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þý Employees Satisfaction and F Environmental Factors in Hotel Industry. A Case of 4star Hotels in Paphos

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MBA DISSERTATION

TITLE OF THESIS:

Employees' Satisfaction and Related Environmental Factors
in Hotel Industry. A Case of 4star Hotels in Paphos

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Abstract

The measurement of job satisfaction is one of the most important subjects of interest in businesses and organisations these days. The main idea is the understanding of human resources for the company and therefore, the need for the best utilization. Job satisfaction is connected to the performance of the worker which results in better economic results for the company.

The aim of the present research is to examine the factors which affect job satisfaction and count the overall job satisfaction of the workers in two 4star hotels in Paphos. At the same time the aims of the research is to examine the work-related characteristics and how they relate to each other , as well as the demographic characteristics such as sex , age of worker , education level , job position , years of service , based on the sample.

In the present research, the quantity method was used and for this reason an analysis of questionnaires occurred, in concern to the workers satisfaction in 4star hotels in Cyprus. A sample was taken from two 4star hotels both from men and women who worked in different positions in the hotels. A total of 43 respondents (86 percent) took part in the survey.

The first part has an introduction in the research theme and includes: the aim, the research questions and the hypothesis development. The second part includes a reference to the term job satisfaction, theoretical approaches of job satisfaction and the factors which affect it. The third part presents the methodology of the research, the sample, the data collection process and the conceptual framework of the research. The fourth part shows the presentation of the results with tables and descriptive statistics as to the satisfaction of the employees in each work related factor. Moreover an extensive statistical analysis of the work-related factors occurred and how these affect the total work satisfaction based on the sample. Lastly, the results which occurred from the present research were discussed and some ideas were recommended as to what could improve workers' satisfaction in hotels.

Acknowledgement

I would like to take this opportunity to acknowledge the help and support I have received, especially throughout the last year. Without a doubt, doing this Master's course while working has been one of the toughest challenges I have taken upon myself, and without this support I wouldn't have been capable of finishing it.

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CHAPTER 1

1. Introduction

Job (or professional) satisfaction is one of the most complex concepts that managers and executives face daily in the modern market. The managers consider work satisfaction as an important element for the success of a business and so they pay particular attention to this.

Employee job satisfaction has a direct impact on a company's productivity, efficiency, and ultimately its bottom line (Robbins and Judge, 2009). Currently, job satisfaction has been a main concern and attention in organization nowadays. Organizations realize that employee job satisfaction now become as the essential element to increase employees' loyalty.

Job satisfaction as a concept is not identical with stimulation (motivation), although these two concepts are closely linked together. The design of the work should promote job satisfaction and performance, with methods, such as alternating functions (rotation), exploring and enriching labour (enlargement and enrichment). Other factors that affect the degree of job satisfaction is the method and form of administration, the workers ' participation and the creation and strengthening of autonomous working groups (Arvey, Bouchard, Segal, Abraham, 1989).

Assessing job satisfaction levels requires results from an employee opinion survey, comments from employee focus groups, observation of workplace attitudes and interaction (Byars and Rue, 2008).

The most common way of measuring is with the use of scales, where the workers indicate their views on the work. There are many factors that may affect the individual job satisfaction level , such as the as the level of pay and other financial benefits, fairness in the promotion system , the quality of the working condition, the management and the social relations between workers as well as the characteristics of the particular job (variety of tasks, interests and chances, demands etc.).

Problem statement

The tourism industry is the main source of revenue for the Economy of Cyprus in General as well as for the town and district of Paphos. Therefore it is important that emphasis is given in this sector so that Cyprus may offer the best tourist product as possible, to its hundreds of thousands of tourists which visit the island every year. It is therefore vital that each hotel utilizes its resources properly, in order to ensure sustainability but also profitability. If the employees in the tourist industry are happy with their job, then they will be more productive and will assist in the success of the business.

Scope of the study

The scope of this particular research is to evaluate the job satisfaction and the measuring of job satisfaction as well as the factors influencing this, by examining the employee satisfaction in two 4star hotels of Paphos. The benefit from the analysis of the parameters influencing the job satisfaction is huge for the administration of hotels, as the areas which need improvement will be located in order to increase employee satisfaction and by extension the company's profitability.

Research questions

- Is there a relationship between work-related characteristics (Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Working Conditions, Supervision, Pay and Benefits)?
- Will the work-related characteristics of Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Supervision, and Pay and Benefits explain the variance in job satisfaction amongst employees in 4star hotels in Paphos?

Hypothesis Development

Hypothesis 1

Alternative Hypothesis (H1)

There will be a significant relationship between work related characteristics (Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Working Conditions, Supervision, Pay and Benefits).

Hypothesis 2

Alternative Hypothesis (H2)

The work related characteristics of Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Supervision, Pay and Benefits will significantly explain the variance in job satisfaction amongst employees in 4star hotels in Paphos.

The research questions and hypothesis development play a vital role in order to find the relationship between work-related characteristics, and whether specific environmental factors will explain the variance in job satisfaction. However the main objective of the research is to evaluate the employee's job satisfaction in relation to specific environmental factors (Leadership and Planning, Career Development, Employee's Role, Recognition and Rewards, Teamwork and Cooperation, Working Conditions, Supervision, Training, Pay and Benefits) and to measure the overall job satisfaction amongst employees in 4star hotels in Paphos.

For organisational reasons mainly, it is particularly important for a company to know which employees are or aren't pleased with their jobs as well as which areas they are or aren't happy with. This can be achieved by either offering questionnaires which cover many work and organisation sectors, or with the method of open questions, where the employees express their opinions freely. This way companies will be able to implement ways, which will improve job satisfaction and at the same time increase productivity and the company's profitability.

CHAPTER 2

2. Literature Review

2.1 Understanding and the Importance of Job Satisfaction

Job satisfaction can be seen to be a complex and multifaceted concept, and is thought not to be easily measured in an objective manner. Despite the use of the term both in scientific research, as well as in everyday life, there still does not seem to be a general agreement on what is satisfaction from work. Various writers and researchers have approached this term differently.

In defining job satisfaction the reference is often made to Locke's (1976) description of job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Locke connects satisfaction and resentment from work, with the system of the individual's value, supporting that work satisfaction is a positive emotional response towards the particular project which comes from the value that it has filled or allows the fulfilment of the work values of an individual (Jex, 2002). This opinion is not very far from the Spector's view, which supports that job satisfaction is based on the extent that the workers are happy with their jobs or are emotionally attached to it (Schoedt, Hauck, 2008).

Perhaps it also forms the business-level variable which has been studied and researched more than any other, as it is one of the most important issues of organised psychology, it is connected with the mental health of workers, and with the interest of the organizations in order to have high efficiency and satisfied staff (Spector, 1997).

According to Warr, satisfaction can be divided into two categories: the internal (intrinsic satisfaction) and the exterior (extrinsic satisfaction). The interior satisfaction refers to the nature of working tasks and people's feelings as they do them. The exterior satisfaction refers to other sections of work, such as salaries, additional facilities, insurance, the promotion system etc (Markovits, Davis, van Dick, 2007). Fisher, Hulin & Judge support that job satisfaction is a behaviour and that all behaviours are either emotions or crises (Kidd, 2006). In 1964 Vroom focuses on the workers role in the work area, in his definition of job satisfaction. He believes that professional satisfaction is a function of subjective perceptions of the individual in relation to the instrumentality of the particular task to ensure certain desired results. The attractiveness of the job and therefore the satisfaction an individual receives from it is the function which an individual believes to derive from the job. According to Davis, job satisfaction represents the extent to which expectations are identical with the real value of wages. That is, when a worker is involved in a company, he brings his needs, his desires and experiences which influence his expectations.

In the latest effort to determine and define the term, the job satisfaction can be defined as the degree to which an employee is satisfied with the rewards received from the task being performed. According to Armstrong, the term refers to the attitude and the feelings which people have for their job. Positive and favourable attitude towards the job shows satisfaction.

According to George et al. job satisfaction is the collection of emotions and beliefs that people have about their current job. Employees can have a different attitude about various aspects of their work, like the kind of work they do, their partners, supervisors or their salary (Aziri, 2011). According to Vignali (1997), in order to satisfy the workers, they must have an interest for their job and feel that it is a challenge for them. At the same time they seek respect, recognition and appreciation in their area of work, from their colleagues and supervisors.

What are the reasons for which we attach so much importance to job satisfaction?

Spector has identified three key reasons for which we deal with job satisfaction. First of all, companies must be guided by human values, as it is worth treating humans fairly and with respect. Secondly, the attitude of the workers has an immediate relation to job satisfaction as well as the activities and the operation of the company. Thirdly, job satisfaction can form a very reliable evaluation indicator of a company's operation under certain conditions. (Spector, 1997). Workers with higher levels of job satisfaction have less chance of seeking work elsewhere or abandoning their job. It is more possible that workers who are unsatisfied with their job seek another one elsewhere.

The importance of job satisfaction is undoubtedly great, as it contributes to the increase of work performance (Bacharach, Bamberger, Mitchell, 1990). Even more, studies support that job satisfaction affects the emotional wellness and prosperity of a worker (Puhliesi, 1999). Job resentment is connected with work stress and professional exhaustion (Leiter & Meechan, 1986), and at the same time connected with negative effects, towards the employees as well as at a professional level (Coll & Freeman, 1997). According to Clark (2001), the level of job satisfaction is a valid "omen" for voluntary withdrawal from work. Since our theory states that a worker quits when the use of a resignation is larger than the use of remaining at the job, this means that the use of the worker and his general work prosperity can be uncovered through job satisfaction.

Job satisfaction is related to the feeling of fulfilling goals and the success in the job a worker has. Job satisfaction is directly related to productivity as well as personal prosperity. Satisfaction from work implies that one enjoys his work, does it well and is rewarded for his efforts. Satisfaction from a job also means enthusiasm and success with the project which the worker has fulfilled. Job satisfaction is the key which leads to recognition and fulfilling personal goals, which then lead to a sense of completion (Kaliski, 2007).

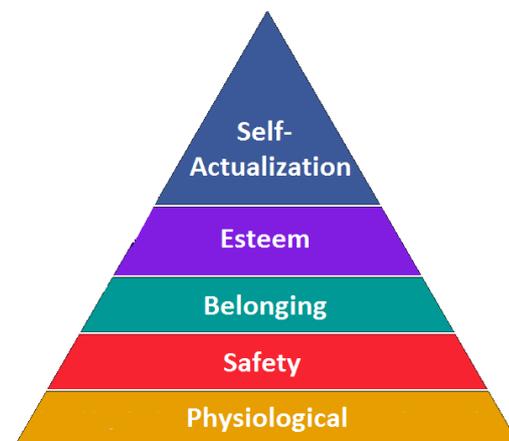
Based on all the above studies and theories, job satisfaction has an important role to play for every business. In particular in the field of tourism industry, where employees have to be satisfied with their work in order to want to offer, high quality services to the hotel clients and lead to better financial results for the company.

2.2 Theoretical approaches of job satisfaction

2.2.1 The Theory of Maslow for the Hierarchy of Human Needs

The theory of Maslow for the hierarchy of human needs (1954) aims to identify the factors motivating human behaviour. He investigated human needs as well as stimulating their power and ranking them in five categories - hierarchical levels, as to the order in which they are met (Maslow's Pyramid of Needs):

- a. **Physiological needs:** they are the biological needs of humans. It includes the need for food, water, shelter, and clothing.
- b. **Safety needs:** they are the need for protections, stability, and freedom from fear, threats and deprivation.
- c. **Social needs:** the need for friendship, affection, acceptance, interaction with other people.
- d. **Needs of respect/esteem:** the need for recognition, appreciation and respect from and towards others.
- e. **Self-actualization needs:** they include feelings of self-satisfaction, the need for success, to become the best one could wish for or has dreamt for oneself through personal development.



Picture 1: Maslow's Hierarchy of needs

Maslow (1954) argues that the satisfaction of all hierarchy needs is an important factor for ensuring the mental health of an individual, while a necessary condition for a complete and happy life is the satisfaction of needs which are located in the high levels of the hierarchy. According to Maslow (1954), in the area of work, the need for self-realization is the highest motivation for satisfaction, assuming all subordinate requirements have been fulfilled Locke (1976).

2.2.2 The Theory of Two Factors (Motivation- Hygiene Theory)

The theory of the two factors was developed in 1959 by Frederick Herzberg and attempts to explain the satisfaction and the stimulation in the work environment. This theory supports that the satisfaction and the frustration are due to different factors- factors of motivation and hygiene factors

accordingly. He supports that in modern society, the need of a lower level have been satisfied a little or more. However, only the needs of a higher level can reach out to satisfaction.

Herzberg distinguishes two kinds of needs: a) those which cause satisfaction in the workplace, which are derived from the basic biological needs of individuals (satisfying hunger can be connected with financial issues turning money into force) and which he names as motivators and b) these which cause resentment, and are related with the working content, named as hygiene factors (Herzberg, Mausner, Snyderman, 1959). Factors, such as achievement, the identification of the project, the nature of work, the accountability, the ability to promote, are motives for Herzberg, while, on the other hand, factors such as the salary level, the professional insurance, the work conditions are hygiene factors. It must also be noted that Herzberg's opinion, that only motives can cause professional satisfaction and hygiene factors cause resentment, created intense criticism as according to Locke (1976), there are some hygiene factors which can act as motives. (Hackman and Oldham, 1976)

2.2.3 The Theory of Expectation (Vroom's Expectancy Theory)

Vroom (1964) was the first to formulate the theory of expectation. According to Vroom, the attractiveness of work and consequently the satisfaction which one receives from it, is a function of what one believes to receive from the work as well as the degree to which the results are actually desired (or undesired) for each person. In theory, there are three variables: the attractiveness (vigour), the rate and the expectancy. According to his theory, the professional satisfaction of a worker is a function of subjective perceptions (of the expectations) of the extent to which the work is distinguished by rate, that is to the extent in which one contributes to having the desires for the same result. The results can acquire some vigour for the person, and this vigour can be acquired based on the degree in which it adds to the achievement of the required results. The creation of these results can have a positive effect on the person and by extension have a professional satisfaction for the person, while at the same time it may have a negative effect, which may not be due to the nature of the result, but due to the fact that it is not sufficiently expected. Nevertheless it must be mentioned that Vroom's theory for professional satisfaction was not supported sufficiently when it was empirically researched (Vroom, 1964).

2.2.4 Model (Porter- Lawler)

According to this theory, people study the possible results of their moves, compare and calculate how interesting and attractive each choice it's in order to conclude to the appropriate behaviour according to their standards. However, it is supported that in this theory the workers do not calculate or record their expectations, desires and results from particular behaviours. Also they do not evaluate mathematical calculations in order to estimate possibilities, making Vroom's theory non effective for the creation of stimulation systems. Researchers W. Porter and E. Lawler relied on Vroom's theory, improving and developing it. The motivation, satisfaction and performance are not considered

identical but form three independent variables which are interrelated. Therefore the model is based on the following four variables:

1. Effort. Effort is the externalization of motivation and depends on the expectations of the worker , that is the relationship which is understood between the attempt which must be made , the performance which it will have , the rewards that will be received , and the value which the possible rewards will have.

2. Performance. Performance not only depends on the motivation and the effort of the person, but also from three important factors which assist it. These factors are: a) the abilities of the person, b) the person's role in the business, and c) the means which are given to the person through the business.

3. Rewards. The rewards are distinguished to internal (hygiene factors) and exterior (motivation factors) which are the result of the worker's performance.

4. Satisfaction. The satisfaction is related to the rewards which the worker receives and the justice felt for these in relation to those of the person's colleagues.

From the above we can conclude that the role of the enterprise and consequently the increased performance of the workers is catalytic.

2.2.5 Alderfer's Theory – ERG

This theory is based on Maslow's theory of human needs, with the differences that in this theory the five categories of needs are limited to three and that these needs do not follow a strict order as Maslow (1954) supports. Job satisfaction therefore according to Alderfer (1972) depends on: a) existence needs, b) relationship needs (relatedness) with the social environment and c) development (growth). One worker can satisfy the needs through a salary, additional benefits and a safe work environment. The relationship needs are satisfied through the interpersonal contacts with colleagues, when they are distinguished by emotional support, respect, recognition and contact providing the participants with the feeling of "belonging". Last, the needs for development area covered when the work is creative and provides challenges and autonomy. (Jewell & Siegall, 1990).

Additionally, according to Alderfer (1972), non-satisfaction (abortion) for any reason due to higher level needs (relationship or development) may create setbacks in lower level needs, while on the contrary , the satisfaction of one need does not mean that it stops being a motive , as Maslow supports , it can therefore increase the tension.

2.2.6 McClelland's theory of achievement

McClelland's theory (1953) classifies the needs of people, which act as incentives in three categories:

- a) **The need for achieving objectives:** this is an acquired need, which is grown and develops in humans. It is connected with the desire to fulfil difficult and realistic objectives in one's work, an element which if fulfilled satisfies one professionally.
- b) **The need for creating binds:** It is also an acquired need, which is connected with the human need for social acceptance, respect and friendly relationships. The people who motivate their work from this factor, feel satisfaction when they belong to groups and act through these. However they are indifferent for their performance.
- c) **The need for power:** It is the desire for the control and effect of the workers' behaviour. The people who feel this need, are satisfied from their work when it provides them with the possibility to influence and control others. If this need is combined with the need to fulfil objectives it leads to the increase of productivity. According to the researcher people who are driven from the need to fulfil objectives are incapable of routine jobs and work where they are closely supervised.

Some specific reservations were made for the McClelland theory, the most important being the one which focuses on the opinion that the needs which are located are acquired and can be "learnt" therefore they change during the person's life (Mc Clelland, 1971).

2.2.7 X and Y Theory (McGregor)

According to McGregor the above theories ignore the effects of the financial and social environment, technological advancement and the human factor. For this reason he developed the bipolar theory of "X" and "Y". According to his theory of "X", it is humans' nature to have the tendency to avoid work, do not have ambitions, have the least desire for responsibilities, have a small capability to solve problems and prefer to be guided. Therefore the stimulation only has meaning in concern to basic needs. The people which belong to this category feel safe and satisfied only when they avoid responsibilities and initiatives, while they have an increased need for control and guidance. According to the "Y" Theory, work is natural if the conditions are favourable, self-control for the achievement of objectives is necessary, and the capability of organisational problem solving is increased. Therefore the stimulation is applied to all the levels of need. The people of this category are satisfied when they are given an environment of trust and safety so that they can act autonomous and develop their creativity. The way in which the stimulation will occur, whether that is through punishment of autonomy in order to increase the performance will be determined by the enterprise and the workers.

2.2.8 Goal Setting Theory (Locke)

Locke's goal setting theory (1976) is based on the finding that every human action must be heading toward a goal, to have a purpose in order to motivate the worker.

In order to do this he formulated two basic principles:

1. The goal must be clear and particular, so that the worker is able to act accordingly for its achievement. The acceptance of the goal and the information achieving this course, affect the worker's determination and participation in a positive way.
2. The people must have the right skills for the correct and complete achievement of the objective. An important factor in this is the self-concept of the person in relation to the person's abilities. Therefore the individual's education and the delimitation of the objective's difficulty can contribute greatly to its achievement.

Provided that the above two principles are fulfilled the person is motivated and the results of this effect imply high probabilities. Another point which must be considered in the particular theory is the relationship between the objective and the worker. In order to motivate the worker the objective must be embraced and adopted in order to face his actions towards him (Locke & Latham, 1990).

2.3 Factors Influencing Job Satisfaction

What makes employees feel satisfied with their work, what is it that pushes them to a specific attitude? Spector (2008) reports that there have been several surveys on this issue, some of them relate the environment with satisfaction, others focus on personality, that certain types of people have the tendency, the predisposition to love or not love their job, and finally other research considers that there is an interaction between the environment, personality and job satisfaction.

2.3.1 Demographic/Personal Factors

The personal and demographic factors include both the personality and the personal characteristics of the workers as well as prior experience and values that they have. The job satisfaction is influenced by the experiences and feelings the workers have experienced both in the workplace and in their personal lives. Pleasant experiences and positive feelings establish positive attitudes towards work and in the case that other conditions in the workplace are fulfilled, it can result in job satisfaction.

Moreover, two people who do the same job, or even the same person in time, may feel different levels of work satisfaction. Hoppock discovered a powerful relationship between emotional adaptation of the workers and the level of job satisfaction. Even the demographic characteristic such as age, gender, education level, position, family status, years of service, working hours affect the level of job satisfaction to a great extent. We therefore conclude that job satisfaction is subjective and is affected by personal experiences and expectations (Judge, Heller, Mount, 2002).

In relation to the level of education, we have found out that (according to supporters of the theory of equality) that it affects professional satisfaction. If two people of different education status have the same work position, with the same salary, the same responsibilities, the person who is more educated is expected to be less satisfied as he will consider to be contributing more to his work than his

colleague, even though they are paid the same. The awareness of this inequality brings job resentment. It has also been discovered that education has a negative effect on professional satisfaction, as a higher education level creates higher expectations to the worker who goes through resentment while performing routine tasks. On the other hand, the mental level which is related to the educational does not seem to affect job satisfaction, while in combination with the type of work it forms an important job satisfaction factor (Johns, 1996).

2.3.2 Work –Related characteristics

The environmental factors which affect job satisfaction are the characteristics of the job, salaries and justice in the workplace, (Spector, 1997). Other factors which affect job satisfaction are: a) frustration and alienation, b) technology, c) job importance, d) supervision, e) work & psychological well-being, f) role incongruence and role conflict. Interpersonal relationships with colleagues and supervisors and the attitude of the supervisor have an important role in the creation of job satisfaction (Johns, 1996). The characteristics of work lead to job satisfaction. According to Hackman and Oldham (1976), these characteristics are a) the variety of skills which are required for the implementation of a task, b) the identity of the task, that is the extent to which the worker has the ability to complete a task completely and not only one part of it, c) the significance of the task, that is the influence the worker has towards others in the work area, d) the autonomy, that is the freedom which the worker has to implement the task as he sees fit and lastly, e) the task feedback, that is the extent in which there is adequate and precise information towards the worker, in concern to his performance.

The five characteristics mentioned above make up the complexity of the job (scope). High complexity leads to job satisfaction while low complexity leads to resentment and boredom. The theory is based on the case that workers are motivated by the internal satisfaction which they receive, by executing their work tasks. The combination of the variety of abilities, the identity of the task and its materiality lead to the realisation of the importance, the value work has. The autonomy leads to responsibility and the feedback results in knowledge of issues so that corrective moves can take place if necessary.

There is much research which has found that the wider the content of the work is, the larger the satisfaction which the workers draw from it. The content of a project is mentioned in a number of individual dimensions which form determinants of job satisfaction. More specifically, when the task provides the employee with chances for development, achievement, responsibility, autonomy, recognition and feedback in terms of production, it offers him the challenges which are necessary so that his aspirations are not destroyed, and generally contributes to self-integration and self-fulfilment (Johns, 1996). It has also been found that there is a positive relationship between the possibility of the workers controlling their abilities and potential and the possibility of taking initiative, with job satisfaction, since the people under these circumstances experience their work as something important in which they have personal engagement according to Spector, (1997).

Even the promotion features affect job satisfaction. It has been found that when these are enough , job satisfaction increased and this is due to the fact that promotions contain a number of important indications about a person's self-respect , in both materials (such as an additional salary increase) and social nature (such as the recognition throughout the company and an increase of social prestige).According to Spector (1997), the level of rewards is related to a small extent with job satisfaction. What is important is the creation of a fair and clear identification system and generally a fair working environment in concern to the promotional system, wages and rewards. Money is not a motivation, however people have the need to know that the payment system and the promotion process is based on fair and equal standards (Johns, 1996).

Lastly, some other dimensions which have been determined by research that effect the satisfaction , are the work conditions (heat , noise , cleanliness), the working hours and the free time which the worker can ensure , safety , permanence as well as the allowances a job can provide. The allowances include holidays, the right to retire as well as some other additional allowances which are mentioned by Johns (1996).

2.4 Overall Job Satisfaction

Overall job satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, high remuneration package, good supervisors and attractive jobs create a positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive experiences (Cherrington, 1994).

CHAPTER 3

3. Methodology

3.1 Scope of the study

Job satisfaction forms a field which has witnessed many surveys, mainly in countries abroad. Large companies as well as small and medium-sized companies have tried to define the factors that contribute to job satisfaction through primary research. The aim of the particular research is to measure job satisfaction and the factors which affect it. For the needs of the research, two 4star hotels were chosen in the area of Paphos. The benefit from the analysis of the perimeters which affect job satisfaction is huge for the hotel management as they will be able to locate points that need improvement in order to increase job satisfaction for their workers and by extension the profitability of the hotel.

3.2 Research Design

A sampling research was conducted with the use of anonymous structured questionnaires in a sample of 50 employees (25 employees each hotel) at two 4star hotels in Paphos, for the collection of primary elements. The completion of questionnaires was chosen by the researchers, as the way of collective the information for a few important reasons. Firstly, the cost of research is confined while at the same time the role of the researcher is limited and errors which may possibly occur due to communication failures between researcher and participant are avoided. Moreover the questionnaire was adapted to the specific needs of the present research, was easy to complete, gave extensive information about the subject in research and the anonymity of the participants was kept.

3.3 Sample Size

Questionnaires were given to 50 employees (25 questionnaires in each hotel) at two 4star hotels in Paphos which required being anonymous.

The study generated an 86% (n=43) response rate from the sample. This good response rate can be attributed to: a) the 50 randomly participants being informed well in advance of the confidentiality of the answers and the scope and objectives of research, b) the participants were called to return the questionnaires to the envelope, protecting the anonymity.

The sample comprised of males and females at age groups between 18 and 50+, with different educational background and extending across the following job positions: a) Administration/Accounting, b) Food and Beverage, c) Housekeeping Services, d) Maintenance, and e) other.

3.4 Data Collection Method

In order to elicit interest in the particular study, a meeting occurred with the Managers of the two hotels which were randomly chosen. The Managers were informed about the scope and the aims of the study as well as the content of the questionnaire. They were also reassured by the researcher that the hotel and the participants would remain anonymous, about the voluntary nature of the study and that the information gained would only be used for research purposes.

The managers of the two hotels asked for a one week period in order to give a positive or negative answer as to the conduction of the research in their hotels. After the two managers gave a positive answer, 25 questionnaires in an envelope were given to each of the managers, by the researcher.

The managers randomly chose the people who would participate in the research and therefore handed out the questionnaires to their colleagues, informing them of the confidentiality of the answers, the scope of research and making clarifications for the completion of the questionnaire. In order to maintain anonymity and confidentiality, the participants were called to return the questionnaires to the envelope within a two week period.

Finally after the questionnaires were handed to the researcher by the two hotel managers, the analysis could take place.

3.5 Questionnaire

In order to measure job satisfaction in 4star hotels in the Paphos district, a questionnaire was prepared which included variables that came from job satisfaction measuring tools, and have been published in international journals.

More analytically, the questionnaire includes question regarding:

1. The research of job satisfaction in relation to the independent variable with questions regarding some work characteristics (Q1-49) (Leadership and Planning, Career Development and Recognition, Employee's Role, Teamwork and Cooperation, Working Conditions, Supervision, Training, Pay and Benefits). The participants are asked to choose the level of satisfaction in his present job through a five level scale : 1= <Strongly Disagree> , 2= <Disagree> , 3= <Undecided/Neutral> , 4= <Agree> , 5= <Strongly Agree >.
2. In order to assess the level of overall job satisfaction (Q50), participants are also asked to state the level of overall satisfaction with the hotel as employees, using the same scale.
3. Demographic/Personal Factors (Q51-55): Participants were asked to furnish information with regard to their age, gender, educational background, job position and length of employment in the specific hotel.

3.6 Research framework

The conceptual framework that attempts to examine this thesis research is presented below. The dependent variable of the research model is job satisfaction. The independent variables being considered, are factors that affect job satisfaction, and are as follows:

- a. **Leadership and planning**, includes the attitude of the management which shows interested in their employees, the administration's effort to encourage its workers, the quality of the services offered by the company, the favourable changes the company makes towards its workers (AL- Hussami, 2008).
- b. **Career Development and recognition**, includes the worker's abilities for promotion, freedom to participate with his own suggestions towards his work improvement, recognition of effort, performance appraisal of the worker by objective criteria, personal growth margins, through his work (Cigdem and Belgin, 2014).
- c. **Employee's role**, includes the everyday bulk of work of a worker , the variety of work which is assigned to him, the extent of freedom which is given to completion of the tasks, the work object and per se (Lam and Zhang, 2003).
- d. **Teamwork and Cooperation** includes the relationship of the worker with colleagues, the trust of the worker towards his colleagues, his freedom as a worker to seek help from a colleague, teamwork and cooperation.
- e. **Working conditions**, includes the flexibility of working hours, the amount of work, the number of annual leave (holidays and sick leave), health and safety at work and balance of work-personal life.
- f. **Supervision**, includes the relationship of the worker with the immediate supervisor, the way the worker is managed by his supervisor, the trust which the supervisor shows to the worker. Supervision is also a process that provides support, resources, and skill development for professional staff in carrying out these goals. Winston and Creamer (1997) define supervision as "an interactive process designed to support staff as they work to promote organizational goals, and to enhance personal and professional development".
- g. **Training**, includes the support which a worker receives from the company in order to develop the abilities through education, seminars and other programmes.
- h. **Pay and other benefits**, includes the worker's salary in relation to his responsibilities, benefits which the company offers (medical care, private insurance), and fair salary compared to that of colleagues

Lastly, a series of demographic variables are being examined, such as age, gender, educational background, job position and years of service in the present job.

CHAPTER 4

4. Findings and Data Analysis

In this chapter we will quote the total of the analysis and the processing of the data in the research. Through this analysis we take some important statistical items of job satisfaction according to various criteria, as well as elements which assist in the analysis of the overall satisfaction, the dimensions of the satisfaction and of the workers', in order to collect and study all of the above and lead to an estimation of the results and to some useful conclusions.

In the first phase, the Personal/ Demographic elements will be presented, which are included in the general information about the workers. Then the analysis of the results of the work related to characteristics will be presented, along with the overall Job Satisfaction. Tables and charts were used for the presentation of the results, and statistical program (ISP) was used for the analysis and conduction of the results.

4.1 Demographic information of the sample

This part of the research commences with an analyses of the demographical/ personal data gathered from the research sample (n = 43). The data analysed are presented in the form of tables and charts. This is followed by a description of the most important sample characteristics by means of frequencies and percentages.

Table 1: Gender Distribution

	Gender	Frequency	Percentage	Valid percent	Cumulative Percent
Valid	Male	21	48.84%	48.84%	48.84%
	Female	22	51.16%	51.16%	100.00%
	Total	43	100.00%	100.00%	

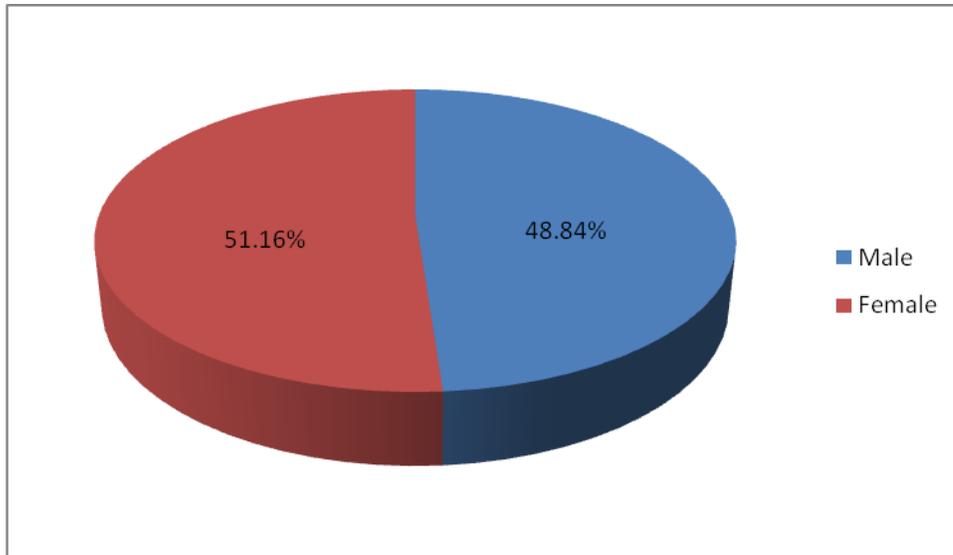


Figure 1: Gender Distribution

Figure 1 presents the gender distribution of the sample. Male respondents comprised of 48.84% (n=21) compared to 51.16% (n=22) female respondents.

Table 2: Age Distribution

	Age Distribution	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 years	2	4.65%	4.65%	4.65%
	21-30	17	39.53%	39.53%	44.19%
	31-40	10	23.26%	23.26%	67.44%
	41-50	13	30.23%	30.23%	97.67%
	51 and above	1	2.33%	2.33%	100.00%
	Total	43	100.00%	100.00%	

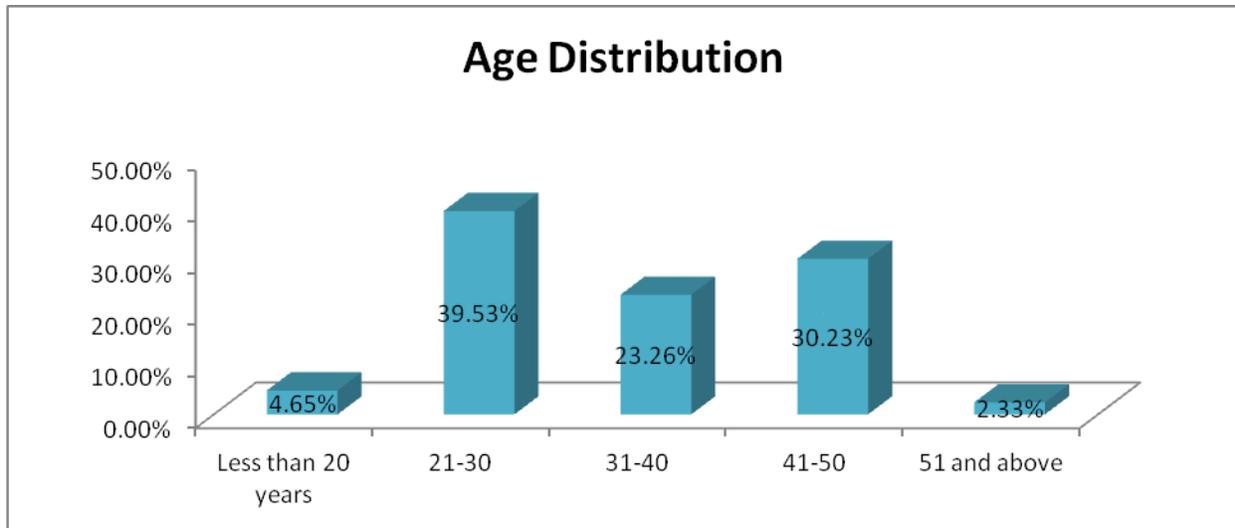


Figure 2: Age Distribution

Figure 2 presents the age distribution of the sample. The majority of them, 39.53% (n=17) fall in the age category 21-30 years. Secondly, thirteen (30.23%) of the respondents are between 41 and 50 years old. The age category 31-40 years old constitutes 23.26% of the sample. Only 1 respondent (2.33%) fall in the age category of 50 years and above. From the above results it can therefore be concluded that the majority of the employees participating in the study are young people ranging between the ages 21-30 years old.

Table 3: Educational Background Distribution

	Educational Background	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Elementary School	3	6.98%	7.14%	7.14%
	High School	23	53.49%	54.76%	61.90%
	University	16	37.21%	38.10%	100.00%
	Total	42	97.67%	100.00%	
Missing	System	1	2.33%		
	Total	43	100.00%		

Table 3 indicates the educational background distribution of the sample. The majority of the responders, 53.49% (n=23) are high school graduates. Sixteen responders (37.21%) are University Graduates and only three employees (6.98%) are Elementary school

graduates. One employee (2.33%) did not indicate his/her educational background. The 4th option of the answer (if anything else, please specify) is totally absent from the answers.

Table 4: Length of service Distribution

	Length of service	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	11	25.58%	25.58%	25.58%
	6 months to 1 year	2	4.65%	4.65%	30.23%
	1-2 years	12	27.91%	27.91%	58.14%
	2-3 years	3	6.98%	6.98%	65.12%
	3-4 years	2	4.65%	4.65%	69.77%
	More than 4 years	13	30.23%	30.23%	100.00%
	Total	43	100.00%	100.00%	

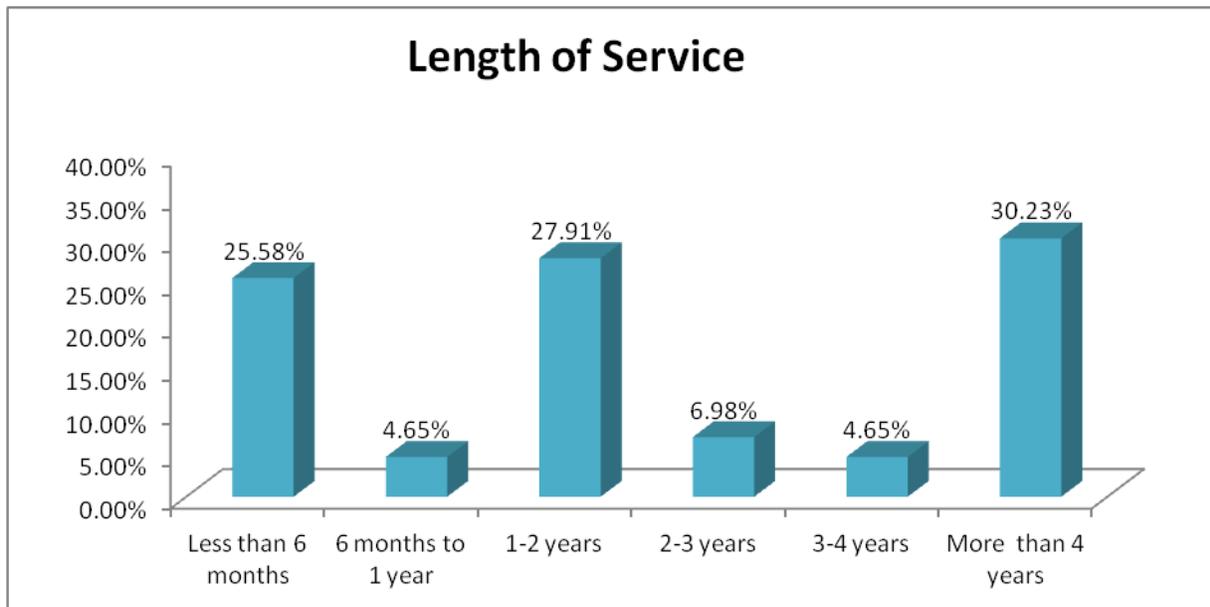


Figure 4: Length of service Distribution

It can be viewed in figure 4 that the majority of the respondents (30.23%) work at the hotel more than 4 years. Twelve respondents (27.91%) work 1 to 2 years while 11 respondents (25.58%) work less than 6 months in the current job. Two respondents (4.65%) fall in the 6 months to 1 year' service group and the same amount of respondents

fall in the 3-4 years' group. From the above results, it can therefore be concluded that more than 25% of the respondents, work less than 6 months in the specific hotel.

Table 5: Job position Distribution

	Job position	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration/Accounting	8	18.60%	18.60%	18.60%
	Food and Beverage	16	37.21%	37.21%	55.81%
	Housekeeping services	4	9.30%	9.30%	65.12%
	Maintenance	5	11.63%	11.63%	76.74%
	Other	10	23.26%	23.26%	100.00%
	Total	43	100.00%	100.00%	

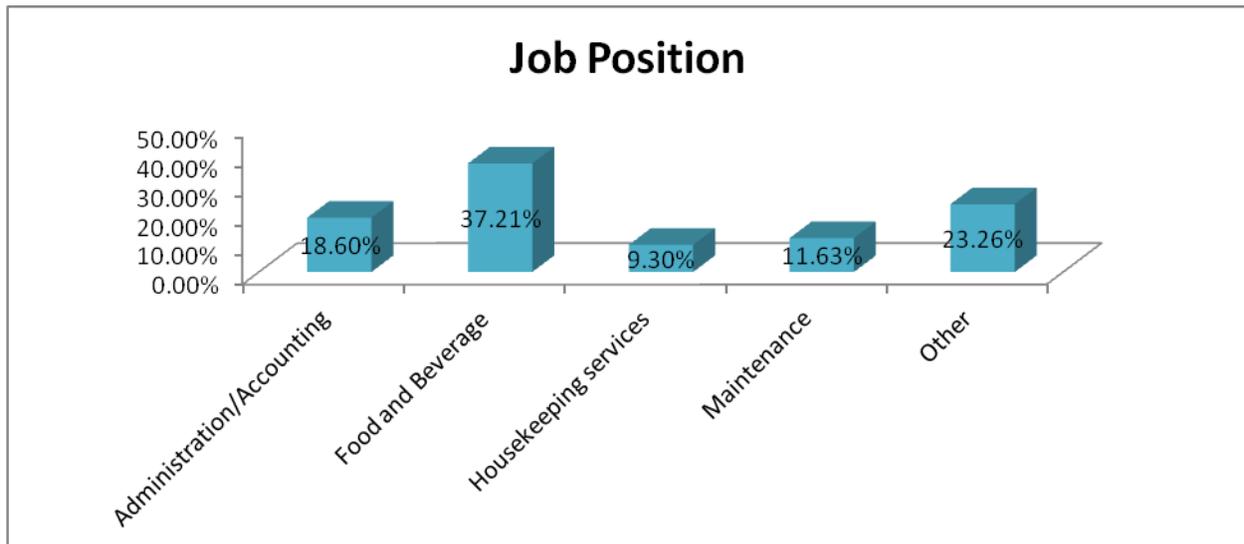


Figure 5: Job Position Distribution

Figure 5 indicates the job position of the sample which divided into 5 categories: Administration/Accounting, Food and Beverage, Housekeeping Services, Maintenance, and other. The 37.21% (n=16) of the respondents are working at the food and beverage department, the 23.26% (n = 10) at other departments, the 18.6% (n = 8) at administration/accounting department, the 11.63% (n = 5) at maintenance department, and the 9.30% (n = 4) at housekeeping services. Ten of the respondents who select the other department may not understand the question very well or they tried to hide their identity by doing that.

4.2 Work-related characteristics and Job satisfaction

The following tables indicate the arithmetic means for the questions that explain the various work related characteristics (Leadership and Planning, Career Development and Recognition, Employee's Role, Teamwork and Cooperation, General Working Conditions, Supervision, Training, Pay and Benefits) according to the responders. Responses vary from strongly disagree to strongly agree (1-5).

Leadership and Planning							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/ Neutral (3)	Agree (4)	Strongly Agree (5)
1. General management has clear aims and objectives.	4.14	43		3	4	20	16
2. There is adequate planning of corporate objectives.	3.88	43		4	8	20	11
3. Management does not play favorites.	3.47	43	2	8	6	22	5
4. Management does not say one thing and do another.	3.86	43	2	4	2	25	10
8. Hotel's Management communicates frequent enough with the employees to provide directions and receive feedback in order to be improved.	3.37	43	1	8	15	12	7
9. I feel I can trust what the Management of the Hotel tells me.	4.09	43		1	10	16	16

Leadership and planning at the hotel are examined by 6 questions with mean scores range from 3.37 – 4.14. Q1 scores the highest mean (4.14) indicating that employees understood that general management have clear aims and objectives. Q8 scores the lowest mean (3.37) showing that employees are not enough satisfied with the frequency of communication between hotel's management and them.

Career Development and Recognition							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/Neutral (3)	Agree (4)	Strongly Agree (5)
14. I have good possibilities for future career progression in my hotel.	4.07	43	1	1	7	19	15
15. I plan to continue my career at my Hotel.	4.12	43			10	18	15
16. I have opportunities to learn and grow	3.81	43	2	4	9	13	15
20. If I do good work I can count on making more money.	3.81	43	1	2	14	13	13
21. If I do good work I can count on being promoted	3.65	43		6	10	20	7
22. I feel I am valued at my Hotel.	3.95	42		5	5	19	13
23. My Hotel gives enough recognition for work that's well done.	3.62	42		6	12	16	8

The above table indicates the arithmetic means for the questions used to examine career development and recognition. In all of the questions the mean is above 3.5 demonstrating a satisfied level in this category. Q15 (I plan to continue my career at my hotel) scores the highest mean (4.12) indicating that responders are satisfied enough to continue their career in its specific hotel. In general, employees seem to agree with the established career development and recognition opportunities.

Employee's Role							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/Neutral (3)	Agree (4)	Strongly Agree (5)
17. I am given enough authority to make decisions I need to make.	3.93	43		4	9	16	14
18. I feel I am contributing to my Hotel's mission.	4.56	43		1	1	14	27
19. I have the materials and equipment to do my job well.	3.93	43	2		4	30	7
32. I am satisfied with the time given to me to complete my work	3.74	43	1	3	11	19	9
33. The amount of work expected of me is reasonable.	3.42	43		9	14	13	7

Employee's role at the hotel are examined by 5 questions with mean scores range from 3.42 -4.56. By examining the employee's role, most of the responders feel that they are contributing to its hotel's mission. Thus the mean score in question 18 is 4.56.

Teamwork and Cooperation							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/Neutral (3)	Agree (4)	Strongly Agree (5)
25. I feel part of a team working towards a shared goal.	4.12	43	1	4	5	12	21
26. I get all the support I need from my colleagues at this department.	3.74	42	2		12	21	7
27. I receive co-operation from all other departments	3.60	43	1	6	8	22	6
28. My colleagues help me even if I don't ask them to.	3.65	43	2	1	17	13	10

Teamwork and cooperation at the hotel are examined by questions 25 to 28. The mean scores range are between 3.60 and 4.12. The question with the lowest mean (3.60) is question 27. The main reason is because some of the responders claim that they don't receive co-operation from all other departments. On the other hand most of the

responders feel part of a team working towards a shared goal. Thus, Q25 scores the highest mean (4.12).

Working Conditions							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/Neutral (3)	Agree (4)	Strongly Agree (5)
31. My physical working conditions are adequate to ensure my personal health and safety.	3.77	43		3	11	22	7
35. I can keep a reasonable balance between work and personal life.	3.90	42	2		8	22	10
46. I think I have a sufficient amount of annual leave in my Hotel	3.28	43	2	6	19	10	6
47. I believe my Hotel has a good sick leave policy.	3.21	42	5	7	10	14	6
48. I believe the health insurance that my Hotel offers is good.	3.36	42	5	2	15	13	7
49. My Hotel maintains benefits that compare well to other hotels in this area.	3.65	43	3	2	10	20	8

Working conditions at the hotel are examined by 7 questions with mean scores range from 3.21-4.16. In some of the Questions (3 in total) the mean scores are lower than 3.5. This shows that some parameter of working conditions do not satisfy responders. Q35 scores the highest mean (3.90) indicating that the hotels' working conditions allow employees to keep a balance between work and personal life.

Supervision							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided/Neutral (3)	Agree (4)	Strongly Agree (5)
37. My supervisor deals with all employees fairly and objectively.	4.23	43			11	11	21
38. My supervisor treats me with respect	4.26	43		2	7	12	22
39. My supervisor handles my work-related issues excellently.	4.14	42		1	10	13	18
40. My supervisor actively listens to my suggestions.	4.05	43	1	2	11	9	20
41. My supervisor is an effective manager.	4.07	43		3	9	13	18

Supervision at the hotels is examined by questions 37 to 41. What is important to be mentioned, is that in all of the questions mean scores are greater than 4. Responders seem

to be very satisfied with their supervisors as they deal with all employees fairly, listen to their suggestions and treat them with respect.

Pay and Benefits							
Questions	Mean	N	Strongly Disagree(1)	Disagree (2)	Undecided /Neutral (3)	Agree (4)	Strongly Agree (5)
24. My salary is fair for my responsibilities.	3.05	42	3	9	17	9	4
44. I am satisfied with the salary I get from my Hotel	2.88	43	1	15	18	6	3
45. I believe that the benefit package that my Hotel provides me is very good.	3.16	43	1	11	17	8	6

Pay and benefits at the hotel are examined by questions 24, 44 and 45. Our results show means scores range from 2.88-3.16. Employees seem not to agree with the current payment policy of their hotels connected with unfair salary, and bad benefit package.

Work Related Characteristics (Factors)		
Questions	Mean	Std Dev.
1.Leadership and planning	3.80	0.72
2. Career Development and recognition	3.87	0.67
3.Employee's role	3.92	0.58
4. Teamwork and Cooperation	3.77	0.83
5.Working Conditions	3.62	0.79
6.Supervision	4.14	0.84
7. Training	3.36	1.13
8. Pay and Benefits	3.01	0.92

The mean values and standard deviations of the factors affecting job satisfaction are presented on the above table.

The means for the Leadership and Planning, Career Development and Recognition, Employee's role, Teamwork and Cooperation, Working conditions, and Supervision are well above average (3.00) in our measurement scale (1-5), indicating that employees are satisfied with the most of the factors affecting job satisfaction. What is important to be mentioned, is that responders seem to be very satisfied (mean score= 4.14) with their supervisors.

Means of 3.01 and 3.36 were obtained for the training and pay and benefits respectively. It would thus appear that the employees of the two 4star hotels are not satisfied with the training opportunities and even less with the payment they receive.

Our findings regarding the level of satisfaction by examining different work related characteristics show that responders in the two 4star hotels in Paphos are most satisfied with their supervision, employees' role, career development and recognition, and Leadership and planning. They are however, less satisfied with their training opportunities and least satisfied with their remuneration they receive.

4.3 Overall job satisfaction

Overall job satisfaction is examined by Q50 of the questionnaire. The table below illustrates the overall job satisfaction of the sample.

Table 1: Overall Job Satisfaction

Q50. Overall I am satisfied with my Hotel as an employer					
		Frequency	Percent	Valid Percent	Cumulative Percent
VALID	Disagree (2)	3	6.98%	6.98%	6.98%
	Undecided/Neutral (3)	6	13.95%	13.95%	20.93%
	Agree (4)	20	46.51%	46.51%	67.44%
	Strongly Agree (5)	14	32.56%	32.56%	100.00%
	Total	43	100.00%	100.00%	

Our findings show that most of the responders (20 or 46.51%) agree followed by those who strongly agree (14 or 32.56 %) that they are satisfied with their work, while 6 of them (13.95%) tend to be neutral. What is important to be mentioned, is that only 3 out of 43 people are not satisfied with their work, while the first option of the answer (1-Strongly Disagree) is totally absent from the answers.

4.4 Correlation Matrix - Work-related characteristics

The correlation matrix gives the correlation coefficient between each variable and the others. Thus, it identifies how important is the correlation between variables. The correlation coefficients (r) are expressed as values between +1 and -1. The closer r is to +1 or -1, the more closely the two variables are related. The value of 1 represents a perfect positive correlation while a value of -1 represents a perfect negative correlation. A value of 0 represents a lack of correlation.

Hypothesis 1

Alternative Hypothesis (H1)

There will be a significant relationship between work related characteristics (Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Working Conditions, Supervision, Pay and Benefits).

The following table contains the correlation coefficients between the work-related characteristics.

Correlation Matrix					
	Career Dev.	Teamwork	Work. Condit	Supervision	Pay and Ben.
Career Development and Recognition	1.0000	0.5571	0.4691	0.8514	0.6863
Teamwork and Cooperation	0.5574	1.0000	0.5339	0.7290	0.6694
Working Conditions	0.4691	0.5339	1.0000	0.6980	0.9427
Supervision	0.8514	0.7290	0.6980	1.0000	0.8969
Pay and Benefits	0.6863	0.6694	0.9427	0.8969	1.0000
Leadership and Planning	0.6653	0.5368	0.5535	0.8158	0.7219

As can be seen, all correlation coefficients (r) are positive between work related characteristics. What is important to be mentioned, is that although the correlation coefficients are positive, some of them are not statistically significant.

Career Development Vs other factors

There is a strong positive correlation between career development and supervision ($r=0.8514$) and it is statistically significant ($p= 0.0253$). The other factors also indicate a positive correlation but in lower levels. Career Development and Recognition compared to Working Conditions have the lowest positive correlation ($r=0.4691$) and is statistically significant at p value of 0.0114.

Teamwork and Cooperation Vs other factors

There is positive correlation between Teamwork and Cooperation, and other factors. Although the highest positive correlation is between Teamwork and Cooperation, and Supervision with correlation coefficient of 0.7290, however it is not statistically significant ($p = 0.0904$).

Leadership Vs other factors

The highest correlation was found between Leadership and Supervision ($r= 0.8158$). It also indicates strong positive correlation. A p value is equal to 0.1530 indicating that it is not statistically significant.

Working Conditions Vs other factors

The correlation between working conditions and pay is very strong ($r=0.9427$) and is closed to perfect correlation. It is also statistically significant at the 0.00 level (p value). Additionally the above table indicates a strong positive correlation between working conditions and supervision. The relations between the two variables are statistically significant at 0.00 level (p value). When all other factors are compared with working conditions, a weak positive correlation exists.

Supervision Vs other Factors

The above correlation matrix shows that all of the factors compared to supervision have strong positive correlation. R values are between 0.6980 and 0.8959. The relationship between Supervision and, Career Development, Working Conditions and Pay is statistically significant (p value < 0.05). However the relationship between Supervision and the two other factors (Leadership, Teamwork) is not statistically significant. They were obtained P values of 0.1530 and 0.0904 respectively.

4.5 Multiple Regression Analysis – Work related characteristics and overall job satisfaction

Hypothesis 2

Alternative Hypothesis (H2)

The work related characteristics of Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Supervision, Pay and Benefits will significantly explain the variance in job satisfaction amongst employees in 4 stars hotels in Paphos.

Regression Statistics	
Multiple R	0.7125
R Square	0.5076
Adjusted R Square	0.441
Standard Deviation of Regression	0.6516
Observations	43
D.F. Numerator	5
D.F. Denominator	37

Table 1: Regression Statistics

Dependent Variable: Overall Job Satisfaction					
Independent Variable	Coefficient	Standard Error	t-stat	P-value	0.05 Significance?
Constant: a	0.7664	0.6505	2.138742000	0.0419	Y
Leadership	0.4604	0.2470	1.863769060	0.0703	N
Career Development	0.9347	0.3090	3.024587765	0.0045	Y
Teamwork	0.1803	0.1813	0.994276429	0.3265	N
Supervision	-1.7715	0.6985	-2.536036321	0.0156	Y
Pay and benefits	1.0858	0.3775	2.875975776	0.0066	Y

Table 2: Coefficients, P Values, Statistical Significance

The results of the multiple regression analysis regressing some of work related characteristics against overall job satisfaction, as dependent variable, are presented in Table

1 and 2. Table 1 indicates the coefficient of Determination between the work related characteristics and job satisfaction, as indicated by R square which is 0.5076, whilst adjusted R square, is equal to 0.4410. R-squared measures how good the estimated regression equation is. Additionally, the r-squared represents the proportion of the total variation in the dependent variable that is explained by the regression equation. It has the range of values between 0 and 1. Adjusted R square gives the percentage of variation explained by only those independent variables that in reality affect the dependent variable. Therefore R square value of 0.5076 means that 50.76 % of the total variation of overall job satisfaction is explained by the independent variables (Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Supervision) and the remaining 49.24% may be explained by other factors.

Table 2 shows the coefficients, p values and the statistical significance. Leadership and planning, with coefficient of 0.4604 means that an increase in Leadership and planning by 1 lead to an increase in overall job satisfaction by 0.4604. However this factor is not statistically significant as the p value is greater than 0.05. Career development and recognition has a coefficient value of 0.9347 and was found to be statistically significant at 0.0045 (p value). Teamwork was found not to be statistically significant (p value=0.3265). The coefficient value for this factor is 0.1803.

Supervision has a negative coefficient value (-1.7715) and is statistically significant. Thus an increase in supervision by one will lead to a reduction in overall job satisfaction by 1.7715. Pay and benefits factor has a coefficient of 1.0858. This factor has a p value of 0.066 and it significantly help to explain the variation of overall job satisfaction.

CHAPTER 5: Discussion- Conclusions

5.1 Discussion

5.1.1 Demographic information of the sample

The study generated 43 responses (86%) out of 50 questionnaires. The 48.84% (n=22) were males, while the 51.16% were females. The majority of them, 39.53% (n=17) fall in the age category 21-30 years. Most of the responders are high school graduates (53.49% or 23) and thirteen people of the sample works at the hotel more than 4 years. What is important to be mentioned, in the length of service distribution, is that more than 25% of the respondents, work less than 6 months in the specific hotel. In the final question (Q55. Which is your department of work?) of the questionnaire, most of the responders (37.21%) are working at the food and beverage department.

5.1.2 Work-related characteristics and Job satisfaction (Mean and Standard Deviation)

The results in subchapter 4.2 indicate that responders at two 4star hotels in Paphos, are most satisfied with their Supervision with mean value of 4.14. Responders seem to be very satisfied with their supervisors as they deal with all employees fairly, listen to their suggestions and treat them with respect. Employees are also very satisfied with their roles, their career development opportunities, and the cooperation with their colleagues. Means of 3.01 and 3.36 were obtained for the training, and pay and benefits respectively. It would thus appear that the employees of the two 4star hotels are not satisfied with the training opportunities and least satisfied with the compensation they receive.

5.1.3 Correlation Matrix - Work-related characteristics of job satisfaction

As can be seen from subchapter 4.4, the results indicate that all correlation coefficients (r) are positive between work related characteristics. However, although the correlation coefficients are positive, some of them are not statistically significant ($p < 0.05$).

There is a strong positive correlation between Teamwork and Cooperation, and Supervision with correlation coefficient of 0.7290, however it is not statistically significant ($p = 0.0904$). Additionally the correlation between Leadership and Supervision is not

statistically significant. When Supervision is compared with Leadership and Teamwork, the relationship is not statistically significant as the P values are higher than 0.05.

The results also indicate that the strongest correlation was obtained between working conditions and pay ($r = 0.9427$) and this correlation is statistically significant at the 0.00 level (p value). The relationship between supervision and pay is also high ($r=0.8959$) and it is statistically significant. The weakest relationship was found between career development and working conditions ($r = 0.4691$). Although the correlation is weak, it is statistically significant at p value of 0.0114.

5.1.4 Multiple Regression Analysis – Work related characteristics and overall job satisfaction

The results from multiple regression analysis in subchapter 4.5 indicate that work related factors significantly explain the variance of overall job satisfaction. 50.76 % of the total variation of overall job satisfaction is accounted by the independent variables (Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, Supervision). However, leadership and planning, and teamwork factor is not statistically significant as they get p values greater than 0.05. Additionally if the supervision increases in two 4star hotels in Paphos, it will lead to a decrease in overall job satisfaction by 1.7715. It may be concluded that the significance level of the study is very good. However, this finding suggests that 49.24% of the variance in overall job satisfaction may be explained by other factors that may be considered in future studies.

5.2 Conclusions

The aim of the present research was to explore job satisfaction and the factors which affect it. Therefore the work related factors were examined, and the workers' satisfaction was counted in relation to these factors as well as the overall satisfaction in the two 4star hotels in Paphos.

A sampling research was conducted with the use of anonymous structured questionnaires in a sample of 50 employees at two 4star hotels in Paphos. The study generated an 86% (n=43) response rate from the sample. Male respondents comprised of 48.84% (n=22) compared to 51.16% (n=23) female respondents. Most of the responders are high school graduates (53.49%) and more than 25% of the respondents work less than 6 months in the specific hotel. Additionally most of the responders (37.21%) are working at the food and beverage department.

The research indicates that work related factors significantly explain the variance of overall job satisfaction. 50.76 % of the total variation of overall job satisfaction is accounted by the factors such as Leadership and Planning, Career Development and Recognition, Teamwork and Cooperation, and Supervision. Additionally it indicates that there is a positive significant relationship between career development and recognition, supervision, compensation and overall job satisfaction.

Our results regarding the context of overall job satisfaction in two 4star hotels in Paphos are positive and encouraging for the owners and management. Overall Job Satisfaction scored a mean of 4.05 with standard deviation of 0.87. Mean score is well above average (3.00) in our measurement scale (1 – 5), indicating that employees are generally satisfied with their work. The findings also show that employees in two 4star hotels in Paphos are more satisfied with their supervisors, followed by employee's role, cooperation with their colleagues and the opportunities for career development compared to training level and remuneration package which are major sources of dissatisfaction.

Although it was found that in most of the factors affecting satisfaction level is high, it also seems that specific factors need to be improved. If certain actions for improvement are

taken, then the overall satisfaction of the employees will rise. Some recommendations are provided in order to improve job satisfaction in hotel industry.

First of all, staff training is important in every organisation in order to improve employees' performance by using their skills and be specialized in their work. Application of an efficient training program, that it should be aligned with the hotel's mission and objectives, has an important impact in increasing employees' performance.

Remuneration package provides basic attraction for an employee to perform their job efficiently and effectively. Remuneration constitutes an important source of income for employees and it has an effect on the employees' productivity and work performance. Thus the amount and method of remuneration are very important for both management and employees. Remuneration of employees based on their performance may be more effective in hotel industry. Thus, workers who perform better than other workers will receive higher remuneration package. Additionally, hotels which offering competitive salaries and opportunity for upward mobility, they enhance the chances of employee retention.

Recommendations

The findings of this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect of work related factor such as Leadership and Planning, Career Development, Employee's Role, Recognition and Rewards, Teamwork and Cooperation, General Working Conditions, Supervision, Skills and Training, Pay and Benefits have on job satisfaction. However, additional research is needed to further investigate the potential relationship and effect these variables and other variables, have on job satisfaction and to cover the gaps that not been solved in the current study. It is also suggested that for future research a proportionate random sample be used to compare different categories of hotels using a bigger sample.

To conclude, the benefit from the analysis of job satisfaction and related-environmental factors is also huge for the management of two hotels as they will be able to locate things that need improvement in order to increase employee satisfaction and hence gain competitive advantage against their competitors. However, the results acquired cannot be generalised with confidence to other 4star hotels in Paphos.

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APPENDIX 1 - QUESTIONNAIRE IN ENGLISH/GREEK
ΠΡΟΣΑΡΤΗΜΑ 1 – ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΣΤΑ ΑΓΓΛΙΚΑ/ΕΛΛΗΝΙΚΑ

4star HOTELS In Pafos
4άστερα ΞΕΝΟΔΟΧΕΙΑ στην Πάφο

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

Παρακαλώ απαντήστε τα παρακάτω ερωτήματα , κυκλώνοντας την απάντησή σας. Η κλίμακα πιο κάτω αντιπροσωπεύει την αντίστοιχη σημασία του κάθε αριθμού:

Strongly Disagree/ Διαφωνώ Απόλυτα	Disagree/ Διαφωνώ	Undecided/Neutral Αναποφάσιστος / Ουδέτερος	Agree/ Συμφωνώ	Strongly Agree/ Συμφωνώ Απόλυτα
1	2	3	4	5
1. General management has clear aims and objectives. 1. Ο Γενικός Διευθυντής έχει ξεκάθαρους σκοπούς και στόχους.				1 2 3 4 5
2. There is adequate planning of corporate objectives 2. Υπάρχει επαρκής σχεδιασμός των εταιρικών στόχων.				1 2 3 4 5
3. Management does not play favorites. 3. Η Διαχείριση δεν κάνει διακρίσεις σε συγκεκριμένα άτομα.				1 2 3 4 5
4. Management does not say one thing and do another. 4. Η Διαχείριση δεν λέει ένα πράγμα και κάνει κάτι άλλο.				1 2 3 4 5
5. I believe that all the employees share the same vision and have common beliefs and values. 5. Πιστεύω πως όλοι οι εργαζόμενοι συμμερίζονται το ίδιο όραμα και έχουν κοινές πεποιθήσεις και αξίες.				1 2 3 4 5
6. Individual initiative is encouraged in my Hotel. 6. Η ατομική πρωτοβουλία ενθαρρύνεται στο Ξενοδοχείο μου.				1 2 3 4 5
7. Quality is top priority for everyone in my Hotel. 7. Η ποιότητα είναι κορυφαία προτεραιότητα για όλους στο Ξενοδοχείο μου.				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. 8. Η Διαχείριση του Ξενοδοχείου επικοινωνεί αρκετά συχνά με τους εργαζομένους ούτως ώστε να παρέχει οδηγίες και να λαμβάνει ανατροφοδότηση προκειμένου να βελτιωθεί.				1 2 3 4 5
9. I feel I can trust what the Management of the Hotel tells me. 9. Αισθάνομαι ότι μπορώ να εμπιστευτώ αυτά που μου λέει η διεύθυνση του ξενοδοχείου.				1 2 3 4 5
10. There is adequate communication between departments. 10. Υπάρχει επαρκής επικοινωνία μεταξύ των τμημάτων				1 2 3 4 5
11. My relations with the other staff of my department are excellent. 11. Οι σχέσεις μου με το υπόλοιπο προσωπικό του τμήματός μου είναι εξαιρετικές				1 2 3 4 5
12. In my Hotel, employees avoid unnecessary conflicts. 12. Στο ξενοδοχείο μου, οι εργαζόμενοι αποφεύγουν τις περιττές συγκρούσεις				1 2 3 4 5
13. My hotel encourages me to solve any problems I face without cooperating with others. 13. Το ξενοδοχείο μου με ενθαρρύνει να λύνω οποιαδήποτε προβλήματα αντιμετωπίζω χωρίς να συνεργάζομαι με άλλους.				1 2 3 4 5
14. I have good possibilities for future career progression in my hotel. 14. Έχω καλές δυνατότητες για μελλοντική επαγγελματική εξέλιξη στο ξενοδοχείο μου.				1 2 3 4 5
15. I plan to continue my career at my Hotel. 15. Σκοπεύω να συνεχίσω την καριέρα μου στο ξενοδοχείο μου.				1 2 3 4 5
16. I have opportunities to learn and grow 16. Έχω ευκαιρίες για να μάθω και να αναπτυχθώ.				1 2 3 4 5
17. I am given enough authority to make decisions I need to make. 17. Μου έχει δοθεί αρκετή εξουσιοδότηση για να παίρνω τις αποφάσεις που πρέπει.				1 2 3 4 5
18. I feel I am contributing to my Hotel's mission. 18. Αισθάνομαι ότι συμβάλλω στην αποστολή του ξενοδοχείου μου.				1 2 3 4 5
19. I have the materials and equipment to do my job well. 19. Έχω τα υλικά και τον εξοπλισμό για να κάνω καλά τη δουλειά μου.				1 2 3 4 5
20. If I do good work I can count on making more money. 20. Αν κάνω σωστά την δουλειά μου μπορώ να βασιστώ στο γεγονός ότι θα βγάλω περισσότερα				1 2 3 4 5

χρήματα.	
21. If I do good work I can count on being promoted 21. Αν κάνω σωστά την δουλειά μου μπορώ να βασιστώ στο γεγονός ότι θα πάρω προαγωγή.	1 2 3 4 5
22. I feel I am valued at my Hotel. 22. Νιώθω πως με εκτιμούν στο Ξενοδοχείο μου.	1 2 3 4 5
23. My Hotel gives enough recognition for work that's well done. 23. Το Ξενοδοχείο μου δίνει αρκετή αναγνώριση για την εργασία που έχει γίνει καλά.	1 2 3 4 5
24. My salary is fair for my responsibilities. 24. Ο μισθός μου είναι δίκαιος για τις ευθύνες μου.	1 2 3 4 5
25. I feel part of a team working towards a shared goal. 25. Νιώθω μέρος μιας ομάδας που εργάζεται προς ένα κοινό στόχο.	1 2 3 4 5
26. I get all the support I need from my colleagues at this department 26. Παίρνω όλη την υποστήριξη που χρειάζεται από τους συναδέλφους μου σε αυτό το τμήμα	1 2 3 4 5
27. I receive co-operation from all other departments 27. Λαμβάνω συνεργασία από όλα τα άλλα τμήματα	1 2 3 4 5
28. My colleagues help me even if I don't ask them to. 28. Οι συνάδελφοι μου να με βοηθούν ακόμα και αν δεν τους το ζητώ.	1 2 3 4 5
29. The workload is distributed evenly to all members of the staff 29. Ο φόρτος εργασίας είναι ομοιόμορφα κατανεμημένες σε όλα τα μέλη του προσωπικού.	1 2 3 4 5
30. One person can fully complete a task without cooperation with other employees. 30. Ένα άτομο μπορεί να ολοκληρώσει πλήρως μια εργασία χωρίς συνεργασία με τους υπόλοιπους εργαζόμενους.	1 2 3 4 5
31. My physical working conditions are adequate to ensure my personal health and safety. 31. Οι φυσικές συνθήκες εργασίας μου είναι επαρκής για να μου εξασφαλίσουν την προσωπική υγεία και την ασφάλεια	1 2 3 4 5
32. I am satisfied with the time given to me to complete my work 32. Είμαι ικανοποιημένος με το χρόνο που μου δόθηκε να ολοκληρώσω το έργο μου.	1 2 3 4 5
33. The amount of work expected of me is reasonable. 33. Το φόρτο της εργασίας που αναμένεται από μένα είναι λογικό.	1 2 3 4 5
34. I recommend employment at my Hotel to the people I know. 34. Συστήνω την απασχόληση στο ξενοδοχείο μου στους ανθρώπους που γνωρίζω.	1 2 3 4 5
35. I can keep a reasonable balance between work and personal life. 35. Μπορώ να κρατήσω μια εύλογη ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.	1 2 3 4 5
36. I think there are many changes that my Hotel has to do to achieve better working conditions. 36. Πιστεύω πως υπάρχουν πολλές αλλαγές που πρέπει να κάνει το ξενοδοχείο μου για την επίτευξη καλύτερων συνθηκών εργασίας	1 2 3 4 5
37. My supervisor deals with all employees fairly and objectively. 37. Ο επιβλέπων μου συμπεριφέρεται σε όλους τους εργαζόμενους, δίκαια και αντικειμενικά.	1 2 3 4 5
38. My supervisor treats me with respect 38. Ο επιβλέπων μου συμπεριφέρεται με σεβασμό.	1 2 3 4 5
39. My supervisor handles my work-related issues excellently. 39. Ο επιβλέπων μου χειρίζεται άριστα μου ζητήματα που σχετίζονται με την εργασία.	1 2 3 4 5
40. My supervisor actively listens to my suggestions. 40. Ο επιβλέπων μου ακούει τις προτάσεις μου ενεργά.	1 2 3 4 5
41. My supervisor is an effective manager. 41. Ο επιβλέπων μου είναι ένας αποτελεσματικός μάνατζερ.	1 2 3 4 5
42. My Hotel provided me as much initial training as I needed. 42. Το Ξενοδοχείο μου, μου παρείχε όση αρχική εκπαίδευση χρειαζόμουν.	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. 43. Το Ξενοδοχείο μου, μου παρείχε όση συνεχιζόμενη εκπαίδευση χρειαζόμουν προκειμένου να ανταποκρίνομαι στις απαιτήσεις της δουλειάς μου.	1 2 3 4 5
44. I am satisfied with the salary I get from my Hotel 44. Είμαι ικανοποιημένος με τον μισθό που παίρνω από το ξενοδοχείο μου.	1 2 3 4 5
45. I believe that the benefit package that my Hotel provides me is very good. 45. Πιστεύω ότι το πακέτο παροχών του ξενοδοχείο μου σε μένα είναι πολύ καλό.	1 2 3 4 5
46. I think I have a sufficient amount of annual leave in my Hotel 46. Νομίζω ότι έχω ένα επαρκές ποσό της ετήσιας άδειας στο ξενοδοχείο μου.	1 2 3 4 5

47. I believe my Hotel has a good sick leave policy. 47. Πιστεύω ότι το Ξενοδοχείο μου διαθέτει μια καλή πολιτική αναρρωτικής άδειας.	1	2	3	4	5
48. I believe the health insurance that my Hotel offers is good. 48. Πιστεύω ότι η ασφάλεια υγείας που μου προσφέρει το ξενοδοχείο είναι καλή.	1	2	3	4	5
49. My Hotel maintains benefits that compare well to other hotels in this area. 49. Το Ξενοδοχείο μου διατηρεί οφέλη που συγκρίνονται καλά σε σχέση με άλλα ξενοδοχεία στην περιοχή.	1	2	3	4	5
50. Overall I am satisfied with my Hotel as an employer. 50. Γενικά είμαι ικανοποιημένος με το ξενοδοχείο μου ως εργοδότης.	1	2	3	4	5

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

Παρακαλώ απαντήσετε στις παρακάτω ερωτήσεις, βάζοντας \checkmark στο κουτί που σας αντιπροσωπεύει:

51. Sex / Φύλο

- a. Male /Αρσενικό
- b. Female /Θηλυκό

52. Age / Ηλικία

- a. Less than 20 years/ Κάτω από 20 χρονών
- b. 21 - 30
- c. 31 - 40
- d. 41 -50
- e. 51 and above /51 και πάνω

53. Educational Background/ Εκπαιδευτικό Υπόβαθρο

- a. Elementary school /Δημοτικό Σχολείο
- b. High school /Γυμνάσιο
- c. University /Πανεπιστήμιο
- d. If anything else/more, please specify _____
Αν κάτι άλλο / περισσότερο, παρακαλώ διευκρινίστε _____

54. For how long have you been working at the Hotel?/Για πόσο καιρό εργάζεστε στο Ξενοδοχείο?

- a. Less than 6 months / Λιγότερο από 6 μήνες
- b. 6 months to 1 year / 6 μήνες έως 1 χρόνο
- c. 1-2 years / 1-2 χρόνια
- d. 2-3 years / 2-3 χρόνια
- e. 3-4 years / 3-4 χρόνια
- f. More than 4 years/ Περισσότερο από 4 χρόνια

55. Which is your department of work? / Ποιο είναι το τμήμα εργασίας σας?

- a. Administration/Accounting - Διοίκηση / Λογιστικά
- b. Food and Beverage/Service - Τροφίμων και ποτών / Υπηρεσίας
- c. Housekeeping services/ Καμαριέρα
- d. Maintenance / Συντήρηση
- e. Other / Άλλο