.

Further, as suggested by Locke and Latham (1990, as cited in Foster, 2000) that job satisfaction is associated with organizational commitment, a second round data analysis was carried out in testing this relationship. The results illustrated a weak trend of negative correlation between “job satisfaction” and employees’ “willingness to leave the company”. Although it could not fully support the idea advocated by Locke and Latham (1990), it could still be used to state that some kind of indistinct relationship existed between these variables, which deserves further studies.

By conducting the empirical research on Chinese hotel employees, the aim of this study, “to analyze contemporary Chinese hospitality employees’ job satisfaction and to examine the linkage between employee satisfaction and performance”, was achieved. This was done by analyzing findings generated from hypothesis testing and further by the results of it to answer the research question.

5.3 Implications for Hospitality Managers

The results of this study did not support the hypothesis that hospitality employee’s job satisfaction benefited job performance, nor did the findings suggest the relationship the other way around. Job satisfaction could be an indicator of positive managerial practices, even if satisfaction is not a key driver to performance. After all, there are many reasons why employees may be satisfied with a job, not all of which necessarily support an organization’s desired outcomes (Sturman and Way, 2008). The results of

this study suggested that hospitality managers should not begin with employee satisfaction when pursuing a strategy on improving job performance.

However, even if job satisfaction is not of an antecedent of service performance, it does not mean that managers should neglect hospitality employees' needs in any way. Employees' attitudes should be carefully observed because abundant research documented significant relationships between job satisfaction and other important workplace outcomes, e.g. employee turnover, counterproductive work behavior, absenteeism, and organizational citizenship behavior (Sturman and Way, 2008). While service performance is crucial to hospitality companies' success, a series of effects in relation to employee turnover may cause disruptions that would harm customer service and profitability. Improving employee satisfaction would improve the morale in the organization as well as lower the staff turnover rate to some extent.

Further, the results from this research indicated that Chinese hospitality employees are likely to be motivated by achievement, recognition and wealth. Sense of achievement and self-actualization were highly regarded by the respondents, which suggested that hospitality managers should understand better of employees' needs and personal goals during selection and with the rewarding procedure. Employee's personal development must be taken into consideration when introducing rewarding or incentive programs. While sense of recognition is critical for Chinese hospitality employees, managers are suggested to give feedback on employee's performance in a timely manner and acknowledge the extra efforts an employee has put to work. Appropriate encouragement could increase employee's morale and self-esteem, and as a result, motivating them to contribute much in turn. In addition, although no strong relationship between salary and employee job satisfaction was observed in this study, it is by no means to say that management should ignore the importance of bonus or pay, as the results showed that employees valued much on compensation. As described by Herzberg's (1959) Motivation-Hygiene Theory, salary is of a hygiene factor, meaning that dissatisfaction on pay would possibly lead to employee's leaving the job.

Moreover, in this study, job content showed the highest correlation with overall job satisfaction, although not many respondents considered that it was critical. The implication for hospitality managers on this point is that job design could never be overlooked in service sector. One approach to increase work motivation is to examine the design of a job so as to increase people's responsibility, autonomy and amount of feedback (Foster, 2000). Job enlargement and job enrichment could be the suggested solution to increase the employee satisfaction over the job content. However, empowerment is quite a new concept in China. Although the majority of respondents expressed their willingness to assume more responsibilities at work, practitioners are not recommended to directly translate the western empowerment strategies into the China market. On the contrary, it is suggested to have a transitional measure and after which careful studies on Chinese employees' characteristics should be carried out.

5.4 Limitations and Suggestions for Further Study

Several limitations exist concerning the validity of this research. Firstly, its scope was narrow with a focus on hospitality employees from merely three hotels selected within one international chain in China, which could not represent the entire work population in the hospitality sector, and the results may not even be applicable to employees in other industries. Secondly, the analysis of this study was relatively simplistic with a few variables having been tested. Thirdly, the chosen performance indicator was not verified by any third party, which could affect the validity of the research. Lastly, as mentioned earlier in Chapter Three, respondents from the sample group with uneven educational background might have different interpretation of questions proposed in the survey as well as the "acquiescence and social desirability" effect might exist, according to Bryman and Bell (2007).

As far as further studies are concerned, researching on what factors in fact influence hospitality employees' job performance is recommended. As findings in this study rejected the hypothesis set on the positive linkage between job satisfaction and

performance, it did not bring up the issues in relation to factors affecting job performance. In addition, the vague relationship found between job satisfaction and organizational commitment deserves further investigation.

It could be understood that respondents tended to overestimate the importance of money while underestimated the significance of other job factors (e.g. “job content”, “job security feelings”, “sense of achievement”, “social status satisfaction” and “ability utilization”). A potential area for further research would be on the discrepancies found between these factors and the employees’ perceived important job factors (e.g. “compensation”) in affecting the overall job satisfaction, in order to gain a better understanding.

Besides, many Chinese respondents in this research expressed the willingness to be able to assume more responsibilities at work insinuating their expectation on changes on the hierarchy system. However, considering the unique historical and cultural background, the feasibility of actualizing employee empowerment in China and how hospitality managers could properly execute the strategy should be carefully studied.

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APPENDIX 1 INTERVIEW GUIDE

Opening of interview

- The purpose of this preliminary study is to pretest the hypotheses and the theories studied in order to find out the current trend towards job and job satisfaction in the Chinese society.

Conducting the interview

Could you please answer in your own words, and in a way as detailed as, and as informative as possible:

- Could you please describe your current employment?
- Why do you work? What is the most important reason for you to work except for money?
- What do you regard as important elements in a job?
- How do you like your present job? Why?
- What do you think of job satisfaction?
- How would you be more satisfied with your job?
- Have you ever felt more motivated to perform better when you are satisfied with your job? How?
- What would be the most probable reason for you to consider leaving your current employer?
- What do you think of employees' job satisfaction? How important do you think it is? Why?
- Since you are/If you were a manager, what have you done/would you do to satisfy your employees? Why?

Closing the interview

- Do you have anything else to say or to ask? Thank you very much!

APPENDIX 2 QUESTIONNAIRE SAMPLE (ENGLISH VERSION)

Survey on Chinese Hospitality Employees' Job Satisfaction

Please rate the following statements by ticking only one appropriate box on the right side of each question, where 1= Strongly disagree, 5= Strongly agree. Please choose N/A for statements that are not applicable to you.	Disagree ← → Agree					N/A
	1	2	3	4	5	
1. Compared with other companies, I'm satisfied with my salary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I'm satisfied with the fringe benefits that my company has offered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I'm satisfied with the working climate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My company provides fair promotion opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My current job is beneficial to my future career development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I'm satisfied with the work per se (job contents).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. My work allows me to have my ability fully utilized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My boss always recognizes the extra effort I put in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My job makes me feel self-actualized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. My job is stable which makes me feel secured.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I'm satisfied with the social status that my job brings me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I'm treated with dignity and respected by other people around me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I'm satisfied with my immediate boss.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I'm satisfied with my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. My job gives me the sense of achievement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I'm happy that I can be of help to our customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Overall speaking, I'm satisfied with my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I always try hard to satisfy customers' needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. If I had a choice, I'd leave for another company to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. I have _____ years of full-time working experience in the hospitality sector.

21. I have been with this company (Days Inn) for _____ years.

22. I work hard because I want _____. (please choose only one)

- a) To make customer happy
- b) To receive awards
- c) To earn more money
- d) For my self-actualization
- e) To gain recognition from others
- f) Other (please specify) _____

For question No. 23 to 27, please write down the number of times for the awards or praise you have ever received since you are employed: (0=Never, 1=Once, 2=Twice, 3=Three times, and so on.)

23. I have received "Service Star" _____ time(s).

24. I have received verbal compliment from customer _____ time(s).

25. I have received verbal compliment from my supervisor _____ time(s).

26. I have received written compliment from customer _____ time(s).

27. I have received other praise (please specify) _____, _____ time(s).

28. Please choose 3 most important factors from the following alternatives that would affect your job satisfaction: the most important is _____, second most important is _____, third most important is _____.

- a) Salary (including fringe benefits)
- i) Social status
- b) Working climate
- j) Respected by people around me
- c) Career development opportunities
- k) My immediate boss
- d) The work contents (work per se)
- l) My colleagues
- e) Ability utilization
- m) Corporate culture
- f) Recognition of performance
- n) Sense of achievement
- g) Self-actualization
- o) To benefit others by providing services to them
- h) Stable-and-secured feeling
- p) Other (please specify) _____

29. I would very much prefer my job to be (please choose only one): _____

- a) Hierarchy so that I work according to orders given
- b) Free to make decisions so that I assume more responsibilities

30. If I choose to leave hospitality sector, ____ could be the most probable reason.

- a) Compensation
- b) Working hours
- c) Self-esteem/ respects from others
- d) Recognition from others
- e) Family factors
- f) Career development
- g) Other (please specify) _____
- h) I will definitely not leave hospitality sector

31. Age: _____

32. Gender: a) Male b) Female

33. My job title is closest to (please choose only one):

- a) Staff
- b) Assistant Supervisor
- c) Supervisor
- d) Manager
- e) Senior Manager

34. I work in the department of:

- a) Front Office
- b) F&B
- c) Housekeeping
- d) Other (please specify) _____

35. My highest education level is:

- a) Secondary school/ Secondary specialized technical school
- b) Junior College
- c) Undergraduate
- d) Other (please specify) _____

APPENDIX 3 QUESTIONNAIRE SAMPLE (CHINESE VERSION)

员工满意度调查问卷

请根据您的感受选出最适合的选项（在右边的对应方框中打勾），其中 1=非常不同意，2=不太同意，3=一般，4=比较同意，5=非常同意，N/A=此问题不适用于我	非常不同意 ← → 非常同意					N/A
	1	2	3	4	5	
1. 和同行相比，我的工资是令人满意的。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 我对目前的薪酬福利感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 我对我的工作氛围感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 公司给我提供公平的晋升机会。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 我目前的工作有利于我未来的职业发展。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 我对我的工作内容感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 我的工作可以充分发挥我的能力。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 我的上司总对我的额外努力和付出给予认可。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 我能在工作中实现自我价值。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 我的工作稳定，让我感到有保障。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 我对工作为我带来的社会地位感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 我能感觉到周围人对我的尊重。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 我对我的直属上司感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 我对与公司同事的相处感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 我的工作令我有成就感。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 我为自己能替客人解决问题而感到快乐。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. 总体而言，我对我目前的工作感到满意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. 我总是努力去满足客人需求。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. 如有选择，我更愿离开本公司去其他公司发展。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. 我有_____年的全职服务行业工作经验。

21. 我已经为戴斯公司效力_____年。

22. 我加倍努力工作是为了（只选一项）：_____

A 令客人满意

D 实现自我

B 获得奖励

E 得到认同

C 赚更多钱

F 其它（请说明）_____

23 题至 27 题请填写：自受雇于戴斯酒店以来，由于我的服务出色，共受到多少次以下表扬或奖励。（0=从未，1=一次，2=二次，3=三次，依此类推）

23. 我被评为“服务之星”称号（_____）次。

24. 我受到过客户口头称赞（_____）次。

25. 我受到过上司口头称赞（_____）次。

26. 我受到过客户书面表扬（传真及来信表扬等）（_____）次。

27. 我受到过其他表扬或奖励（请说明）_____，（_____）次。

28. 请从下列影响我对工作满意度的选项中，按重要性选取前三位：

最重要_____ 第二重要_____ 第三重要_____

A 薪酬福利

I 社会地位

B 工作氛围

J 受到周围人的尊重和认同

C 职业发展机会

K 我的直属上司

D 工作内容本身

L 我的同事

E 自身能力得到利用

M 企业文化

F 自己的努力被认可

N 达成目标后的成就感

G 实现自我价值

O 服务他人（使他人得益于我的劳动）

H 工作稳定有保障

P 其他（请说明）_____

29. 我更倾向于选择以下哪种性质的工作（只选一项）：_____

A 按照上司的指示做事，完成自己份内职责

B 有更多自主性，并承担更多工作责任

30. 如果我选择离开酒店业，最有可能是由于这个原因_____

A 报酬

E 家庭原因

B 工作时间

F 职业发展机会

C 自尊/他人的尊重

G 其它（请说明）_____

D 他人的认可

H 我一定不会离开酒店业

31. 我的年龄：_____

32. 我的性别：

A 男

B 女

33. 我的职位最接近以下哪一个（只选一项）：

A 普通员工

B 领班

C 主管

D 经理

E 高级管理人员

34. 我目前就职于以下哪个工作部门（只选一项）：

A 前厅部

B 餐饮部

C 客房部

D 其他（请说明）_____

35. 我目前的最高学历为：

A 高中/中专/技校

C 大学本科

B 大专

D 其它（请说明）_____

APPENDIX 4 SURVEY RESULTS SUMMARY

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Respondent number	332	100.0%	0	.0%	332	100.0%
1. Salary satisfaction	327	98.5%	5	1.5%	332	100.0%
2. Fringe benefit satisfaction	328	98.8%	4	1.2%	332	100.0%
3. I'm satisfied with the working climate.	329	99.1%	3	.9%	332	100.0%
4. My company provides fair promotion opportunities.	322	97.0%	10	3.0%	332	100.0%
5. My current job is beneficial to my future career development.	326	98.2%	6	1.8%	332	100.0%
6. I'm satisfied with the work per se (job contents).	329	99.1%	3	.9%	332	100.0%
7. My work allows me to have my ability fully utilized.	329	99.1%	3	.9%	332	100.0%
8. My boss always recognizes the extra effort I put in my work.	328	98.8%	4	1.2%	332	100.0%
9. My job makes me feel self-actualized.	327	98.5%	5	1.5%	332	100.0%
10. My job is stable which makes me feel secured.	326	98.2%	6	1.8%	332	100.0%
11. I'm satisfied with the social status that my job brings me.	324	97.6%	8	2.4%	332	100.0%
12. I'm treated with dignity and respected by other people around me.	327	98.5%	5	1.5%	332	100.0%
13. I'm satisfied with my immediate boss.	329	99.1%	3	.9%	332	100.0%
14. I'm satisfied with my colleagues.	329	99.1%	3	.9%	332	100.0%
15. My job gives me the sense of achievement.	327	98.5%	5	1.5%	332	100.0%
16. I'm happy that I can be of help to our customers.	324	97.6%	8	2.4%	332	100.0%
17. Overall speaking, I'm satisfied with my current job.	327	98.5%	5	1.5%	332	100.0%

18. I always try hard to satisfy customers' needs.	323	97.3%	9	2.7%	332	100.0%
19. If I had a choice, I'd leave for another company to work.	320	96.4%	12	3.6%	332	100.0%
20. Years of full-time working experience in the hospitality sector	308	92.8%	24	7.2%	332	100.0%
21. Years been with Days Inn	316	95.2%	16	4.8%	332	100.0%
22. I work hard because I want...	310	93.4%	22	6.6%	332	100.0%
23. Times received "Service Star"	332	100.0%	0	.0%	332	100.0%
24. Times received verbal compliment from customer	332	100.0%	0	.0%	332	100.0%
25. Times received verbal compliment from my supervisor	332	100.0%	0	.0%	332	100.0%
26. Times received written compliment from customer	332	100.0%	0	.0%	332	100.0%
27.1 Other praise(specified here)	332	100.0%	0	.0%	332	100.0%
27.2 Other praise (specified here)	332	100.0%	0	.0%	332	100.0%
28.1 The most important factor affecting job satisfaction	296	89.2%	36	10.8%	332	100.0%
28.2 The second important factor affecting job satisfaction	294	88.6%	38	11.4%	332	100.0%
28,3 The third important factor affecting job satisfaction	292	88.0%	40	12.0%	332	100.0%
29. I would very much prefer my job to be...	318	95.8%	14	4.2%	332	100.0%
30. Most probable reason to leave hospitality sector	308	92.8%	24	7.2%	332	100.0%
31. Age	277	83.4%	55	16.6%	332	100.0%
32. Gender	319	96.1%	13	3.9%	332	100.0%
33. My job title	309	93.1%	23	6.9%	332	100.0%
34. My department of working	307	92.5%	25	7.5%	332	100.0%
35. My highest education level	317	95.5%	15	4.5%	332	100.0%