1993

Quality of work life in the hotel industry

Gina Marie Santercole

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QUALITY OF WORK LIFE IN THE HOTEL INDUSTRY

by

Gina Marie Santercole

A thesis submitted to the
Faculty of the School of Food, Hotel and Travel Management
at
Rochester Institute of Technology
in partial fulfillment of the requirements
for the degree
of
Master of Science

February 1993
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Abstract

This study provides hotel organizations with information that reveals the feelings, perceptions, and attitudes of its employees. By examining an employee's quality of work life, an organization can determine how they are doing internally, from an employee's point of view, which ultimately affects their "moments of truth" externally, with their customers.

A nine item, five point scale, Quality of Work Life Survey was administered to the employees and managers from four hotel properties. These properties, located in different geographical locations and each targeting a specific market segment, provided an interesting and diverse 292 person sample.

Results revealed agreement and disagreement between managers and employees from the same properties, as well as, reviewed management results and employee results, as a whole. Survey feedback pinpointed areas of satisfaction and dissatisfaction, which should be addressed by the organizations. Recommendations for corrective action may be found in the conclusions, along with implications for future research.
Acknowledgements

This study is dedicated to the two most important people in my life, my mother and father, Lee and Gene Santercole. Throughout my life, they have given me love, support, and guidance; along with unlimited opportunities, especially in regards to my education. I can not thank them enough. Also, I would like to express my appreciation to the close friends and family members who inspired me during my college career.

In appreciation to those people who helped me complete my thesis, I would like to recognize my thesis committee. Dr. Michaelene Meger was the motivating force behind completion of my thesis. Her time, energy, encouragement, and ideas contributed to the success of this study.

Professor Edward Steffans and Dr. Richard Marecki helped evolve my study from a thought, into the final product, as we see it today. They were always available to provide me with useful comments and suggestions. Without the guidance and help of these two professors, I could not have achieved as much as I have these past five years at RIT.

I wish to express my appreciation to Mr. Frank Cecala who helped develop and correct my work.

To all the personnel of the four hotel properties, thank you for your involvement in my research.
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Chapter 1

Review of Literature

The history of the hospitality industry can be traced back thousands of years. From there the development of lodging is rooted. This chapter will examine how this industry began, currently the demand for service, and what is expected in the future.

History of the Hospitality Industry

The concept of hospitality is extremely old. Around 50 B.C. the ancient Greek and Roman cultures showed evidence of being hospitable. Taverns were developed for social and religious purposes. Greek tavern were located near temples, where the Greeks worshiped their gods. After sacrificing animals as an offering to the gods, the Greeks held feasts at the taverns. Also, in the taverns there were rooms set aside for travelers.

The Romans are most closely linked to the beginning of the hospitality or lodging industry. Due to the large number of Roman officials and tradesmen that traveled for business purposes, an extensive network of inns and taverns was developed in order to accommodate them (Brymer, 1979).

The Middle Ages brought forth the need for trade and travel. Religion
played a large role in hospitality. Christians believed it was their duty to provide accommodations and food to travelers and pilgrims. According to the law, Christians were to provide a free resting place for travelers, but their stay was limited to only 3 nights of hospitality in any one place.

In 1282, hospitality as a charitable donation changed from a religious obligation to a business venture. The great innkeepers of Florence, Italy incorporated a guild or association for the purpose of turning hospitality into a business. The inns themselves belonged to the city, but innkeepers acquired operation rights under a three year lease, sold by auction (Gray, 1980). The business of hospitality proved to be profitable, and the trend spread to Rome and other Italian cities.

The sixteenth to eighteenth centuries marked the rebirth of Europe, which had a positive effect on the lodging industry. The quality of accommodations was improved and the popularity of transportation by stagecoach increased people's desire to travel. Often inns or taverns were constructed along stagecoach routes.

As time went on inns were used for many purposes. They became popular meeting places for local nobility and politicians. Weddings, fairs, and theater took place in taverns. Sleeping accommodations were divided by class, there were stables for the horses, and also, a facility where food and drink were served. Coffeehouses became extremely popular and were incorporated into many inns.

England saw many changes in the economic and social systems. As a result, the English hospitality industry prospered. Many English people traveled to the colonies where they brought the spirit of hospitality with them
Development of Hotels in the United States

The first inns built in the United States were believed to be established around 1607 (Brymer, 1979). Hotels in America, reflected those in Europe, with a few differences. English inns where often build along stagecoach routes, and Americans believed it necessary to build accommodations in seaport towns. Also, Americans did not adhere to the strict class system, as the English did.

The year 1794 marked the construction of the first hotel (Gray, 1980). The opening of the City Hotel, in New York City, offered a 70 room property to travelers. Over the next few years, other cities built similar hotels. It was not until 1829 that this country's first modern, first class hotel was built in Boston, Massachusetts (Gray, 1980). The Tremont Hotel, with 170 rooms, offered innovated features, such as, private rooms with locks, soap and water for each room, bellboys and French cuisine.

The remainder of the 19th century saw tremendous growth in the hotel industry. Not only was the number of hotels impressive, but the milestones in growth were unbelievable. The development of indoor plumbing, steam elevators, and telephones in each room, were a few new and better comforts provided for the guests (Gray, 1980).

In the late nineteenth century, there were primarily two types of hotels; (1) large and luxurious, and (2) small and stark hotels which were located near the city's transportation centers. As transportation improved, the number of
commercial travelers grew. These travelers found the large hotels were too expensive while the small hotels were inadequate. Ellsworth M. Statler saw the need to serve the commercial traveler and in 1907 built the first commercial hotel, the Buffalo Statler (Brymer, 1979). His new concept in lodging catered to businessmen and led the way for the hotel chain concept.

With the advent of World War I hit, hotel success came to a halt. Luckily, the roaring 20's brought the hotel industry back to life. This period of time marks the greatest level of hotel construction to date. Along with the good comes the bad, so in the 1930's, in the midst the depression, the hotel industry experienced an ultimate low. Recovery did not start until the early 1940's.

World War II, unlike World War I, was prosperous for the hotel industry. There was a tremendous amount of travel and the need for hotel rooms were in high demand. So much demand, that hotels operated at 100% occupancy levels (Brymer, 1979). After World War II, there were many changes in American's lifestyles. These changes created a demand for a new type of lodging, and from there motels evolved.

In 1952, Americans wanted accommodations that were appropriate for families, and did not provided all the high cost, extra services of hotels. Kemmons Wilson answered their request by developing one of the first motor hotels, the Holiday Inn. Motor hotels were the perfect solution (Brymer, 1979).

By the 1960's and the 1970's, there were a handful of hotel chains. Companies began to diversify within their own markets, expand and update services in order to accommodate their customers. The 1980's saw the need for hotel chains to diversify themselves from their competitors. Many did this by offering something new or different, such as, a casino, or rooms that are all-
suites. There are only so many "extras" a hotel can offer, but in the 1990's service is a must. This is a critical factor for the success of an organization, today and in the future.

The Need for Service

Over the years there has been a large change in the concept of hospitality. Hospitality can no longer be defined simply as providing food and shelter to satisfy basic needs. "Hospitality is a harmonious mixture of tangible and intangible components-- food, beverage, beds, ambiance and environment, and behavior of staff" (Cassee, p. xiv, 1983). Currently, there are many hotel companies that have diversified and expanded their accommodations and services. But, in order to truly succeed, company's must consistently meet or exceed customer's service needs and expectations (Heskett, 1990).

"Customer service is the set of activities preformed in a company that interact with its customers, to ensure their satisfaction with the company's products or services" (Bender, p. 1, 1976). This concept is one of the most popular business topics today. So much literature is available describing the importance of service and how to provide better service to the customer, yet, very few organizations actually do anything about it (Disend, 1991).

Service is important to organizations for the following reasons (Disend, 1991):

(1) Customer expectations are higher than ever before.
(2) The service industry is growing.
(3) Competition keeps increasing.

(4) Service quality means repeat business.

(5) Quality service is profitable.

As the United States shifted from a manufacturing focus to a service focus, customers demanded specific kinds of products and services. Consumers now have the ability to get what they want, the way they want it (Albrecht, 1990).

Hotels today are facing many challenges. They must consistently exceed the customer's expectation level to insure that the customer continues to patronize their hotel and not a competitor's. There is an overabundant supply of hotel rooms in a declining market, and each hotel is competing for the same customer (Civitano, 1992).

As a result of so many options to choose from, customers expect service organizations to deliver what they promise—Service. When "service" is your only business, service quality and how it is delivered becomes critical. Survival depends on getting and keeping a competitive edge. By providing exceptional service a company gains a competitive advantage.

All in all, every service organization should strive to obtain service excellence. "Service Excellence is a level of service quality, compared to your competitors, that is high enough in the eyes of your customers that it enables you to charge a higher price for your service product, gain an unnaturally large market share, and/or enjoy a higher profit margin than your competitors" (Albrecht, p. 12, 1988).

How is service excellence obtained? Service management is one philosophy. "Service management is a total organizational approach that
makes quality of service, as perceived by the customer, the number one driving force for the operation of the business" (Albrecht, p. 20, 1988).

Service needs to involve every aspect of the business, along with every employee. The whole organization from CEO to front line employee, must focus on serving the customer. Policies, procedures, and facilities should be developed in order to meet customer needs (Disend, 1991). A customer can be an appreciating asset, one that grows in value over time. These results come from providing customer satisfaction, which in turn creates customer loyalty (Albrecht, 1988).

Companies in the 1990's have come to realize the need for service management. Karl Albrecht's (1988), "Service Triangle," has become a popular symbol of the important elements needed in order to achieve service excellence. It is a visual illustration of the whole service management philosophy, and is recognized world-wide (Albrecht, 1990).

The "Service Triangle" involves three essential parts.

1. A vision or strategy for the service product.
2. Customer oriented front-line people.
3. Customer friendly systems.

Each factor focuses on the center element, the customer. Also, it is critical that all three factors perform together in order to maintain a high level of service quality. Clearly, the customer is the center of all activities. They are the "heart" of the model. It is important for an organization to know their customer, so that they understand them and fulfill their needs.

At the top point of the triangle, we see the Service Strategy circle. "Developing a strategy means nothing more than segmenting customers
according to their service expectations, finding out what those expectations are, and adjusting customer expectations to match your ability to deliver service" (Davidow, p. 47, 1989). Companies today use one of the five following base strategies (Townsend, 1992):

1. Commodity Strategy- This strategy assumes that a company's product or service is very similar to others in its market, therefore, they differentiate on price and/or volume.

2. Technology Driven Strategy- By staying technologically ahead of the competition, companies temporarily monopolize the market.

3. Quality Driven Strategy- Focuses on defect free conformance to customer requirements. Unfortunately, this strategy neglects the delivery systems, the point at which the customer actually comes into the picture.

4. Service Driven Strategy- Price, technology and quality are not the issue here. Companies with this strategy are not much different form their competitors. Instead, the focus is adding some sort of "extra value" in the delivery system.

5. Customer Driven Strategy- Companies build their policies, procedures and product around customer need. They do this by listening to the customer and filtering the information to every employee. This produces quality and service excellence throughout the organization.

In the hospitality industry, it is almost mandatory to focus on a customer driven strategy. Service literature tells us that assembling the basic elements of a strategic service vision is essential to a winning business strategy. In "Service Breakthroughs," James Heskett (1990) describes four elements needed to create a successful company strategy.
First, an organization needs to determine their Target Market Segments. This is done by examining common characteristics, demographics, psychographics, and customer needs. From there a Service Concept needs to be developed, which produces results for the customer. It investigates how the company will provide the customer with what they desire and how the customer will perceive the service. Next, an Operating Strategy is created in order to ensure that the service concept is carried out. It identifies areas of concentration for the organization. Finally, a Service Delivery System, carries out the service (Heskett, 1990).

The "People" part of the "Service Triangle," includes all executives, managers and employees of an organization. Often times, the front line employee is a guest's only exposure to the organization. Therefore, all employees need to know, understand and be committed to the service strategy (Albrecht, 1990).

"Leadership helps to make strategy a day-to-day reality" (Davidow, p.85, 1989). Leaders today not only need to pronounce the beliefs of providing outstanding service, but they must back up their words with actions. By creating a positive service culture, employee behavior will coincide with the organizational goal. When employees strive toward service excellence, the experience for both the worker and the customer is a positive one.

The third part of the model deals with the Systems. Corporations organize systems to determine "how the business is run." In order to obtain a service driven culture, organizations need to concentrate on four major systems (Albrecht, 1990).

First, the Management System, consists of owners, executives and
managers. These members are actually in charge of the business and they make strategic decisions that influence short term and long term activities.

Next, the Rules and Regulations System, sets the guidelines for both employees and customers. It state what can and can not be done. The Technical System represents all the physical tools and techniques used to produce a company's product or service. For example, a hotel contains, guest rooms, restaurants, kitchen, property management computer system, telephones, etc. Finally, the Social System, is a human system. All the people working in the business and how they interact with one another are represented in this system. It shows how people get their work done together. Teamwork, cooperation, problem solving and conflict management are important issues that need to be practiced so that the system will function smoothly.

Each of these major systems need to be, first, customer friendly, and secondly, employee friendly. For a system to be customer friendly, it must be easy for the customer to do business with a company. An employee friendly system, must be set up in such a way that it is easy for workers to provide superior service to customers (Townsend, 1992).

As we can see, there is a great deal of interrelation between employees and customers. Therefore, the next section thoroughly looks at this relationship.

**Customer Employee Relationship**

The phrase, "Moments of Truth," has become an anthem for service
management (Albrecht, 1990). Jan Carlzon, president of Scandinavian Airline Systems, put the following phrase to work when he turned SAS into a successful service organization: A moment of truth is any episode in which the customer comes into contact with any aspect of an organization and gets an impression of the quality of its service (Carlzon, 1987).

The relationship between a service provider and a service buyer exists at the point of contact. Therefore, it is very important that employees make a quality impression. Often times managers are not present to supervise all of the moments of truth and to make sure employees handle them properly. Each employee controls the outcome of the moment of truth by determining his or her behavior toward the customer (Albrecht, 1988).

So how do companies help influence employee behavior in order to create positive moments of truth? The answer may be different for each organization. Some believe it is in the selection process, others say training. Motivation is another popular technique. But, this study tends to agree with Albrecht (1988), that the quality of work life, which is the sum total of the individual working person's experience with the company as he or she perceives it, plays a very important part in the actions of the employee (Albrecht, 1988).

Many service leaders have linked employee satisfaction with customer satisfaction. J. Willard Marriott, Jr. states, "Take care of your employees and they'll take care of your customers" (Albrecht, p. 41, 1988). Therefore, "the way your employees feel is the way your customers are going to feel" (Albrecht, p. 65, 1988).

Customer service today focuses on handling people outside the
organization, but what about the internal customer? Every person in an organization does have a common purpose, which is, to satisfy the external customer. Often times management does not actually come into contact with the customer, so they rely on the front-line employees to provide service quality. Jan Carlzon stated it best when he said, "If you're not serving the customer, your job is to be serving someone who is" (Anderson, p. 31, 1991). Many service companies today do not realize the importance of serving the internal customer. They must understand that "how an organization treats employees affects how employees treat customers" (Disend, p. 51, 1991). Therefore, employees who are treated with care and respect will treat customers in the same way. On the other hand, employees who are treated like, "smile robots," are underpaid and under-motivated, will tend to treat customers coldly and with poor service (Disend, 1991).

The Marriott Corporation, led by Bill Marriott, Jr., orientates management to be friendly to their people, so they will be friendly to the customers. "This kind of thinking reinforces the idea that an orientation toward service flows from top to bottom and them from inside to outside" (Disend, p. 53, 1991).

McDonald's, another service leader, understands that superiority in customer service is really superiority in "people" practices. They have a proven track record for success and should be role model to all service organizations (Desatnick, p. 8, 1987).

"Today there are more than 10,000 McDonald's restaurants in thirty-eight countries. Each afternoon, all over the world, millions of customers are greeted cheerfully and sincerely, as if they were personal friends of the employees. And, remember, these are minimum wage employees, ranging in age from sixteen to seventy. Most of them part time, with no benefits and no tips."
How many organizations can say the same about their work environment?

One last example is the Disney Corporation, a top ranked service-oriented organization. A Disney brochure states, "In spite of the enormous range of products, services, customers, employees, facilities, systems, and situations that exist in today's business world, survival depends on making people happy. The ability to deliver superior service is perhaps the most significant measure of a company's prospects for the future."

It is not surprising that in 1981, a survey sponsored by Citicorp, determining the superstars in the world of service, placed Walt Disney on top in the entertainment category, while McDonald's was ranked number one for fast food (Desatnick, 1987). Superstar companies, "recognize the fact that employee relations mirror customer relations" (Desatnick, p. 10, 1987). Companies who want to be superior in customer service, have to be superior in their relationships with their employees.

**The Importance of Employee Satisfaction**

For years, theorists have tried to understand motivation and job satisfaction. Today, there are two widely accepted models, that offer useful insights into the sources and consequences of job satisfaction.

The Need Hierarchy Theory, developed by Abraham Maslow, is based on the assertion that people are motivated by their desire to satisfy a set of universal needs. His theory states there are five levels of needs, the lower levels must be satisfied before one can move onto the next higher level of needs (Maslow, 1954). A person must begin with physiological and survival
needs, next is safety and security. The third level involves social needs, and from there ego and esteem are focused on. Finally, once all those other levels are met, a person becomes concerned about their own development, otherwise known as, “self-actualization” needs (Maslow, 1943).

When looking at an employee, what does it take to motivate and satisfy one level, so that they can move onto the next level? Physiological or “basic” needs are usually satisfied for most employees of American organizations, and therefore, these needs have very little effect on the motivation of workers. Level two, safety and security needs, from an employees point of view, includes job security, retirement plan, insurance, unemployment, disability, etc. Most organizational policies take care of providing these needs to their employees. The social needs take into consideration the need for affectionate relationships with people. Often times, organizations do not help inspire or encourage the fulfillment of these needs, resulting in a loss of motivation in the workplace. Esteem needs are another group of needs often overlooked by organizations. Employees need to feel respected and gain some recognition. This could be a strength that management can easily work on to boost morale. Employees can not reach the self-actualization phase unless they are happy with the four other levels. At this stage, an employee strives for self-fulfillment. In their own way, they become motivated to strive ahead, work harder and meet their needs. This process of searching for satisfaction can be beneficial to an organization and to the employee. Unfortunately, the middle levels are often neglected by organizations so that employees and management do not reap the benefits of employee satisfaction nor do they become aware of an employee’s full potential (Dunham, 1979).
The two-factor theory, by Frederick Herzberg, examines the issues of motivation and hygiene. This theory, like Maslow's, has been a major contribution to the study of satisfaction and motivation. Two sets of needs, the first being the avoidance of "pain", the second looking at the pursuit of psychological growth, are focused on in this theory (Herzberg, 1959). The findings of Herzberg assumed that motivation includes those issues and activities that prevent dissatisfaction but do not propel workers to grow and also, those that actually do motivate workers to grow (Bowditch, 1982). By asking workers questions about what makes them unhappy and dissatisfied and what makes them happy and satisfied the two factors were created. The hygiene factors are those that do not directly relate to an individual’s job. Company policies, supervision, salary, job security, and working conditions, all fall into this category and are linked to job dissatisfaction. The motivational factors, including achievement, recognition, the quality of work life, and responsibility, contribute to and are the main source of employee satisfaction and motivation (Dunham, 1979). In order for workers to be truly satisfied and to perform beyond minimum standards, motivators have to be built into their jobs.

These two theories point out the importance of job satisfaction and motivation to employee behavior. The feelings, attitudes, and needs of employees, effect their jobs. How do organizations today identify critical factors in the work environment that affect workers motivation and organizational effectiveness? Surveying employees and assessing the quality of work life may be the answer organizations and employees are looking for.
Quality of Work Life

“Quality of work life is the sum total of the individual working person’s experience with the company, as he or she perceives it” (Albrecht, p. 64, 1988). Do employees today feel positively or negatively about their quality of work life? By surveying employees a clear idea of employee attitudes is reflected. “Organizations cannot possibly have a positive, success oriented culture, when quality of work life is low for a significant number of its people” (Albrecht, p. 65, 1988). Therefore, isn’t looking at how they feel important?

In many organizations, the weakest link is management’s failure to communicate with its employees (Bowditch, 1982). An important first step towards opening these doors is an employee attitude survey. This survey should provide management with specific information, both positive and negative about the internal health of the organizations, in terms of employee perceptions and needs (Davidson, 1979). Back in the 1930’s, theorists believed that, “a happy worker is a productive worker,” and they became very interested in organizational surveys (Dunham, p. 1, 1979). Over the years, researchers questioned the legitimize of organizational surveys, but in the 1960’s many facts proved there was a direct relationship of job satisfaction to behavior (Dunham, 1979). Over the past two decades, a renewed interest in organizational surveys has arisen (Bowditch, 1982). Again new research suggested that the happy worker is the productive worker. Also, economic criteria were used to demonstrate the fiscal importance of job satisfaction to profit making organizations (Dunham, 1982). Overall, the level of worker job satisfaction, reflects the state of organizational health, with an impact on profits
and organizational effectiveness (Dunham, 1979).

“A survey according to Webster's New World Dictionary, involves a careful examination for some specific purpose. Organizational surveys, refer to careful, detailed examinations of the perceptions, attitudes, and opinions of members of organizations” (Dunham, p. 4, 1979).

Do organizations realize the tremendous variety of benefits a survey can provide? They can be used to assess employee attitudes about organizational policies, to diagnose existing or potential problems, to enhance communication between different levels of an organization, etc. But, if organizations do survey employee will management utilize the results appropriately? They must be willing to accept the findings and act on them, in order to make organizational growth possible. Survey results can be used to achieve the following (Dunham, 1979):

(1) Reduction of turnover, absenteeism & tardiness,
(2) Increase in employees’ organizational effectiveness,
(3) Analysis of known problems,
(4) Identification of potential problems, and
(5) Evaluation of current policies and practices.”

All in all, by obtaining a better understanding of employee reactions and preferences, organizational effectiveness and employee satisfaction should be optimized (Dunham, 1979).

Four basic reasons why organizations gather information on employee attitudes and opinions about work and work related policies and conditions are (Bowditch, 1982):

(1) To facilitate feedback and decision making,
(2) To diagnose organizational policies,
(3) To improve communications, and
(4) To aid in managerial training.

When looking at the feedback function, surveys can provide management with knowledge about the organization that is not readily available by other means. Information should be subject to relatively small amounts of distortion since it is obtained directly from the workers. Feedback can be especially important to executives of large, decentralized organizations due to their lack of current knowledge of how policies are being administered or accepted by workers. Overall, by focusing on “good” and “bad” points, the survey can help managers to “fine-tune” procedures and maximize organizational effectiveness in the future (Dunham, 1979).

Diagnosis of organizational problems is another basic function of organizational surveys. “Surveys can explain or predict critical organizational events, such as, turnover, absenteeism, tardiness, union activity, and possibly even productivity. Managers who understand the causes of these events may be able to influence them” (Dunham, p. 43, 1979). Surveys can be valuable for initial identification of a problem, but many organizations use them only to diagnose a problem after it has already emerged (Dunham, 1979) Therefore, managers should pay attention to changes in employee attitudes, so that the negative effects of organizational problems can be minimized (Bowditch, 1982).

Organizational surveys can open the lines of communication from workers to management and also, from management to workers. Due to the fact that surveys are anonymous, workers should feel free to communicate information that they would not normally express directly to management.
When looking at the benefits that surveys have in stimulating communication from management to workers, there are many benefits for each party. The survey data can bring to the surface numerous problems, and hopefully avoid a handful more. New ideas and issues are exchanged so organizations know exactly what is going on instead of relying on what they believe their employees are thinking. Open lines of communication create a prosperous and enjoyable work environment for everyone (Bowditch, 1982).

Survey development and interpretation are important training functions for management. “The involvement of managers in survey procedures can be an extremely enlightening experience for them and can provide both an opportunity for development of skills and for the attainment of important insights” (Dunham, p. 55, 1979). Managers gain experience in, (1) formulating questions, (2) probing critical situations for a fuller understanding of cause-effect relationships, and (3) developing ways of effectively working with their employees (Dunham, 1979). This involvement adds a critical dimension to the survey itself and moreover, focuses on the best interest of the organization as a whole (Bowditch, 1982).

“Although most organizations are concerned about the welfare of their employees and often state this as an organizational objective, there is seldom any tangible and consistent measure of how well this goal is met” (Dunham, p. 56, 1979). Often times, it is measured indirectly after the fact, stressing negative incidents. “A well designed survey program, however, can serve as tangible evidence of an organizational concern for its employees and can provide a yardstick by which management can measure its performance” (Dunham, p. 56, 1979).
Have you seen any comment cards lately? Everywhere you go, someone is asking you, the customer, to fill one out. Stores, restaurants and hotels constantly ask the consumer the question, “How are we doing?” Service quality has become a frequent buzzword in the hospitality industry today. Organizations are striving to be the best, to outdo their competitors and to gain customer loyalty. But what about the internal customers, the employees? How often do companies turn the tables and ask their workers what they think? It is generally accepted that a motivated worker makes for a good service provider. Should companies, therefore, redirect some of their efforts into their employees?

**Statement of Purpose**

The purpose of this study is to provide the hospitality industry with a useful organizational survey which examines employee’s perceptions of the quality of work life. By having employees identify areas of satisfaction and dissatisfaction, organizations obtain a better understanding of employee reactions and preferences. This information should help optimize organizational effectiveness and employee satisfaction. Understanding
worker's attitudes about their job can help the organization initiate necessary change effectively (Bowditch, 1982). It is then up to management to accept the findings and to act on them.

It is important to listen to and respond to employees. This leads to a positive work environment with happy employees. "It is a fact that: the way your employees feel is the way your customers are going to feel" (Albrecht, p.65 1988).

**Statement of Problem**

Companies today are so focused on profits and satisfying the customer, that many have forgotten about the basics. Companies should realize that they need to make employees their first market. Organizations need to sell their employees on the service idea or else they will never be able to sell it to the customers. The way employees feel about themselves and their jobs will always affect their interactions with the customer (Albrecht, 1988).

Are organizations overlooking employees when it comes to service quality? Service organizations, have as their job, providing intangible products or performing useful labor on behalf of another person. By neglecting the provider of service, organizations may be ignoring the opportunity to better serve the customer, the receiver of service.

**Significance**

All sectors of the hospitality market have become very saturated. The
number of hotel chains, car rental companies, travel agencies and restaurants are numerous. Hotels around the world are facing the problem of an overabundant supply of hotel rooms in a declining market. Each hotel is competing for the same customer (Civitano, 1992).

Service Quality literature suggests that companies with strategic service visions have prospered. Unfortunately, a number of companies do not realize what they have to do, both internally and externally, in order to maintain customers. If companies take the time to examine and meet the needs of their workers, the firm will become more knowledgeable and hopefully, successful.

Hypothesis

From this study, I believe it will become apparent that the way organizations believe their employees feel and the actual quality of work life for the employees are not the same. I feel that many organizations are overlooking employee needs. Employee expectations are probably easy to meet, but far too often companies do not take the time to discover what these are. Becoming aware of problems and by altering them to fit employee needs can be the difference in being a merely good service provider or an outstanding service provider.

Definition of Terms

**Attitude:** A person’s complex set beliefs, feelings and behavioral tendencies about another person of thing (Dunham, 1979).
Empowerment: Allowing front-line employees to take appropriate, preplanned corrective action on the spot (Albrecht, 1988).

Job Satisfaction: The set of affective reactions (feelings) of employees to the work and work environment (Dunham, 1979).

Organizational Survey: Detailed examination of the perceptions, attitudes, and opinions of members of organizations (Dunham, 1979).

Quality: Actual service - Expected Service. Results and process, and thus quality, are evaluated by customers in terms of what they actually receive in relation to what they expected (Heskett, 1990).

Quality of Work Life: The sum total of the individual working person's experiences with the company, as he or she perceives it (Bowditch, 1982).

Service Organization: Businesses that provide intangible products or perform useful labor on behalf of another person (Albrecht, 1988).
Chapter 3

Methodology and Research Design

This chapter describes the steps involved in developing the measures of the quality of work life, and the method used to conduct the research. A description of the companies that were studied will also be included.

Creating the Quality of Work Life Instrument

To create an instrument that would measure employee perceptions and attitudes about the quality of work life, items were generated from past experiences in the hotel industry, along with information found in service oriented literature. The items used were very broad and general, but these items will provide a basis for future study.

The survey asked managers and employees about:

1. Training
2. Benefits and Compensation
3. Empowerment
4. Motivation
5. Recognition
6. Involvement and Support
7. Provisions for new technology
8. Advancement Opportunities
9. Company Policies

All which are important factors that affect the quality of work life. The theories of Maslow and Herzberg prove that employees can not live up to their full potential unless certain needs are met. These items were converted into “Do you believe” statements and organized into a nine item, five point rating scale. The employees judged each statement on the scale according to the degree they felt represented their true feelings and opinions. The items in the survey are stated positively, so that a “strongly agree” or “agree” response reflects a satisfied work life, while a “disagree” or “strongly disagree” responses reflect a negative quality of work life. A “not sure” or neutral response is available for those who did not have an opinion about an item. Managers were asked the same questions, using the same scale. They were asked to judge how their company was doing in regard to meeting these needs of employees.

For evaluation purposes, the questionnaire can be divided into two primary parts. The first section includes the nine questions that look at factors that make up the quality of work life. The next part of the questionnaire asks for demographics information, including: age, sex, and education, as well as information about their occupation, their job position, length of employment and other industry related experience.

Copies of the two questionnaires are included in Appendix A.

After creating the survey, pilot testing the instrument was decided against. This process would have been used to get information from a small sample of employee to access and rectify ambiguous questions, readability
problems, and response clarity. Instead, the instrument was reviewed by a number of hospitality professors, hotel managers and employees, who all found it to be adequate. Also, the survey is clear and to the point, looking at broad, general concepts, which if utilized by the organization, would enable the company to pinpoint areas of satisfaction and dissatisfaction.

**Sampling Procedures**

Hotels were chosen on the basis of a number of factors. Hotels chosen represented different scales of service, which focused on different market segments of travelers. The size of the hotels, along with their locations across the United States, were also taken into consideration.

In mid-October, 1992, an introductory letter (Appendix B) along with copies of the questionnaires, were sent out to a handful of hotel properties that were diverse in type and location. Four properties, one from the southeast, another from the southwest, also the northeast and finally a property from central United States, quickly responded and became the survey sample.

One hotel is part of the Hilton Hotels Corporation, a very well known luxury hotel chain. Hilton's corporate mission statement is:

"To be recognized as the world's best first-class hotel organization, to constantly strive to improve, allowing us to prosper as a business for the benefits of our guests, our employees and our shareholders."

Hilton believes that people, product and profit are fundamental to the success of the mission. The principals they follow, in order to fulfill their mission include that quality comes first, value is essential, continuous improvement is needed,
teamwork works, and they must be committed to integrity. The Hilton Hotels Corporation is world renowned for being the premium hotel company in the travel industry. They have been so successful, that they feel that “Hilton” has become synonymous with the word “hotel.”

Another hotel surveyed belongs to ITT Sheraton Corporation. Their mission statement is as follows:

“We are committed to becoming the number one hospitality company in the world by attracting and retaining the best employees and by providing total customer satisfaction in order to increase long-term profits and value for our owners and ITT.”

ITT Sheraton Inn focuses on the mid-scale traveler. They work on meeting the needs and budgets of this market segment. Also, these properties are located in medium to large cities and suburban areas, so that they are convenient for the traveler. Though they are smaller, and more informal than ITT Sheraton Hotels, the Inns are clean, well designed, provide a handful of amenities, and offer ITT Sheraton quality.

Due to the small size of many economy properties, two of the hotels studied come from the Hampton Inn chain. Their mission statement states:

“Our vision is to be the premier moderately priced hotel chain in the world. This will be accomplished by maintaining competitive superiority through strategic distribution, outstanding product quality, a service culture designed to guarantee 100% customer satisfaction, and work environment based on job satisfaction of each of our employees. Success will be measured by maintaining premiums in operating and financial performance, guest ratings, developer/financial community preferences, and a reputation as the employer of first choice.”

Though these properties are not as fancy and do not offer as many amenities as
the other two chains, their main commitment is to 100% Satisfaction Guarantee. This assures guests that they will receive high quality accommodations, friendly and efficient service, and clean comfortable surroundings. This is backed up 100% because if a guest is not completely satisfied, they do not pay for their accommodations. This policy has made Hampton Inn a leader in the hotel industry and an outstanding service provider. Employees are empowered to continually generate positive “moments of truth.” Therefore, the employee and the guest are happy.

In late October, 1992, packets were mailed to the designated hotels. These were sent directly to the general managers who were responsible for distribution. The larger hotels distributed their surveys in conjunction with their employee paychecks. The small properties passed them out among departments. Employee questionnaires were printed on white paper while the managers surveys were off-white. Also, stapled to each survey was a cover letter, (Appendix B) designed to encourage personnel to participate in the study.

Midway through the proceedings, each property was called to check on their progress. By the beginning of December, 1992, a stack of completed survey was received from all four hotels.

Profile of the Employee and Manager Sample

Complete surveys were received from 292 hotel personnel, 10% of those managers, while the other 90% represented employees from a number of different departments. Along with analyzing and interpreting the results
recorded in the questionnaire responses, it is informative to look at the overall characteristics of the individuals studied.

Demographic information requested included: age, sex, and education, along with occupational and employment information.

The age distribution for the respondents ranged from 16 to 64 years of age, with a mean in the low thirties. The greatest frequency was seen in the 20 to 30 age group. In fact, 50% of those sampled were under the age of 30. There were only 3 employees who chose to leave their age confidential.

Approximately, 56% of those who returned surveys were females, leaving the other 44% males. This closely split percentage, fairly represents both genders, if sex is to have any effect on the organizational outcomes.

Next, job position was examined. As stated before 10.3% of personnel are part of management. Front office positions accounted for 13.4% of employees, including those who worked as front desk clerks, reservations, PBX, and night audit. Bellman and concierge made up the guest services category, which contributed to 5.5% of responses. The food service area engulfed the largest percentage of employees, 36%. This category included: kitchen staff, wait staff, room service, banquet servers, and bartenders. The second highest category, at 26%, was housekeeping, that involved maids, housemen and laundry attendants. Engineering and maintenance accounted for 4.5% of responses, sales had 2.4% and finally, accounting and administration was 1.7%.

When looking at how long employees have been with their current organizations, responses ranged from 1 month to 16 years. In fact, 50% of workers have been with their company 1 year or less, 15% for 1 to 2 years,
another 18% fall into the 2 to 4 year category, and only 17% have been with their company for more than 4 years.

Length of experience in the hotel industry saw greater commitment than the previous response. Here the range went from 1 month to 42 years. In this case, 50% of employees have been in the industry for 3 years or less, 25% of employees fell into the 3 to 6 year time frame, leaving the remaining 25% working for 6 to 42 years.

When reviewing education, a number of hotel employees did not pursue higher education. In fact, 60% of respondents either did not finish high school (15.9%) or obtained a high school diploma (44.8%). A number (22.4%) of personnel began college, but never completed their degree. Those with degrees included 5.5% with an associate, 11% with a bachelor, and 0.3% with a master degree.
Chapter 4

Findings and Analysis

The study, consisting of four hotel properties, involved a total of 292 people out of a possible 379, resulting in a 77% response rate. Hotels 1 and 2, were the largest properties representing 41.1% and 43.5% of hotel personnel, respectively. The smaller properties, hotels 3 and 4, represented 8.2% and 7.2% of responses, respectively.

Results of Individual Hotel Properties

When looking at each hotel individually, comparing manager and employee results, similarities and differences are displayed in their responses. By combining “strongly agree” and “agree” responses, as well as, “disagree” and “strongly disagree” responses, a clear percentage of positive and negative answers are reflected. Tables 4.1-4.9 refer to the percentage of managers and employees responses to each of the corresponding question by hotel.

Hotel 1

Eighty percent of personnel, from Hotel 1, were involved in the study. Eight members of management along with 112 employees responded.

Question 1, which dealt with adequate training, was answered much the
same by managers and employees. In fact, 70% or better of each group felt this item was approached effectively.

The second question, looking at fair pay and benefits, again reflected consensus among managers and employees. This time the higher percentage of people believed they were not receiving a fair amount of monetary compensation.

When looking at empowerment in question 3, the majority of managers and employees felt that employees were able to make decisions that provided customers with corrective actions on the spot. Twenty percent of employees chose “not sure” as their answer this question.

Next, does the company inspires employees to contribute and participate in the goal or goals of the company (question 4). The greater percentage (48%) of employees felt the organization did, however, a noticeable percentage (34%) felt they did not. Fifty percent of management felt employees were not involved.

Question 5, presented difference of opinion between employees and managers. Seventy-five percent of managers felt that employees were not receiving the recognition and respect of fellow workers and management for a job well done. While more than 50% of employees felt they were happy with the recognition level.

The issue of social climate determined that, management did not believe employees received enough support and involvement. While the greater percentage of employees felt positively about the issue presented in question 6.

The seventh question, which examined whether employees were
provided with current systems and equipment, showed opposing responses among managers and employees. Managers felt employees had update technologies, while more employees felt there was room for improvement.

Promotion, the issue addressed in question 8, was responded to positively by management. They felt employees were given the chance to move up in the company. On the other hand, 34% of employees agreed with management, 32% of employees did not agree, and 33% of employees were not sure.

The final question, which explored company policies, showed that the greater percentage of both management and employees, felt they were fair and in the best interest of employees. Still approximately 30% of employees and managers disagreed.

**Hotel 2**

Out of the 170 employees at Hotel 2, 127 responded to the survey, resulting in a 75% response rate. Fourteen managers took part along with 113 employees.

The greatest percentage of managers and employees responded positively to question 1. When asked if employees received fair training, 93% of managers and 76% of employees agreed they did.

Question 2, asking if employees are receiving fair pay and benefits, posed parallelism between managers and employees. Nine of the fourteen managers agreed that employees are being compensated reasonably. A greater percentage of employees agreed with management, but a fair share (39%) disagreed.

Employees and managers answered question 3, much the same. The
bulk of each group agreed that employees were empowered by management.

When asked if employees were positively inspired to contribute and participate in the goal or goals of the company, (question 4) every manager agreed. The larger percentage of employees shared managements beliefs, but some members of the organization showed contrast.

The fifth question, investigated whether or not employees were receiving recognition, from all members of the organization, for a job well done. A common view between managers and employees portrays that this organization positively rewards it's employees.

Question 6 was answered similarly by employees and managers. The biggest share of respondents felt that their company provides a positive social climate; with a great deal of involvement and support. The "not sure" response was utilized by 18% of employees and 14% of managers.

Question 7 addresses the issue of updated systems and equipment. The managers responses were split with almost 30% of managers either not sure, agreeing or disagreeing. The employees, on the other hand, had 60% of participants content with current equipment while the remaining 30% felt technological advancement was lacking.

When asked if employees were given the chance to be promoted (question 8), managers felt that they were. Employees had mixed opinions, but 63% agreed with management. Nineteen percent of employees were "not sure."

Company policies are reflected on in question 9. One hundred percent of managers agreed that policies were fair and in the best interest of employees. The greater amount of employees resembled the response of
management, but some (22%) opposed company policies.

**Hotel 3**

Hotel 3 had a response rate of 83%. Five of their managers along with 19 employees answered the Quality of Work Life Survey.

Question 1, posed a difference of opinion among management. Their responses were pretty much split, some agreeing that training was adequate while others felt it was not. On the other hand, 94% of employees were happy with the training they received.

The question involving fair pay and benefits (question 2), showed agreement among managers, stating that employees were being fairly compensated. Employees were torn on this issue. An equal percent of employees agreed with those who disagreed. Twenty-six percent of employees were “not sure” about this question.

All members of this hotel felt that employees are empowered (question 3). One hundred percent of managers felt that employees are able to provide to guests with corrective action on the spot. Seventy-four percent of employees shared a common view with management, but, 21% were “not sure.”

Not one member, management or employee, disagreed with the fact that the company positively inspires employees to participate in the goal or goals of the organization (question 4). Although some (20%) managers and (37%) employees were not sure. This consensus speaks positively for the way the organization motivates its workers.

Question 5, reported that every manager believed that their employees receive the recognition and respect for a job well done. The majority of employees, also, found this to be true, there were a few who disagreed.
Eighty percent or better, of management and employees responded positively to question 6. This large percentage of people supported the fact that an enjoyable social climate is present in their hotel. Only a small percentage (11%) of employees felt otherwise.

Current technology seemed to be adequate when analyzing the responses from question 7. The biggest share of managers and employees were satisfied with current systems and equipment.

Question 8 looks at promotion. Not one manager disagreed with the fact that employees were given the chance to be promoted to a better position in the future. Although 20% of managers and 11% of employees were not sure. Nearly all employees (72%) resembled management responses, but a handful (17%) felt that promotion was hard to obtain.

The final question, question 9 looks at the fairness of company policy. Not one single respondent from this property found the policies to be improper, although some employees were not sure. In fact, 100% of managers were satisfied with company policies, along with 16 of the 19 employees.

**Hotel 4**

Hotel 4 had a response rate of 70%. This involved 3 managers and 18 employees. Only 9 workers from this property did not take part in the study.

From the survey results, the bulk of managers and employees strongly agreed that employees were receiving adequate training (question 1). Not one manager disagreed and only 11% of employees disagreed.

Question 2, addressing the issue of fair pay and benefits, presented discrepancy between managers and employees. The greater percentage of managers felt employees were being reasonably compensated, while greater
than 50% of employees felt they should be receiving more.

The answers to question 3, dealing with empowerment, differed in the eyes of employees and managers. All managers strongly agreed their employees are able to make decisions on the spot to help out a customer. Less than 50% of employees agreed, but 35% of the employees were “not sure.”

Next, the question of whether or not the company positively inspires its employees to contribute and participate in the goal or goals of the organization, was examined (question 4). A positive response was given by all. Only a few employees disagreed with this statement.

When asked if employees received the recognition and respect of fellow workers and management (question 5), answers varied between the two groups. One hundred percent of managers agreed, but the employee response was split. More than 50% agreed but 33% disagreed.

Question 6 reveals that all managers think employees are provided with a positive social climate. Employees deviate from management with 50% agreeing with them, 33% disagreeing.

Question 7 takes exception from what respondents from hotel 4 have portrayed throughout the survey. First of all, this is the only question management strongly disagreed with. One hundred percent of managers are not happy with the current systems and equipment. Also, this question is the only question that reveals a distinct difference of opinion between managers and employees. In fact, more than 75% of employees contradict management by stating they are pleased with their current systems and equipment.

The issue of promotion is addressed in question 8. All managers and only half of employees agreed that they were given a fair chance to move up in
the organization. One third of employees disagreed, leaving the other 17% "not sure."

In the eyes of management they unanimously agreed that company policies were fair and in the best interest of the employees (question 9). Only about half of employees felt they were treated right, leaving 28% of employees unhappy about company policy, and 17% were not sure.

**Analysis of Management Results**

In order to examine commonalities and differences across the four hotels, we will compare how each of the 4 groups of hotel managers responded question by question. Statistically we could not determine if there were significant differences, due to the small number of managers in each hotel.

The first question that looks at whether or not employees are receiving adequate training, shows that better than half of managers feel positively about this issue. Hotels 2 and 4 find their training outstanding with ratings of 93% and 100%, respectively. Hotel 1 is in agreement but by only 75% of the managers. And Hotel 3, while more managers agree, still 40% disagree.

Question 2 showed mixed feelings among the managers. Hotels 2, 3, and 4 had the majority agreeing with the fact their employees received fair pay and benefits. Almost 30% of managers from the above 3 hotels disagreed. Disagreement in hotel 1 is 63% of the population, leaving only 30% in agreement.

When asked if employees were empowered (question 3), a very high positive response was given. In fact, 100% of the managers of hotels 3 and 4
felt their employees were, 93% from hotel 2, and 87% from hotel 1. The only managers who disagreed were 13% from hotel 1.

Question 4 differentiated hotel 1 from the other properties. Positive responses were received from hotels 2 (100%), 3 (80%), and 4 (100%), when asked if employees were inspired to contribute and participate in the goal or goals of the company. While, in the case of hotel 1 a higher percentage (50%) of managers disagreed.

Disagreement seems to be the trend for hotel 1. In fact while 86%, 100%, and 100% of management from hotels 2, 3, and 4, respectively, believe that employees receive the recognition and respect of management and fellow workers (question 5). Seventy-five percent of managers from hotel 1 felt the opposite was true.

A very large percent of managers from hotels 2, 3, and 4 agreed when asked if employees were provided a positive social climate (question 6). Hotel 1 had 75% which felt the social climate is poor.

Some managers felt their systems and equipment were up-to-date, but others felt their properties should consider modernizing (question 7). Hotels 1 and 3 revealed satisfaction from more than half of the managers. On the other hand, hotel 2 has less than 30% of the managers happy with current systems, and hotel 4 not one manager feels adequate technology is available.

Question 8 focuses on promotion. The majority of managers agree that their employees are given the chance to be moved up in the company. Hotel 1 did not have as strong a consensus as the other properties, with only 50% agreeing.
Company policies are satisfactory to managers in most cases (question 9). Hotel 1 is not in agreement however, with 50% agreeing and 38% of the managers disagreeing. The three other properties had 100% agreement to the fact that policies are fair and in the best interest of employees.

**Analysis of Employee Results**

Do employees in the hospitality industry share similar beliefs when it comes to quality of work life? By examining the responses of employees from the four different hotels, the discovery that employee’s perceptions, attitudes and beliefs may be determined by their individual work environment, or may be common in the hotel industry, is uncovered.

When asked about training (question 1), 70% or more of employees, from all four hotels, felt their company provides adequate training which enables them to do their job efficiently and effectively.

Fair pay and benefits presented mixed emotions from the employees of the four properties (question 2). Hotel 2 was the only hotel who had most of the employees agreeing, that they were receiving fair compensation. The responses of hotel 3 was equally split between those who agreed and those who disagreed. Hotels 1 and 4 had 48% and 56%, respectively, of employees who seek greater monetary rewards. A noticeable number of employees, from all four hotels, were “not sure” when asked this question.

Question 3 stated, “Your company enables you to make decisions that provide customers with corrective action on the spot.” In other words, are employee’s empowered. This question had it’s fair share of “not sure”
responses, especially from hotel 1 with 20%, hotel 3 with 21% and hotel 4 with a very high 35%. But in all four cases, the largest percentage of the population was in agreement.

A significant difference was found between the hotels in regard to their responses to question 4, (ANOVA) $F(1,3)= 6.091$, $P<.01$. Hotel 4 most strongly agreed with the fact that employees are inspired to contribute and participate in the goal or goals of the company. Hotels 2 and 3 had greater than half of its employees giving positive responses, and hotel 1 had a little less than half believing that their organization motivates them.

A fair share of employees believe that they receive recognition and respect from co-workers and management (question 5), however, in three of the four cases, almost 30% of the population had a negative opinion about this subject. Hotel 3, stood alone with a much higher percentage (84%) of employees in agreement. Again, these differences in responses were found to be statistically significant (ANOVA) $F(1,3)= 3.366$, $P<.05$.

The results from question 6 showed more employees were satisfied than dissatisfied with the social climate of the organization. The difference between satisfied and dissatisfied was not that much greater. The difference was found to be statistically significant (ANOVA) $F(1,3) = 3.481$, $P<.05$. In fact, in two of the hotels (hotels 1 and 4) more than 30% of the employees where unhappy with the involvement and support in their work environment.

Are hotels technologically advanced? In the eyes of the employees, some properties are and some are not (question 7). As in the previous three questions a significant difference was found (ANOVA) $F(1,3) =8.222$, $P<.01$. 
Eighty-three percent from hotel 3 found their systems to be outstanding, hotel 4 was trailing behind with 78% in agreement. Then, there was a slight drop to 60%, from hotel 2. Finally, at the other end of the spectrum was hotel 1. At this property the large majority (43%) of employees felt that current systems and equipment needed to be updated.

Question 8, asks the employees if they were given the chance to move up in their organization. An analysis of variance was performed and it was determined that there was a statistical difference in the responses to this question between the hotels, $F(1,3) = 4.663$, $P < .01$. Hotel 3 responded the most positively with 72% agreeing. Hotels 2 and 4 fell into the 50-60% range. Employees from hotel 1 responded as follows, 34% agreeing that promotion was obtainable, 32% disagreed and 33% were “not sure.”

The last question rated company policies. From an employee’s point of view, hotel 3 seems to be providing policies that were in the best interest of its workers, with 83% of employees in agreement. The percentages from hotels 1, 2 and 4 were in the mid range from 45% to 61%, therefore, for these three organizations, employees have a discrepancy about the fairness of policies. Again, a significant difference was found between the responses (ANOVA) $F(1,3) = 4.276$, $P < .01$. 
Chapter 5

Results and Conclusions

This chapter discusses the findings reported in Chapter 4. First, a summary of the results will be provided. Next, conclusions are made based on the results. Third, several limitations of this study will be examined. Finally, implications for future research are presented.

Summary of Results

The purpose of this study was to examine employee's perceptions of the quality of work life. It also sought to test my hypotheses.

Hotel 1

When reviewing the results from hotel 1, managers and employees share some similar opinions, but a few more differences. It appears that managers and employees agree that they have received adequate training, that they are empowered, and that company policies are fair and in the employee's best interest. Both managers and employees disagreed with the statement dealing with fair pay and benefits for the employees. The greater percentage of managers disagreed when asked if their company motivated it's employees, recognized them, and provided them with a positive social climate. When
employees were asked the same three questions, they felt positively about them. The issue of current systems and equipment, had management satisfied while employees were dissatisfied. Finally, promotion was a controversial issue, 30% of the employees and 50% of the managers agreed that promotion was accomplishable, while 30% of employees and 30% of managers disagreed. The remaining percentages indicated a not sure response to this question.

Hotel 2

The second hotel portrayed similar feelings between management and staff. The greater percentages of both managers and employees agreed on issues concerning training, pay and benefits, empowerment, motivation, recognition, involvement and support, promotion, and fair company policies. The only question that reflected disagreement, asked about current systems and equipment. Employees were satisfied with the technology, while management was dissatisfied. In fact, the greater percentage of employees were satisfied with every item asked.

Hotel 3

A very positive attitude was reflected by the workers of hotel 3. The majority of managers and employees responded positively to every question except the question that dealt with fair pay and benefits. Responses to this question were positive for managers, reflecting that they felt their employees were being fairly compensated. Employees, on the other hand, were split, the better half agreeing, with the remainder disagreeing. The managers of this hotel found satisfaction concerning all the issues in the survey.
Hotel 4

Hotel 4 saw a bit of opposition between managers and employees. All workers were pleased with the training, motivation, and recognition given to employees. Managers were pleased with empowerment, involvement and support, promotion, and company policies. Only half of employees agreed with managers. Total disagreement was seen when asked about fair pay and benefits. Managers felt their employees were being fairly compensated but the employees themselves disagreed. In the case of current systems and equipment the greater percentage of employees were satisfied while every manager was dissatisfied.

Managers

Hotel managers, from the four properties, seemed to be in agreement, for the most part. All four sets of managers were in total agreement when asked about training and empowerment. Hotels 2, 3, and 4 seemed to share similar views for six of the remaining seven questions. These were questions that looked at fair pay and benefits, motivation, recognition, involvement and support, promotion, and fair company policies. In each case, managers from the above three hotels were satisfied, while managers from hotel 1 were dissatisfied. The remaining question, dealing with current technology, was split. Two hotels, hotels 1 and 3 were satisfied with current systems and equipment, while hotels 2 and 4 seek modernization.

Employees

Employees answers were different for each property. Only one question, dealing with training, saw consensus among all employees. Everyone felt that they were trained properly so that they could perform their job effectively and
efficiently. The larger percentage of employees from all four properties responded positively to questions concerning empowerment, motivation, recognition, involvement, promotion and company policies. A noticeable percentage of employees had negative responses to these questions. This is true in the case of hotel 1 and hotel 4, where percentages were pretty much split, with the agreed percentage being just a small percentage greater. Questions that asked about pay and benefits, and current systems and equipment, saw the most diversity in answers among hotel employees. The employees of hotels 1 and 4 were very dissatisfied with their compensation, while hotel 2 showed more employees were satisfied than dissatisfied. Hotel 3 was equally split, so some employees were happy and others were not. Employees from hotels 2, 3, and 4 for the most part were satisfied with current technology and systems. Hotel 1 was almost split, with the larger percentage swaying towards dissatisfaction.

Conclusions

This section reviews the survey results and makes recommendations for future improvement.

Hotel 1

Hotel 1 seemed to have the greatest dissension among employees and managers, as compared to the other three properties. Managers seemed to response negatively to any questions dealing with organizational interaction with employees, going against their “commitment” noted in their corporate mission statement. Employees did not feel that the management was neglecting them. This may indicate a communication problem from superior to
subordinate. From the results, it is clear that managers believe they are not encouraging their employees to better themselves, and their organizations. This property should recognize how strongly management feels regarding employee involvement, and do something to reconcile the problem. It could be a growing and learning experience for everyone involved. Employee recognition is a fundamental motivator and an essential tool for creating a quality and service conscience environment (Heskett, 1990).

**Hotel 2**

Overall, employees and managers from hotel 2 share similar views, and are very happy with the current situation. There are, however, 20% of employees who responded negatively to every question. As their mission states, "they strive to improve", therefore, this property may want to try to identify if this 20% is from a particular department, if these employees work a certain shift, if they are all under the same manager, etc., and try to work with them. Not only may this negativity rub off on other workers, but it may deteriorate one area of the hotel, while the rest of the hotel is outstanding. It is well established that if the customer contact employee has negative feelings, it tends to contaminate the "moments of truth." "It is a fact: the way your employees feel is the way your customer is going to feel" (Albrecht, 1988).

**Hotel 3**

Employees and managers from hotel 3 seem to be extremely happy with the quality of work life and also seem to be carrying out the corporate mission. The only noticeable issue employees would like to rectify is pay and benefits. This property may wish to investigate how great an impact money is on its
employees. For some people, money is a motivator, but for a handful of people money is not really an issue. A reward system is made up of a variety of outcomes that employees are motivated to obtain for their performance. These motivational factors may be tangible; such as, wages and benefits, but many are intangible, such as, promotion, recognition, and a positive social climate (Fink, 1992). If employees of this hotel are motivated by the intangibles, this property is providing it’s employees a very positive work environment.

Hotel 4

The managers from hotel 4 seemed to have a very unrealistic image of employee’s perceptions. In almost every case, 100% of managers felt that their property was superb. In the same case, only 50% of employees agreed with management. What about the other half of employees? The chain’s mission seeks “100% satisfaction,” so isn't this worth further investigation? Due to the fact that this hotel is small, discussion groups may be effective after areas of discontentment have been identified through the Quality of Work Life Survey. In fact, organizations that take the time to listen and accommodate the wishes of employees, make for a positive work environment. Understanding worker’s attitudes about their job can assist the organization to initiate change effectively (Bowditch, 1982). An important lesson for these managers is that employee satisfaction needs to be understood through the eyes of the employees (Fink, 1992).

Managers

It is difficult to generalize conclusions among managers, that work for different hotels, in different areas of the country. For the most part, management had a pretty positive opinion of the quality of work life, for its employees. But, as
noted earlier, the weakest link in many organizations is management's failure to listen and communicate with its employees (Bowditch, 1982). This study has served its purpose. It has created a tool for management, that provides them with specific information, both positive and negative, about employee perceptions and needs. Managers need to remember, employees are their first market. In order to provide customers with good service, organizations must sell the service idea to employees. The way people feel about themselves and their jobs will always affect their interactions with the customer (Albrecht, 1988). For a company to be truly service oriented, they must consistently look at and satisfy their internal customer's, (the employee's), needs.

**Employees**

Employees from the four hotels seemed to have their own opinions about their individual properties. Consensus was seen in a few cases. When asked about training and empowerment, a large number of employees responded positively. The issue of fair pay and benefits also saw consensus among front line workers, but this time the majority agreed they were not fairly compensated. The remaining six questions offered a wide range of percentages, with significant differences between properties. Therefore, to make any conclusions based on how hotels employees generally feel, would be inaccurate. It is obvious from the results, that each hotel approaches the quality of work life items, differently. Some hotels more successful than others. Perhaps, if a larger sample size was available, comparisons between similar groups in the hotel industry, would identify if any industry norms were present (Bowditch, 1982).
Limitations of the Study

There are some limitations that should be noted in interpreting and generalizing the results of this study. First, the number of managers is a great deal less than the number of employees. In most cases the manager sample size was too small to make a strong significant point in regards to management responses.

Secondly, in some cases, there was a noticeable percentage of respondents who utilized the “not sure” response. The reason for this may be, poorly worded questions, questions that do not apply or effect that particular employee, or perhaps, the employee had mixed feelings about the issue.

Implications for Future Research

This study suggests several areas for future research. First, it would be interesting to study hotel employees and guests to determine if there is a correlation between employee job satisfaction and guest satisfaction. If an employee is satisfied will that equal good service and guest satisfaction? Or, does employee dissatisfaction result in poor service and unhappy guests?

Secondly, spend at least one week at a hotel property, to assure that every employee is surveyed, thus increasing the number of responses. From the completed surveys, a subset should be randomly chosen for a more in-depth interview.

Another possibility, survey a number of hotels from the same hotel chain to determine if corporate philosophy and mission statements are carried out
through each individual property.

Next, determine if size and type (scale) of property has an effect on the quality of work life. Are employees who work in large, luxury hotels more or less satisfied than those who work in small, economy properties?

Finally, study the same employees over time, see if their responses change with organizational adjustment to problems. Work with management to improve the areas of greatest dissatisfaction for employees. Then see how long it takes before employees are satisfied with that aspect of the quality of work life.
References


### Table 4.2

**Question 2:** You feel you are receiving fair pay and benefits for the job you do.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
</tr>
<tr>
<td>Hotel 1</td>
<td>38%</td>
<td>63%</td>
<td>29%</td>
</tr>
<tr>
<td>Hotel 2</td>
<td>64%</td>
<td>29%</td>
<td>44%</td>
</tr>
<tr>
<td>Hotel 3</td>
<td>80%</td>
<td>20%</td>
<td>37%</td>
</tr>
<tr>
<td>Hotel 4</td>
<td>67%</td>
<td>33%</td>
<td>33%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
**Table 4.4**

**Question 4:** Your company positively inspires you to contribute and participate in the goal or goals of the company.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th>Employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
<td>D / SD</td>
</tr>
<tr>
<td>Hotel 1</td>
<td>38%</td>
<td>50%</td>
<td>48%</td>
<td>34%</td>
</tr>
<tr>
<td>Hotel 2</td>
<td>100%</td>
<td>0%</td>
<td>67%</td>
<td>19%</td>
</tr>
<tr>
<td>Hotel 3</td>
<td>80%</td>
<td>0%</td>
<td>63%</td>
<td>0%</td>
</tr>
<tr>
<td>Hotel 4</td>
<td>100%</td>
<td>0%</td>
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<td>11%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
### Table 4.5

**Question 5:** You receive the recognition and respect of fellow workers and management for a job well done.

<table>
<thead>
<tr>
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<th>Managers</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
</tr>
<tr>
<td>Hotel 1</td>
<td>13%</td>
<td>75%</td>
<td>54%</td>
</tr>
<tr>
<td>Hotel 2</td>
<td>86%</td>
<td>14%</td>
<td>68%</td>
</tr>
<tr>
<td>Hotel 3</td>
<td>100%</td>
<td>0%</td>
<td>84%</td>
</tr>
<tr>
<td>Hotel 4</td>
<td>100%</td>
<td>0%</td>
<td>61%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
Table 4.6

**Question 6:** Your company provides a positive social climate; with a great deal of involvement and support.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th>Employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
<td>D / SD</td>
</tr>
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<td>62%</td>
<td>20%</td>
</tr>
<tr>
<td>Hotel 3</td>
<td>80%</td>
<td>0%</td>
<td>83%</td>
<td>11%</td>
</tr>
<tr>
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<td>33%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
Table 4.7

**Question 7:** Your company provides you with the most current systems and equipment.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
<td>D / SD</td>
</tr>
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<td>34%</td>
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<td>29%</td>
<td>36%</td>
<td>60%</td>
<td>30%</td>
</tr>
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<td>20%</td>
<td>83%</td>
<td>6%</td>
</tr>
<tr>
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<td>100%</td>
<td>78%</td>
<td>17%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree
D / SD = Disagree / Strongly Disagree
Table 4.8

**Question 8:** You are given the chance to be promoted to a better position in the future.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th>Employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td>SA / A</td>
<td>D / SD</td>
</tr>
<tr>
<td>Hotel 1</td>
<td>50%</td>
<td>38%</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>Hotel 2</td>
<td>93%</td>
<td>0%</td>
<td>63%</td>
<td>19%</td>
</tr>
<tr>
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<td>72%</td>
<td>17%</td>
</tr>
<tr>
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<td>0%</td>
<td>50%</td>
<td>33%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
Table 4.9

**Question 9:** You believe company policies are fair and in the best interest of employees.

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th></th>
<th></th>
<th></th>
<th>Employees</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SA / A</td>
<td>D / SD</td>
<td></td>
<td>SA / A</td>
<td></td>
<td>D / SD</td>
</tr>
<tr>
<td>Hotel 1</td>
<td>50%</td>
<td>38%</td>
<td></td>
<td></td>
<td>45%</td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>Hotel 2</td>
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<td></td>
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<td>61%</td>
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<td>22%</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>84%</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Hotel 4</td>
<td>100%</td>
<td>0%</td>
<td></td>
<td></td>
<td>55%</td>
<td></td>
<td>28%</td>
</tr>
</tbody>
</table>

SA / A = Strongly Agree / Agree  
D / SD = Disagree / Strongly Disagree
Appendix A - Questionnaires
Please read each question carefully. Be sure to answer all questions by placing an X under the choice that most closely represent the quality of service your company offers you.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Your company provides you with adequate training in order for you to preform your job effectively and efficiently.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. You feel you are receiving fair pay and benefits for the job you do.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Your management allows you to make decisions that provide your customers with corrective action on the spot.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Your company positively inspires you to contribute and participate in the goal or goals of the company.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. You receive the recognition and respect of fellow workers and management for a job well done.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Your company provides a positive social climate; with a great deal of involvement and support.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Your company provides you with the most current systems and equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. You are given the chance to be promoted to a better position in the future.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. You believe company policies are fair and in the best interest of the employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Age _______        Sex _______        Position______________________________

Length of Employment with this company __________________

Length of Experience in the Hotel Industry _________________

Highest Degree of Education ______________________________
Please read each question carefully. Be sure to answer all questions by placing an X under the choice that most closely represent the quality of service your company offers to its employees.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. You provide your employees with adequate training in order for them to perform their job effectively and efficiently.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Your employees are receiving fair pay and benefits for the job they do.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. You empower your employees by allowing them to make decisions that provide your customers with corrective action on the spot.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. You and your company positively inspire your employees to contribute and participate in the goal or goals of the company.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Your company gives your employees recognition and respect for a job well done.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Your company provides a positive social climate; with a great deal of involvement and support.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Your company provides its employees with the most current systems and equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Your employees are given the chance to be promoted to a better position in the future.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. You believe company policies are fair and in the best interest of the employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Age _______ Sex _______ Job Title __________________________

Length of Employment with this company __________________

Length of Experience in the Hotel Industry ________________

Highest Degree of Education _____________________________
Appendix B - Letters
Dear General Manager,

I appreciate your willingness to review my survey. The purpose of this survey is to help determine if employees feel that their company is providing them with service quality. By looking at factors that measure an employee's quality of work life, areas in which the property needs to improve its level of service, are identified. The hotel industry places a great deal of emphasis on providing the best possible service to the guest. Often times companies neglect to take care of the internal customer, its employees. It is common knowledge that a motivated worker makes for a good service provider. Therefore, by neglecting the provider, organizations may be ignoring the opportunity to better serve the customer, the receiver of service.

If you have any further questions or comments you can reach me at (716) 694-0163. Thank you for your time.

Sincerely,

Gina M. Santercole
October 26, 1992

Dear Hotel Employee,

My name is Gina Santercole and I am a graduate student at Rochester Institute of Technology. Currently, I am working on my thesis in order to complete my Master Degree in Hospitality Tourism Management. The topic of my thesis deals with employee satisfaction in the hotel industry. Your management has agreed to take part in my study.

I would appreciate if you could take a few minutes to fill out the following survey. The purpose of the survey is to identify employee attitudes about their work environment. This research is mainly for my thesis, but the results will be shared with your management.

Along with your hotel, three others will be involved in the study. Therefore, the demographic information at the end of the questionnaire is to identify any trends between different groups. The information you share is confidential, so please respond as as truthfully as possible.

The success of my thesis will depend on everyone’s full participation. Not only will the information be helpful to me, but you are also given the opportunity to tell your organization how you feel, in an anonymous and confidential way. The results will identify problem areas and also areas of high satisfaction. I am hoping that the hotel industry will look at my study and recognize areas that need improvement. I believe that an organization with happy employees will provide their customers with the best possible service. Therefore, because our business is to serve the guest, this will create a prosperous organization, both internally and externally.

Thank you for your time.

Sincerely,

Gina M. Santercole