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Job satisfaction and related environmental factors. The case of Aquamare beach hotel

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JOB SATISFACTION AND RELATED ENVIRONMENTAL FACTORS. THE CASE OF AQUAMARE BEACH HOTEL.

By

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Submitted to the Faculty of SCHOOL OF BUSINESS

in partial fulfillment of

the requirements for

the Degree of

MBA

Student Declaration

This dissertation is all my own work and all other works discussed or referred to have been cited.

Signature:

Date: 09 Nov 2012

JOB SATISFACTION AND RELATED ENVIRONMENTAL FACTORS. THE CASE OF AQUAMARE BEACH HOTEL.

MBA Dissertation

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This study is devoted to my son, Alexandros and every true friend.

ABSTRACT

Job satisfaction among employees is a field of great interest, since it is considered a very important concept for every business. The purpose of this study is to measure the overall job satisfaction of employees at Aquamare Beach Hotel. Furthermore, the author tries to determine the relationship between job satisfaction and the environmental background of the hotel, which consists of work-related characteristics and personal/demographic variables. Work-related characteristics that were selected as the most important are leadership and planning, corporate culture, communications, career development, employee's role, recognition and rewards, teamwork and cooperation, working conditions, supervision, training and finally pay and benefits, while personal/demographic variables include age, gender, education and tenure.

Research was conducted in the form of questionnaires given to the employees consisted of 55 questions associated with work-related factors and personal/demographic elements. The study generated an 88.2% response rate from current employees of the hotel. The results findings show a relative high level of job satisfaction among the employees in combination with a positive correlation between work-related elements and job satisfaction.

Finally, by isolating the factors that they seem to be problematic, the author gives his recommendations and suggestions for improvement and further increase of employee job satisfaction.

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CHAPTER 1

INTRODUCTION

1.1 Background

Job satisfaction is a significant determinant of organizational performance and is strongly connected with the viability of a business. Managers consider employee satisfaction as a core element of their business success and therefore they give a great importance on the issue. This is because employees who are satisfied, are more likely to be committed to their organizations. These workers are also more likely to take pride in organizational membership, believe in the goals and values of the organization and therefore, exhibit higher levels of performance and productivity (Steinhaus and Perry, 1996). Robbins (2010) also adds that satisfied and committed employees have lower levels of turnover, absenteeism and withdrawal behaviours.

Many organizations believe that employee compensation is the main factor in employee satisfaction. Consequently, employers attempt to "earn" employee satisfaction by increasing salaries and benefits. Money though, by itself is not the best predictor of job satisfaction. It is important to satisfy the basic needs of the employee, however beyond a certain point it is no longer a predictor of job satisfaction. From the management point of view, creating and sustaining employee satisfaction needs a greater and much more vital and essential effort, rather than money.

There are many factors that can influence a person's level of job satisfaction; these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description and requirements). (Masood, Gulfam and Hayat, 2010). Job gratification and organisational performance are strongly correlated with the environmental background of a business. Job contentment can be a severe predictor of how much pressure and stress someone can handle while on the job. If employees are enjoying their job, they are more likely to be more effective in handling the daily stressors they experience. When employees are more satisfied with their job, they are more likely to work harder, complain less, show up on time and treat customers and co-workers with respect (Redmond, 2001, p.8).

Increasing job satisfaction among employees as well as reducing employee disaffection and subsequent turnover has been of great interest to hospitality academics and practitioners involved with tourism industry (Ghiselli, LaLopa, and Bai, 2001). Many organisations are spending an extensive amount of resources into programs on measuring and enhancing employees' job satisfaction. The most obvious hypothesis concerning these functions has to do with the increase of employee satisfaction through several environmental factors that are unavoidably correlated with job satisfaction. By addressing the issue of job satisfaction, an employer can increase the bottom line, while at the same time increasing staff morale and productivity.

1.2 Statement of the Problem

The importance of job satisfaction in performance and retention of employees led the manager of Aquamare Beach Hotel to the decision of evaluating employees' satisfaction in the hotel. In this aspect, a survey research will be conducted where the overall job satisfaction of the employees will be measured in the first place. Additionally, the survey will assess the influence of selected environmental factors on general job satisfaction of employees. An effort was made to examine whether various work-related characteristics (Leadership and Planning, Corporate Culture, Communications, Career Development, Employee's Role, Recognition and Rewards, Teamwork and Cooperation, Working Conditions, Supervision, Training, Pay and Benefits) integrate with job satisfaction and whether personal/demographic variables are related with satisfaction at work. The main objective is to evaluate in a measurable way the employees' job satisfaction, to examine the relationship of specific environmental factors with job satisfaction and to develop an action plan including suggestions and recommendations for improvement.

1.3 Company Profile

Aquamare Beach Hotel is a luxurious four star hotel, situated in the heart of the popular Cyprus coastal resort of Pafos, just 3 km east from the Pafos fishing harbor, 3 km from the city center and 15 km from Paphos International Airport. It is a family-run hotel which was established in 2007. Aquamare Beach Hotel is the perfect place for those wishing to enjoy a relaxing holiday. It is situated just 50 metres from the beach and it is surrounded by plenty of restaurants, shops and bars. The hotel itself consists of 129 standard rooms, 8 superior Rooms, 8 family rooms and 2 one-bedroom executive suites. With clients' comfort in mind, all guest

rooms have been stylishly designed with all the modern conveniences you would expect from a luxury four star hotel.

The Aquamare Beach Hotel prides itself on offering every service it can to its guests. This includes those wishing to use the hotel for business purposes or even a wedding. It also offers various children's facilities (outdoor play ground and indoor games room), leisure facilities (tennis court, outdoor & indoor swimming pool) and outstanding sports & fitness Facilities (gym, spa room, fitness centre).

Aquamare Beach Hotel was selected among the rest 4-star hotels in Pafos district, to guest several meetings of European Ministers and to organise a big number of seminars and conferences, during the Cyprus Presidency of the Council of the European Union (Jul – Dec 2012). This is a great opportunity for the hotel to promote its services, but it is also a great challenge for the employees to work professionally in order to meet the expectations of their guests. At the time where the research was taken place, the hotel was employing 51 people.

1.4 Research Objectives

The main objectives of this study are:

- To identify and measure the general degree of job satisfaction based on the responses of Aquamare Beach Hotel employees. Specifically, the purpose is to investigate how the environmental background and conditions in an organisation affect job satisfaction, and how employees rate their organisation in terms of personal satisfaction.
- To investigate the degree of influence of selected work-related characteristics on job satisfaction in order to be used as a guide line by the management for the creation of their action plan.
- To examine the effect of personal/ demographic characteristics to job satisfaction.

1.5 Hypothesis Development

It was hypothesized that:

- There will be a **positive** correlation between job satisfaction and work-related characteristics at Aquamare Beach Hotel.
- There will be a **positive** correlation between job satisfaction and employee age at Aquamare Beach Hotel.

- There will be **no** correlation between job satisfaction and employee gender at Aquamare Beach Hotel.
- There will be either a **positive or negative** correlation between job satisfaction and educational level of the employees at Aquamare Beach Hotel.
- There will be a **positive** correlation between job satisfaction and tenure of employees at Aquamare Beach Hotel

The work-related characteristics that were considered as most important are: Leadership and Planning, Corporate Culture, Communications, Career Development, Employee's Role, Recognition and Rewards, Teamwork and Cooperation, Working Conditions, Supervision, Training Program, Pay and Benefits. **(Appendix 3)**

1.6 Structure of the Study

This study is divided into five chapters. Chapter 1 presents the background, the statement of the problem, company profile, research objectives, hypothesis development and structure of the study.

The literature review in Chapter 2 includes the definition and importance of job satisfaction, theoretical approaches of job satisfaction and hypothesis to be tested.

Chapter 3 explains the research methodology. It includes the research design, data collection, sampling stage, questionnaire design, data analysis, ethical considerations and limitations of the research.

Chapter 4 contains the results and analysis of the findings and Chapter 5 includes discussion of the results and finally some suggestions/ recommendations for the management of the hotel.

CHAPTER 2

LITERATURE REVIEW

2.1 Definition of Job Satisfaction

Job satisfaction is a large and complex concept which can mean different things to different people. It covers a broad area of scientific research and therefore plenty of definitions have been given for the specific term. We can simply define job satisfaction as the positive emotional reactions and attitudes individuals have towards their job.

Locke (1969, p.316) defines job satisfaction as " the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Churchill, Ford and Walker (1974, p.255) define job satisfaction as "all characteristics of the job itself and the work environment which employees find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying". According to Schneider and Snyder (1975), job satisfaction is a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. A different definition is given by Robbins (2010, p.63) who states that, "the term job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics". A person with a high level of job satisfaction holds a positive attitude about the job, while a person who is dissatisfied with his/ her job holds negative attitudes about the job.

In general, job satisfaction has to do with an individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances such as needs, values and expectations. People will therefore evaluate their jobs on the basis of factors, which they regard as being important to them (Sempane, Rieger and Roodt, 2002).

2.2 The Importance of Job Satisfaction

People bring mental and physical abilities and time to their jobs. Many try to make a difference in their lives and in the lives of others through working. The reason for wanting a job is often considerably more than just a pay check. Jobs can be looked at as the means used to achieve personal goals. When a job meets or exceeds an individual's expectation, the individual often experiences positive emotions (Daneshfard and Ekvaniyan, 2012). These positive emotions represent job satisfaction. Job satisfaction in turn is a major contributor to

life satisfaction, a personal goal that many find worth pursuing. Rain, Lane and Steiner (1991), mention that job satisfaction is correlated to life satisfaction which means that people who satisfied with life will tend to be satisfied with the job and people who satisfied with job will tend to be satisfied with their life. If a job is highly motivating to an individual, then he/she is likely to be highly satisfied with the work, perform with a high degree of quality, have a low rate of absenteeism, and will be less likely to leave the organization. This belief is shared by Daulatram (2003) who agrees that if the job does not motivate the individual, then it could be expected that the individual would experience a lower level of satisfaction with the work, perform at a low quality level, have a high rate of absenteeism, and will be more likely to leave the organization.

Regarding service industry, such as tourism industry, employee satisfaction is a major determinant of guest satisfaction. Arnett, Laverie and McLane (2002) found that employee satisfaction is linked to positive employee behavior such as having a customer orientation. Satisfied employees tend to provide higher level of external service quality and the service experience to the customers results to the customer satisfaction.

Job satisfaction and its importance has been the subject of research at least since the Hawthorne studies of the 1920s (Roethlisberger and Dickson, 1939). Many human-relations researchers and practitioners supported that the importance of job satisfaction lies not in its relationship with performance, but with its stabilizing effects (reducing tardiness, absenteeism, and turnover) and through its effects on cohesion (increasing organizational citizenship behaviors and organizational commitment). (Luthans, 1992)

Additionally, assessment of job satisfaction might identify various levels of satisfaction among organizational departments and, therefore, be helpful in pinning down areas in need of improvement. Moreover, employee satisfaction is a necessary antecedent of an engaged employee, which is measured by the employee's degree of motivation and sense of inspiration, personal involvement and supportiveness. (Childers, 2005)

Reviewing the above, employee satisfaction is crucial to any business for the success in the workplace. This is especially true for service organizations such hotels, which rely on their employees to provide high quality services to the customers. In hotel industry, employees are considered the most important asset and they play a vital role in the development of hotels. To be successful in a competitive market, it is important that Hotel Managers know how their

employees feel at work and what they want (Lam, Zhang & Baum, 2001). In this concept, periodic researches and studies are essential to determine their feelings and attitudes and to capture the level of their job satisfaction.

2.3 Theoretical Approaches of Job Satisfaction

Two theoretical approaches of job satisfaction can be identified in literature review. The Content Theories and the Process Theories of job satisfaction.

Approach One: Content Theories

Content theories focus on motivation and they deal with identifying people's needs and their relative strengths and the goals they perceive in order to satisfy these needs. Main content theories include Maslow's (1954) Hierarchy of Needs, Alderfer's (1969) ERG theory and Herzberg's (1959) Motivator-Hygiene theory.

2.3.1 Maslow's Hierarchy of Needs Theory

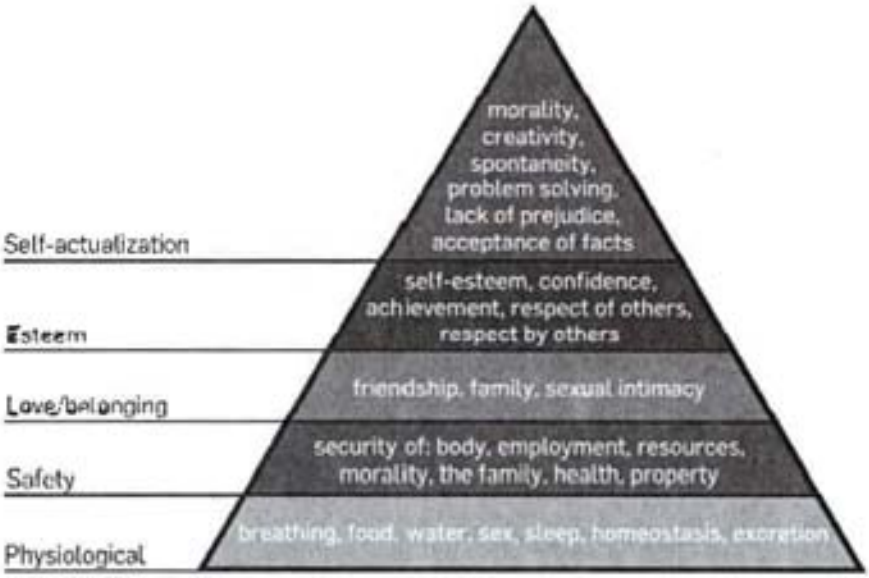
Maslow (1954) hypothesized that human beings are motivated by unsatisfied needs, and that certain lower needs need to be satisfied before higher needs can be satisfied. Furthermore, he assumed that there are general types of needs (physiological, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs". As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or act evilly (Maslow, 1954).

Maslow separated the five needs into two categories: Lower – order needs including physiological and safety needs which are satisfied externally, and higher – order needs including social, esteem and self-actualization needs, which are satisfied internally. According to Maslow, there is a logical order in an individual's needs and the needs of the lower level must be satisfied firstly in order to proceed with the needs of the higher level. When a category of needs are fulfilled, they no longer serve as motivators for the individual. The five categories of needs include:

- Physiological needs such as hunger, thirst, sleep, sex, bodily needs.
- Safety/Security needs such as protection from physical or emotional harm.

- Social needs such as need for satisfactory and supportive relationships, social acceptance, affection and friendship.
- Self – esteem needs such as recognition, self-respect, achievement and confidence.
- Self – actualization needs such as growth, personal autonomy, creativity and self-fulfillment.

Representation of Maslow's Need Hierarchy



Source: http://chriswalker.typepad.com/chris_blog/2008/09/maslow-only-got.html (accessed 17 August 2012)

Figure 2.1: Representation of Maslow's Need Hierarchy

According to Maslow's theory, if these primary needs are not fulfilled, then one will surely be stimulated to satisfy them. Consequently for adequate workplace motivation, it is important that leadership realizes which needs are vigorous for individual employee motivation.

2.3.1.1 Applying Maslow's Needs Hierarchy in Working Environment

If Maslow's theory holds, there are some important leadership implications to enhance workplace motivation. There are staff motivation opportunities by motivating each employee through management style, job design, company events, and compensation packages (Motivation Peek, 2006).

- Physiological Needs: Provide lunch breaks, rest breaks, and wages that are sufficient to purchase the essentials of life.
- Safety Needs: Provide a safe working environment, freedom from threats, and relative job security.
- Social Needs: Create a feeling of acceptance, belonging, and community by reinforcing team dynamics.
- Esteem Needs: Recognize achievements, assign important projects, and provide status to make employees feel appreciated, autonomous and valued.
- Self-Actualization Needs: Provide challenging and meaningful work, which enables innovation, creativity, and progress according to long-term goals.

However, not all people are driven by the same needs. At any time, different employees may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, leadership must be able to recognize the needs level at which the employee is operating, and use those needs as levers of workplace motivation. (Motivation Peek, 2006)

2.3.1.2 Limitations of Maslow's Hierarchy - Criticism

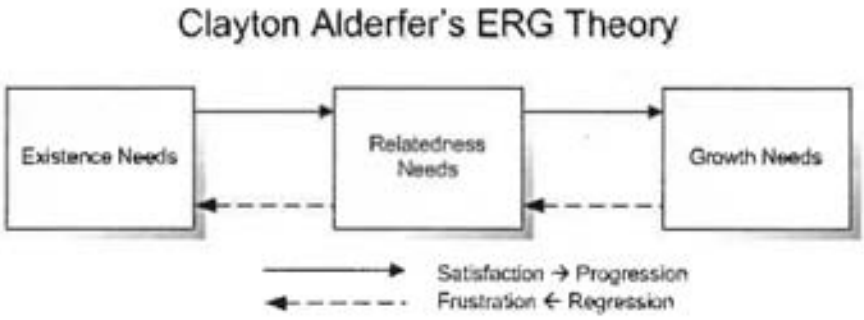
While Maslow's hierarchy makes sense instinctively, there is little evidence to support strict validation of the theory. (Hall and Nougaim, 1968; Lawer and Suttle, 1972; Rauschenberger, Schmitt and Hunter, 1980) In fact, there is a little evidence about its strict proposed structure and that unsatisfied needs motivate, while satisfied ones activates movement to a new need level (Wahba and Bridwell, 1976). For example, some cultures (Spain, Japan) appear to place social needs before any others (Haire, Ghiselli and Porter, 1963). Finally, there is little evidence to suggest that people are motivated to satisfy exclusively one need at a time, except in situations where needs conflict (Luthans, 1992).

2.3.2 ERG Theory

Clayton Alderfer's (1969) upgraded Maslow's Hierarchy Need to align it more closely with empirical research. He introduced the ERG theory. The letters ERG represent these three groups of core needs:

- Existence: refers to our concern with basic material existence motivators (similar to Maslow's physiological and safety needs).
- Relatedness refers to the desire we have for maintaining interpersonal relationships (similar to Maslow's social needs).
- Growth refers to an intrinsic desire for personal development. (similar to Maslow's self-esteem and self - actualization needs).

While ERG theory identifies the priority of existence needs over relatedness and growth needs, it also recognizes that humans can satisfy the three categories of needs simultaneously, depending on the preferences of each person. Furthermore, if a high level category need remains unfulfilled, then the person shifts back to a lower level category need which is easier to satisfy. This is called as frustration-regression principle. (Figure 2.2)



Source: http://www.vectorstudy.com/management_theories/ERG_theory.htm (accessed 17 August 2012)

Figure 2.2: Representation of ERG Theory

2.3.2.1 Differences from Maslow's Needs Hierarchy

Beyond simply reducing the distinction between overlapping needs, the ERG theory improves upon the following shortcomings of Maslow's Needs Hierarchy:

- The ERG theory accounts for differences in need preferences between cultures better than Maslow's Need Hierarchy; the order of needs can be different for different people.
- The ERG theory acknowledges that if a higher-order need is frustrated, an individual may regress to increase the satisfaction of a lower-order need, which appears easier to satisfy. This is known as the frustration-regression principle.

- Last but not least, it demonstrates that more than one need may be operative at the same time. (Envision, 2012)

2.3.2.2 Implications of EPG theory in working environment

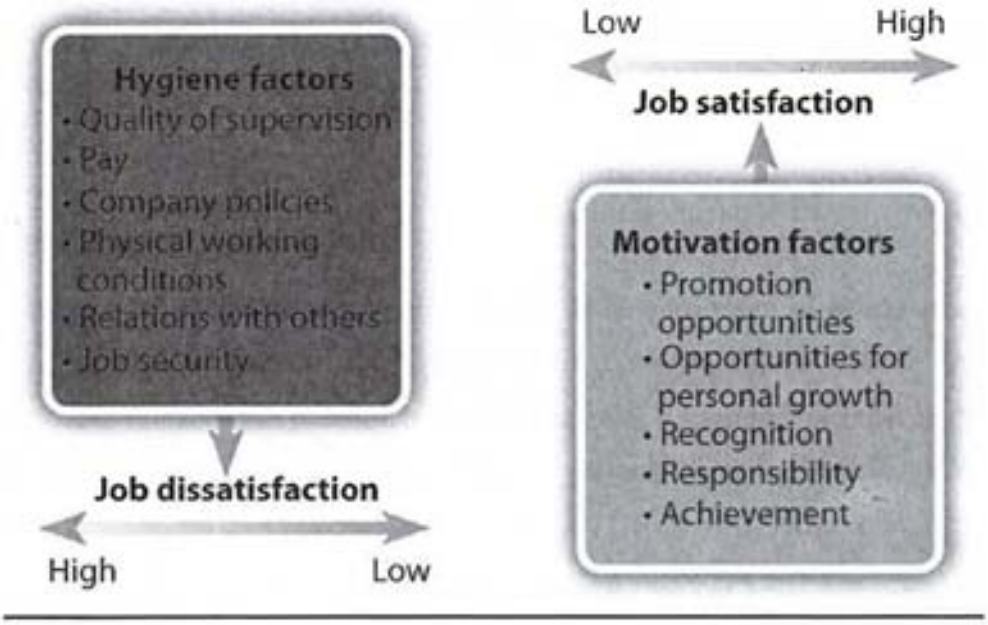
Unlike with Maslow's theory, managers must recognize that an employee has multiple needs to satisfy simultaneously. According to the ERG theory, leadership focusing exclusively on one need at a time, will not effectively motivate. (Alderfer, 1969)

In addition, the frustration-regression principle impacts workplace motivation. For example, if growth opportunities are not provided to employees, they may regress to relatedness needs, and socialize more with co-workers. Or, the inability of the environment or situation to satisfy a need for social interaction might increase the desire for more money or better working conditions. If leadership is able to recognize these conditions, steps can be taken to satisfy the frustrated needs until the subordinate is able to pursue growth again (Pinder, 1984).

2.3.3 Herzberg's Two-Factor Theory

Frederick Herzberg's (1959) attempt was to identify which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book "The Motivation to Work". This theory of motivation is known as the **Two - Factor Theory**. According to the Two-Factor Theory of Satisfaction, certain characteristics tend to be consistently related to job satisfaction and others to job dissatisfaction. Intrinsic factors, such as advancement, recognition, personal growth and responsibility are related with job satisfaction. The existence of these intrinsic elements tends to impact job satisfaction, which in turn, affects motivation. This is the reason why they are also called motivator factors. On the other hand, extrinsic measures, such as supervision, pay, work conditions and company policies and referred to as hygiene factors, and seem to be related with job dissatisfaction. According to the theory, the absence of these extrinsic measures tends to lead to dissatisfaction. The factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessary motivation (Robbins, Judge and Campbell, 2010, p.143)

Representation of Herzberg's two-factor theory



Source: Collins, K, 2009. Figure 7.6. Herzberg's Two-Factor Theory in Exploring Business [e-book]. Available at: http://www.web-books.com/eLibrary/NC/B0/B66/057MB66.html [accessed 17 August 2012]

Figure 2.3: Representation of Herzberg's Two-Factor Theory

2.3.3.1 Critical Analysis of Hertzberg's Theory

Although Hertzberg's two factor theory became very popular and was widely accepted by practitioners, it is also true that from an academic perspective it oversimplifies the complexities of work motivation. When researchers deviate from the critical incident methodology used by Herzberg, they do not get the two factor theory. There seem to be job factors that lead to both satisfaction and dissatisfaction. These findings indicate that a strict interpretation of the two factor theory is not warranted. (Handy, 1985)

In spite of the obvious limitations, few would question that Hertzberg's contributed substantially to the study of work motivation. He extended Maslow's hierarchy concept and made it more applicable to work motivation. Hertzberg also drew attention to the importance of job content factor in work motivation, which previously had been badly neglected and overlooked. (Luthans, 1992)

Approach Two: Process Theories

Process theorists assume that job satisfaction can be explained by investigating the people's rational thought processes or cognitive processing abilities. In contrast with content theories, process theories try to identify the psychological and behavioral processes that motivate a person to act in a particular way. Vroom's expectancy theory (1964) represents the second theoretical approach.

2.3.4 Vroom's Expectancy Theory

The Expectancy Theory of Victor Vroom (1964) deals with motivation and management. Vroom's theory assumes that behavior results from conscious choices among alternatives, whose purpose is to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individuals' factors such as personality, skills, knowledge, experience and abilities.

The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

Vroom's Expectancy Theory is based upon the following three beliefs:

- Expectancy has to do with employees different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.
- Instrumentality is the perception of employees whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

- Valence refers to the emotional orientations people hold with respect to outcomes. The depth of the want of an employee for extrinsic or intrinsic rewards. Management must discover what employees do value. (Value Based Management, 2012)

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force, such that the employee acts in ways that bring pleasure and avoid pain. (Hersey and Blanchard, 1993)

Figure 2.4: Representation of Expectancy Theory (cited in Porter and Lawler, 1968)

2.3.4.1 Implications of the Vroom Model in working environment

Vroom's theory departs from the content theories and in that it depicts a process of cognitive variables that reflects individual differences in work motivation. It does not attempt to describe what the content is or what the individual differences are. Everyone has a unique combination of valences, instrumentalities and expectancies.

Although the Vroom model does not directly contribute much to the techniques of motivating employees in an organization, it is of value in understanding organizational behavior. For example suppose workers are given a certain standard for production. By measuring the workers output, management can determine how important their various personal goals are (second level outcomes such as money, security and recognition); the instrumentality of the organizational goal (the first level outcomes, such as the production standard) for the attainment of the personal goal; and the workers expectations that their effort and ability will accomplish the organizational goal. If output is below standard it means that workers do not place a high value on the second level outcomes; or they may not see that the first level

outcome is instrumental in obtaining the second level outcomes; or they may think that their efforts will not accomplish the first level outcome. Vroom feels that a combination, of these possibilities will result in a low motivation to produce (Luthans, 1992).

2.3.4.2 Critical Analysis of Vroom's Expectancy theory

Although Vroom's model is one of most widely accepted theories of motivation, some critics suggest that the theory has only limited use, arguing that it tends to be more valid for predicting in situations in which effort - performance and performance - reward linkages are clearly perceived by the individual (House, Shapiro and Wahba, 1974). Furthermore, only a part of employees tend to relate their performance with rewards in their jobs and the sense and importance of reward is different for each individual.

2.4 Environmental Factors of Job Satisfaction

Originally job satisfaction was studied as a predictor of behaviors such as performance, absenteeism, and turnover. More recently the interest has shifted toward identifying factors that influence or predict job satisfaction. Those factors can be divided into work-related characteristics and demographic variables (Locke, 1976; Spector, 1997). Plethora of authors consider supervision quality, orientation and training, job characteristics, and demographic variables as factors that are strongly related to employee job satisfaction in several job settings (Sims, Szilagyi, and Keller, 1976; Fernsten and Brenner, 1987; Duke and Sneed, 1989; Blank and Slipp, 1994; Tayeb, 1996; Roehl and Swerdlow, 1999). The work –related factors that were considered as most important in this study are: leadership and planning, corporate culture, communications, career development, the role of employee within the organization, recognition and rewards, teamwork and cooperation, working conditions, supervision, training and pay & benefits.

2.4.1 Work-Related Characteristics

Job satisfaction can be affected by the work situation. Any aspect of the job and employing organization is part of the work situation. Based on an extensive review of the literature in job satisfaction, Locke (1976), Vroom (1982) and Bruce & Blackburn (1992), identified challenging work, equitable rewards, supportive working conditions, and supportive colleagues as main determinants of job satisfaction (also cited in Robbins, 2010).

2.4.1.1 Leadership and Planning

Leadership is the ability to influence a group toward the achievement of a vision or set of goals (Robbins, 2010). The main challenges for leaders are to build a long-term vision, to increase commitment, to build teams and coalitions in order to create required organizational changes. In order to reach their goals they should focus on motivating, inspiring and empowering their employees. Effective job design and empowerment enable employees to act on behalf of the customer, improve decision making, and increase autonomy, all of which should lead to greater job satisfaction. According to Linstead, Fulop and Lilley (2004), leadership at a supervisory level is the single most important factor for motivating employees and improving their productivity. In addition, leaders who are perceived to closely monitor employees in order to prevent mistakes tend to evoke higher levels of emotional exhaustion among their staff. (Stordeur, D'hoore and Vandenberghe, 2001)

2.4.1.2 Corporate Culture

Corporate or organizational culture can be defined as a sum of shared attitudes, values, norms, beliefs and behaviors among the people within an organization. According to O'Reilly, Chatman and Caldwell (1996), corporate culture is a system of shared values defining what is important, and norms, defining appropriate attitudes and behaviors, that guide members' attitudes and behaviors. Deal and Kennedy (1982) argue that corporate culture is the single most important factor accounting for success or failure in organizations. Extensive research has been conducted on corporate culture and its implications in employee's morale, working attitudes and job satisfaction. [Robbins (1996), Huang and Wu (2000), Pool (2000), Gray, Densten and Sarros (2003), McKinnon et al. (2003)]. Those studies confirm that a positive organizational culture which emphasizes on employee strengths, individual vitality and growth, and promotes rewards than punishments, leads to a higher level of job satisfaction.

2.4.1.3 Communication

According to Jablin (1979) communication identifies the process whereby information and influence are transferred from one entity to another. Therefore, an effective upward and downward communication in an organization is a key component of working performance. Previous research has detailed the potential importance of communication to organizational processes (Rogers, 1995; Lewis and Seibold, 1996). Beyerlein et al. (2003) argue that it is management's responsibility to align support systems in the strategic design so that employees

can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource. Thus, by building communication channels and encouraging communication, it's a way of enhancing all those characteristics related with job satisfaction.

2.4.1.4 Career Development

People rarely prefer to remain static in their current positions for a long. In contrary, they look for opportunities for growth and advance. Chances for promotion and advancing within the company generate ambitious which result in better performance for achieving this aim. Opportunities to learn and to adopt new skills, to achieve better positions with higher benefits make employees to work constantly towards this goal, creating a sense of personal achievement, satisfying a psychological need which results in higher level of job satisfaction. Savery (1989) included advancement among the seven more important variables which lead to job satisfaction (The other six were: interesting and challenging work, a feeling of achievement, relationship with immediate supervisor, opportunities for friendship, security and recognition.). Career development and advancement are defined as intrinsic rewards which considered extremely important on satisfying employee needs. This is also supported by Mottaz (1985) who identifies a strong relationship between job satisfaction and intrinsic reward regardless of occupational levels.

2.4.1.5 Employee's Role

Employee's role in the company regards the engagement and involvement of each employee to the fulfillment of the strategic objective of the organization. Employee involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals (Apostolou, 2000). However the degree of involvement depends on the leadership style of the supervisor. Plethora of authors have showed that there is a positive correlation between the level of employees' involvement at work and their level of job satisfaction. (Becherer, Morgan and Richard, 1982; Tyagi, 1985; Weaver, 1988; Coster, 1992; Agho, Mueller and Price, 1993; Orpen, 1994; Guppy and Rick, 1996; Jernigan, Beggs and Kohut, 2002). Those studies also support that employees with more degree of self-regulation in the work demonstrate higher level of job satisfaction.

2.4.1.6 Recognition and Rewards

Recognition and promotion are rewards which employees tend to expect for their efforts. Rewards lead to satisfaction when they are perceived as being fair. For being fair, decisions on the rewards to be given should reflect job requirements, people's abilities, and community pay standards. Stroh (2001) mentions that rewards should be appropriate and meaningful for both the recipient and the giver and need to be relative to the amount of effort that led to the reward. By the same token, employees encounter satisfaction when they perceive that promotion decisions are the result of fair policies and processes (Vroom, 1964; Locke, 1976; Bruce and Blackburn, 1992).

2.4.1.7 Teamwork and Cooperation

Teamwork is the degree to which a work team (a small group of people with complementary skills performing the day-to-day work of an organization) performs day-to-day operations in a cohesive manner (Boone and Kurtz, 1997).

Teamwork is viewed as a panacea for enhancing communication, coordination and integration of diverse information at the disposal of individual members (Rodwell, Kienzle and Shadur, 1998). Teamwork, therefore, is viewed as a sophisticated attempt to integrate individual into the organization whereas employees' consent is achieved by making them feel that their interests and company interests are aligned (Hare, 1976; Isabella and Waddock, 1994). Numerous variables are found to influence the attitudinal outcomes of a team based initiatives concerning the impact of teamwork on job attitudes. Wright and Edwards (1988) have found out that teamwork leads to higher job satisfaction and labor productivity whereas no evidence was found about higher commitment. In his study on self-employed, Hundley (2001), pointed to the positive relationship between work attributes and satisfaction, and argued that more autonomy, flexibility, skill utilization and greater job security led to higher levels of satisfaction. Due to continuous improvement principle, teamwork is expected to give rise to increased involvement in decision-making and greater responsibility that require a wide array of skill base leading to higher complexity and autonomy. Supporting this argument, a positive association between job satisfaction and both task autonomy and task variety has been found by Hackman and Oldham (1980). Good teamwork is essential to job satisfaction. If workers are a part of properly functioning teams, then they feel that they are needed. Furthermore, along with the sense of belonging is a sense of accomplishment. Team members need to feel

that they are actually contributing to the collective goal of the team. If a team member feels as though he/ she is doing trivial work while others are doing more meaningful work, then team unity will deteriorate (Neubert, 2004).

2.4.1.8 Working Conditions

Working conditions are the conditions under which employees work. Working conditions reflect the way that organizations operationalize their culture in daily routines and behaviors. Working conditions represent workers perception of their objective work situation, including the characteristics of the organization they work for and the nature of their relationships with other people while doing their job. Although money is still a top factor influencing an employee's job satisfaction, a positive and fulfilling work environment is high on the list of needs as well (McCrarey, 2005). Ayers (2005) argues that work environment must motivate employees to do to extreme lengths to fulfill their responsibilities and feel connected to the organization, enhancing work conditions to support the organizations strategic intent and satisfy employees who perform a fundamental role in the success of the organization. In the same context organizations must ensure that all policies and procedures are well defined and provide a detailed job description for each position.

2.4.1.9 Supervision

Employees' perceptions of supervisory behavior have considerable impact on their work attitudes. In work settings, the supervisor is often the most salient person and is therefore likely to both represent the organization's culture and to exert a direct influence upon subordinates' behaviors. Superiors who enable employees to participate more in decision making and who encourage a two-way communication process, tend to generate a favorable climate among their employees, characterized by less interpersonal conflict and hostility and fewer non-cooperative relationships (Hasselhorn, Tackenberg and Müller, 2003). Furthermore, assigning tasks, specifying procedures, and clarifying expectations have been shown to result in reduced role ambiguity and increased job satisfaction among employees (Stordeur, D'hoore and Vandenberghe, 2001). Numerous studies have shown that positive relationships between supervisors and subordinates result to higher levels of job satisfaction (Daley, 1986; Emmert and Taher, 1992; Peterson, Puia and Suess, 2003). Graham and Messner (1998) also state that high relationship behavior of supervisors strongly impact on job satisfaction, while Ting (1997) reported in his research that employees who enjoyed a supportive relationship with

their immediate supervisors experienced higher levels of job satisfaction than those who did not.

2.4.1.10 Training

Training helps people to become qualified and proficient in doing some jobs (Dahama, 1979). Van Dersal (1962) defined training as the process of teaching, informing, or educating people so that (1) they may become as well qualified as possible to do their job, and (2) they become qualified to perform in positions of greater difficulty and responsibility. Usually, an organization facilitates the employees' learning through training, so that their modified behavior contributes to the attainment of the organization's goals and objectives. It is generally thought that employees feel good about their jobs when they are using their skills and abilities and contributing to the organization's goals. Gilbert (1978) argues that training is a means of developing human competence and improving an organization's performance and although expensive, it is often the best strategy. The same author supports that training is a means of job enrichment aimed at creating job satisfaction among employees. Training in workplace is among the major determinants of job satisfaction and a number of researches support this statement adding that training is one of the most important predictor variable of employee attitudes, motivation and performance (Peters, O'Connor and Eulberg, 1985; Peters and O'Connor, 1988). Furthermore, a more recent research of SHRS (Society for Human Resource Management), shows that 6 out of 10 employees in the USA rated opportunities to use their skills and abilities at work as the most important contributor to their job satisfaction, positioning it second only to job security (Society of Human Resource Management, 2011)

2.4.1.11 Pay and Benefits

Benefits are an important indicator of satisfaction or dissatisfaction within the organization. Adams (1963) postulated that workers compare their own outcome/input ratio (the ratio of the outcomes they receive from their jobs and from the organization to the inputs they contribute) to the outcome/input ratio of another person. Adams called this other person "referent." The referent is simply another worker or group of workers perceived to be similar to oneself. Unequal ratios create job dissatisfaction and motivate the worker to restore equity. When ratios are equal, workers experience job satisfaction and are motivated to maintain their current ratio of outcomes and inputs or raise their inputs if they want their outcomes to increase. Outcomes include pay, fringe benefits, status, opportunities for advancement, job

security, and anything else that workers desire and receive from an organization. Inputs include special skills, training, education, work experience, effort on the job, time, and anything else that workers perceive that they contribute to an organization. Recent studies have been conducted examining the relationship of pay with job satisfaction. Those studies conclude that there is a positive relationship between pay and job satisfaction (Kanungo, 1982; Rhodes, 1983; Lee and Wilbur, 1985; Lucas, Babakus and Ingram, 1990). However, this relationship seems to be linked more to perceptions of equity and fairness than actual dollar amount (Hulin and Smith, 1965; Spector, 1997).

2.4.2 Personal Characteristics

Personal characteristics such as age, gender, education and tenure are often included in job satisfaction studies to describe the participants and to determine relationships among the variables. Research evidence often shows the presence of relationships between the personal characteristics and job satisfaction, but the evidence tends to be mixed. Sometimes positive relationships are identified and sometimes negative ones for the same variables.

2.4.2.1 Age

Mixed evidence exists in the literature concerning the relationship between age and job satisfaction. Hertzberg et al. (1957), after an extensive review of job satisfaction literature, concluded that the association is best described by a U-shaped function. Initially satisfaction is high, then decreases, and eventually, after hitting a low point, increases again with age. Hulin and Smith (1965) indicated that job satisfaction increases in a positive linear fashion with respect to age. As workers grow older, they tend to be more satisfied with their jobs. Older workers have lower expectations than younger workers, and they tend to be better adjusted to the work situation. Quinn, Staines, and McCullough (1974) claimed that older workers are more satisfied with their work because they move into better work or more desirable positions across their careers. Bedeian, Ferris and Kacmar (1992) also suggest that increases in employee age are likely to be associated with enhanced positions or organizational authority, prestige, status and confidence, which are potential contributors to job satisfaction in and of themselves.

Saleh and Otis (1964) proposed a positive and linear function between age and job satisfaction until the pre-retirement period during which job satisfaction significantly declines. They attributed the increasing level of job satisfaction to the general adjustment to life, and the decreasing level of job satisfaction to a decline in health and an obstruction of channels for self - actualization and psychological growth.

Ilacqua, Schumacher and Li (1995) conducted a research study to analyze factors that affect job satisfaction and dissatisfaction of faculty in higher educational institutions. Age was among the factors found to affect job dissatisfaction. Younger, less experienced faculty expressed more job dissatisfaction than experienced tenured faculty. Spector (1997) suggested two reasons why job satisfaction might increase with age. The first one is that better benefits such as pension and rewards or pay could increase satisfaction. The second reason according to the same author is that people adapt to the job by adjusting their expectations to be more realistic, so that they are happier with less as they get older.

2.4.2.2 Gender

The relationship between gender and job satisfaction has been given a considerable attention by several scholars and researchers. Relative researches conducted for this purpose uncovered three possibilities: First, females are more satisfied than males (i.e., Hoppock, 1935). Second, males are more satisfied than females (i.e., Hulin and Smith, 1965; Locke, Fitzpatrick, and White, 1983). Third, no difference exists between males and females with respect to overall job satisfaction (i.e. Golding, Resnick and Crosky, 1983; D'Arcy, Syrotuik and Siddique, 1984; Ilacqua, Schumacher and Li, 1995).

A very important research made by Tait, Padgett and Baldwin (1989) shows that the absent of gender differences in job satisfaction is traced back to the mid-1970s where men and women started to approach parity in organizational positions held. Thompson, McNamara and Hoyle (1997) reported that neither age nor gender was of value in the prediction of job satisfaction. Gruneberg (1979) presented several reasons for the inconsistent results of the investigations concerning the relationship between gender and job satisfaction. Males and females might occupy different job levels in the same organization. Their promotion prospects might vary, as might pay and the level of need satisfaction in the same job. Women might perceive stronger social satisfaction in a position that requires few skills and offers limited promotion opportunities than men do and thus might experience greater job satisfaction than men.

2.4.2.3 Education

A review of job satisfaction studies that included education as a variable indicates that the relationship between education and job satisfaction can be negative or positive. Carrell and Elbert (1974), for example, reported negative direct effects of education on job satisfaction. They concluded that younger workers, who have a higher level of formal education, may be dissatisfied with performing the routine tasks required in most jobs. DeSantis and Durst (1996) compared job satisfaction among public and private-sector employees. They identified many similarities between the two groups, but one of the clear differences concerned the education variable. The expected negative relationship between education and overall job satisfaction was much stronger for the private-sector employees than the public sector. DeSantis and Durst offered as a possible explanation, that the private-sector individuals might be employed in unchallenging positions and might be experiencing larger gaps between expectations and realities.

Quinn and Baldi de Mandilovitch (1980) analyzed data from 11 studies of American workers. Based on this analysis, they documented a positive relationship between the workers 'educational level and overall job satisfaction. The attainment of a college degree resulted in the largest increase in overall job satisfaction.

2.4.2.4 Tenure

Gruneberg (1979) already pointed out that the relationships between tenure, defined as length of service, and job satisfaction was unclear. It is possible that an increase in job tenure can be associated with a decrease in job satisfaction (DeSantis and Durst, 1996). It is also possible, as evidence provided by Bedeian, Ferris and Kacmar (1992) has shown, that tenure and job satisfaction are positively related.

2.5 Hypothesis to be tested

Based on the above theoretical frame, the following hypothesis have been generated for testing:

Hypothesis 1: "There will be a **positive** correlation between job satisfaction and work-related characteristics at Aquamare Beach Hotel".

Hypothesis 2: "There will be a **positive** correlation between job satisfaction and employee age at Aquamare Beach Hotel".

Hypothesis 3: "There will be **no correlation** between job satisfaction and employee gender at Aquamare Beach Hotel".

Hypothesis 4: "There will be either a **positive or negative** correlation between job satisfaction and educational level of the employees at Aquamare Beach Hotel".

Hypothesis 5: "There will be a **positive** correlation between job satisfaction and tenure of employees at Aquamare Beach Hotel".

CHAPTER 3

METHODOLOGY

The aim of this chapter is to identify and outline the methodology that was used in order to accomplish effectively and efficiently the purpose of this study. Following introduction and literature review sections, this chapter addresses the research design, the process of data collection, the questionnaire design, the sampling stage, the ethical considerations and the limitations of the research.

3.1 Research Design

A research design provides a framework and a master plan that specifies the methods and procedures for the collection and analysis of the required data (Zikmund, 2000; Bryman & Bell, 2007). There are two main approaches that could be used:

- **Deductive:** This method assumes that a clear theoretical approach is developed prior to the collection of data. Hypotheses are developed and the research strategy tests those hypotheses (Saunders, Lewis and Thornhill, 2003). According to Bryman and Bell (2007), deductive method represents the most common view of the nature of the relationship between theory and research.
- **Inductive:** By using this method the data must first be collected and then theory would be developed from the data. The purpose of data collection prior to theory is to understand better the nature of the problem. It allows for alternative explanations of what is going on and the focus is on explaining the data in order to form a model or framework for recommendation. (Saunders, Lewis and Thornhill, 2003)

A third approach is a combination of the two approaches. If the existing research studies do not give satisfying answers to the research question and the theory is not enough to support the empirical observations, then a combination method is applied. Some researchers try to get the best of both methods by combining the two methods.

The present research study adopts the deductive method as the most suitable to be used. Information will be gathered concerning specific factors affecting job satisfaction for Aquamare Beach Hotel and then relate the results to general concepts.

3.2 Data Collection

The data sources that any researcher can use are divided into two main categories: Primary Data and Secondary Data. Primary data are data that do not exist and is needed to be collected. Secondary data are existing data that can be found in Books, Statistics, Annual Reports and Internal records (Zikmund, 1997). Those two categories of data were used in this research. Apart from the research survey (primary data) a significant amount of the data used in the completion of this research was in the form of secondary data. Secondary data as they were presented in the previous chapter (Literature Review) helped the author to support the analysis of the primary data that were collected.

The data methods that can be used in order to gather primary data can be a combination of quantitative or qualitative inputs.

Quantitative methods gather and analyse numerical data or data that could usefully be quantified (Saunders Lewis and Thornhill, 2003). Therefore the data is quantifiable, objective, and reliable in order to be easily analysed. However the data could sometimes be characterized of lacking relevance and specification.

Qualitative data on the other hand, are non-numerical data or data that have not been quantified. They are based on meanings expressed through words, their results are collected in non – standardized data requiring classification into categories and they are analysed through the use of conceptualisation. (Dey, 1993; Healey and Rawlinson, 1994) Examples of qualitative data are interviews, analysis of pictures or video, and analysis of objects such an artefact. Despite the fact that they are considered rich data to extract information, qualitative methods are more expensive and time consuming than numerical quantitative ones. (Saunders, Lewis and Thornhill, 2003)

For the purpose of the present research the quantitative method of data selection was selected in the form of questionnaires given to the employees of the hotel. The reason of selecting the specific method is the reliability based on the anonymity of the questionnaires and the capability to measure our results and develop correlations of various variables.

3.3 Sampling Stage

Our sample is the target population of the research which is defined as the current 51 (fifty-one) employees of Aquamare Beach Hotel. Thus, every employee in the hotel had the chance

to participate in the research. However due to workload, vacation or other reasons only 45 (forty-five) employees completed the questionnaires. The current number give us a confidence level of 95% with a confidence interval of 5, which is considered high enough to extract accurate and representative results.

3.4 Questionnaire Design

The questionnaire for this dissertation tries to reveal meaningful results for the purpose of the present research. According to Zikmund (1997), a researcher needs to consider two criteria in order to collect variable and measurable data: accuracy and relevance. Those two criteria have been taken under consideration for the design and the final construction of the questionnaire. The purpose was to include all those questions which would enable us to derive clear and most accurate results.

The employee survey consisted of 50 questions associated with work-related characteristics and 5 personal/demographic questions **(Appendix 1).** The questionnaire was designed in a way to capture, as comprehensively as possible, the experience of being an employee at Aquamare Beach Hotel. The survey was divided into twelve sections **(Appendix 3)** that grouped items by themes as follow:

1. Leadership and planning
2. Corporate culture
3. Communications
4. Career development
5. Employee's role
6. Recognition and rewards
7. Teamwork and cooperation
8. Working conditions
9. Supervision
10. Training
11. Pay and Benefits and
12. Overall job satisfaction

Survey items were selected from pre-existing valid and reliable scales measuring dimensions that have been found to be related to job satisfaction. Wording of the questions was simple and clear with words and fitted to the nature of the respondents. All of the items were answered using a Likert-type scale (strongly disagree to strongly agree) to indicate the strength of agreement with each statement. The Likert scale presents a set of attitude statements. Subjects are asked to express agreement or disagreement to a five-point scale. Each degree of agreement is given a numerical value from one to five (1-5). Thus a total numerical value can be calculated from all the responses. The Likert technique was used in order to make the questionnaire more interesting and easier to follow up and answer.

There was also a series of five (5) demographic questions that employees were asked to indicate their gender, age, educational background, length of service/tenure, and department of work.

All participants received the questionnaire accompanied with a letter of consent that informed them about the purpose of the research **(Appendix 4)**. Each participant was asked individually. There was the option for the participants to choose a questionnaire in Greek language since it was translated also in Greek **(Appendix 2)**. The duration of the questionnaire was about 15-20 minutes and the research took place during working hours. The questionnaire was anonymous. Finally, an answer box had been placed in the reception office in order for the participants to place their questionnaires to ensure confidentiality of the survey.

Prior to the survey, a short pilot testing was conducted with friends of the author in order to avoid errors and ensure that there were no problems in answering the questions.

3.5 Data Analysis

After gathering the questionnaires, raw data were edited and coded in order to be put into a form suitable for analysis. Editing involves checking and adjusting for errors or omissions on the questionnaires or other data-collecting forms, to ensure completeness, consistency and readability of the data. Following editing process, coding is the process of identifying and classifying each answer with a numerical score or other character symbol (Zikmund, 2000).

The analytical software that was used was IBM Statistics SPSS 19.0 and MS Excel 2010 packages. Data analysis consisted of descriptive statistics including means with standard

deviations, cross-tabulation, frequency distribution and correlation analysis. The data of the questionnaires displayed graphically through statistical tables, pie and bar-charts.

3.6 Ethical Considerations

In any research there is an apparent need for access and ethics. So it is important to refer to ethical issues that were considered prior to conducting this research. Ethical Issues are very important for both the researcher and the respondent. It is crucial for the researcher to take unbiased true answers and for the respondent to remain safe and unknown to public.

Firstly, a research permission was asked from the General Manager of Aquamare Beach Hotel. Secondly, all the respondents were informed about the purpose of the research and about the interest of the researcher on the survey. All the participants will have also access to the study and they can be informed about the results.

The participation and respond to the survey was completely voluntary. Employees were informed that all individual survey responses would remain confidential and that survey results would be reported in aggregate form only. In this research, respondent's names were not given in order to provide their anonymity and confidentiality. Also, as already mentioned, an answer box had been placed in the reception office in order for the participants to place their questionnaires.

3.7 Limitations of the Research

The following limitations have to be considered:

a. The present survey analyses the results taken by the employees of Aquamare Beach Hotel. It is prudent to realize that these results are only representative of the sample of this research. Hence, any broader generalization for the whole hotel industry is not considered reliable, since a larger sample of hotels must be examined for this purpose.

b. A number of questionnaires have been translated into the Greek language for those employees who don't have a good knowledge of English language. However this can result in translation errors that are not easily identifiable.

CHAPTER 4

FINDINGS AND DATA ANALYSIS

As already mentioned, the sample consists of 45 respondents. Firstly the personal characteristics of the responders are analyzed (Gender, Age, Education, Tenure) following by the analysis of the work-related factors.

4.1 Overall Job Satisfaction Findings

Overall job satisfaction is examined by Q50 (**Overall I am satisfied with my Hotel as an employer**) and the results are analyzed below.

Q50. Overall I am satisfied with my Hotel as an employer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**2 Disagree**	1	2.2	2.2	2.2
	3 Undecided/ Neutral	10	22.2	22.2	24.4
	4 Agree	23	51.1	51.1	75.6
	5 Strongly Agree	11	24.4	24.4	100.0
	Total	45	100.0	100.0	

Table 4.1: Overall Job Satisfaction

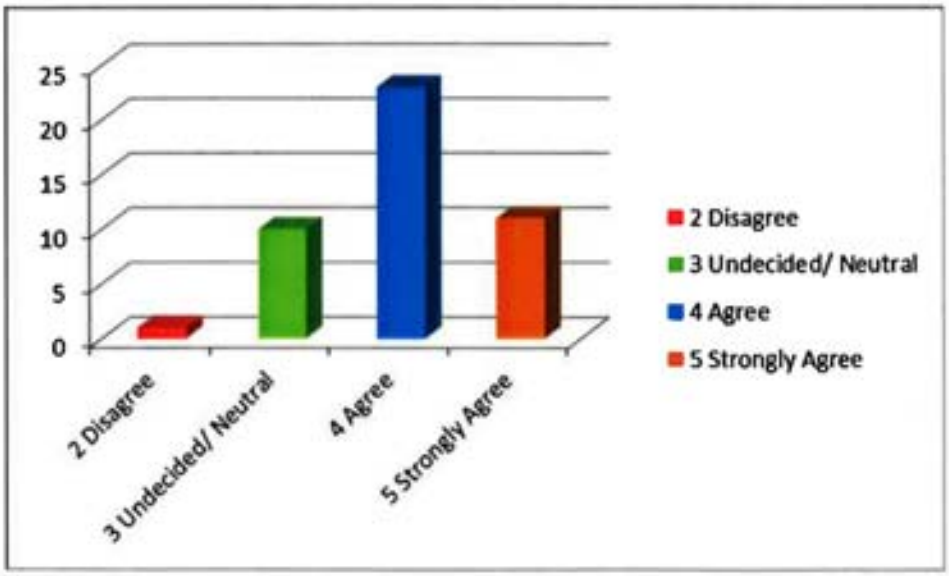


Figure 4.1: Overall Job Satisfaction

Our findings show that most of the responders (23 or 51.1%) agree, followed by those who strongly agree (11 or 24.4 %) that they are satisfied with their work, while 10 of them (22.2%) tend to be neutral. What is important to be mentioned, is that only 1 (2.2%) is not satisfied with his work, while the first option of the answer (1- Strongly Disagree) is totally absent from the answers. The mean score of the answers (3.98 with standard deviation of 0.753) is slightly below 4, indicating a satisfying level of job satisfaction at the hotel (Table 4.1.2).

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q50. Overall I am satisfied with my Hotel as an employer.	45	2	5	**3.98**	.753
Valid N (listwise)	45				

Table 4.2: Overall Job Satisfaction Mean

In general, results show an adequate to high level of overall job satisfaction among the hotel employees. Nevertheless, the specific results give a general idea of the job satisfaction context. A more detailed analysis involving personal characteristics and specific environmental factors is following.

4.2 Personal/ Demographic Variables

In order to analyze the personal characteristics of the employees and their correlation with overall job satisfaction, we have used frequencies and the cross-tabulation method. The crosstab process is used when we want to tabulate the results of more than two variables. Following the crosstab procedure, comparison of means method is used in order to compare overall means of each personal related question subcategory independently.

4.2.1 Age Analysis

Age brackets of the employees are given in the following table and figure. Concerning age brackets, 2.2% (1) was below 20 years old, 26.7% (12) between 21 and 30 years old, 26.7% (12) between 31 and 40 years old, 28.9% (13) between 41 and 50 years old and 11.1% above 51 years old. 4.4% (2) of the respondents did not fill the respective question.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Less than 20 years**	1	2.2	2.3	2.3
	21-30	12	26.7	27.9	30.2
	31-40	12	26.7	27.9	58.1
	41-50	13	28.9	30.2	88.4
	51 and above	5	11.1	11.6	100.0
	Total	43	95.6	100.0	
Missing	System	2	4.4		
Total		45	100.0		

Table 4.3: Age Distribution

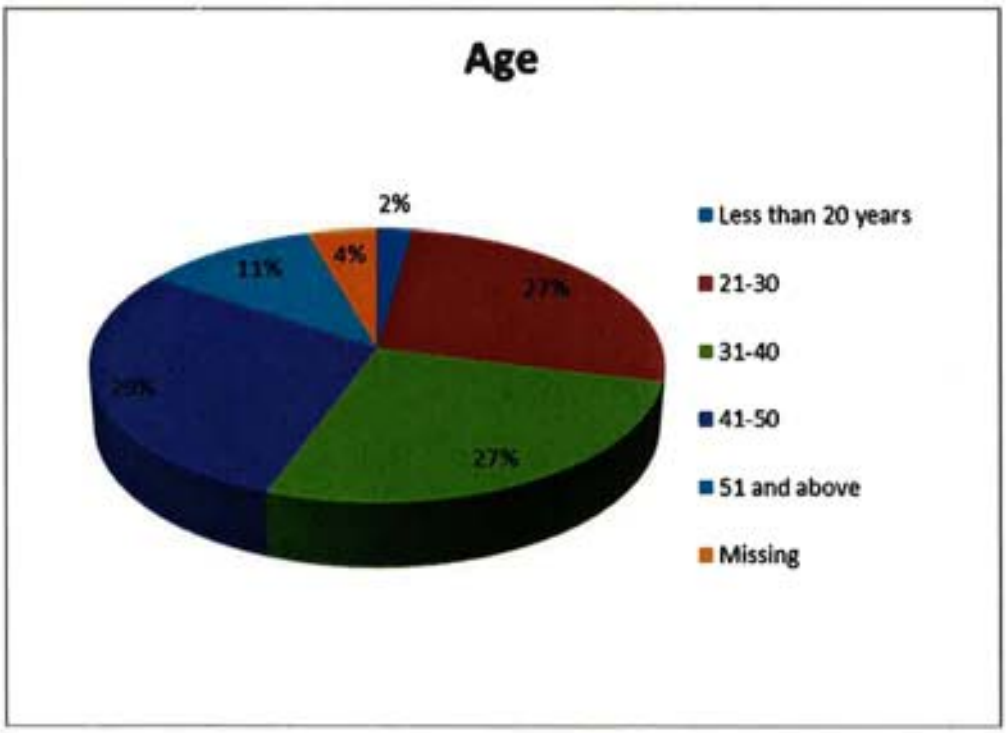


Figure 4.2: Employee Age Groups

The cross-tabulation analysis is following in the next table.

Q50. Overall I am satisfied with my Hotel as an employer. * Age Crosstabulation

			Age					Total
			Less than 20 years	21-30	31-40	41-50	51 and above	
Q50. Overall I am satisfied with my Hotel as an employer.	2 Disagree	Count	1	0	0	0	0	1
		% within Age	100.0%	.0%	.0%	.0%	.0%	2.3%
	3 Undecided/ Neutral	Count	0	5	5	0	0	10
		% within Age	.0%	41.7%	41.7%	.0%	.0%	23.3%
	4 Agree	Count	0	5	4	10	2	21
		% within Age	.0%	41.7%	33.3%	76.9%	40.0%	48.8%
	5 Strongly Agree	Count	0	2	3	3	3	11
		% within Age	.0%	16.7%	25.0%	23.1%	60.0%	25.6%
Total		Count	1	12	12	13	5	43
		% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.4: Cross-tabulation of Age Distribution

The results show that almost half of the responders (48.8 %) agree that are satisfied from their job. This percent is larger in the category of 41-50 years old which scores 76.9%. However, the most satisfied employees who answered "Strongly Agree" are the category of "51 and above" in which 3 out to 5 respond that they are very satisfied from their Hotel as an employer. The most dissatisfied age category seems to be the age of "Less than 20", but since this category consists of only one person, we do not consider it as a statistically significant, so we disregard it.

Age	Mean	N	Std. Deviation
Less than 20 years	2.00	1	.
21-30	3.75	12	.754
31-40	3.83	12	.835
41-50	4.23	13	.439
51 and above	4.60	5	.548
Total	3.98	43	.771

Table 4.5: Job satisfaction means by Age categories.

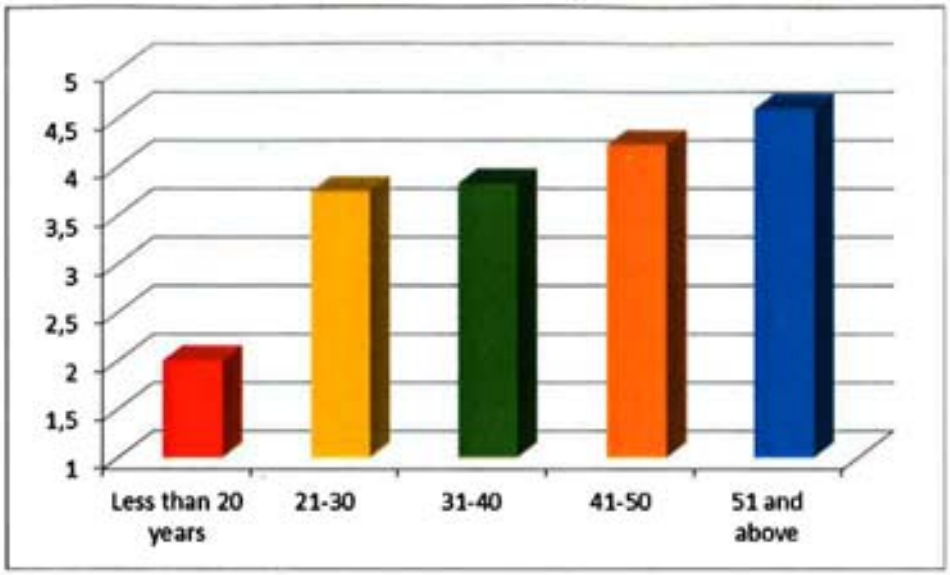


Figure 4.3: Means Comparison of Age Distribution

By comparing the means in the above table and figure we can clearly say that the degree of job satisfaction increases by the employees' age. The three middle age categories which represent the 82.3% of the total population score mean values from 3.75 to 4.23. The most satisfied age category is the oldest one (51 and above) which scores a mean value of 4.6 which is considered very high. Based on these results, **Hypothesis 2: *"There will be a positive correlation between job satisfaction and employee age at Aquamare Beach Hotel"*, is confirmed from our findings.**

4.2.2 Gender Analysis

The 40% of the responders were males , while the 55.6% were females. 2 of the responders (4.4%) did not mention their gender.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Males**	18	40.0	41.9	41.9
	Females	25	55.6	58.1	100.0
	Total	43	95.6	100.0	
Missing		2	4.4		
Total		45	100.0		

Table 4.6. Gender Distribution

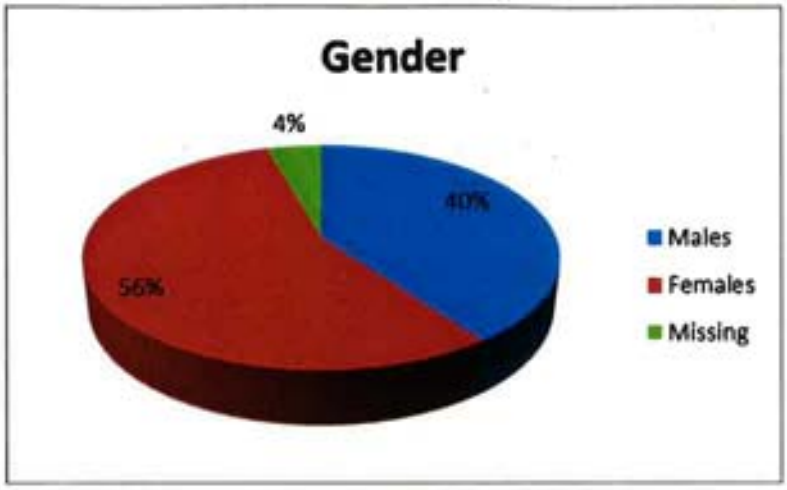


Figure 4.4: Gender Distribution

Q50. Overall I am satisfied with my Hotel as an employer. * Gender Crosstabulation

			Gender		Total
			Males	Females	
Q50. Overall I am satisfied with my Hotel as an employer.	2 Disagree	Count	1	0	1
		% within Gender	5.6%	.0%	2.3%
	3 Undecided/ Neutral	Count	3	7	10
		% within Gender	16.7%	28.0%	23.3%
	4 Agree	Count	11	11	22
		% within Gender	61.1%	44.0%	51.2%
	5 Strongly Agree	Count	3	7	10
		% within Gender	16.7%	28.0%	23.3%
Total		Count	18	25	43
		% within Gender	100.0%	100.0%	100.0%

Table 4.7: Cross-tabulation of Gender Distribution

The above table shows the cross-tabulation of gender and Overall Satisfaction. As we can observe the majority of both genders (51.2%) agree that they are satisfied from the hotel as an employer. This percent is higher in males (61.1%) than in females (44%). However the 28% of females strongly agree that they are satisfied with their job while the percent of the males in this category is lower (16.7%). Finally, only 1 male (5.6%) answers that he is not satisfied from his job while there are no females in this category.

Gender	Mean	N	Std. Deviation
Males	3.89	18	.758
Females	4.00	25	.764
Total	3.95	43	.754

Table 4.8: Job satisfaction means by Gender.

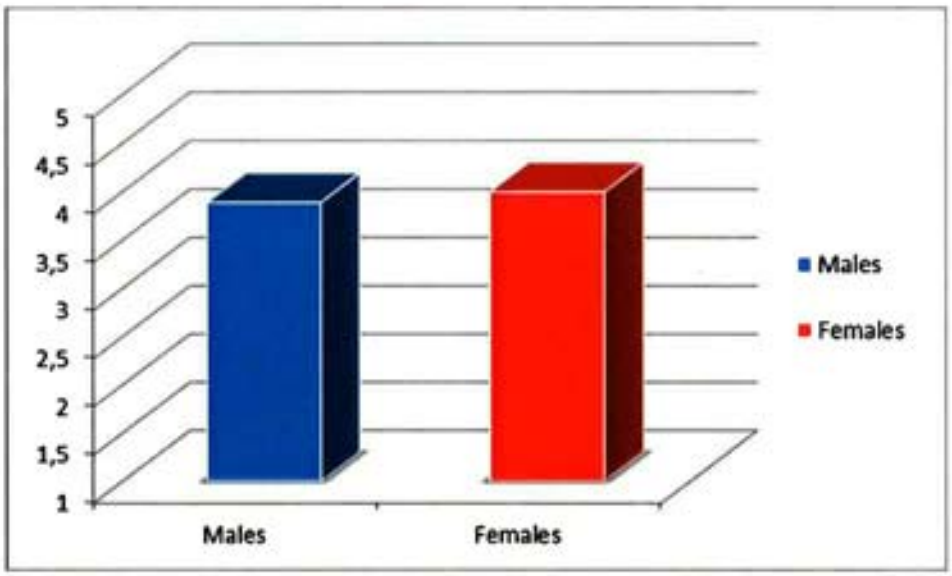


Figure 4.5: Means Comparison of Gender Distribution

The means comparison method is presented in the above table and diagram. Males scored 3.89 (Standard deviation 0.758) while females are slightly more satisfied scoring 4.00 with a deviation of 0.764. Based on this result and the small score difference we can argue that gender is not related with job satisfaction in Aquamare Beach Hotel. We can also assume that the management treats both genders in an equal manner and sex discrimination issues are not present in the hotel. Hence, **Hypothesis 3: "*There will be no correlation between job satisfaction and employee gender at Aquamare Beach Hotel*", is supported by our results.**

4.2.3 Education Analysis

Most of the employees are High School graduates (48.9%) following by College graduates (15.6%) and Elementary school and University graduates (15.6% of each category). One responder (2.2%) did not complete the respective question.

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Elementary school**	7	15.6	15.9	15.9
	High School	22	48.9	50.0	65.9
	College	8	17.8	18.2	84.1
	University	7	15.6	15.9	100.0
	Total	44	97.8	100.0	
Missing		1	2.2		
Total		45	100.0		

Table 4.9: Educational Background

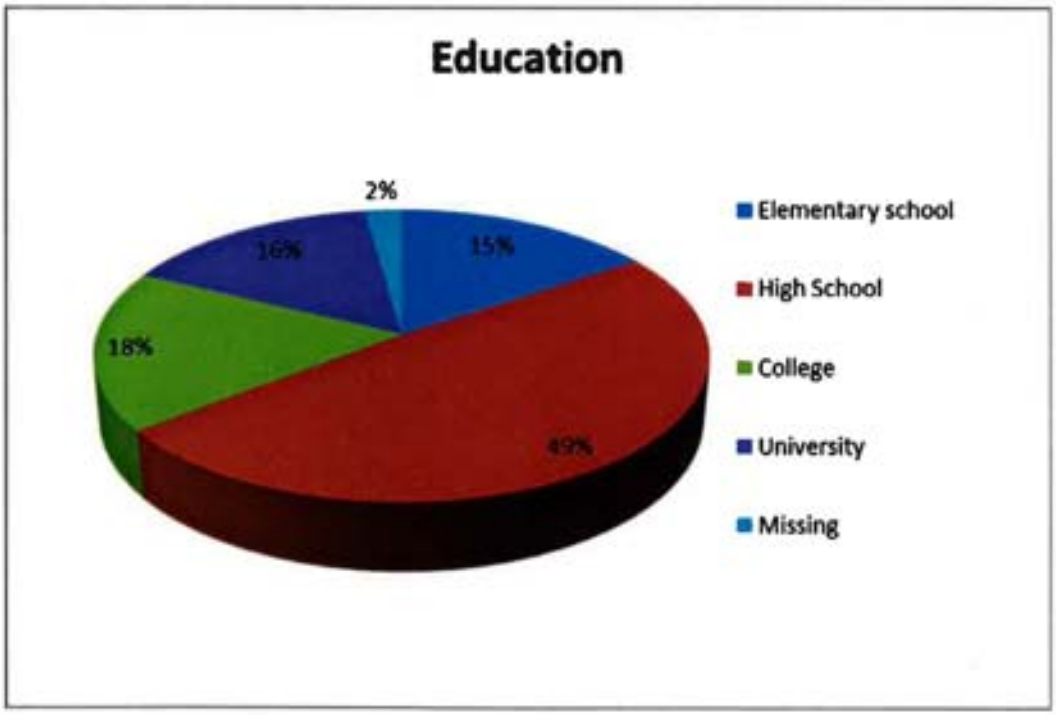


Figure 4.6: Educational Background

Q50. Overall I am satisfied with my Hotel as an employer. * Education Crosstabulation

			Education				Total
			Elementary school	High School	College	University	
Q50. Overall I am satisfied with my Hotel as an employer.	2 Disagree	Count	1	0	0	0	1
		% within Education	14.3%	.0%	.0%	.0%	2.3%
	3 Neither Agree/Disagree	Count	3	5	1	1	10
		% within Education	42.9%	22.7%	12.5%	14.3%	22.7%
	4 Agree	Count	2	15	3	3	23
		% within Education	28.6%	68.2%	37.5%	42.9%	52.3%
	5 Strongly Agree	Count	1	2	4	3	10
		% within Education	14.3%	9.1%	50.0%	42.9%	22.7%
Total		Count	7	22	8	7	44
		% within Education	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.10: Cross-tabulation of Education Distribution

The cross-tabulation analysis with respect of education, indicates that the majority of the employees (52.3%) agree that they are satisfied with their employer. From those employees, the larger percentage is observed at High school graduates (68.2%) following by University graduates (42.9%). The most satisfied employees seem to be the College graduates since 4 out of 8 (50%) strongly believe that they are satisfied by their jobs.

Education	Mean	N	Std. Deviation
Elementary school	3.43	7	.976
High School	3.86	22	.560
College	4.38	8	.744
University	4.29	7	.756
Total	3.95	44	.746

Table 4.11: Job satisfaction means by Educational level.

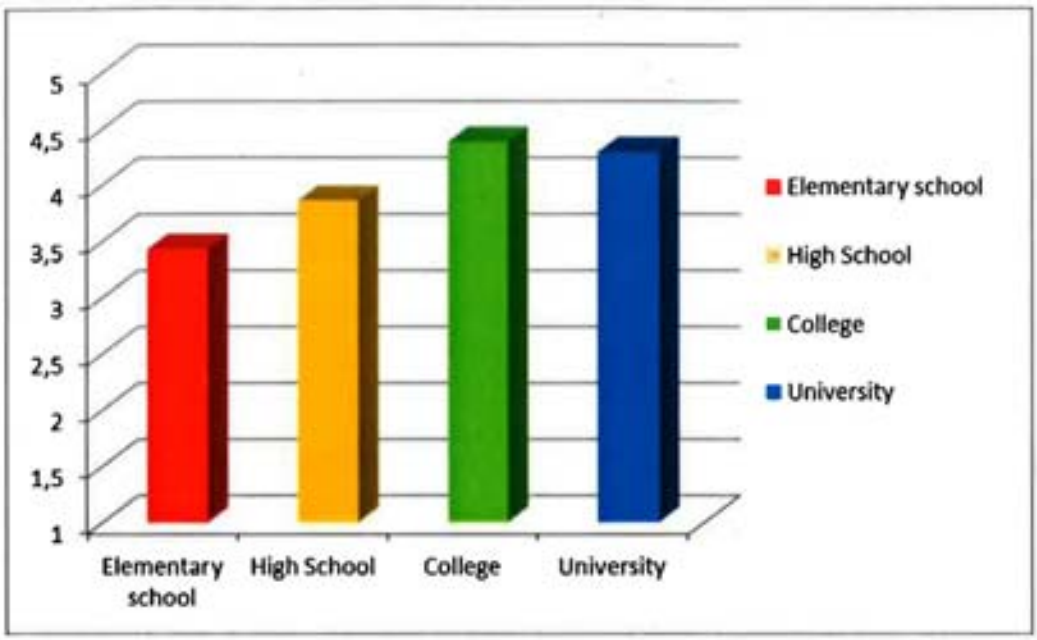


Figure 4.7: Means Comparison of Education Distribution

Mean scores analysis shows that satisfaction level increases while the educational level of the employees is getting higher. This happens until the point of college graduates. University graduates tend to be less satisfied than the previous category with their mean score of satisfaction (4.29) to be lower than the College graduates (4.38). Based on these results, the **4th Hypothesis: *"There will be either a positive or negative correlation between job satisfaction and educational level of the employees at Aquamare Beach Hotel"*, is NOT supported by our results.**

4.2.4 Tenure Analysis

Regarding the years of service in the hotel, 8.9%% of the respondents work at the hotel less than 6 months, 6.7% work 6 months to 1 year, 20% work 1 to 2 years, 15.6% work 2 to 3 years, 15.6% work 3 to 4 years and 28.9% work for more than 4 years. Two responders did not complete the specific question.

Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	4	8.9	9.3	9.3
	6 months to 1 year	3	6.7	7.0	16.3
	1-2 years	9	20.0	20.9	37.2
	2-3 years	7	15.6	16.3	53.5
	3-4 years	7	15.6	16.3	69.8
	More than 4 years	13	28.9	30.2	100.0
	Total	43	95.6	100.0	
Missing	System	2	4.4		
Total		45	100.0		

Table 4.12: Years of service at the Hotel

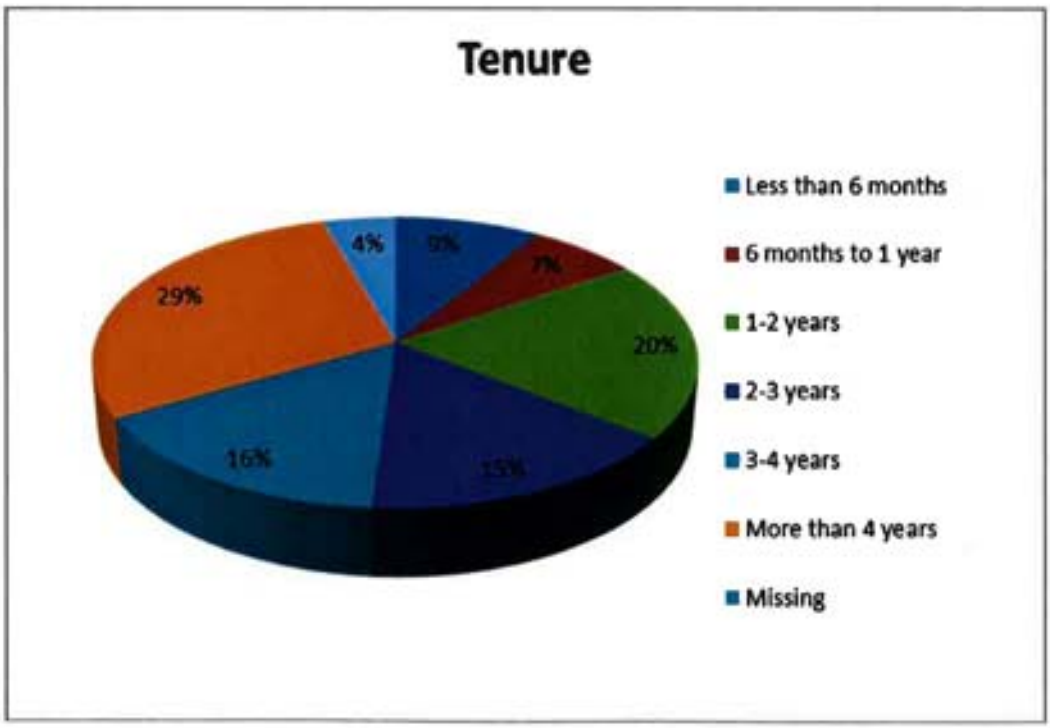


Figure 4.8: Years of Service at the Hotel

Q50. Overall I am satisfied with my Hotel as an employer. * Tenure Crosstabulation

			Tenure						Total
			Less than 6 months	6 months to 1 year	1-2 years	2-3 years	3-4 years	More than 4 years	
Q50. Overall I am satisfied with my Hotel as an employer.	2 Disagree	Count	0	0	0	0	1	0	1
		% within Tenure	.0%	.0%	.0%	.0%	14.3%	.0%	2.3%
	3 Neither Agree/Disagree	Count	1	0	3	1	1	4	10
		% within Tenure	25.0%	.0%	33.3%	14.3%	14.3%	30.8%	23.3%
	4 Agree	Count	0	1	4	6	3	8	22
		% within Tenure	.0%	33.3%	44.4%	85.7%	42.9%	61.5%	51.2%
	5 Strongly Agree	Count	3	2	2	0	2	1	10
		% within Tenure	75.0%	66.7%	22.2%	.0%	28.6%	7.7%	23.3%
Total		Count	4	3	9	7	7	13	43
		% within Tenure	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.13: Cross-tabulation of Tenure Distribution

Cross-tabulation analysis shows a high degree of satisfaction in total score, since the 51.2% agree and 23.3% strongly agree that they are satisfied with their job. The most satisfied employees seem to be the ones with less than 6 months years of service (75% of them strongly agree) followed by the ones with 6 months to 1 year service (66.7%). The most dissatisfied employees (if we exclude the one employee of 3-4 years category as not statistically significant value) are those who work in the hotel for more than 4 years.

Tenure	Mean	N	Std. Deviation
Less than 6 months	4.50	4	1.000
6 months to 1 year	4.67	3	.577
1-2 years	3.89	9	.782
2-3 years	3.86	7	.378
3-4 years	3.86	7	1.069
More than 4 years	3.77	13	.599
Total	3.95	43	.754

Table 4.14: Job satisfaction means by Tenure.

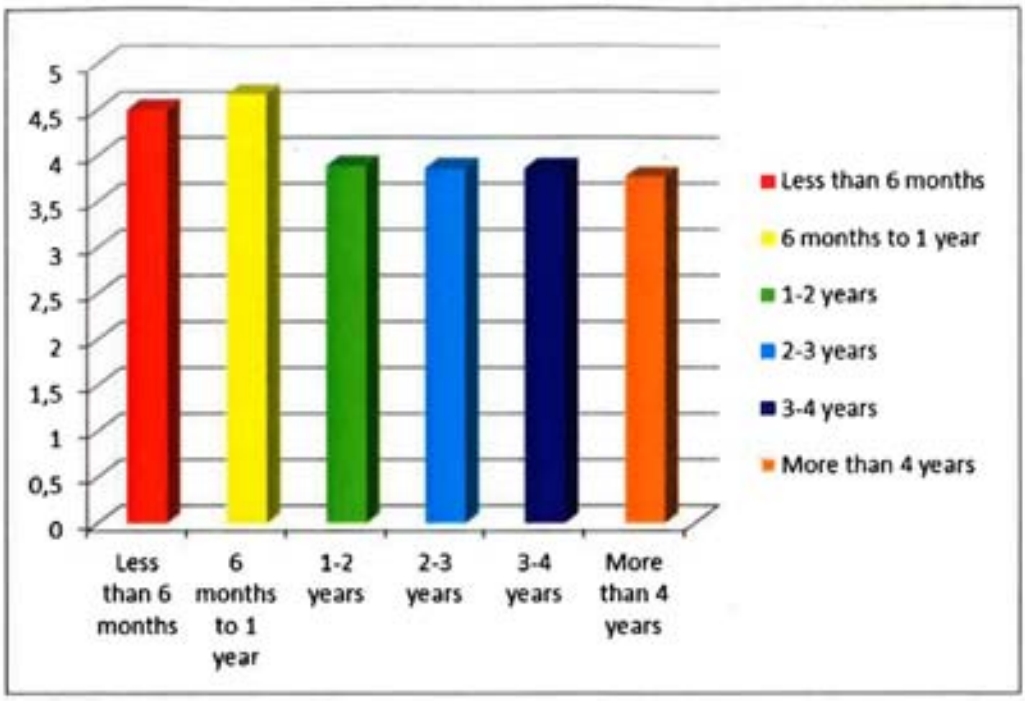


Figure 4.9: Means Comparison of Tenure Distribution

Mean scores analysis shows a high degree of satisfaction for the first two categories ("Less than 6 months" and "6 months to 1 year") with means of 4.5 and 4.67 respectively, following by a decreasing trend of satisfaction while the years of servicing are increasing. Thus, **Hypothesis 5 "There will be a positive correlation between job satisfaction and tenure of employees at Aquamare Beach Hotel", is NOT supported by our findings.** Our findings tend to support the DeSantis & Durst research which found that years of service are negatively correlated with job satisfaction (DeSantis and Durst, 1996). Management of the hotel needs to find ways of equalizing the level of satisfaction for all the employees, paying extra attention to the employees working in the hotel for more than 4 years.

4.2.5 Work Department Analysis

Hotel departments were divided into 4 main categories: Administration/Accounting, Food and Beverage, Housekeeping Services and Maintenance. The remaining departments, due to limited employment were grouped into "Other" category, 11.1% (5) of the respondents are working at the administration/accounting department, 35.6% (16) at the food and beverage department, 15.6% (7) at Housekeeping Services, 4.4% (2) at maintenance department and 33.3% (15) at other departments. The majority of the employees who chose the last category

(Other) shows that whether the specific question was not fully understood or those employees tried to hide their identity by doing that.

Work Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Administration/Accounting**	5	11.1	11.1	11.1
	Food and Beverage/Service	16	35.6	35.6	46.7
	Housekeeping Services	7	15.6	15.6	62.2
	Maintenance	2	4.4	4.4	66.7
	Other	15	33.3	33.3	100.0
	Total	45	100.0	100.0	

Table 4.15: Working Department Distribution

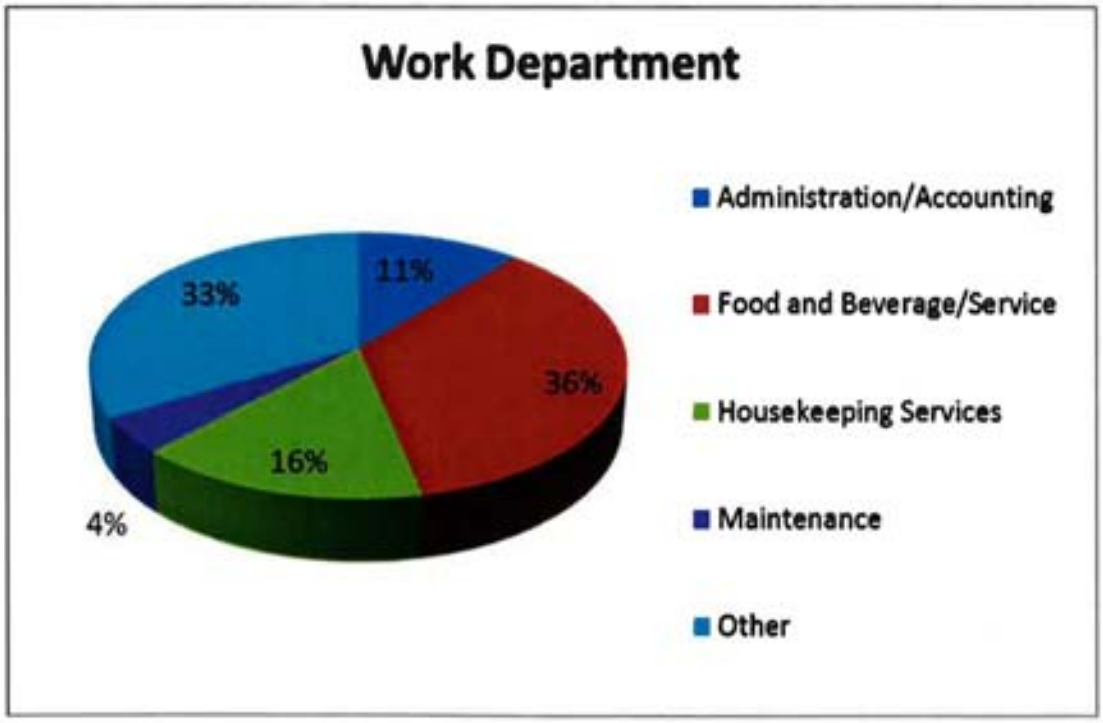


Figure 4.10: Working Department Distribution

Q50. Overall I am satisfied with my Hotel as an employer. * Department Cross-tabulation

			Department					Total
			Administration / Accounting	Food and Beverage / Service	House - keeping Services	Main - tenance	Other	
Q50. Overall I am satisfied with my Hotel as an employer.	**2 Disagree**	Count	0	0	0	0	1	1
		% within Depart.	.0%	.0%	.0%	.0%	6.7%	2.2%
	3 Neither Agree/ Disagree	Count	1	5	2	0	2	10
		% within Depart.	20.0%	31.3%	28.6%	.0%	13.3%	22.2%
	4 Agree	Count	1	7	5	2	8	23
		% within Depart.	20.0%	43.8%	71.4%	100.0%	53.3%	51.1%
	5 Strongly Agree	Count	3	4	0	0	4	11
		% within Depart.	60.0%	25.0%	.0%	.0%	26.7%	24.4%
Total		Count	5	16	7	2	15	45
		% within Depart.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.16: Cross-tabulation of Working Departments' Distribution

Cross-tabulation results show that the majority of the employees (75.5%) working at the hotel's departments "Agree" or "Strongly agree" that they are satisfied with their job. Actually only one (1) employee under the category of "Other" is dissatisfied with his job but the percentage is very low (6.7%) to consider it significant. Finally, the employees of "Food & Beverage Service" tend to be more neutral than the others scoring the highest value of 31.3%.

Q50. Overall I am satisfied with my Hotel as an employer.

Department	Mean	N	Std. Deviation
Administration/Accounting	4.40	5	.894
Food and Beverage/Service	3.94	16	.772
Housekeeping Services	3.71	7	.488
Maintenance	4.00	2	.000
Other	4.00	15	.845
Total	3.98	45	.753

Table 4.17: Job satisfaction means by Working Department.

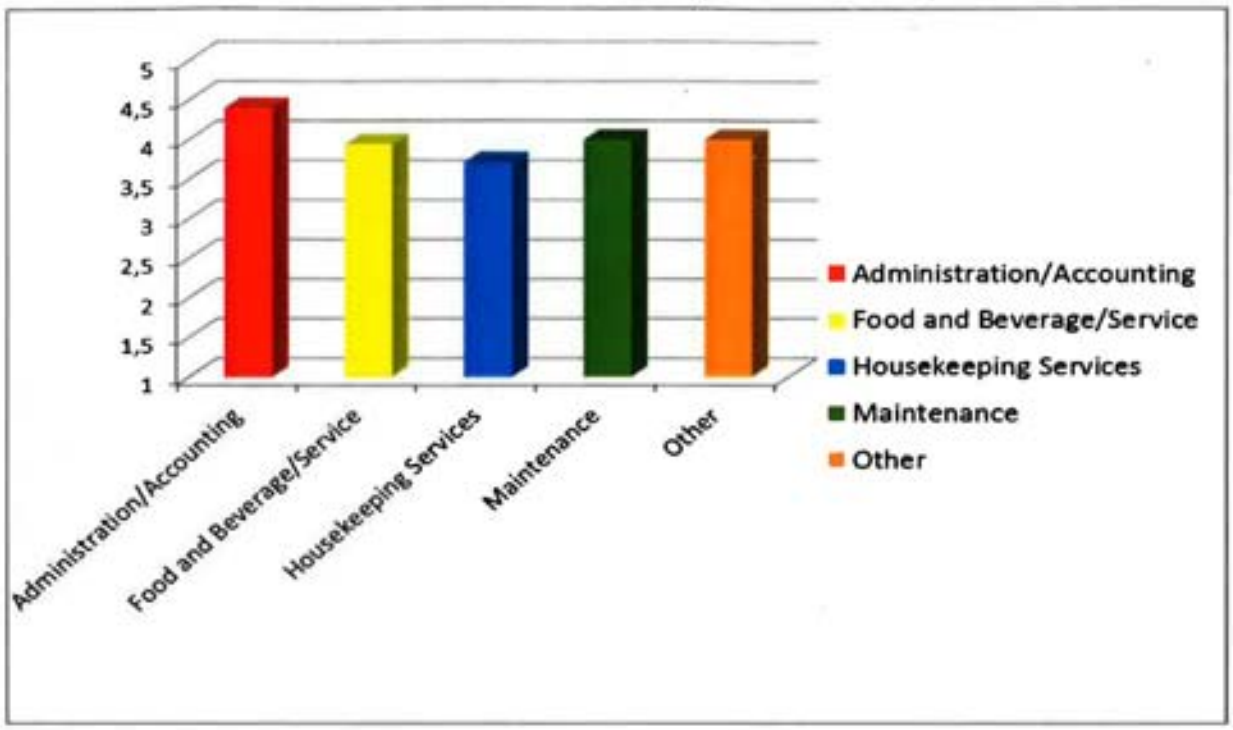


Figure 4.11: Means Comparison of Working Department Distribution

Comparing the mean scores, it seems that the employees of Housekeeping services are the most dissatisfied from their job compared to the others. However, we cannot derive reliable conclusions based on these results since this specific question was answered superficially by the employees for the reason we have already mentioned.

4.3 Work-related Characteristics

Work related characteristics are analysed using mean scores and standard deviations for descriptive purposes. Correlations are also used in order to determine the relationship between each category of work-related factors with overall satisfaction (Q50 - Overall I am satisfied with my Hotel as an employer). The main result of correlation, the correlation coefficient (r) ranges between -1.0 and +1.0. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicate that there is little or no linear relationship. A positive correlation coefficient indicates a positive linear relationship between the variables: as one variable increases in value, so does the other. A negative value indicates a negative linear relationship between variables: as one variable increases in value, the other variable decreases in value.

4.3.1 Leadership and Planning

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q1. General management has clear aims and objectives.	45	1	5	3.82	.860
Q2. There is adequate planning of corporate objectives.	45	2	5	3.87	.726
Q3. Management does not play favorites.	45	3	5	3.84	.706
Q4. Management does not say one thing and do another.	45	3	5	**3.89**	.745
Valid N (listwise)	45				

Table 4.18: Leadership and Planning means

Leadership and Planning category consisted of four statements. Mean scores ranged from 3.82 to 3.89 with standard deviations around 0.750. The mean score results are all well above 3 (Neither agree/ disagree) and slightly below 4 (Agree) indicating that Leadership and Planning is at adequate level in the hotel. The highest mean value (3.89) scores Q4 (**Management does not say one thing and do another**) showing that management is trustworthy, reliable and focus to its objectives.

Correlations

		Q50	Q1	Q2	Q3	Q4
Q50.	Pearson Correlation	1	.660**	.659**	.506**	.603**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	45	45	45	45	45
Q1.	Pearson Correlation	**.660****	1	.761**	.665**	.713**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	45	45	45	45	45
Q2.	Pearson Correlation	.659**	.761**	1	.801**	.770**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	45	45	45	45	45
Q3.	Pearson Correlation	.506**	.665**	.801**	1	.787**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	45	45	45	45	45
Q4.	Pearson Correlation	.603**	.713**	.770**	.787**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	45	45	45	45	45

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

Table 4.19: Correlations of Leadership and Planning variables

Correlations between Leadership and Planning statements and Overall Job Satisfaction are presented in the table above. It is obvious that a strong positive correlation appears between company Leadership and employee job satisfaction. The highest correlation scores Q1 (**General management has clear aims and objectives,** r = 0.660), showing that job satisfaction is highly affected by management's ability to set clear targets and objectives. Slightly behind Q1, the Q2 (**There is adequate planning of corporate objectives,** r= 0.659) appears also a strong correlation with job satisfaction, indicating that setting and organizing action plans to achieve specific corporate aims has positive influence to the employees which results to high level of job satisfaction.

4.3.2 Corporate Culture

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q5. I believe that all the employees share the same vision and have common beliefs and values	45	1	5	3.80	.944
Q6. Individual initiative is encouraged in my hotel.	45	2	5	3.73	.889
Q7. Quality is top priority for everyone in my Hotel.	45	3	5	**4.02**	.866
Valid N (listwise)	45				

Table 4.20: Corporate Culture means

Corporate Culture category consisted of 3 Questions. Mean scores were between 3.80 to 4.02 showing that organizational culture in the hotel is strong. The highest mean score (4.02) appears in Q7 (**Quality is top priority for everyone in my Hotel**) with answers to range from 3 (Neutral) to 5 (Strongly Agree). The fact that nobody of the employees disagree with this statement indicates that management follows high quality standards which are effectively adopted by the employees.

Correlations

		Q50	Q5	Q6	Q7
Q50	Pearson Correlation	1	.249	.296*	.558**
	Sig. (2-tailed)		.099	.048	.000
	N	45	45	45	45
Q5	Pearson Correlation	.249	1	.368*	.451**
	Sig. (2-tailed)	.099		.013	.002
	N	45	45	45	45
Q6	Pearson Correlation	.296*	.368*	1	.126
	Sig. (2-tailed)	.048	.013		.410
	N	45	45	45	45
Q7	Pearson Correlation	**.558****	.451**	.126	1
	Sig. (2-tailed)	.000	.002	.410	
	N	45	45	45	45

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

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

Table 4.21: Correlations of Corporate Culture variables

Correlations illustrate a strong relation between corporate culture and job satisfaction. The correlation is stronger between Q7 (**Quality is top priority for everyone in my Hotel,** r = 0.558) and job satisfaction showing that by giving more emphasis to quality services, the degree of satisfaction is increasing. The other two Questions, (Q5 and Q6) are also positively correlated with job satisfaction but in a moderate way.

4.3.3 Communications

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q8. Hotel's Management communicates frequent enough with the employees to provide directions and receive feedback in order to be improved.	45	1	5	3.67	.953
Q9. I feel I can trust what the management of the hotel tells me.	45	2	5	3.78	.876
Q10. There is adequate communication between departments.	45	2	5	3.80	.786
Q11. My relations with the other staff of my department are excellent.	45	1	5	**4.22**	.850
Q12. In my Hotel, employees avoid unnecessary conflicts.	45	3	5	4.02	.783
Q13. My hotel encourages me to solve any problems I face without cooperating with others.	45	2	5	3.71	.869
Valid N (listwise)	45				

Table 4.22: Communications means

Communication among employees and between them and the management is crucial for the success of any business. Mean scores in this category ranged between 3.67 and 4.22, showing a relative high degree of communication.. The results prove that employees sustain a good level of interpersonal relations avoiding tensions and unnecessary conflicts. Thus, Q11 (**My relations with the other staff of my department are excellent**) and Q12 (**In my Hotel, employees avoid unnecessary conflicts**) score the highest values with 4.22 and 4.02 respectively. Communication results are very positive and this is a very encouraging fact for the management, since an effective and efficient communication is the pylon of a successful management. Furthermore, the high mean scores in interpersonal relations contribute to the smooth operation of the organization.

Correlations

		Q50	Q8	Q9	Q10	Q11	Q12	Q13
Q50	Pearson Correlation	1	.591**	.681**	.414**	.576**	.348*	.337*
	Sig. (2-tailed)		.000	.000	.005	.000	.019	.024
	N	45	45	45	45	45	45	45
Q8	Pearson Correlation	.591**	1	.862**	.576**	.178	.223	.293
	Sig. (2-tailed)	.000		.000	.000	.243	.140	.051
	N	45	45	45	45	45	45	45
Q9	Pearson Correlation	**.681****	.862**	1	.594**	.434**	.405**	.421**
	Sig. (2-tailed)	.000	.000		.000	.003	.006	.004
	N	45	45	45	45	45	45	45
Q10	Pearson Correlation	.414**	.576**	.594**	1	.544**	.709**	.246
	Sig. (2-tailed)	.005	.000	.000		.000	.000	.103
	N	45	45	45	45	45	45	45
Q11	Pearson Correlation	.576**	.178	.434**	.544**	1	.675**	.304*
	Sig. (2-tailed)	.000	.243	.003	.000		.000	.042
	N	45	45	45	45	45	45	45
Q12	Pearson Correlation	.348*	.223	.405**	.709**	.675**	1	.344*
	Sig. (2-tailed)	.019	.140	.006	.000	.000		.021
	N	45	45	45	45	45	45	45
Q13	Pearson Correlation	.337*	.293	.421**	.246	.304*	.344*	1
	Sig. (2-tailed)	.024	.051	.004	.103	.042	.021	
	N	45	45	45	45	45	45	45

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.23: Correlations of Communications variables

The correlation table shows a positive correlation between communication statements and overall job satisfaction. The strongest correlation appears in Q9 (**I feel I can trust what the management of the hotel tells me,** r = 681) which shows that the level of trust to the management is positively related with job satisfaction. Therefore, if employers build and develop relations with employees based on trust and reliability, then the level of job satisfaction will increase. Also Q8 - **Hotel's Management communicates frequent enough with the employees to provide directions and receive feedback in order to be improved** - has a strong relation with job satisfaction (r = 591) indicating that an open 2-way communication channel for providing directions and receiving feedback from the employees helps to increase job satisfaction. A positive but more moderate correlation appears at Q12 (**In my Hotel, employees avoid unnecessary conflicts**, r = 348) and Q13 (**My hotel encourages me to solve any problems I face without cooperating with others**, r = 337) showing that employees' interrelations have moderate impact to overall job satisfaction.

4.3.4 Career Development

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q14. I have good possibilities for future career progression in my hotel	45	1	5	3.67	.929
Q15. I plan to continue my career in the Hotel.	45	3	5	**3.76**	.802
Q16. I have opportunities to learn and grow	45	1	5	3.73	.986
Valid N (listwise)	45				

Table 4.24: Career Development means

Career development category is examined by three Questions with answers to range from 1 – 5. Mean scores (3.67 – 3.76) show that career development is at moderate to adequate levels at the hotel. What is important to be mentioned is that nobody of the employees answered negative to Q15 (**I plan to continue my career in the Hotel**) showing a high degree of loyalty and commitment to the hotel.

Correlations

		Q50	Q14	Q15	Q16
Q50.	Pearson Correlation	1	.444**	.668**	.542**
	Sig. (2-tailed)		.002	.000	.000
	N	45	45	45	45
Q14	Pearson Correlation	.444**	1	.528**	.694**
	Sig. (2-tailed)	.002		.000	.000
	N	45	45	45	45
Q15	Pearson Correlation	.668**	.528**	1	.605**
	Sig. (2-tailed)	.000	.000		.000
	N	45	45	45	45
Q16	Pearson Correlation	.542**	.694**	.605**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	45	45	45	45

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

Table 4.25: Correlations of Career Development variables

Correlation analysis shows a strong positive correlation between career development and employees' overall satisfaction (Q50). More specifically, Q15 (**I plan to continue my career with my Hotel**, r = 0.668) shoes that employees who have established and developed their career at the hotel are getting more satisfied if they plan to continue their career within the hotel. Moreover, Q16 (**I have opportunities to learn and grow**, r = 0.542,) indicates that a working environment which offers learning opportunities and supports developing and enhancing knowledge and abilities, contributes in a great deal to job satisfaction.

4.3.5 Employee's Role

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q17. I am given enough authority to make decisions I need to make.	45	1	5	3.51	.895
Q18. I feel I am contributing to my Hotel's mission.	45	3	5	**3.89**	.859
Q19. I have the materials and equipment to do my job well.	45	2	5	3.84	.824
Valid N (listwise)	45				

Table 4.26: Employees' Role means

Employees' role category consists of 3 questions with mean scores of 3.51 – 3.89. Q17 (**I am given enough authority to make decisions I need to make**) scores the lowest value (3.51) compared with two others. A number of employees strongly disagree with this statement showing that personal initiative is not probably encouraged at the hotel.

Correlations

		Q50	Q17	Q18	Q19
Q50	Pearson Correlation	1	.523**	.418**	.507**
	Sig. (2-tailed)		.000	.004	.000
	N	45	45	45	45
Q17	Pearson Correlation	.523**	1	.371*	.203
	Sig. (2-tailed)	.000		.012	.182
	N	45	45	45	45
Q18	Pearson Correlation	.418**	.371*	1	.842**
	Sig. (2-tailed)	.004	.012		.000
	N	45	45	45	45
Q19	Pearson Correlation	.507**	.203	.842**	1
	Sig. (2-tailed)	.000	.182	.000	
	N	45	45	45	45

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.27: Correlations of Employee's Role variables

Correlations show us a positive impact of employees' role to job satisfaction. The more authority given to employees to take decisions by their one (Q17, r = 0.523) and the constant supply to them with all the materials they need to do their job (Q19, r = 0.507), tend to enhance their level of job satisfaction. We can argue that a working environment which encourages and supports personal initiative and provides all the adequate supplies to the employees, contributes to job satisfaction. Concerning personal initiative, hotel management seems to adopt a process oriented leadership style preferring to keep decision making processes for managers giving limited "freedom" to employees. This particular issue is closely interrelated with Supervision which is analyzed later in this section. However, extra attention has to be given in this issue since it is strong correlated with job satisfaction but it scores a relative low mean.

4.3.6 Recognition and Rewards

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q20. If I do good work I can count on making more money.	45	1	5	3.38	.960
Q21. If I do good work I can count on being promoted.	45	1	5	3.36	.883
Q22. I feel I am valued at my Hotel.	45	2	5	**3.51**	.757
Q23. My Hotel gives enough recognition for work that's well done.	45	2	5	3.49	.815
Q24. My salary is fair for my responsibilities.	45	1	5	3.13	.919
Valid N (listwise)	45				

Table 4.28: Recognition and Rewards means

Recognition and Rewards statements examined by 5 Questions. Answers vary from "strongly disagree" to "strongly agree" and mean scores (3.13 - 3.51) are the lowest of any other category. These results indicate that "Recognition and rewards" are at moderate level in the company. Especially Q24 (**My salary is fair for my responsibilities**) scores the lowest value (3.13) showing that employees keep a neutral position regarding the fairness of their salary in connection with their duties and responsibilities.

Correlations

		Q50	Q20	Q21	Q22	Q23	Q24
Q50	Pearson Correlation	1	.420**	.490**	.458**	.536**	.398**
	Sig. (2-tailed)		.004	.001	.002	.000	.007
	N	45	45	45	45	45	45
Q20	Pearson Correlation	.420**	1	.937**	.572**	.659**	.456**
	Sig. (2-tailed)	.004		.000	.000	.000	.002
	N	45	45	45	45	45	45
Q21	Pearson Correlation	.490**	.937**	1	.640**	.637**	.416**
	Sig. (2-tailed)	.001	.000		.000	.000	.004
	N	45	45	45	45	45	45
Q22	Pearson Correlation	.458**	.572**	.640**	1	.653**	.389**
	Sig. (2-tailed)	.002	.000	.000		.000	.008
	N	45	45	45	45	45	45
Q23.	Pearson Correlation	.536**	.659**	.637**	.653**	1	.517**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	45	45	45	45	45	45
Q24.	Pearson Correlation	.398**	.456**	.416**	.389**	.517**	1
	Sig. (2-tailed)	.007	.002	.004	.008	.000	
	N	45	45	45	45	45	45

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

Table 4.29: Correlations of Recognition and Rewards variables

Correlation scores show a positive relation between Recognition and Rewards and overall job satisfaction. The strongest relation appears in Q23 (**My Hotel gives enough recognition for work that's well done,** r = 0.536) showing that a kind of compensation (here as recognition) is positively linked with job satisfaction. Also Q21 (**If I do good work I can count on being promoted,** r = 0.490) has a positive impact in job satisfaction showing again the interrelation of a compensation packet with job satisfaction. Finally, what is important to be mentioned is

the strong positive correlation (r = 0.937) between Q20 (**If I do good work I can count on making more money**) and Q21 (**If I do good work I can count on being promoted**), indicating the close interrelations between promotion and pay benefits. Considering the strong correlation of Q23 (**My Hotel gives enough recognition for work that's well done,** r = 0.536) in connection with the relative low mean score (3.49), we can argue that the hotel must concentrate in finding ways to reward employees who achieve their assigned targets. Similar actions into this direction tend to enhance job satisfaction.

4.3.7 Teamwork and Cooperation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q25. I feel part of a team working towards a shared goal.	45	3	5	3.89	.682
Q26. I get all the support I need from my colleagues at this department	45	1	5	3.98	.892
Q27. I receive co-operation from all other departments	45	2	5	3.91	.793
Q28. My colleagues help me even if I don't ask them to.	45	1	5	**4.04**	.928
Q29. The workload is distributed evenly to all members of the staff.	45	2	5	3.82	.777
Q30. One person can fully complete a task without cooperation with other employees.	45	2	5	3.78	.735
Valid N (listwise)	45				

Table 4.30: Teamwork and Cooperation means

Teamwork and Cooperation category consists of 6 Questions which score relatively high means. The mean scores range from 3.82 – 4.04 showing a high degree of teamwork and cooperation among employees. Q28 (**My colleagues help me even if I don't ask them to**) scores the highest mean (4.04) indicating a strong feeling of mutual help and solidarity among the employees. The specific results show that teamwork and cooperation are kept at a high level in the hotel. This is very positive for the business since employees who work in an environment of mutual trust and understanding tend to be more productive and effective.

Correlations

		Q50	Q25	Q26	Q27	Q28	Q29	Q30
Q50	Pearson Correlation	1	.482**	.541**	.339*	.456**	.614**	.319*
	Sig. (2-tailed)		.001	.000	.023	.002	.000	.033
	N	45	45	45	45	45	45	45
Q25	Pearson Correlation	.482**	1	.744**	.696**	.655**	.605**	.449**
	Sig. (2-tailed)	.001		.000	.000	.000	.000	.002
	N	45	45	45	45	45	45	45
Q26	Pearson Correlation	.541**	.744**	1	.769**	.825**	.650**	.408**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.005
	N	45	45	45	45	45	45	45
Q27	Pearson Correlation	.339*	.696**	.769**	1	.840**	.638**	.628**
	Sig. (2-tailed)	.023	.000	.000		.000	.000	.000
	N	45	45	45	45	45	45	45
Q28	Pearson Correlation	.456**	.655**	.825**	.840**	1	.736**	.548**
	Sig. (2-tailed)	.002	.000	.000	.000		.000	.000
	N	45	45	45	45	45	45	45
Q29	Pearson Correlation	**.614****	.605**	.650**	.638**	.736**	1	.526**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	45	45	45	45	45	45	45
Q30	Pearson Correlation	.319*	.449**	.408**	.628**	.548**	.526**	1
	Sig. (2-tailed)	.033	.002	.005	.000	.000	.000	
	N	45	45	45	45	45	45	45

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

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

Table 4.31: Correlations of Teamwork and Cooperation variables

As demonstrated in the above table, all statements of this category are positively correlated with overall job satisfaction. In particular, we should highlight the strong correlation in Q29 (**The workload is distributed evenly to all members of the staff**, r = 0.614) and Q26 (**I get all the support I need from my colleagues at this department**, r = 0.541). This result supports the idea that a working environment characterized by fairness and equal working effort, enhances employee satisfaction. Furthermore, help, support and solidarity among employees are elements which promote harmony and peace, resulting also to increased job satisfaction.

4.3.8 Working Conditions

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q31. My physical working conditions are adequate to ensure my personal health and safety.	45	2	5	**4.04**	.767
Q32. I am satisfied with the time given to me to complete my work	45	3	5	3.84	.601
Q33. The amount of work expected of me is reasonable	45	3	5	3.89	.647
Q34. I recommend employment at my Hotel to the people I know.	45	3	5	3.93	.688
Q35. I can keep a reasonable balance between work and personal life.	45	3	5	3.87	.726
Q36. I think there are many changes that my Hotel has to do to achieve better working conditions.	45	2	5	3.49	.944
Valid N (listwise)	45				

Table 4.32: Working Conditions means

Working Conditions at the hotel are examined by six Questions with mean scores to range from 3.49 – 4.04. Responses vary from 2 – 5 but in most of the Questions (4 in total) from 3 – 5, demonstrating a satisfied level in this category. Q31 (**My physical working conditions are adequate to ensure my personal health and safety**) scores the highest mean (4.04) indicating that the hotel deals with the important issue of health and safety at work very effectively. In general, employees seem to agree with the established working conditions connected with deadlines, amount of work and balance of work – personal life.

Correlations

		Q50	Q31	Q32	Q33	Q34	Q35	Q36
Q50	Pearson Correlation	1	.434**	.594**	.694**	.567**	.493**	.016
	Sig. (2-tailed)		.003	.000	.000	.000	.001	.919
	N	45	45	45	45	45	45	45
Q31	Pearson Correlation	.434**	1	.508**	.513**	.695**	.623**	.189
	Sig. (2-tailed)	.003		.000	.000	.000	.000	.214
	N	45	45	45	45	45	45	45
Q32	Pearson Correlation	.594**	.508**	1	.713**	.689**	.472**	.417**
	Sig. (2-tailed)	.000	.000		.000	.000	.001	.004
	N	45	45	45	45	45	45	45
Q33	Pearson Correlation	**.694****	.513**	.713**	1	.749**	.451**	.240
	Sig. (2-tailed)	.000	.000	.000		.000	.002	.113
	N	45	45	45	45	45	45	45
Q34	Pearson Correlation	.567**	.695**	.689**	.749**	1	.619**	.226
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.135
	N	45	45	45	45	45	45	45
Q35	Pearson Correlation	.493**	.623**	.472**	.451**	.619**	1	.064
	Sig. (2-tailed)	.001	.000	.001	.002	.000		.676
	N	45	45	45	45	45	45	45
Q36	Pearson Correlation	.016	.189	.417**	.240	.226	.064	1
	Sig. (2-tailed)	.919	.214	.004	.113	.135	.676	
	N	45	45	45	45	45	45	45

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

Table 4.33: Correlations of Working Conditions variables

Regarding employee perception of working conditions, a moderate to strong positive correlation is observed in most of the cases. The strongest correlation is detected in Q33 (**The amount of work expected of me is reasonable**, r = 0.694), Q32 (**I am satisfied with the time given to me to complete my work**, r = 0.594) and Q34 (**I recommend employment at my Hotel to the people I know**, r = 0.567). These work related items show that reasonable workload and realistic deadlines are very important for the employees to be satisfied. On the other hand, a weak correlation (r = 0.16) is observed between Q36 (**I think there are many changes that my Hotel has to do to achieve better working conditions**) indicating that employees are generally satisfied with the existent working conditions in the hotel and any possible changes will not seriously affect their satisfaction level.

4.3.9 Supervision

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q37. My supervisor deals with all employees fairly and objectively	45	2	5	3.82	.834
Q38. My supervisor treats me with respect.	45	2	5	**3.89**	.775
Q39. My supervisor handles my work-related issues excellently.	45	1	5	**3.89**	.935
Q40. My supervisor actively listens to my suggestions	45	1	5	3.38	.780
Q41. My supervisor is an effective manager.	45	2	5	3.76	.773
Valid N (listwise)	45				

Table 4.34: Supervision means

Supervision category is examined by five questions, with answers to vary from 1 to 5. Mean scores range between 3.38 – 3.89 showing an adequate level of supervision at the hotel. Employees seem to be relatively satisfied from their supervisor, in a wide range of issues. However Q40 (**My supervisor actively listens to my suggestions**) scores the lowest value (3.38) suggesting a rather low participation of employees in decision making processes which involves a leadership style characterized as " process oriented".

Correlations

		Q50	Q37	Q38	Q39	Q40	Q41
Q50	Pearson Correlation	1	.464**	.618**	.577**	.719**	.693**
	Sig. (2-tailed)		.001	.000	.000	.000	.000
	N	45	45	45	45	45	45
Q37	Pearson Correlation	.464**	1	.742**	.791**	.552**	.671**
	Sig. (2-tailed)	.001		.000	.000	.000	.000
	N	45	45	45	45	45	45
Q38	Pearson Correlation	.618**	.742**	1	.861**	.676**	.788**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	45	45	45	45	45	45
Q39	Pearson Correlation	.577**	.791**	.861**	1	.654**	.685**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	45	45	45	45	45	45
Q40	Pearson Correlation	**.698****	.552**	.676**	.654**	1	.851**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	45	45	45	45	45	45
Q41.	Pearson Correlation	.693**	.671**	.788**	.685**	.851**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	45	45	45	45	45	45

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

Table 4.35: Correlations of Supervision variables

A high positive correlation appears to link most of Supervision items with job satisfaction. The highest positive correlation is observed in Q40 (**My supervisor actively listens to my suggestions**, r = 0.698) which in conjunction with the relative low mean score (3.38) suggests that employee satisfaction can be increased more by increasing the participation of the employees to decision making processes. Therefore, remedy actions have to be implemented into this direction. Additionally, Q41 (**My supervisor is an effective manager**, r = 0.693) indicates that employees demand high effectiveness and operational skills from their supervisor in order to coop with the challenging operational environment of their hotel.

4.3.10 Training

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q42. My Hotel provided me as much initial training as I needed.	45	2	5	3.80	.786
Q43. My Hotel provides me as much ongoing training as needed, in order to meet the requirements of my job.	45	2	5	3.54	.712
Valid N (listwise)	45				

Table 4.36: Training means

Training consists of two questions which deal with initial and ongoing training. Answers vary between 2 – 5, with mean scores of 3.54 and 3.80. Employees are more satisfied with the initial training they received by the hotel and a degree less satisfied with the ongoing training.

Correlations

		Q50.	Q42	Q43
Q50	Pearson Correlation	1	.645**	.663**
	Sig. (2-tailed)		.000	.000
	N	45	45	45
Q42	Pearson Correlation	.645**	1	.763**
	Sig. (2-tailed)	.000		.000
	N	45	45	45
Q43	Pearson Correlation	.663**	.763**	1
	Sig. (2-tailed)	.000	.000	
	N	45	45	45

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

Table 4.37: Correlations of Training variables

Correlation table shows a strong positive correlation between training and overall job satisfaction. The correlation is stronger (r = 0.663) regarding the ongoing training (Q43) indicating that employees pursue to improve their abilities and expand their knowledge in their field of their working position. The more the hotel gives them this opportunity, the more the employees feel satisfied. Considering that continuous training ensures that the workforce performs at optimum levels, the specific item can be improved since the mean score (3.54) is relatively low compared with the mean score of initial training (3.80).

4.3.11 Pay and Benefits

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q44. I am satisfied with the salary I get from the hotel	45	1	5	3.36	.908
Q45. I believe that the benefit package that my Hotel provides me is very good.	45	1	5	3.47	1.014
Q46. I think I have a sufficient amount of annual leave at my Hotel.	45	2	5	3.67	.798
Q47. I believe my Hotel has a good sick leave policy.	45	2	5	3.73	.751
Q48. I believe the health insurance that my Hotel offers is good.	45	2	5	3.73	.720
Q49. My hotel maintains benefits that compare well to other hotels in this area.	45	2	5	3.64	.773
Valid N (listwise)	45				

Table 4.38: Pay and Benefits means

The big category of Pay and Benefits which is very important issue for every business is examined by six Questions. Answers range from 1 – 5 with mean scores to vary from 3.36 to 3.73. Generally, pay and benefits stand on a moderate level at the hotel. Employees assume that the benefit package offered to them is satisfying since no statement scores below neutral (3.00). However they are more satisfied with health related policies of the hotel (Q47, Q48) since they score the highest means (3.73) than the salary they get from the hotel (Mean: 3.36) and the benefit package (Mean: 3.47).

Correlations

		Q50	Q44	Q45	Q46	Q47	Q48	Q49
Q50	Pearson Correlation	1	.543**	.669**	.592**	.512**	.701**	.649**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	45	45	45	45	45	45	45
Q44	Pearson Correlation	.543**	1	.852**	.606**	.609**	.635**	.734**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	45	45	45	45	45	45	45
Q45	Pearson Correlation	.669**	.852**	1	.534**	.585**	.704**	.767**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	45	45	45	45	45	45	45
Q46	Pearson Correlation	.592**	.606**	.534**	1	.873**	.792**	.798**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	45	45	45	45	45	45	45
Q47	Pearson Correlation	.512**	.609**	.585**	.873**	1	.833**	.812**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	45	45	45	45	45	45	45
Q48	Pearson Correlation	**.701****	.635**	.704**	.792**	.833**	1	.847**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	45	45	45	45	45	45	45
Q49	Pearson Correlation	.649**	.734**	.767**	.798**	.812**	.847**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	45	45	45	45	45	45	45

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

Table 4.39: Correlations of Pay and Benefits variables

All the six statements included in the Pay and Benefits category are strongly correlated with overall job satisfaction, as shown on the above table. As health issues are in high priority for everyone, it is not a surprise that Q48 (**I believe the health insurance that my Hotel offers is good**) demonstrates the higher correlation among the other statements (r = 0.701). Q45 (**I believe that the benefit package that my Hotel provides me is very good**, r = 0.669) and Q49 (**My hotel maintains benefits that compare well to other hotels in this area**, r = 0.649) prove that a well-structured benefit package leads to high levels of job satisfaction. Therefore, special attention should be given to the salary and the benefit package offered to the employees, since both elements score the lowest means compared with the other statements and at the same time they demonstrate strong correlation with job satisfaction.

CHAPTER 5

DISCUSSION-RECOMMENDATIONS

This research survey may be considered as subjective as any other research dealing with personal aspects and opinions. Similarly, questionnaire responses are colored by the feelings of the employees in a particular time. However, this was the aim of this survey: **to capture the feelings of the employees about their job in a certain time.**

5.1 General Findings

Our findings regarding the context of overall job satisfaction in Aquamare Beach Hotel are very positive and encouraging for the management. Overall Job Satisfaction measured by Q50 (**Overall I am satisfied with my Hotel as an employer**) scored a mean of 3.98 with standard deviation of 0.753. Mean score is well above average (3.00) in our measurement scale (1 – 5), indicating that employees are generally satisfied with their work. However, after close examination of our findings connected with personal characteristics and work-related variables, it seems that there are specific factors which have to be improved. These factors are strongly related with job satisfaction and if certain actions for improvement are taken, then the overall job satisfaction of the employees will further increase.

5.2 Hypothesis Testing

- **Hypothesis 1:** "There will be a **positive correlation** between job satisfaction and work-related characteristics at Aquamare Beach Hotel".

Hypothesis 1 was confirmed, since the findings gleaned from this research indicate the importance and strong relationship between job satisfaction and work-related variables. Thus, certain work – related characteristics (Leadership and planning, corporate culture, communications, career development, employee's role, recognition and rewards, teamwork and cooperation, working conditions, supervision, training, pay and benefits) have positive influence on job satisfaction.

- **Hypothesis 2**: "There will be a **positive correlation** between job satisfaction and employee age at Aquamare Beach Hotel".

Hypothesis 2 is also confirmed by our findings. Employees of age category "51 and above" seem to be the most satisfied at the hotel and the degree of satisfaction declines while the age of employees is decreasing. Thus, studies of Hulin and Smith (1965), Quinn, Staines, and McCullough (1974), Bedeian, Ferris and Kacmar (1992) suggesting that job satisfaction increases as workers grow older are in line with our findings. It seems that older employees are near the top of their career ladder and they are associated with more desirable job positions compared with young employees who are at the bottom of the ladder. Furthermore, old employees may have lower expectations than young ones meaning that they get more satisfied with less things from their job environment than young employees who are more demanding and seek for a challenging work environment.

- **Hypothesis 3:** "There will be **no correlation** between job satisfaction and employee gender at Aquamare Beach Hotel".

Hypothesis 3 is confirmed. Employee gender is not connected with job satisfaction at the hotel since no significant difference observed in job satisfaction regarding gender. This is a strong evidence that management treats both genders equally and same opportunities are offered to them.

- **Hypothesis 4**: "There will be **either a positive or negative** correlation between job satisfaction and educational level of the employees at Aquamare Beach Hotel".

Hypothesis 4 is not supported by the results of the research. It was observed that job satisfaction was increasing with educational level until the category of college graduates. The last category, the university degree holders are less satisfied than the previous category (college graduates), but still more satisfied compared with elementary and high school graduates. The level of satisfaction in this particular field of interest is strongly related with motivation in the job content. College graduates which found to be the most satisfied, seems to be more motivated and challenged by their work that all the others. This is probably caused due to the fact that their professional skills and qualifications are more aligned with their job position requirements.

- **Hypothesis 5**: "There will be a **positive correlation** between job satisfaction and tenure of employees at Aquamare Beach Hotel".

Hypothesis 5 is not confirmed by our findings. On the contrary, our results tend to support the DeSantis and Durst research which found that years of service are negatively correlated with job satisfaction (DeSantis and Durst, 1996). Job satisfaction is higher among employees with

less than one year of service and then a decline in job satisfaction is observed with the increase of tenure. This is a kind of worrying since dissatisfied employees with years of service may seek for alternative employment.

5.3 Work-related Characteristics Findings

The analysis conducted in Chapter 4 about the influence of work related characteristics to job satisfaction of the employees, showed a medium to strong positive correlation between them. Job related determinants such as Leadership and Planning, Corporate Culture, Communications, Career Development, Employee's Role, Recognition and Rewards, Teamwork and Cooperation, Working Conditions, Supervision, Training, Pay and Benefits are closely linked with job satisfaction, thus by increasing them we get a greater level of satisfaction. However, the detailed analysis revealed that a number of six statements associated with those factors scored relatively low, while they were strongly correlated with job satisfaction. Thus, management should focus on the below six particular statements (included in five categories), where relatively low scores have been observed:

- Employees' role (Category 5) : **Q17 - I am given enough authority to make decisions I need to make** (Mean = 3.51, Correlation coefficient r = 0.523)

- Recognition and Rewards (Category 6): **Q23 - My Hotel gives enough recognition for work that's well done** (Mean = 3.49, Correlation coefficient r = 0.536)

- Supervision (Category 9): **Q40 - My supervisor actively listens to my suggestions** (Mean = 3.38, Correlation coefficient r = 0.698)

- Training (Category 10): **Q43 - My Hotel provides me as much ongoing training as needed, in order to meet the requirements of my job.** (Mean = 3.64, Correlation coefficient r = 0.663)

- Pay and Benefits (Category 11): **Q44 - I am satisfied with the salary I get from the hotel** (Mean = 3.36, Correlation coefficient r = 0.543) and **Q45 - I believe that the benefit**

package that my Hotel provides me is very good. (Mean = 3.47, Correlation coefficient r = 0.669)

5.4 Suggestions/ Recommendations

Whilst it was found that the overall job satisfaction level at the hotel is high, it was also observed that specific factors affecting job satisfaction need to be improved. Thus, some recommendations in order to develop an action plan for further improving job satisfaction are provided.

- First of all, supervisors have to develop a more employee oriented leadership style and to include their subordinates to decision making process. Employee participation will enhance their loyalty and organizational commitment and will reinforce the feeling of responsibility and ownership. Furthermore, by encouraging employees to participate to this procedure, you help them to become more creative and innovative. This kind of leadership is more strongly correlated with lower turnover rates, higher productivity, lower employee stress and burnout and higher employee satisfaction. (Hetland, Sandal and Johnsen, 1996).

- In connection with the above, managers should allow employees to act and operate with a degree of freedom and have the opportunity to take personal actions for the benefit of their Hotel. Understanding the background, skills and competencies of each of the hotel employee, will create such environment.

- Recognizing and awarding achievements give employees a motivation to set targets and work for perfection. A well performed work or bright ideas should be recognized and therefore will increase both satisfaction and performance. Assigning significant projects and rewarding them for success, the feeling of loyalty and commitment is enhanced and they feel valued and appreciated which also results in higher level of job satisfaction. In addition, this measure motivates less productive employees to try harder in order to share the same benefits. Into this direction, by developing and implementing a fair evaluating system, which will closely connect individual performance with organization goals and objectives will definitely assist the management to determine the kind of recognition and reward.

- Training is crucial in every business. Training is an ongoing procedure and the management should focus extensively on it. Every employee in the hotel needs some type of ongoing training to maintain effective performance or to adjust to new ways of work. Training programs should be developed for this purpose. These programs should always be aligned with the business strategy of the hotel and incorporate all the necessary elements for achieving the aims and objectives of the business. However training programs should not be static. They should always be evaluated and redesigned in order to determine their effectiveness.

- Compensation system at the hotel must also be linked to organizational objectives and strategies. A performance orientation compensation program where pay and incentives reflect performance differences among employees should be more effective for the hotel. Thus, employees who perform satisfactorily will receive larger compensation increases, while poor or marginal performers will fall behind. A good employer must always be willing to pay for optimal performance.

The above recommendations apply to the whole population of the hotel. Since demographics analysis was also made, additional recommendations may further increase job satisfaction, as follows:

- Allow younger employees to seize the opportunities for promotion and growth in the Hotel pyramid. Study has shown that younger are less satisfied than older ones, which may be affected from less working opportunities they face or unrealistic expectations they have. Applying even managers titles to them, such as "assistant shift manager", or "senior housekeeper" will increase their feel of involvement and commitment to the Hotel; hence become more satisfied.

- The employees that work at the Hotel for more than 4 years appear to be the most dissatisfied. Hence, what they need is again to welcome, recognize, and appreciate their long contribution to the Hotel. This can be done, through awarding them to the annual ball of the employees of the Hotel, by giving them plaques, for example. Also, since they may be tired working at the same department for a long time, with a little or no advancement, management should examine ways both to move unhappy employees and/or giving them promotion.

- Finally, less satisfied employees seem to be those who are elementary and high school graduates. This is probably due to the unchallenging position they hold or because they are experiencing larger gaps between expectation and realities. What is needed to be done is to enrich their job content with more responsibilities and tasks in order to feel valued and respected. More opportunities are also necessary to be given to high educated employees (university graduates), but in the bad economic era that we face nowadays it seems almost impossible to happen immediately. It may be necessary for the management to inform employees that after the economic depression, that both the sector and the country are facing, more opportunities for individual advancement at the Hotel will be given.

After developing and implementing the action plan for improvement it is necessary to reevaluate job satisfaction with a similar research after a period of time (1 year is an optimum period of time)

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APPENDICES

APPENDIX 1 - QUESTIONNAIRE IN ENGLISH

AQUAMARE BEACH HOTEL

Please answer the following questions, by circling your answer. The following scale represents what each number stands for:

Strongly Disagree	Disagree	Undecided / Neutral	Agree	Strongly Agree
1	2	3	4	5

1. General management has clear aims and objectives.	1 2 3 4 5
2. There is adequate planning of corporate objectives.	1 2 3 4 5
3. Management does not play favorites.	1 2 3 4 5
4. Management does not say one thing and do another.	1 2 3 4 5
5. I believe that all the employees share the same vision and have common beliefs and values.	1 2 3 4 5
6. Individual initiative is encouraged in my Hotel.	1 2 3 4 5
7. Quality is top priority for everyone in my Hotel.	1 2 3 4 5
8. Hotel's Management communicates frequent enough with the employees to provide directions and receive feedback in order to be improved.	1 2 3 4 5
9. I feel I can trust what the Management of the Hotel tells me.	1 2 3 4 5
10. There is adequate communication between departments.	1 2 3 4 5
11. My relations with the other staff of my department are excellent.	1 2 3 4 5
12. In my Hotel, employees avoid unnecessary conflicts.	1 2 3 4 5
13. My hotel encourages me to solve any problems I face without cooperating with others.	1 2 3 4 5
14. I have good possibilities for future career progression in my hotel.	1 2 3 4 5
15. I plan to continue my career at my Hotel.	1 2 3 4 5
16. I have opportunities to learn and grow	1 2 3 4 5
17. I am given enough authority to make decisions I need to make.	1 2 3 4 5
18. I feel I am contributing to my Hotel's mission.	1 2 3 4 5
19. I have the materials and equipment to do my job well.	1 2 3 4 5
20. If I do good work I can count on making more money.	1 2 3 4 5
21. If I do good work I can count on being promoted.	1 2 3 4 5
22. I feel I am valued at my Hotel.	1 2 3 4 5
23. My Hotel gives enough recognition for work that's well done.	1 2 3 4 5
24. My salary is fair for my responsibilities.	1 2 3 4 5
25. I feel part of a team working towards a shared goal.	1 2 3 4 5

Strongly Disagree	Disagree	Undecided / Neutral	Agree	Strongly Agree
1	2	3	4	5

26. I get all the support I need from my colleagues at this department	1 2 3 4 5
27. I receive co-operation from all other departments	1 2 3 4 5
28. My colleagues help me even if I don't ask them to.	1 2 3 4 5
29. The workload is distributed evenly to all members of the staff.	1 2 3 4 5
30. One person can fully complete a task without cooperation with other employees.	1 2 3 4 5
31. My physical working conditions are adequate to ensure my personal health and safety.	1 2 3 4 5
32. I am satisfied with the time given to me to complete my work.	1 2 3 4 5
33. The amount of work expected of me is reasonable.	1 2 3 4 5
34. I recommend employment at my Hotel to the people I know.	1 2 3 4 5
35. I can keep a reasonable balance between work and personal life.	1 2 3 4 5
36. I think there are many changes that my Hotel has to do to achieve better working conditions.	1 2 3 4 5
37. My supervisor deals with all employees fairly and objectively.	1 2 3 4 5
38. My supervisor treats me with respect.	1 2 3 4 5
39. My supervisor handles my work-related issues excellently.	1 2 3 4 5
40. My supervisor actively listens to my suggestions.	1 2 3 4 5
41. My supervisor is an effective manager.	1 2 3 4 5
42. My Hotel provided me as much initial training as I needed.	1 2 3 4 5
43. My Hotel provides me as much ongoing training as needed, in order to meet the requirements of my job.	1 2 3 4 5
44. I am satisfied with the salary I get from my Hotel.	1 2 3 4 5
45. I believe that the benefit package that my Hotel provides me is very good.	1 2 3 4 5
46. I think I have a sufficient amount of annual leave in my Hotel.	1 2 3 4 5
47. I believe my Hotel has a good sick leave policy.	1 2 3 4 5
48. I believe the health insurance that my Hotel offers is good.	1 2 3 4 5
49. My Hotel maintains benefits that compare well to other hotels in this area.	1 2 3 4 5
50. Overall I am satisfied with my Hotel as an employer.	1 2 3 4 5

Please answer the following questions, by putting √ in the box that represents you:

51. Sex

a. Male ☐

b. Female ☐

52. Age

a. Less than 20 years ☐

b. 21 - 30 ☐

c. 31 - 40 ☐

d. 41 -50 ☐

e. 51 and above ☐

53. Educational Background

a. Elementary school ☐

b. High school ☐

c. University ☐

d. If anything else/more, please specify _____

54. For how long are you working at the Hotel?

a. Less than 6 months ☐

b. 6 months to 1 year ☐

c. 1-2 years ☐

d. 2-3 years ☐

e. 3-4 years ☐

f. More than 4 years ☐

55. Which is your department of work?

a. Administration/Accounting ☐

b. Food and Beverage/Service ☐

c. Housekeeping services ☐

d. Maintenance ☐

e. Other ☐

APPENDIX 2 – QUESTIONNAIRE IN GREEK - ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ

Παρακαλώ απαντήστε στις παρακάτω ερωτήσεις, βάζοντας σε κύκλο τον αντίστοιχο αριθμό. Η ακόλουθη κλίμακα δείχνει τι αντιπροσωπεύει ο κάθε αριθμός όσο αφορά τις απαντήσεις:

Διαφωνώ Απολύτως	Διαφωνώ	Ούτε Διαφωνώ, ούτε Συμφωνώ	Συμφωνώ	Συμφωνώ Απολύτως
1	2	3	4	5

1. Η διεύθυνση του ξενοδοχείου έχει θέσει ξεκάθαρους στόχους και επιδιώξεις.	1 2 3 4 5
2. Υπάρχει σωστός και επαρκής προγραμματισμός από τη διεύθυνση του ξενοδοχείου όσο αφορά την υλοποίηση των στόχων που έχει θέσει.	1 2 3 4 5
3. Η διεύθυνση του ξενοδοχείου είναι αντικειμενική με όλο το προσωπικό και δεν κάνει διακρίσεις όσο αφορά τους εργαζόμενους.	1 2 3 4 5
4. Η διεύθυνση του ξενοδοχείου όταν αποφασίζει ότι θα κάνει κάτι, το εφαρμόζει. Δεν εφαρμόζει κάτι διαφορετικό.	1 2 3 4 5
5. Πιστεύω ότι όλοι οι εργαζόμενοι στο ξενοδοχείο μου συμμερίζονται το ίδιο όραμα και έχουν κοινούς κώδικες αξιών και συμπεριφοράς	1 2 3 4 5
6. Το ξενοδοχείο μου ενθαρρύνει τις προσωπικές πρωτοβουλίες των υπαλλήλων ακόμη και αν αυτές δεν περιγράφονται στα καθήκοντα τους.	1 2 3 4 5
7. Η παροχή υπηρεσιών ψηλής ποιότητας είναι πρώτη προτεραιότητα στο ξενοδοχείο μου.	1 2 3 4 5
8. Η διεύθυνση του ξενοδοχείου, επικοινωνεί αρκετά συχνά με τους υπαλλήλους για να παρέχει κατευθύνσεις και να λαμβάνει εισηγήσεις, ώστε να βελτιωθεί.	1 2 3 4 5
9. Αισθάνομαι ότι μπορώ να εμπιστευτώ τις οδηγίες που δίνονται από τη διεύθυνση του ξενοδοχείου μου.	1 2 3 4 5
10. Υπάρχει επαρκής επικοινωνία και συντονισμός μεταξύ των διαφορετικών τμημάτων του ξενοδοχείου μου.	1 2 3 4 5
11. Οι σχέσεις μου με το υπόλοιπο προσωπικό του τμήματος μου είναι άριστες.	1 2 3 4 5
12. Στο ξενοδοχείο μου οι υπάλληλοι αποφεύγουν αχρείαστες εντάσεις και συγκρούσεις.	1 2 3 4 5
13. Η διεύθυνση του ξενοδοχείου με ενθαρρύνει ώστε να επιλύω μόνος μου τις δυσκολίες της δουλειάς μου, χωρίς τη συνεργασία με τους υπόλοιπους.	1 2 3 4 5
14. Οι πιθανότητες μελλοντικής ανέλιξης και προαγωγής μου στο ξενοδοχείο είναι καλές.	1 2 3 4 5
15. Σκοπεύω να συνεχίσω την καριέρα μου στο παρόν ξενοδοχείο.	1 2 3 4 5
16. Μου δίνονται οι ευκαιρίες να μάθω και να βελτιώσω τις επαγγελματικές μου ικανότητες στο ξενοδοχείο μου.	1 2 3 4 5

Διαφωνώ Απολύτως	Διαφωνώ	Ούτε Διαφωνώ, ούτε Συμφωνώ	Συμφωνώ	Συμφωνώ Απολύτως
1	2	3	4	5

17. Έχω την ελευθερία να παίρνω μόνος μου τις αποφάσεις που πρέπει σχετικά με την εργασία μου.	1 2 3 4 5
18. Αισθάνομαι ότι συνεισφέρω προς στην επίτευξη των στόχων που έθεσε η διεύθυνση για το ξενοδοχείο μου.	1 2 3 4 5
19. Μου παρέχονται όλα τα υλικά και ο εξοπλισμός που απαιτούνται για να εκτελέσω τα καθήκοντα μου αποτελεσματικά.	1 2 3 4 5
20. Εφόσον εκτελώ συνεχώς σωστά την εργασία μου, θεωρώ ότι θα αυξηθούν οι απολαβές μου.	1 2 3 4 5
21. Εφόσον εκτελώ συνεχώς σωστά την εργασία μου, θεωρώ ότι θα προαχθώ ή θα ανελιχθώ ψηλότερα.	1 2 3 4 5
22. Αισθάνομαι ότι αναγνωρίζομαι επαρκώς από τη διεύθυνση του ξενοδοχείου για τη συνολική προσφορά μου.	1 2 3 4 5
23. Η διεύθυνση του ξενοδοχείου μου, αναγνωρίζει και επιβραβεύει το προσωπικό που εκτελεί τα καθήκοντά του πάρα πολύ καλά.	1 2 3 4 5
24. Ο μισθός μου είναι ικανοποιητικός σε σχέση με τα καθήκοντα και τις ευθύνες που μου έχουν ανατεθεί.	1 2 3 4 5
25. Αισθάνομαι ότι είμαι μέλος μιας ομάδας, η οποία εργάζεται προς ένα κοινό στόχο.	1 2 3 4 5
26. Έχω όλη την υποστήριξη που χρειάζομαι από τους άλλους συναδέλφους του τμήματος μου.	1 2 3 4 5
27. Έχω όλη την υποστήριξη που χρειάζομαι και από τους εργαζόμενους των άλλων τμημάτων του ξενοδοχείου μου.	1 2 3 4 5
28. Οι συνάδελφοι μου με βοηθούν, ακόμη και αν δεν τους το ζητήσω.	1 2 3 4 5
29. Η εργασία κατανέμεται δίκαια σε όλο το προσωπικό.	1 2 3 4 5
30. Ο κάθε υπάλληλος μπορεί να φέρει σε πέρας οποιαδήποτε εργασία του ανατεθεί, χωρίς τη συνεργασία με τους άλλους υπαλλήλους.	1 2 3 4 5
31. Οι συνθήκες εργασίας είναι σε ικανοποιητικό επίπεδο και μου εξασφαλίζουν υγιεινό περιβάλλον εργασίας.	1 2 3 4 5
32. Τα χρονικά πλαίσια που καθορίζονται από την διεύθυνση του ξενοδοχείου μου για να εκτελεστεί μια εργασία είναι ρεαλιστικά, ώστε να μπορεί η εργασία να υλοποιηθεί χωρίς προβλήματα.	1 2 3 4 5
33. Ο φόρτος εργασίας που μου ανατίθεται είναι σε λογικά πλαίσια.	1 2 3 4 5
34. Θα παρότρυνα και άλλους γνωστούς μου να προσπαθήσουν να εργοδοτηθούν στο ξενοδοχείο μου.	1 2 3 4 5
35. Μπορώ να διατηρώ ισορροπία μεταξύ της εργασίας μου στο ξενοδοχείο και της προσωπικής μου ζωής. Δηλαδή, το ωράριο, ο φόρτος και οι συνθήκες εργασίας μου, δεν επηρεάζουν την ποιότητα της προσωπικής μου ζωής.	1 2 3 4 5

Διαφωνώ Απολύτως	Διαφωνώ	Ούτε Διαφωνώ, ούτε Συμφωνώ	Συμφωνώ	Συμφωνώ Απολύτως
1	2	3	4	5

36. Πιστεύω ότι το ξενοδοχείο μου πρέπει να προβεί σε μεγάλες αλλαγές, ώστε να πετύχει βελτίωση των συνθηκών εργασίας.	1 2 3 4 5
37. Ο προϊστάμενος μου, μου συμπεριφέρεται δίκαια και αντικειμενικά.	1 2 3 4 5
38. Ο προϊστάμενος μου, μου συμπεριφέρεται με σεβασμό.	1 2 3 4 5
39. Ο προϊστάμενος μου, χειρίζεται τα θέματα εργασίας μας άψογα.	1 2 3 4 5
40. Ο προϊστάμενος μου ακούει με προσοχή τις απόψεις μου όσο αφορά εργασιακά θέματα.	1 2 3 4 5
41. Ο προϊστάμενος μου είναι αποτελεσματικός στη διεύθυνση του τμήματος μου.	1 2 3 4 5
42. Το ξενοδοχείο, μού παρείχε εκπαίδευση σε ικανοποιητικό βαθμό, ώστε να αντεπεξέλθω από την αρχή στις απαιτήσεις των καθηκόντων εργασίας μου.	1 2 3 4 5
43. Το ξενοδοχείο, μού παρέχει συνεχή εκπαίδευση όποτε απαιτείται, ώστε να ανταποκρίνομαι εύκολα στις απαιτήσεις της εργασίας μου.	1 2 3 4 5
44. Είμαι ευχαριστημένος με το μισθό που μου δίνει το ξενοδοχείο.	1 2 3 4 5
45. Πιστεύω ότι το συνολικό πακέτο οικονομικών απολαβών και ωφελημάτων που μου παρέχει το ξενοδοχείο , είναι πολύ ικανοποιητικό.	1 2 3 4 5
46. Πιστεύω ότι μου παρέχονται ικανοποιητικές ημέρες άδειας.	1 2 3 4 5
47. Πιστεύω ότι η πολιτική του ξενοδοχείου σε θέματα αδειών ασθενείας είναι σωστή.	1 2 3 4 5
48. Πιστεύω ότι η παρεχόμενη ασφαλιστική κάλυψη υγείας είναι πολύ ικανοποιητική.	1 2 3 4 5
49. Πιστεύω ότι το συνολικό πακέτο οικονομικών απολαβών και ωφελημάτων που μου παρέχει το ξενοδοχείο μου είναι από τα καλύτερα σε σύγκριση με άλλα παρόμοια ξενοδοχεία της Πάφου.	1 2 3 4 5
50. Συνολικά, είμαι πολύ ικανοποιημένος, ως εργοδοτούμενος στο παρόν ξενοδοχείο.	1 2 3 4 5

Παρακαλώ απαντήστε με √ στις παρακάτω ερωτήσεις:

ΠΡΟΣΩΠΙΚΕΣ ΠΛΗΡΟΦΟΡΙΕΣ

51. Φύλο

α. Άντρας ☐

β. Γυναίκα ☐

52. Ηλικία

α. Κάτω των 20 ☐

β. 21 - 30 ☐

γ. 31 - 40 ☐

δ. 41 - 50 ☐

ε. 51 και άνω ☐

53. Μόρφωση

α. Απόφοιτος Δημοτικού ☐

β. Απόφοιτος Γυμνασίου/Λυκείου ☐

γ. Απόφοιτος Πανεπιστημίου ☐

δ. Άλλο (παρακαλώ διευκρινίστε) ☐ _____

54. Για πόσο χρονικό διάστημα εργάζεστε στο Ξενοδοχείο σας;

α. Λιγότερο από 6 μήνες ☐

β. 6 μήνες μέχρι 1 έτος ☐

γ. 1-2 έτη ☐

δ. 2-3 έτη ☐

ε. 3-4 έτη ☐

στ. Πάνω από 4 έτη ☐

55. Σε ποιο τμήμα του Ξενοδοχείου εργάζεστε;

α. Administration/Accounting ☐

β. Food and Beverage Service ☐

γ. Συντήρηση/ Maintenance ☐

δ. Υπηρεσία Housekeeping ☐

ε. Άλλο ☐

APPENDIX 3 - QUESTIONNAIRE CATEGORIES

1. Company's leadership and planning

1. General management has clear aims and objectives.
2. There is adequate planning of corporate objectives.
3. Management does not play favorites.
4. Management does not say one thing and do another.

2. Corporate culture

5. I believe that all the employees share the same vision and have common beliefs and values
6. Individual initiative is encouraged in my hotel.
7. Quality is top priority for everyone in my Hotel.

3. Communications

8. Hotel's Management communicates frequent enough with the employees to provide directions and receive feedback in order to be improved.
9. I feel I can trust what the management of the hotel tells me.
10. There is adequate communication between departments.
11. My relations with the other staff of my department are excellent.
12. In my Hotel, employees avoid unnecessary conflicts.
13. My hotel encourages me to solve any problems I face without cooperating with others.

4. Career development

14. I have good possibilities for future career progression in my hotel
15. I plan to continue my career in the Hotel.
16. I have opportunities to learn and grow

5. Employee's role

17. I am given enough authority to make decisions I need to make.
18. I feel I am contributing to my Hotel's mission.
19. I have the materials and equipment to do my job well.

6. Recognition and rewards

20. If I do good work I can count on making more money.
21. If I do good work I can count on being promoted.
22. I feel I am valued at my Hotel.
23. My Hotel gives enough recognition for work that's well done.
24. My salary is fair for my responsibilities.

7. Teamwork and co-operation

25. I feel part of a team working towards a shared goal.
26. I get all the support I need from my colleagues at this department
27. I receive co-operation from all other departments
28. My colleagues help me even if I don't ask them to.
29. The workload is distributed evenly to all members of the staff.
30. One person can fully complete a task without cooperation with other employees.

8. Working conditions

31. My physical working conditions are adequate to ensure my personal health and safety.
32. I am satisfied with the time given to me to complete my work
33. The amount of work expected of me is reasonable
34. I recommend employment at my Hotel to the people I know.
35. I can keep a reasonable balance between work and personal life.
36. I think there are many changes that my Hotel has to do to achieve better working conditions.

9. Supervision

37. My supervisor deals with all employees fairly and objectively
38. My supervisor treats me with respect.
39. My supervisor handles my work-related issues excellently.
40. My supervisor actively listens to my suggestions
41. My supervisor is an effective manager.

10. Training

42. My Hotel provided me as much initial training as I needed.
43. My Hotel provides me as much ongoing training as needed, in order to meet the requirements of my job.

11. Pay and benefits

44. I am satisfied with the salary I get from the hotel
45. I believe that the benefit package that my Hotel provides me is very good.
46. I think I have a sufficient amount of annual leave at my Hotel.
47. I believe my Hotel has a good sick leave policy.
48. I believe the health insurance that my Hotel offers is good.
49. My hotel maintains benefits that compare well to other hotels in this area.

12. Overall employee satisfaction

50. Overall I am satisfied with my Hotel as an employer.

APPENDIX 4 – LETTER OF CONSENT

Dear friend,

I am a Masters Degree Candidate at the Neapolis University of Paphos and, as part of my Dissertation, I am conducting a survey at your Hotel, in order to improve the level of communication and cooperation between Employees and Hotel Management. The results of the research will be analyzed and presented to the Company in order to improve overall service quality of the Hotel, by enhancing your overall job satisfaction.

Answering the following questionnaire will take only 15 minutes of your time. If you agree to participate in the survey it is important to know the following:

1. The Questionnaire is anonymous and no question reveals directly or indirectly your identity.

2. This survey has been approved by AQUAMARE BEACH HOTEL and the findings will be presented to the management and will be used for the improvement of your job satisfaction; hence service quality enhancement.

The aim is to collect accurate information, a necessary factor for the survey to be successful. I am sure that you understand the importance of the survey results and that you will answer with accuracy and honestly.

Thank you in advance for your cooperation and time,

Sincerely,

Kyprianos Savva