A STUDY OF JOB SATISFACTION OF HOTEL EMPLOYEES IN BANGKOK

by

RUNGTIP TANGPRASERTKIJ

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

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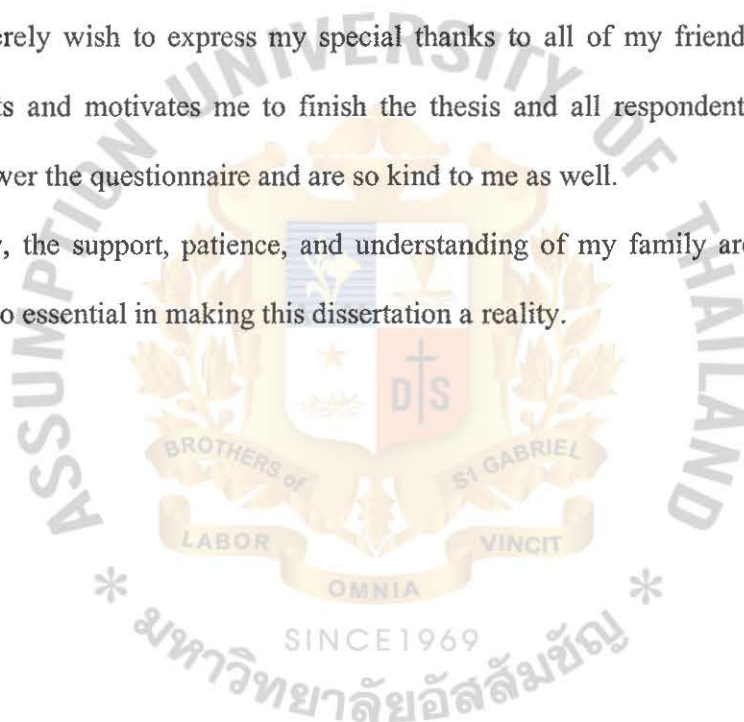
ABSTRACT

Nowadays, hotel industry is one of the businesses that have high competition in market and the satisfied employees are important in running service industry because their performance has affected customer satisfaction and reputation of a hotel. To be successful in this industry, the managers should know what their employees want and how to fulfill their wants. The purpose of this study was (1) to investigate the level of difference between expectation and perception of job aspects, (2) to assess the employees' job satisfaction categories toward the job aspects, and (3) to compare the job aspects among three-star, four-star, and five-star hotel employees. The study examines satisfied employees by adopting the model of Parasuraman et al. (1985) and Smith et al. (1969), which is based on five job aspects: work itself, co-worker, supervisor, pay, and promotion.

The data were gathered from 300 employees in three-star, four-star, and five-star hotels in Bangkok using a questionnaire consisting of demographic items, expectation, and perception of job aspects. Descriptive statistic, the paired sample t-test and the analysis of variance (ANOVA) were used to analyze the data.

The statistical analysis revealed that the employees were satisfied with pay and promotion but dissatisfied with work itself, co-worker, and supervisor. The findings of this study also indicated that there were differences in co-workers, supervisor, and pay among three-star, four-star, and five-star hotel employees. In addition, the three-star hotel employees' opinion differed significantly from the four-star hotel employees' opinion in co-worker, supervisor and pay. But between three-star and five-star hotel employees, and four-star and five-star hotel employees, their opinions were the same in co-worker, supervisor, and pay. Finally, no statistical

significant of difference in work itself and promotion among those three groups were found.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The hotel industry is a service and people-oriented business. To be successful in a competitive market, it is important that hotel managers know how their employees feel at work and what they want. The amount of effort that an employee expends toward accomplishing the hotel's goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires. In this context, the key to facilitating motivation lies with managers' good understanding of what their employees want from work (Simons and Enz, 1995). Therefore the managers should understand job satisfaction and try to reduce employees' dissatisfaction. Several studies have been done on job satisfaction (Syptak, Marsland, and Ulmer, 1999; Kaya, Ebru; and Richards and Dobryns, 1957). Interest in job satisfaction is directly connected with a growing concern in many countries about the quality of life. There is increasing acceptance of the view that material possessions and wealth do not necessarily produce a higher quality of life. The feelings people have about various aspects of their jobs are now being recognized as important as well.

Job satisfaction is one measure of the quality of life in organizations that is worth understanding and increasing even if it does not relate to performance. This reason for studying satisfaction is likely to be an increasingly prominent one as we begin to worry more about the effects of working in organizations and as our humanitarian concern for the kind of psychological experiences people have during their work life increases. What happens to people during the workday has a profound

effect both on individual employees' lives and on the society as a whole (Lawler, 1973).

Employee satisfaction and retention have always been important issues for employers. After all, high levels of absenteeism and staff turnover could affect their bottom line. However, satisfied employees tend to be more productive for example the satisfied receptionist will treat their guests until they feels impressive and would like to come this hotel again, creative and committed to their employers (Syptak, Marsland, and Ulmer, 1999). In order to understand job satisfaction, there are many aspects of job satisfaction being studies. Determinants of job satisfaction always required both on intrinsic and extrinsic attributes. Hill (1987) described that intrinsic factors or motivators, which related to the actual content of work and are claimed by Herzberg to contribute to job satisfaction and extrinsic factors or hygiene, which is associated with the work environment. Intrinsic factors contribute primarily to job satisfaction, yet the absence of these factors does not necessarily cause job dissatisfaction. The extrinsic factors are the leading bases for job dissatisfaction if they are not gratified. However, job satisfaction depended on many variables such as age, sex, educational, etc.

There are many researchers who gave the definition of job satisfaction for example Hulin (1966) defined job satisfaction as a feeling about the total job situation, which was influenced by the difference between what one expected and what one actually received from the job. According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Further, term job satisfaction was modified by Smith, Kendall and Hulin (1969). They defined job satisfaction as a persistent feeling toward discriminable aspects of the job situation. These feelings are thought to be associated

with perceived differences between what is expected and what is experienced in relation to the alternation available in a given situation. Appropriate measures of satisfaction may then be sensitive to the effects of difference in crucial aspects not only of the actual situation, but also of the expectations of individuals as, determined by their background and experience and by the long and short-term alternatives, which present in the psychological field.

Increasing job satisfaction is important for its humanitarian value and for its financial benefit (due to its effect on employee behavior). As early as 1918, Edward Thorndike explored the relationship between work and satisfactions. His findings have been highlighted in the Journal of Applied Psychology. Bavendam research has included measures of job satisfaction. There are many reasons that the employees have higher job satisfaction: to believe that the organization will be satisfying in the long run, to care about the quality of their work, to be more committed to the organization, to have higher retention rate and to be more productive.

The effect of job dissatisfaction is also important for organization because it impacts on employee productivity, absenteeism, and turnover. It is a hidden cost for most organizations for example the tangible and intangible cost associated with turnover are exorbitant and continually increasing. As suggested by Mobley (1982), the negative consequences of turnover for the firm are: economic costs for separation; replacement and training; productivity losses; impaired service quality; lost business opportunities; increased administrative burden; and demoralization of stayers. Additional recruitment and training costs must be incurred as well as a resulting decreasing in productivity. In the early 1980s, some studies suggested that the total turnover cost run from a minimum of US$50 for a new kitchen helper to several thousands for a top executive (Lungberg and Armatas, 1980). In addition, the

intangible costs of turnover are notable in the areas of employees' morals, employee productivity, reputation, and goodwill of an organization (Hogan, 1992), and that may result in loss of customers, quality of products and service (Johnson, 1981).

Moreover, Buschak and Craven (1996) found that absenteeism created productivity problems, put an unfair burden on the majority of employees who showed up for work, hindered customer satisfaction, and depleted the country's economy.

Figure 1.1: Cycle of failure in Service Company
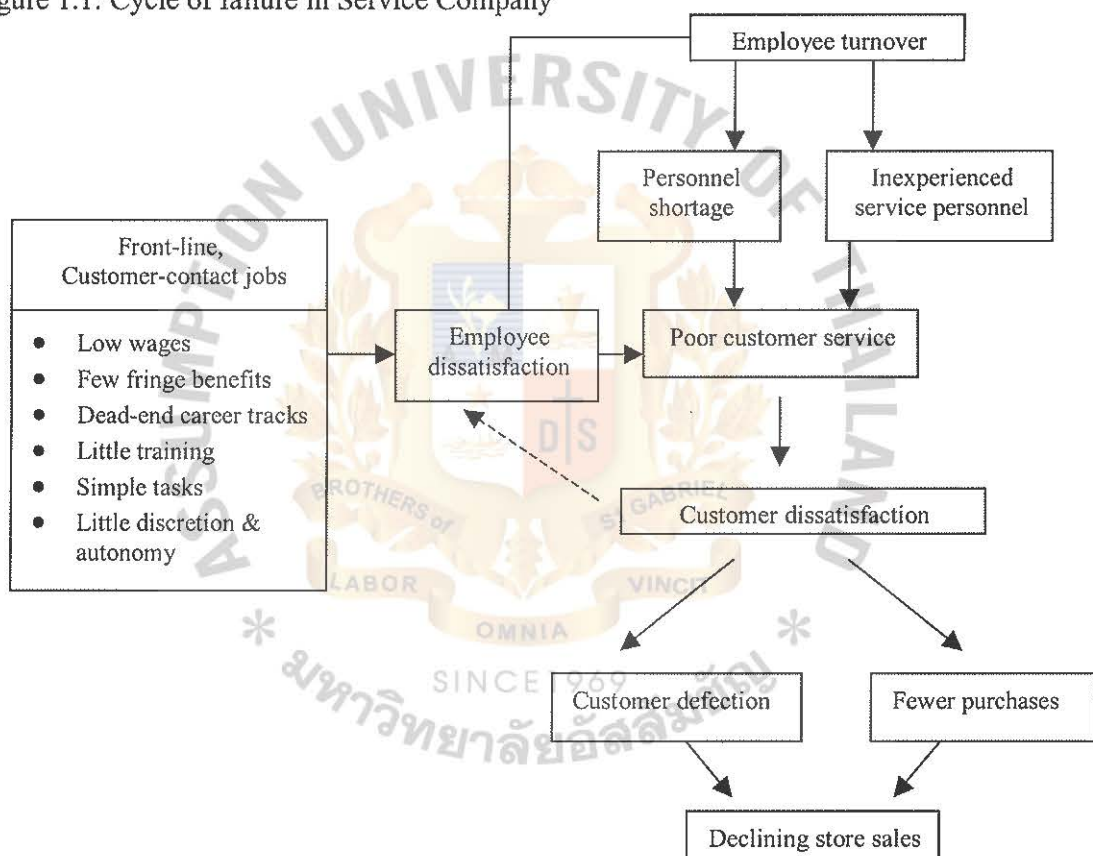
Source: Schlesinger, L.A. & Heskett, J.L. (1991). The service-driven service company. Harvard Business Review, 69, p.71-81

As can be seen from Figure 1.1, it represented comprehensive models that attempt to explain the correlates of both absenteeism and turnover. Schlesinger and Heskett (1991) propose that poor wages, lack of career opportunities, insufficient

training, simple and repetitive tasks, and lack of control over one's job, cause dissatisfaction among front-line, customer-contact employees. This job-dissatisfaction leads to poor customer service, which in turn leads to constantly protesting and dissatisfied customers. The negative feelings of the customers create irritation and frustration among employees who become even more dissatisfied with their jobs and end up leaving the organization.

1.2 Definition of Hospitality

The word hospitality has ancient roots, dating from the earliest days of Roman civilization. It is derived from the Latin verb *hospitare*, meaning "to receive as a guest." Several related words come from the Latin root, including *hospital*, *hospice*, and *hostel*. In each of these, the principal meaning focuses on a host who receives, welcomes, and caters to the needs of people temporarily away from their homes. The phrase "*to receive as a guest*" implies a host prepared to meet a guest's basic requirements. The requirements of a guest are, traditionally, food, beverages, and lodging or shelter. Additionally, many hosts provide some form of entertainment. However, entertainment has become a large separate industry that includes major undertaking such as theme parks, major musical and sports performances, fairs and festivals, and parades (Dittmer, 2002).

The term hotel was used traditionally to identify a lodging facility of two stories or more that provided sleeping accommodations and other services for its guests. In the United States, hotels are often built in or near the business centers of cities, towns, and villages and regarded as centers of social and political activity (Dittmer, 2002).

Hotels have commonly offered housekeeping services and luggage-carrying assistance as well as food, beverages, telephone, and other services. The extent of these services varies from property to property. Some hotels provide the full range: restaurants; bars; cocktail lounges; room service; hair stylists; exercise salons; computer, photocopy, and fax facilities; laundry; dry cleaners; gift shops; check cashing and other financial services; newsstands; travel agencies; drugstores; and others. Other hotels provide nothing beyond the basics: sleeping accommodations and housekeeping services (Dittmer, 2002).

1.2.1 Hotel Grading Schemes

Hotel grading scheme are a method of categorizing hotels according to their facilities. Most schemes have five category rating, from a single hotel or inn at the bottom category to a luxury hotel at the top. In the UK there are several schemes operating such as the Automobile Association (AA), Royal Automobile Club (RAC), English Tourist Board (ETB), Michelin and Egon Ronay (Knowles, 1994).

The AA operates a five star rating scheme and has in the past few years introduced a percentage quality rating. Star classification is essentially a guide to the type of hotel, indicating the character of the accommodation and service it sets out to provide. It is based on a minimum requirement for each star rating level (Knowles, 1994).

Following an application for grading, the hotel receives an unannounced visit from an inspector who stays overnight and takes every opportunity to test as many of the services as possible. Having settled the bill the following morning, the inspector arranges a through inspection of the entire premises (Knowles, 1994).

The resulting classification indicates the following:

- One-star – hotels and inns generally of small scale with acceptable facilities and furnishings. All bedrooms with hot and cold water, adequate bath and lavatory arrangements, meals provided for residents, but their availability for non-residents may be limited.

- Two-star – hotels offering a higher standard of accommodation and some private bathrooms and showers. A wider choice of food is provided but the availability of meals to non-residents may be limited.

- Three-star – well-appointed hotels with more spacious accommodation, a large number of bedrooms with private bathrooms and showers. Fuller meal facilities are provided, but luncheon and weekend meal services to non-residents may be restricted.

- Four-star – exceptionally well appointed hotels offering a high standard of comfort and service with a majority of bedrooms providing private baths and showers.

- Five-star – luxury hotels offering the highest international standards.

From the AA's point of view, the classification scheme provides a service to its five million members, public relations for the company and an important source of revenue. The company has in the past few years introduced a quality assurance scheme, which involves five key concepts (Knowles, 1994): *Cleanliness, Quality of food, Staff efficiency and service, Hospitality, and Bedrooms.*

This measure will appear as a percentage and will mean that the public will have a more thorough evaluation of the hotel if, of course, the hotel chooses to enter the quality assurance scheme. Unlike stars, which are open to discussion, the percentage score is not negotiable and is reviewed twice a year. It includes marks given to reflect the inspector's personal opinion of the service offered. The AA has

changed its standards during the past 83 years that it has been operating. An example is the bathroom en suite; the AA decided it should be standard in all four and five star hotels and should be in a percentage of lower category rooms, which has meant that private bathrooms are the norm today. Decisions are based on the reports of inspectors, their instinctive feelings, what the public is beginning to demand and therefore what the hotel industry should supply. This is backed up by the AA's market research (Knowles, 1994).

The AA places importance on ensuring that the standards are in response to public demand. By laying down widely publicized criteria required before different stars can be awarded the AA is effectively telling a hotelier: if you do this your stand a chance of getting an AA appointment, if you don't there is no chance. This is an example of how the AA along with other organizations such as the RAC and the ETB are influencing the hotel industry (Knowles, 1994).

The importance of classification to the potential hotel guest is that it can be used as a fast selection criterion. It is a source of comparison between hotels. For the hotel it can be a valuable marketing tool if the information is known to the customer (Knowles, 1994).

However, the classification schemes have been criticized for being misleading, inconsistent and confusing. A hotel having five crowns issued by the English Tourist Board, four stars by the AA and not being list by Egon Ronay does not assist either the potential customer or the hotelier. The associations in question are not independently financed, with each scheme charging for inspection. Classification on quality is very subjective reflecting the inspector's personal opinion of the services offered. They also provide a snapshot picture taken at one point in time. The star rating system is an increasingly inaccurate guideline for selecting a hotel for either

business or holiday accommodation because of massive price differentials. While hotel grading schemes are clearly here to stay, there are a number of arguments for and against their use and effectiveness (Knowles, 1994).

1.2.2 Functional Departments in Hotel

A hotel, except a very small one, is like any other business enterprise in that it is physically impossible for one person to personally supervise all the different phases of the operation (Gary and Liguori, 1994). In Appendix A shows the Hotel Organization Chart. It charts the chain of command, identifying the primary department heads, sub department heads under them, their assistants, and the general staff. Note that the number of employees in a department is not related to the classification of its department head (Gary and Liguori, 1994). There are six departments in hotel, which they advise and help the general manager in formulation of the operating policy and see to it that it is carried out. Thus, they supervise and share the responsibility for the daily functions of the entire hotel staff.

1. The General Manager

The general manager is the person responsible for defining and interpreting the policies established by top management. In addition, the successful manager must implement and improve them and, on occasion, may be forced to completely disregard them. To perform these duties properly requires a working knowledge of all phase of hotel operation. No one can properly give or explain an order without some idea of what is involved. The quickest and easiest way for an executive to lose the respect of the employees is to give instructions without understanding their implications or the amount of time necessary to carry them out (Gary and Liguori, 1994).

2. Rooms department

The primary responsibility for the well being of the guests is delegated to the head of the rooms department, know as the resident manager. He or she heads the numerically largest department in the hotel, many of whose members come into direct contract with the guests. In fact, it can be said that from the moment of the guests' arrival to their departure, someone in this department is performing a direct service for them. The resident manager carries out what may be the most important responsibility of the general manager – the day-to-day operation of the guest rooms (Gary and Liguori, 1994). There are many sub department heads that directly relates with rooms department such as the executive housekeeper, executive assistant manager, front-office manager, chief telephone operator, and the garage manager.

3. Food and Beverage Department

The food and beverage manager heads a department that also involves guest relations. The services staff in the restaurants, coffee shop, bars, and banquet rooms come into direct contact not only with resident guests but with members of the general public who use the hotel facilities other than its sleeping rooms – equally important in the overall operation (Gary and Liguori, 1994). The food and beverage manager is ultimately responsible for all department activities including administrative functions, food preparation, and serving guests. The food and beverage manager supervises all employees in the department including, in administration, the purchasing and receiving steward, and the controller; in food preparation, the executive chef and the kitchen steward; and in service, the maitre d', the wine steward, and the banquet manager. Because the various jobs in the department overlap, close coordination between all personnel is needed (Weissinger, 2000).

4. Engineering department

The responsibilities of the engineering department in a hotel have always been of great importance. The engineering department has two distinct areas of responsibility. The first is to provide the hotel, on a day-to-day basis, with the utility services required for its proper operation – electricity, hot water, steam, air conditioning, and other services. The costs of these are collectively grouped in the financial statement under the heading of "Energy Costs." Certain members of the engineering staff operate and monitor the provision of these services. Second, the engineering department is responsible for repairing and maintaining the equipment furniture, and fixtures in the hotel. These costs are collectively grouped in the profit-and-loss statement under the heading of "Property Operation and Maintenance." The engineering staff consists of plumbers, carpenter, painters, electricians, and other technicians who do this work. However, although in certain hotels all maintenance and repairs are carried out by the engineering staff, other hotels may find it more economical to use outside contractors for many jobs (Gary and Liguori, 1994).

5. Sales and Marketing department

Marketing means designing a hotel to suit the needs and tastes of potential guests – or shaping the operations of an existing property to its most likely guests. A second marketing function is encouraging the guests to choose your property by emphasizing all of those service activities that make the property pleasant and convenient. Finally, marketing is promoting the property among various potential guests and groups of guests (Powers, 1995).

The key to the success of any property is sales. Thus it is not surprising that many successful hotel operators have a sales background. On the other hand,

salespeople often find that a grounding in front-office procedure and in food and beverage operations (with special emphasis, respectively, on reservations procedure and banquet operations) leads to success in sales. Successful sales personnel are much in demand, and a career in sales offers interesting and financially rewarding work to the successful. The importance of sales and marketing tends to increase when there is an oversupply of rooms in a market. Increasingly, the marketing manager for a hotel is asked to conduct market research or to analyze market research done by others. Indeed, a common requirement for senior positions in marketing is the ability to prepare a marketing plan. Such a plan evaluates the local environment and the competition, sets goals for the plan period (usually one to three years), and presents the strategy and tactics to fulfill the plan. A solid educational background is a great help to the modern hotel marketing manager (Powers, 1995).

   6. Accounting department

   Sometimes referred to as the back office (in contrast with the front office or front desk), accounting is charged with two quite different duties, accounts receivable and financial reporting and control. In large hotels, the accounting department may be headed by a comptroller and consist of several skilled clerical workers. Chains generally develop sophisticated corporate accounting departments that supervise work at the individual property. In a small property, on the other hand, the work is usually done by some combination of the innkeeper's secretary, a chief clerk, and an outside accountant (Power, 1995).

   When guests check out, they may pay their bills with cash, but they often charge this expense instead. The accounts receivable (bill owed by guests) in a hotel are divided into two parts. First, a house ledger (or tray ledger), kept at the front desk, is made up of bills owed by guests in the house. Charges by guests posted after they

have checked out and charges by other persons, such as restaurant patrons not in the hotel, are kept in what is often called the city ledger. The name is derived from an earlier time when charging hotel bills was not common. Instead, guests paid cash when they checked out, and any charge not in the house ledge was a charge from some local customer, someone "in the city" rather than "in the house" who had a charge account at the hotel. Incidentally, the word ledger originally referred to a book on whose pages these records were kept. Today, records of charges are maintained "in memory" on a computer. The function, however, and even the terminology are the same (Powers, 1995).

7. Personal department (Human resources department)

The human resources department is the implementation of the strategies, plans, and programs required to attract, motivate, develop, reward, and retain the best people to meet the organizational goals and operational objectives of the hospitality enterprise. From this definition, it is clear that human resources is a broad field that includes planning staff requirements, recruiting suitable applicants, selecting new employees, orienting them to the organization, providing them with the proper training, conducting performance appraisals, developing suitable compensation and benefits packages, attending to employees' health and safety considerations, and making every reasonable effort to retain the services of personnel in whom a great deal time and effort has been invested. In organizations with employees covered by contracts negotiated by labor unions, labor relations constitutes yet another specialized challenge. The activities cited above are the major responsibilities of a human resources manager. In one sense, all managers are human resources manager, because working with people and supervising their activities is a human resources activity and a major part of every supervisor's job (Dittmer, 2002).

1.2.3 Hotel Industry in Thailand

The Tourism Authority of Thailand's "Amazing Thailand" slogan will still be its year 2000 tag with the aim to attract more tourists thus increasing the country's earnings. TAT will be continuing its projects and campaigns this year with the hope of making Thailand the most popular destination in the region. A new initiative named the Thailand Tourism Plan for 2000 has been launched by the TAT with the objective of building on the highly successful two-year Amazing Thailand campaign with recently ended. This "vision" for the Thai Tourism Industry aims to maintain the Kingdom as a world-class tourism destination, while paying close attention to sustainable development of natural resources and the continual development of tourism human resource services (Biztravelinthailand, 2002).

Thailand's hotel industry in 2001 should be able to at least maintain last year's growth level, while the prospect of a stable government could spur further growth. The number of leisure tourists at the beginning in 2001 was higher than a year ago, offering a positive prospect. Official figures have yet to be released for hotel occupancy last year, however, hoteliers expected them to be higher than in 1999, given the healthy increase of more than 10 percent in visitor arrivals to about 9.12 million (Business in Thailand magazine, 2001).

According to the Tourism Authority of Thailand (TAT), the average occupancy rate of Bangkok hotels in 1999 was 55 percent. Meanwhile, local business meetings and functions are expected to increase after the political and economic picture becomes clearer (Business in Thailand magazine, 2001). The following table showed international tourists arrivals to Thailand. It indicated that the majority of tourist arriving came from East Asia (50.24%) and the minority of tourist arriving came from Africa, which was 0.95% (Business in Thailand magazine, 2001).

Table 1.1: International Tourists Arrivals to Thailand

Country of Nationality	Jan-Feb 2001		Jan-Feb 2000		
	Number	%Share	Number	%Share	%Change
East Asia	649,222	50.24	630,842	52.60	+2.91
ASEAN	104,734	8.11	99,994	8.25	÷4.74
Europe	387,982	30.03	360,855	29.78	+7.52
The Americas	112,462	8.70	96,283	7.95	+16.80
South Asia	49,052	3.80	43,522	3.69	+12.70
Oceania	49690	3.85	42914	3.54	+15.79
Middle East	31488	2.44	26705	2.20	+17.91
Africa	12241	0.95	10572	0.87	+15.79
Grand Total	1,292,136	100	1,211,693	100	+6.64

Note: Tourists arrivals excluded overseas Thai

Source: Immigration Bureau, Police Department

1.3 Statement of Problem

Managers know that job satisfaction of employees is one important dimension for being successful in a competitive market. If the employees' performance is poor productivity, high absenteeism, and high turnover, then these affect organization's profitability directly. For example, there is a high turnover in an organization, which leads to spend more on recruitment and training of new employees. Therefore, if the managers understand employees' feeling about job well, it means that opportunity of success will be widened. This is the main reason why many companies will not hesitate to spend money on Research and Development (R&D).

In order to achieve success in business it is necessary for the manager to study the employees' feeling that is concerned with factors that affect the employees' feeling on the job. Thus, proper understanding about the employees' job satisfaction provides many benefits to the organization. Therefore, the statement of problem for this research is as follows:

"What will be the distinguishment of perception between three-star, four-star, and five-star hotel employees on job satisfaction evaluation?"

1.4 Objective of the Study

The hospitality industry has been troubled with high turnover, absenteeism, and employee morale problems. The problems seem to be an inalienable feature of this industry worldwide. Therefore, this research's objective is studying job satisfaction factors, which are likely to play a major role in influencing labor turnover in the hotel industry.

The objectives of this research are as follows:

1. To investigate the level of difference between expectation and perception of job aspects

2. To assess the employees' job satisfaction categories toward the job aspects

3. To compare the job aspects among three-star, four-star, and five-star hotel employees

1.5 Scope of the Study

This research concerns to comparative study of expectation and perception of job aspects among three-star, four-star, and five-star hotel employees. Thus, the respondents of this study focus on full-time hotel's employee who currently works in three-star, four-star, and five-star hotel in Bangkok. The study's areas are located on Ratchadapisek, Sukhumvit, and Sathorn Road that presents in appendix c. Finally, this research uses cross-sectional study so the data are collected at a single point in time.

1.6 Limitation of the Study

This study is conducted to understand about job satisfaction of hotel employees about job aspects, which is work itself, co-worker, supervisor, pay and promotion. Then the limitation of this study is as follows:

1. Although the amounts of hotel employees who work in Bangkok have existed, this information is not provided in the public. Thus, the researcher decided that this research is no sampling frame.

2. This research is not specific level of hotel employees. Maybe some respondents are in high level such as senior, assistant manager, etc.

3. The small sample size may limit the generalization of this research.

1.7 Significance of the Study

1. The result of study will help managers to understand employees' feeling whether they are satisfied or dissatisfied on job. It will also help managers to develop new policies or incentive schemes in order to increase employees' job satisfaction and to avoid the causes that make employees dissatisfied.

2. The study will help managers to retain good employees. To reduce turnover will lead to lower the cost for procuring replacements and training new employees.

3. The study will suggest measures to encourage open improved communication within organization. The employees will have freedom to express their opinion about job with their managers. When the employees have freedom of communication, it will reduce their stress on job and contribute to job satisfaction.

4. The study is expected to provide a database for use in future decision making and it will serve as direction and guideline for other researchers who want to conduct research in related fields.

1.8 Glossary

Absenteeism: A form of industrial unrest often used instead of a strike. Workers dissatisfied with their conditions take days off work, without pay (Rutherford, 1992).

Accounts department: Section of a company, which deals with money paid, received, borrowed or owed (Collin, 1994).

Co-worker: The degree to which fellow workers are technically proficient and socially supportive (Luthans, 1995).

Engineering department: It plays a vital role in maintaining a quality product to sell to guests. It may be involved in daily maintenance as well as in highly technical area (Weissinger, 2000).

Food and beverage department: A department that also involves guest relations. The service staff in the restaurants, coffee shop, bars, and banquet rooms come into direct contact not only with resident guests but with members of the general public who use the hotel facilities other than its sleeping rooms (Gary and Liguori, 1994).

Hotel: Building where travelers can rent a room for a night, or eat in a restaurant, or drink in the bar, and non-residents can eat and drink also (Collin, 1994).

Human resource department: It is all about attracting, selecting, orienting, training, developing, and evaluating the performance of an organization's most important resources, the human ones (Walker, 1996).

Job satisfaction: A general attitude toward one's jobs the difference between the amounts of rewards workers receive and the amount they believe they should receive (Robbins, 2001).

Marketing department: It is department in a company, which specializes in ways of selling a product (Collin, 1994).

Pay: The amount of pay received and the perceived fairness of that pay (Ivancevich and Matteson, 1999).

Productivity: The amount of real output produced by one unit of a factor input. Labour and capital productivities have been extensively studied to understand the process of economic growth and the international trade performance of individual countries (Rutherford, 1992).

Promotion: The availability of opportunities for advancement (Ivancerich and Matteson, 1999).

Room division (room department): It consists of the following departments: front office, reservations, housekeeping, concierge, guest service, security and communications (Walker, 1996).

Sales department: It is responsible for selling the rooms naturally it is a vital division. In addition to selling rooms, the entire hotel product includes selling food and beverage, space for meeting and recreational facilities (Weissinger, 2000).

Star: Shape with several regular points, used as a system of classification; one-star or two-star or three-star or four-star (Collin, 1994).

Supervisor: The abilities of the supervisor to provide technical assistance and behavioral support (Luthans, 1995).

Turnover: The number of employees who leave an organization during a specific period of time is known as employee turnover (Plunkett and Attner, 1994).

Work itself: The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility (Luthans, 1995).

Service quality: Service quality is more difficult for the consumer to evaluate than goods quality: perceptions of service quality result from a comparison of consumer expectations with actual service performance; quality evaluations are not made solely on the outcome of a service but also involve evaluations of the "process" of service delivery; and the customer has fewer tangible cues when purchasing a service than when purchasing (Parasuraman, Zeithaml and Berry, 1985).

Tangibles: Appearance of physical facilities, equipment, personnel, and communication materials (Zeithaml, Parasuraman and Berry, 1990).

Reliability: Ability to perform the promised service dependably and accurately (Zeithaml, Parasuraman and Berry, 1990).

Responsiveness: Willingness to help customers and provide prompt service (Zeithaml, Parasuraman and Berry, 1990).

Assurance: Knowledge and courtesy of employees and their ability to convey trust and confidence (Zeithaml, Parasuraman and Berry, 1990).

Empathy: Caring, individualized attention the firm provides its customers (Zeithaml, Parasuraman and Berry, 1990).

CHAPTER TWO

LITERATURE REVIEW

In the literature review, some general concepts are utilized in order to provide readers with several aspects of the subject of job satisfaction as follows: definitions of job satisfaction, theories related to job satisfaction, model of satisfaction, measurement of job satisfaction, key contributors to job satisfaction, consequences of job satisfaction and dissatisfaction, the general concepts of determinants of job satisfaction, empirical research of job satisfaction in Thailand, and conclusion of literature review.

2.1 Definitions of Job satisfaction

Employee satisfaction and retention have always been important issues for employers. After all, high levels of absenteeism and staff turnover could affect organizations' bottom line in recruitment and retraining that these took their toll. However, satisfied employees tended to be more productive, creative, and committed to their employers. Thousands of studies have been done on job satisfaction. Interest in job satisfaction is directly connected with a growing concern in many countries about the quality of life. There is increasing acceptance of the view that material possessions and wealth do not necessarily produce a higher quality of life. The feelings people have about various aspects of their jobs are now being recognized as important, as well.

Feldman and Arnold (1983) defined job satisfaction as the amount of overall positive affect (or feelings) that individuals had toward their jobs.

Reiley, Chatman and Caldwell (1991) defined job satisfaction as an attitude that individuals maintain about their jobs. This attitude are developed form their perceptions of their jobs.

Hulin (1966) stated that job satisfaction must be considered as a feeling, which has arisen in the worker as a response to the total job situation. In addition to being related to the present job situation, this feeling is associated with perceived difference between what the worker expects for his services, and what he actually experiences in relation to the alternative available to him.

Smith, Kendall and Hulin (1969) defined job satisfaction as persistent feelings toward discriminable aspects of the job situation. These feelings are thought to be associated with perceived differences between what is expected, and what is experienced in relation to the alternative available in a given situation. Appropriate measures of satisfaction may then be sensitive to the effects of difference in crucial aspects not only of the actual situation, but also of the expectations of individuals as, determined by their background, and experience, and by the long, and short-term alternatives which present in the psychological field.

Organ and Hammer (1982) defined job satisfaction as a person's attitude toward the job. Like any other attitude, then, it represents a complex assemblage of cognitions (beliefs or knowledge), emotions (feelings, sentiments, or evaluations), and behavioral tendencies. A person with a high level of job satisfaction holds very positive attitudes about work, and conversely, a person dissatisfied with the job has negative attitudes toward work.

Locke (1976) defined job satisfaction is a pleasurable or positive emotional state resulting from the perception that one's job fulfills or allows for the fulfillment of one's important job values. This definition reflects three important aspects of job

satisfaction. First, job satisfaction is a function of values, defined as "What a person consciously or unconsciously desires to obtain." Second, this definition emphasizes that different employees have different views of which values are important, which is critical in determining the nature and degree of their job satisfaction. One person may value staying within a specific geographic region. The third important aspect of job satisfaction is perception. What matters in our perception of our present situation relative to our values. An individual's perceptions may not be completely accurate reflection of reality, and different people may view the same situation differently.

Wright and Noe (1996) defined job satisfaction as attitude in which when some people had a positive attitude toward their work, they enjoyed their work and it fulfilled their needs. So employees' level of job satisfaction depended on his or her needed and hoped. Furthermore, they also briefly mentioned about job satisfaction's factors associated with the job, including working conditions, work policies, compensation, and relationship with co-worker and supervisors.

Mitchell and Larson (1987) defined job satisfaction as a result of employees' perception of how well their job provides those things, which are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude.

Warr, Cook and Wall (1979) defined job satisfaction as the degree to which a person reports satisfaction with intrinsic and extrinsic features of the job. Total job satisfaction is the sum of all separate items and overall job satisfaction is reported satisfaction with the job as a whole. Basic components of total job satisfaction were determined to be extrinsic and intrinsic job satisfaction.

Mueller and McCloskey (1990) defined job satisfaction as an affective feeling that depends on the interaction of employees, their personal characteristics, values, and expectations with the work environment and the organization.

Legge and Mumford (1978) defined individual experienced job satisfaction as a positive attitude towards his work. When people's needs, expectations, and aspirations in work were met by his or her job experience, his or her job satisfaction was also met. They further developed the needs deficiency approach to job satisfaction by considering needs not only in vertical hierarchical terms (i.e. higher order needs such as growth and development versus lower order needs such as security), but also in lateral terms (i.e. how different levels of need may apply to different aspects of a job). But as long as the individual's level of need in a particular "contractual" area of his job was appropriately met (namely in knowledge, psychological, efficiency, task structure, and ethical areas) he would be satisfied and had positive feeling about his job.

Lyon and Ivancevich (1985) defined job satisfaction as the feeling an individual has regarding a job and a function of the events or opportunities in work situation that give a feeling of well-being. An alternative approach looks at the components of a work position (job attitudes, job environments, job tasks, and personal values), and attempts to identify the most important dimensions for explaining different organizational behaviors.

Ivancevich and Matteson (1999) defined job satisfaction as an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization.

Robbins (2001) defined job satisfaction as an individual's general attitude toward his or her job. The author mentioned that jobs require interaction with co-

workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements.

2.2 Theories related to job satisfaction

Job satisfaction is one of the most important concepts in the study of organizational behavior along with absenteeism, productivity, and turnover. Many researchers and industrial psychologists are interested in finding factors that increase job satisfaction because it is related job behaviors like performance and accidents. In this research, there are seven theories related to job satisfaction: Discrepancy Theory, Herzberg's Two-Factor Theory, Theory of Smith, Kendall and Hulin, and Equity Theory.

2.2.1 Herzberg's Two-Factor Theory

Psychologist Frederick Herzberg developed a content theory known as the two-factor theory of motivation. The two factors are called the dissatisfiers-satisfiers or the hygiene motivators or the extrinsic-intrinsic factors, depending on the discussant of the theory. The original research that led to the theory gave rise to two specific conclusions. First, there is a set of **extrinsic** conditions, the job context, which result in dissatisfaction among employee when the conditions are not present. If these conditions are present, this does not necessarily motivate employees. These conditions are the **dissatisfiers** or **hygiene factors**, since they are needed to maintain at least a level of "no dissatisfaction" (Ivancevich , and Matteson, 1999). They include:

1. Administration policies and practices

5. Interpersonal relations with subordinates

2. Supervision-technical

6. Salary

3. Interpersonal relations with supervisors

7. Working conditions

8. Status

4. Interpersonal relations with peers

9. Job security

10. Personal life

Second, a set of **intrinsic** conditions - job content – when present in the job, builds strong levels of motivation that can result in good job performance. If these conditions are not present, they do not prove highly satisfying. The factors in this set are called the **satisfiers** or **motivators** and include:

1. Achievement

4. Advancement

2. Recognition

5. The work itself

3. Responsibility

6. The possibility of growth

These motivators are directly related to the nature of the job or task itself. When present, they contribute to satisfaction. This, in turn, can result in intrinsic task motivation.

Herzberg's model basically assumes that job satisfaction is not a unidimensional concept. His research leads to the conclusion that two continua are needed to correctly interpret job satisfaction. Figure 2.1 presents two different views of job satisfaction. Prior to Herzberg's work, those studying motivation viewed job satisfaction as a unidimensional concept; that is, they placed job satisfaction at one end of continuum and job dissatisfaction at the other end of the same continuum. This meant that if a job condition caused job satisfaction, removing it would cause job

dissatisfaction. Similarly, if a job condition caused job dissatisfaction, removing it would cause job satisfaction (Ivancevich and Matteson, 1999).

Figure 2.1: Traditional versus Herzberg View of Job Satisfaction
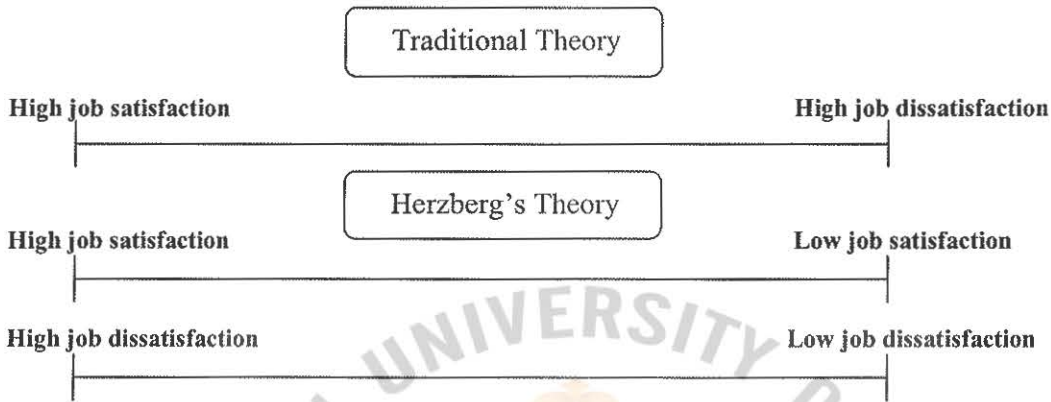
Source: Ivancerich, John M. and Matteson, Michael T. (1999), Individual differences and work behavior, <u>Organizational Behavior and Management</u> (5th edition), Singapore: The McGraw-Hill Companies, Inc., p. 154

Hoy and Miskel (1978) discussed the conceptual relationship between Maslow's needs hierarchy theory and Herzberg's two-factor theory. Herzberg stated that factors leading to job satisfaction (motivators) do so because of their potential to satisfy one's need for self-actualization. One may gain achievement, recognition, and responsibility through work and these may reinforce self-actualization. Conversely, the hygiene factors are related to physiological safety and social needs, and meet one's needs for job security, positive interpersonal relations, and adequate working conditions. "Both theories emphasize the same set of relationships. Maslow focuses on the general human needs of the psychological person, while Herzberg concentrates on the psychological person in terms of how the job affects basic needs." (See figure 2.2)

Figure 2.2: A Comparison of the Maslow and Herzberg Theories: Similarities
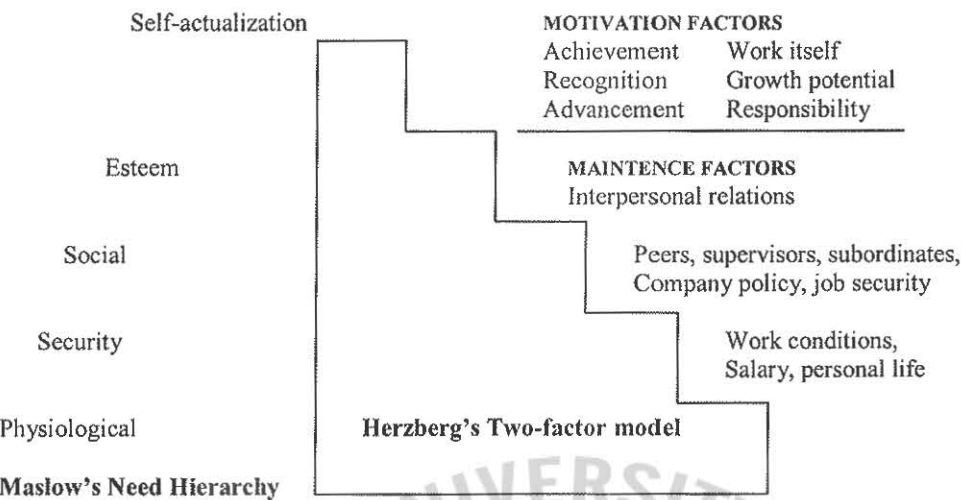
Source: Donnelly, Jr. J.H., Gibson, J.L. and Ivancevich, J.M. (1987), <u>Fundamentals of Management</u> (6th edition), Texas: Business Publications, p.302

2.2.2 Discrepancy Theory

It would appear that these two factors operate to cause differences in job satisfaction even when jobs are identical. First, workers may differ in their beliefs about the job in question. That is, they may differ in their perceptions concerning the actual nature of the job. Secondly, even if individuals perceive their jobs as equivalent, they may differ in what they want from the jobs. This point of view concerning the causes of job satisfaction is sometimes called a discrepancy theory of satisfaction. This theory holds that satisfaction is function of the discrepancy between the job outcomes a person wants and the outcomes that are perceived to be obtained. The individual who desires a job entailing interaction with the public but who is required to sit alone in an office should be dissatisfied with this aspect of the job. Similarly, the person who is especially concerned with having a pleasant supervisor may be very dissatisfied with who is cold and distant. In general, employees who have

more of their job-related desires met will report more overall job satisfaction (John, 1983).

Discrepancy theory is useful because they take into account that people often take a comparative approach to evaluation. Managers need to recognize this comparative approach and should ask workers what they want their jobs to be like. This information can help managers make meaningful changes to the work situation to raise subordinates' levels of job satisfaction (George and Johnes, 1999).

2.2.3 Equity Theory

The equity theory was developed by J. Stacy Adam. The author explained that employees make comparisons of their job inputs (i.e. effort, experience, education, and competence) and outcomes (i.e. salary levels, raises, and recognition) relative to those of what we put into it (inputs), and then we compare our outcome-input ratio with outcome-input ratio of relevant others (Robbins, 2001). (See figure 2.3)

Figure 2.3: Equity Theory

Ratio Comparisons*		Perception
$O/I_A < O/I_B$	→	Inequity due to being under rewarded
$O/I_A = O/I_B$	→	Equity
$O/I_A > O/I_B$	→	Inequity due to being over rewarded
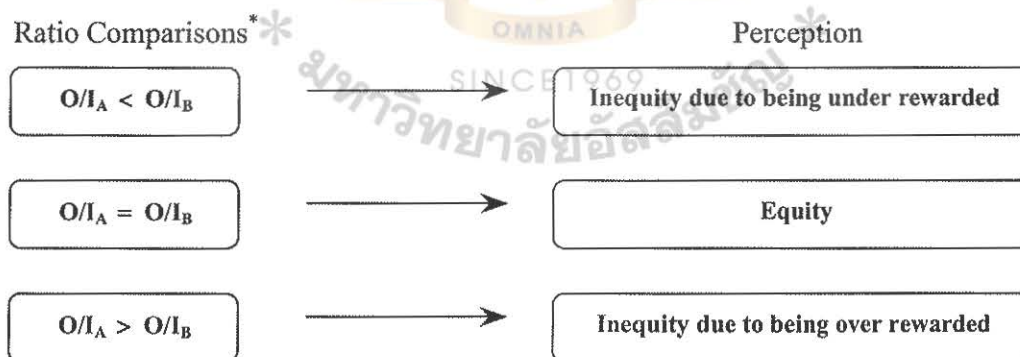
- Where O/I_A represents the employee:, and O/I_B represents relevant others.
- Note: O is outcome and I is input.

Source: Robbins, Stephen P. (2001), Value, Attitudes, and Job satisfaction, Organizational behavior (9th edition), New Jersey: Prentice-Hall International, Inc., p. 76

There are four important terms in this theory are:

1. Self-inside: an employee's experiences in a different position inside his or her current organization

2. Self-outside: an employee's experiences in a situation or position outside his or her current organization

3. Other-inside: another individual or group of individuals inside the employee's organization

4. Other-outside: another individual or group of individuals outside the employee's organization

Employees might compare themselves to friends, neighbors, co-workers, and colleagues in other organizations, or past jobs they themselves have had. Which referent an employee chooses will be influenced by the information the employee holds about referents as well as by the attractiveness of the referent. This has led to focusing on four moderating variable-gender, length of tenure, level in the organization, and amount of education or professionalism.

Equity theory suggests a number of alternative ways that can be used to restore a feeling or sense of equity (Ivancevich, and Matteson, 1999). There are six choices as follow:

1. Changing inputs: the employee may decide that he or she will put less time or effort into the job.

2. Changing outputs: the employee may decide to produce more units since a piece-rate pay plan is being used.

3. Changing attitudes: instead of changing inputs or outputs, the employee may simply change the attitude he or she has. Instead of actually putting in

more time at work, the employee may decide that "I put in enough time" to make a good contribution.

4. Changing the reference person: the reference person can be changed by making comparisons with the input/output ratios of some other person.

5. Changing the inputs or outputs of the reference person: if the reference person is a co-worker, it might be possible to attempt to alter his or her inputs or output.

6. Leaving the field: the employee may decide to simply quit his or her job.

2.2.4 Theory of Smith, Kendall and Hulin

According to the theory of Smith, Kendall and Hulin (1969), the authors had suggested that job satisfaction represented several related attitudes. It contained five dimensions that represented the most important characteristics of job about which people had affective response toward job satisfaction as follow:

1. The work itself: the extent to which the job provided the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.

2. Pay: the amount of financial remuneration that was received and the degree to which this was viewed as equitable to others in the organization.

3. Promotion opportunities: the chance for advancement in the hierarchy.

4. Supervision: the abilities of the superior to provide technical assistance and behavioral support.

5. Co-worker: the degree to which fellow workers were technically proficient and socially supportive.

2.3 Model of Satisfaction

Figure 2.4 summarizes what has been said thus far about the theories of job satisfaction. To recapitulate, satisfaction is a function of the discrepancy between the job outcomes a person wants and the outcomes that are perceived to be received. More specifically, greater satisfaction will be experienced to the extent that these outcomes are met or exceeded, and to the extent that they are perceived as equitable compared to the outcomes other receive. The outcomes people want from a job are a function of their personal value systems, moderated by equitable considerations. The outcomes that people perceive themselves as receiving from the job represent their beliefs about the nature of that job. Again, we note that job satisfaction represents a set of attitudes about the job stemming from the beliefs and values of the worker (John, 1983).

Figure 2.4: How discrepancy and equity affect job satisfaction
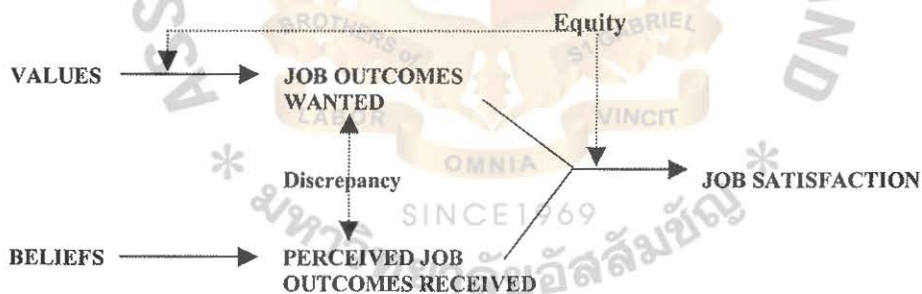
Source: John, Gary (1983). Attitudes and Job satisfaction <u>Organizational Behavior: Underst, anding Life at work company</u>. United States of America: Scott, Foresman, and company, p. 106-120, 177-197

2.4 Key Contributors to Job Satisfaction

From what has been said thus far, you might expect that job satisfaction is a highly personal experience. While this is essentially true, we can make some general

statements about the facets that seem to contribute the most to feeling of job satisfaction for most workers (John, 1983).

2.4.1 Mentally challenging work

This is work that tests employees' skills and abilities, and allows them to set their own working pace. Such work is usually perceived as personally involving, and important, and provides the worker with clear feedback regarding performance. Of course, some type of work can be too challenging, and this may result in feeling of failure, and reduced satisfaction. In addition, some employees seem to prefer repetitive, unchallenging work that makes few demands on them (John, 1983).

2.4.2 High pay

In most societies money is a valued commodity. Thus, it should not surprise you that pay and satisfaction are positively related. However, not everyone is equally desirous of money, and some workers are certainly willing to accept less physically demanding work, less responsibility, or fewer working hours for lower pay. Individual differences in preferences for pay are especially obvious in the case of employees who are especially anxious to earn extra money through overtime, and another group that actively avoids overtime work (John, 1983).

2.4.3 Promotions

The ready availability of promotions administered according to a fair system contributes to job satisfaction. Ample opportunity for promotion is an important contributor to job satisfaction because promotions contain a number of valued signals about a person's self-worth. Some of these signals may be material (such as an accompanying raise) while others are of a social nature (recognition within the

organization and increased prestige in the community). Those individuals who are unwilling or unable to accept the extra work or responsibility that accompanies promotion will probably be less concerned with opportunities and fairness, and these factors will exert less influence on their job satisfaction (John, 1983).

2.4.4 People

It should not surprise you that friendly, considerate, good-natured superiors, and co-workers contribute to job satisfaction. Individuals have an apparent need to affiliate with others, and this affiliation is most rewarding when these other are "nice" people. In this case, our criterion for job satisfaction is similar to our criterion for satisfactions in off-the-job relationships-we enjoy people who are easy to be around. These is, however, another aspect to interpersonal relationship on the job that contributes to job satisfaction. Specifically, we tent to be satisfied in the presence of people who help us attain job outcomes that we value. The friendliness aspect of interpersonal relationships seems most important in lower level jobs with clear duties and various dead-end jobs. As jobs become more complex, pay becomes tied to performance, or promotion opportunities increase, the ability of others to help us do our work well begins to contribute more to job satisfaction (John, 1983).

2.5 Measurement of Job Satisfaction

Job satisfaction exists only inside a person's head. It cannot be measured directly, the way you can measure physical factors such as height, weight, or distance. Because satisfaction is so important to organization, however, researchers have developed procedures for the indirect measurement of job satisfaction level. There are four methods, which are the Faces scales, Minnesota Satisfaction Questionnaire

(MSQ), Job Descriptive Index (JDI), and Index of Organizational Reactions (IOR). Those methods have been used by practitioners or researchers alike to obtain reliable, valid measures of job satisfaction (Dunham, 1984).

2.6 Consequences of Job Satisfaction and Dissatisfaction

Intuitively, most people (including managers) believe that job satisfaction is positively associated with job performance – that is, that workers who are more satisfied with their jobs will perform at a higher level than those who are less satisfied (George and Johnes, 1999). Therefore, there are many researches of studies that have been designed to assess the impact of job satisfaction on employee productivity, absenteeism, and turnover.

2.6.1 Productivity

This "satisfaction-performance controversy" has raged over the years. Although most people assume a positive relationship, the preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity (Luthans, 1995). Interestingly, if we move from the individual level to that of the organization, there is renewed support for the original satisfaction-performance relationship. When satisfaction and productivity data are gathered for the organization as a whole, rather than at the individual level, we find that organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. It may well be that the reason we have not gotten strong support for the satisfaction-causes-productivity thesis is that studies have focused on individuals rather than the organization and that individual-level measures of productivity do not take into consideration all the interactions and complexities in the

work process. So while we might not be able to say that a happy worker is more productive, it might be true that happy organizations are more productive (Robbins, 2001).

2.6.2 Absenteeism

Absenteeism can be very costly for organizations. It is estimated that approximately a million workers a day are absent from their jobs. Not surprisingly then, many researchers have studied the relationship between absenteeism and job satisfaction in an attempt to discover ways to reduce absenteeism (George and Johnes, 1999). Research has pretty well demonstrated an inverse relationship between satisfaction and absenteeism. When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However, as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel that their jobs are important (Luthans, 1995). Absenteeism is a behavior that organizations can never eliminate, but they con control and manage it. To do so, organizations should not have absence policies that are so restrictive that they literally force workers to come to work even if they are ill. Organizations may even want to recognize that a certain level of absence (perhaps from a high-stress job) is indeed functional (George and Johnes, 1999). Several factors probably operate to reduce the relationship between satisfaction and absence (Johns, 1983):

- Some absence is simply unavoidable because of illness, weather conditions, or other pressing matters. Thus, some very happy workers will occasionally be absent due to circumstance beyond their control.

- Opportunities for off-the-job satisfaction on a missed day may very. Thus, you may love your job, but love skiing or sailing even more. In this case, you

might skip work while a dissatisfied worker who has nothing better to do shows up.

- Some organizations have attendance control policies that can influence absence more than satisfaction does. In a company that refuses to pay workers for missed days (typical of hourly paid situations), absence may be more related to economic needs than to dissatisfaction. The unhappy worker who absolutely needs money will probably show up for work. By the same token, dissatisfied and satisfied workers may be equally responsive to threats of dismissal and to threats of visits from the company nurse if they were absent. These various forms of pressure represent attempts to get employees to come to work whether or not they are satisfied.

2.6.3 Turnover

Turnover is the permanent withdrawal of a worker from the employing organization. Job satisfaction shows a weak-to-moderate negative relationship to turnover – that is, high job satisfaction leads to low turnover. Workers who are satisfied with their jobs are less likely to quit than those who are dissatisfied, but some dissatisfied workers never leave, and others who are satisfied with their jobs eventually move on to another organization. Moreover, unlike absenteeism, which is a temporary form of withdrawal from the organization, turnover is permanent and can have a major impact on a worker's life. Thus the decision to quit a job is not usually made lightly but is instead the result of a carefully thought-out process. Just as in the case of absenteeism, manager often think of turnover as a costly behavior that must be kept to a minimum. There are certainly costs to turnover, such as the costs of hiring and training replacement workers. In addition, turnover often causes disruptions for

existing members of an organization, it may result in delays on important projects, and it can cause problems when workers who quit are members of teams (George and Johnes, 1999).

Although these and other costs of turnover can be significant, turnover can also have certain benefits for organizations. First, whether turnover is a cost or benefit depends on who is leaving. If poor performers are quitting and good performers are staying, this is an ideal situation, and managers many not want to reduce levels of turnover. Second, turnover can result in the introduction of new ideas to approaches if the organization hires newcomers with new ideas to replace workers who have left. Third, turnover can be a relatively painless and natural way to reduce the size of the workforce through attrition, the process through which people leave an organization of their own free will. Attrition can be an important benefit of turnover in lean economic times because it reduces the need for organizations to make major cuts in, or downsize, their workforces. Finally, for organizations that promote from within, turnover in the upper ranks of the organization frees up some positions for lower-level members to be promoted into (George and Johnes, 1999).

2.7 The General Concepts of Determinants of Job satisfaction

The most frequent studied determinants of job satisfaction are related about pay, the work itself, promotion, supervision, and the work group (co-worker). Therefore, the research also follows these determinants of job satisfaction:

2.7.1 The Work Group (Co-worker)

The work group does serve as a source of satisfaction to individual employees. It does so primarily by providing group members with opportunities for interaction

with each other. Referring Hierarchy of Needs Theory, social needs explained that human needs social interaction from their workplace in supporting, cooperate, comfort, advice, and assistance to the individual worker. Therefore, there are many activities, which involve with relationship between the employee and employee or employer and employee, such as coffee break time, suggestion box within organization, annual meeting, etc. Richards and Dobryns (1957) found when there was little opportunity for workers to have conversations with each other, they were more dissatisfied and more likely to leave their jobs. Van Zelst (1951) found a strong relationship between feeling valued by workers and job satisfaction. Feeling valued by the group is highly correlated with job satisfaction in a field study among construction workers.

2.7.2 Pay

According to Syptak, Marsl and Ulmer (1999), mention that "salary is not a motivation for employees but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. In addition, make sure you have clear policies related to salaries, raises, and bonus." Ivancevich and Matteson (1999) defined pay as the amount of pay received and perceived fairness of the pay. Smith, Kendall and Hulin (1969), said that pay is one of factor that create job satisfaction and job dissatisfaction in which ERG theory represents as Existence needs. Lawler and Porter (1963) found that the amount of wages received was very positively related to satisfaction.

Feldman and Arnold (1983) stated that pay did play a significant role in determining job satisfaction for two reasons: a) money was very instrumental in

fulfilling several important needs, and b) wage could serve as a symbol of achievement and a source of recognition. Employees often saw pay as a reflection of management's concern of them. Higgins and senior editor (2000) found that the best-paid workers tended to be more satisfied with their jobs.

2.7.3 The Work Itself

The content of work itself is another major source of satisfaction. Work attributes are related to work interest and satisfaction include opportunity to use one's valued skills, and abilities, opportunity for new learning, creativity, variety, difficulty, amount of work, responsibility, non-arbitrary pressure for performance, control over work methods and work pace (autonomy), job enrichment (which involves increasing responsibility, and control), and complexity (Maher, 1971; Locke, 1973; and Vroom, 1964)

Benton, and Halloran (1987) stated that job design and autonomy, and responsibility were critical areas for most individuals. When jobs were too structured employees lost interest in performing at maximum level. Recognition was another factor contributing to how "good" the job was thought to be. When recognition was provided for individuals, it acted as a significant force bearing on how intensely they worked.

2.7.4 Promotion

Promotional opportunities seem to be an important effect on job satisfaction. It is because promotion takes a number of different forms and has a variety of accompanying rewards. Locke (1976) stated that satisfaction with promotions could be viewed as a function of the frequency of promotion in relation to what was desired and the importance of the promotion to the individuals. Some organizations stressed

merit or ability to do the job as the standard of justice in promotion, while others were more likely to stress passing examinations (civil service requirements) and seniority (years on the job or in the firm) as a basic for promotion.

Syptak, Marsl and Ulmer (1999) stated if the employers do not have an open position to which to promote valuable employees, consider giving him/her a new title that reflects the level of work he/she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to employers' practice and more fulfilled professionally.

2.7.5 Supervision

The important supervision is leadership themselves should be a participate leadership. In term of supervision, it required leader to provide technical assistance and behavioral support, such as treated employees fairly, understanding, friendly, offer praise for good performance, listen to employee's opinion, provide advice and assistance in work, allow employee to participate in decision making and shows a personal interest in them. Benton and Halloran (1987) stated that the expectations of employees for the competence on the part of their supervisors had increased with higher level of education and with each generation. Loyalty was a two-way street. If supervisors did not have the technical and interpersonal competence expected by the employees, then the employees would not be as diligent in performing their jobs as they might be.

Syptak, Marsl, and Ulmer (1999) mentioned to decrease dissatisfaction in health care environment that the employer must begin by making wise decisions when you appoint some to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It

requires leadership skill and the ability to treat all employees fairly. The employer should teach their supervisors to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels single out.

According to Chiu, Lai, and Snape (1997), the results suggest that even though perceptual differences in job perception between individual caseworkers and their team supervisors were small, such discrepancies nevertheless were sufficient to bring forth a direct effect on subordinates' job dissatisfaction and an indirect impact on turnover intention.

2.8 Empirical Research of Job satisfaction in Thailand

Several researchers in Thailand studied the employees' job satisfaction in many careers for example Sunee Pankumnerd[1] (1995) studied job satisfaction of the agricultural cooperative employees in Ubonratchathani. The result of research found that the employees at the agricultural cooperatives were satisfied with nature of work, responsibilities, work independence, recognition, policies, rules and regulations, supervision, relations with colleagues and outsiders, remuneration, a sense of belonging, and office environment, at a low average level. The responsibilities were the most satisfactory (highest score) while remuneration was the least satisfactory (lowest score), next to supervision and a sense of belonging respectively.

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[1] Sunee Pankumnerd (1995), Job Satisfaction of the Employees at the Agricultural Cooperatives in Ubonratchathani, Master's thesis, Master of Arts: Faculty of Social Development Management: Major of Social Development Management, The National Institute of Development Administration (NIDA)

According to Kitiwat Bouloy[2] (1997), he studied the job satisfaction of the production workers in plastic factories. The result of this research found that the production workers were the most satisfied with recognition and the least satisfied with relationship with supervisor. The components of job satisfaction could be ranked from the most satisfactory to the least as follows: recognition, relationship with colleagues, work environment, nature of work, career advance, remuneration and welfare, organizational policy and administration, and relationship with the supervisor.

2.9 Conclusion of Literature Review

The purpose of this literature review is to add to the knowledge and understanding of the job satisfaction and job dissatisfaction, and the perception of hotel employee on job satisfaction.

There are many theories which have attempted to explain job satisfaction for example Discrepancy theory deals with the attainment of values, which may be in any order of priority and which may change over time (John, 1983). Equity theory compares job inputs and outcomes for individuals with the inputs and outcomes for others in similar circumstances (Robbins, 2001). Herzberg's "two-factor" theory separates job factors into motivator and hygiene categories, which relate only to satisfaction and dissatisfaction respectively (Ivancevich, and Matteson, 1999). The last theory is Smith, Kendall and Hulin theory (1969), which have referred that job satisfaction represented several related attitudes. It contained five dimensions

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2
Kitiwat Bouloy (1997), Job Satisfaction of the Employees in the Production Section in the Plastic Industry, Master's thesis, Master Of Arts: Faculty of Social Development: Major of Social Development Management, The National Institute of Development Administration (NIDA)

such as work itself, pay, promotion, supervision, and coworker that represented the most important characteristics of job about which people had affective response toward job satisfaction. The most useful conceptual framework is a synthesis of the characteristics of these diverse theories.

Measurement of job satisfaction must include consideration of the manner in which the instrument is constructed, possible response set in the instrument and the statistical integrity of the instrument. Many instruments have been used to measure either general satisfaction or satisfaction with specific aspects of jobs. Job Descriptive Index (JDI) is one of the most popular measurement devices of job satisfaction. The JDI is used to determine satisfaction with five facets: work itself, coworkers, supervisor, pay, and promotion opportunities. The nature of the JDI stemmed from the belief that satisfaction is judged relative to an individual's perception of alternative job available to the person (Dunham, 1984).

Many research studies on employee satisfaction found that job satisfaction has affected to employees' performance such as turnover, productivity, and absenteeism. Finally, the relationship is a fundamental study to investigate the employees' performance as also found in previous finding of Richards and Dobryns (1957), Feldman and Arnold (1983), Benton, and Halloran (1987), Locke (1976), etc.

CHAPTER THREE

THE RESEARCH FRAMEWORK

In order to study job satisfaction, the conceptual framework is the main key to complete research framework for job satisfaction. This research has been separated into two parts, which contains Theoretical framework and Conceptual framework that explains the perception of hotel employees toward their job satisfaction.

3.1 Theoretical Framework

This research has adopted the model of Parasuraman, Zeithaml and Berry (1985), which is related between a theory of Service Quality and a theory of customer satisfaction as shown in figure 3.1. The authors pointed out that service quality is more difficult for the customer to evaluation than goods quality: perceptions of service quality result from a comparison of consumer expectations with actual service performance. Quality evaluations are not made solely on the outcome of a service but also involve evaluations of the "process" of service delivery and the customer has fewer tangible cues when purchasing a service than when purchasing goods.

Figure 3.1: Theoretical framework: A Modified Integrating Contemporary Theories of

Service Quality to Customer satisfaction
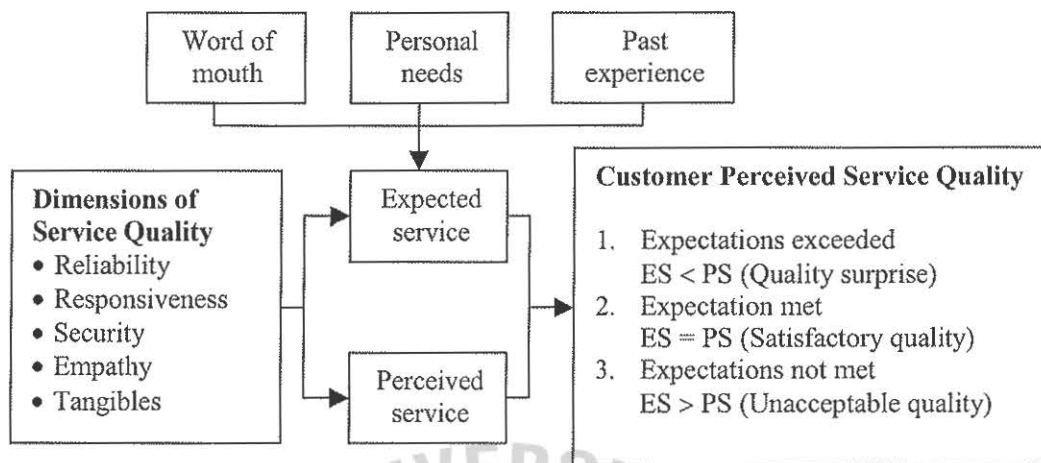
Source: Parasuraman, A., Zeithaml, Valarie A., and Berry, Leonard L. (1985). A conceptual model of service quality and its implications for future research, 49(Fall), p.48

3.2 Conceptual Model

This research studies the perception between three-star, four-star, and five-star hotel employee on the job satisfaction evaluation. The conceptual framework is adopted from the model of Parasuraman, Zeithaml and Berry (1985), and Smith, Kendall and Hulin (1969), which has been described in the literature review. The conceptual framework has been separated into two phases as shown in figure 3.2. In phase I, it will examine that the expectation and perception on job satisfaction has effected the job. In phase II, it will examine the expectation and perception of hotel employee and their job satisfaction. In general, the outcome of the research will be only satisfied and dissatisfied in practice, therefore the neutral stage will not occur in this framework.

Figure 3.2: Conceptual Model

PHASE I

PHASE II

Expected on job

- Work itself
- Co-worker
- Supervisor
- Pay
- Promotion

Perceived on job

Satisfaction

Dissatisfaction

Three-star hotel employees

Four-star hotel employees

Five-star hotel employees
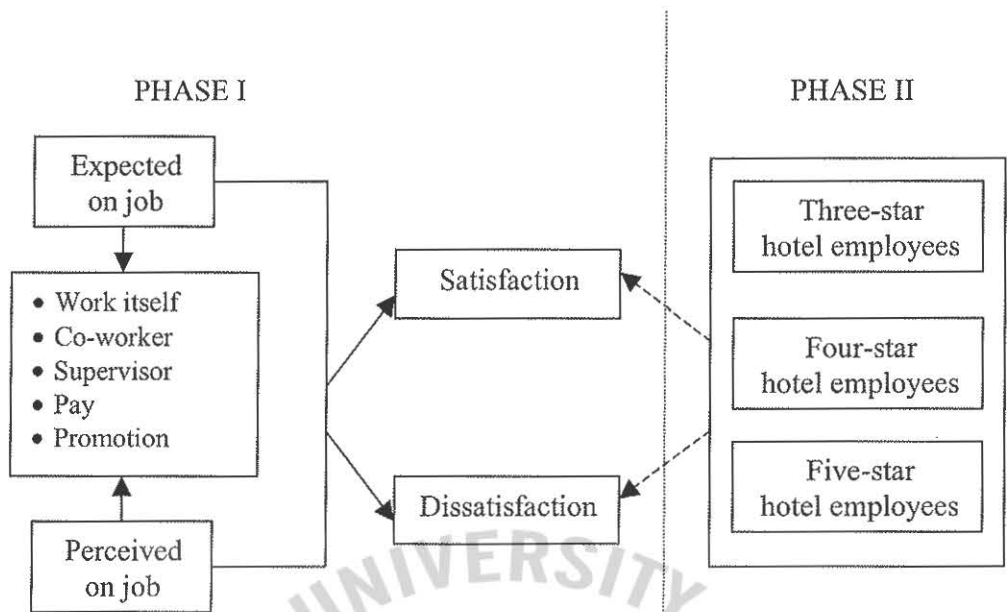
Definition of variables in Conceptual Framework

- Work itself : The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.

- Co-worker : The degree to which fellow workers are technically proficient and socially supportive.

- Supervisor : The abilities of the supervisor to provide technical assistance and behavioral support.

- Pay : The amount of financial remuneration that was received and the degree to which this was viewed as equitable to others in the organization.

- Promotion : The chance for advancement in the hierarchy.

- Perceived service : It is an actual performance of product or service that is produced by employee.

- Expected service : It is an expected performance of product or service that is produced by employee.

- Satisfaction : It is a positive opinion toward goods or services. It is a good result of measurement between an expected goods or services performance and actual goods or service performance.

- Dissatisfaction : It is a negative opinion toward bad feeling of goods or service. It is a below measurement that the employee get after measurement between expected goods or services performance and actual goods or service performance.

3.3 Research Hypothesis

A hypothesis is a proposition that is empirically testable. It is an empirical statement concerned with the relationship among variable (Zikmund, 1997). There are ten hypothesizes in this research by divided two parts. In hypothesis 1 to 5, the research tests whether employees are satisfied in five job aspects or not and in hypothesis 6 to 10, the research tests whether the opinion of three-star, four-star, and five-star hotel employees differ in five job aspects or not.

Hypothesis 1

$H1_o$: Employees are not satisfied in work itself. (When $\mu_{E(W)} \geq \mu_{P(W)}$)

$H1_a$: Employees are satisfied in work itself. (When $\mu_{E(W)} < \mu_{P(W)}$)

Hypothesis 2

$H2_o$: Employees are not satisfied in co-worker. (When $\mu_{E(CO)} \geq \mu_{P(CO)}$)

H2$_a$: Employees are satisfied in co-worker. (When $\mu_{E(CO)} < \mu_{P(CO)}$)

Hypothesis 3

H3$_o$: Employees are not satisfied in supervisor. (When $\mu_{E(S)} \geq \mu_{P(S)}$)

H3$_a$: Employees are satisfied in supervisor. (When $\mu_{E(S)} < \mu_{P(S)}$)

Hypothesis 4

H4$_o$: Employees are not satisfied in pay. (When $\mu_{E(PAY)} \geq \mu_{P(PAY)}$)

H4$_a$: Employees are satisfied in pay. (When $\mu_{E(PAY)} < \mu_{P(PAY)}$)

Hypothesis 5

H5$_o$: Employees are not satisfied in promotion. (When $\mu_{E(PRO)} \geq \mu_{P(PRO)}$)

H5$_a$: Employees are satisfied in promotion. (When $\mu_{E(PRO)} < \mu_{P(PRO)}$)

Hypothesis 6

H6$_o$: There is no difference in work itself among three-star, four-star, and five-star

hotel employees. (When $\mu_{W1} = \mu_{W2} = \mu_{W3}$)

H6$_a$: There is a difference in work itself among three-star, four-star, and five-star hotel

employees. (When $\mu_{W1} \neq \mu_{W2} \neq \mu_{W3}$)

Hypothesis 7

H7$_o$: There is no difference in co-worker among three-star, four-star, and five-star

hotel employees. (When $\mu_{CO1} = \mu_{CO2} = \mu_{CO3}$)

H7$_a$: There is a difference in co-worker among three-star, four-star, and five-star hotel

employees. (When $\mu_{CO1} \neq \mu_{CO2} \neq \mu_{CO3}$)

Hypothesis 8

H8$_0$: There is no difference in supervisor among three-star, four-star, and five-star hotel employees. (When $\mu_{S1} = \mu_{S2} = \mu_{S3}$)

H8$_a$: There is a difference in supervisor among three-star, four-star, and five-star hotel employees. (When $\mu_{S1} \neq \mu_{S2} \neq \mu_{S3}$)

Hypothesis 9

H9$_0$: There is no difference in pay among three-star, four-star, and five-star hotel employees. (When $\mu_{PAY1} = \mu_{PAY2} = \mu_{PAY3}$)

H9$_a$: There is a difference in pay among three-star, four-star, and five-star hotel employees. (When $\mu_{PAY1} \neq \mu_{PAY2} \neq \mu_{PAY3}$)

Hypothesis 10

H10$_0$: There is no difference in promotion among three-star, four-star, and five-star hotel employees. (When $\mu_{PRO1} = \mu_{PRO2} = \mu_{PRO3}$)

H10$_a$: There is a difference in promotion among three-star, four-star, and five-star hotel employees. (When $\mu_{PRO1} \neq \mu_{PRO2} \neq \mu_{PRO3}$)

3.4 Concepts and Variables Operationalization

Concept	Concept definition	Relevant variable	Level of Measurement
• Demographic profile	It is described to the different of the respondents' factor.	• Gender • Age • Education level • Length of service • Income • Marital status	• Nominal scale • Ordinal scale • Ordinal scale • Ordinal scale • Ordinal scale • Nominal scale
• Employee expectation	A pretrial belief an employee has about the performance of a service that is used as the standard or reference against which service performance is judge.	• Work itself • Co-worker • Supervisor • Pay • Promotion	• Ratio scale
• Employee perception	The process by which an individual selects, organizes and interprets stimuli into a meaningful, and coherent picture of the world	• Work itself • Co-worker • Supervisor • Pay • Promotion	• Ratio scale

3.5 Expected outcome

In hypothesis 1 to 5, the researcher expects that the employees will be satisfied in co-worker because the hotel employees must work in-group such as the receptionist must send daily report to housekeeper in order to check when the guests check out and the relationship between other employees is important for working in this career. The researcher also expects that the employees will be satisfied in pay. Most hotel employees are used to being paid a low basic salary because they are encouraged to earn tips from the hotel guests by providing personal quality service. Therefore, they don't worry their salary. The researcher expects that employees will be satisfied in promotion because the career advancement in the hotels has required know-how, skill, ability, and experience. The promotion is linked closely to seniority and hand-on experience so the new employees do not pay attention for its. Otherwise, the

researcher expects that employees are dissatisfied in work itself because the job in hotel is repetitive work and unchallenging job. The employees expect a high degree of job involvement and decision-making at work. When their expectation could not be met, they disconfirmation of expectations might cause the employees disappointment toward their supervisor.

Finally, The researcher expects that the result of hypothesis 6 to 10 is a difference among three-star, four-star, and five-star hotel employee will be a difference in the satisfaction among three-star, four-star, and five-star hotel employees.

CHAPTER FOUR

RESEARCH METHODOLOGY

Research methodology provides a step-by-step procedure in order to understand how data collected for this research will be analyzed and conclusions will be drawn for this research study. This chapter describes the following points in different sections: research method, source of data, research instrument, procedure, data collection, pretest questionnaire, and data analysis technique.

4.1 Research Method: Sample Survey

The purpose of this study is *descriptive study*, which is undertaken in order to ascertain and to be able to describe the characteristics of variables in a situation (Sekaran, 1992).

To accomplish the research objective, the researcher uses *Cross-sectional study*. A study can be done in which data is gathered just one, perhaps over period of days or weeks or months, in order to answer a research question (Sekaran, 1992).

Survey technique will be used to collect relevant data, as the researcher will not intervene in an attempt to control the independent variable(s) and information gathered from a sample of people by the use of questionnaire. This technique allows researchers to study and describe massive population in both efficient and economical fashion, meaning that the survey provides relatively low costs, minimal time, and accurate means for assessing information about the population.

4.2 Source of Data

4.2.1 Secondary data

Secondary data has been collected from several sources such as professional journals, commercial business periodicals, organizational behavior textbooks, Internet, newspapers and magazines. Library sources of management data include an array of publicly circulated materials such as a government document, research reports and foreign journals. The information derived by these procedures about meaning, concept and model of the relationship between job satisfaction and demographic are used to develop the framework for this study.

4.2.2 Survey Research (Primary data collect tool)

In this research, primary data will be collected via *questionnaire (self-administered questionnaire)* for finding the information obtained from respondents in sample unit. It is the best way to collected data because administering questionnaires is less expensive and less time consuming than interviewing.

The type of questionnaire to be used in this research will be *closed question* because it helps respondents to make quick decisions by making a choice among several alternatives provided. It also helps the researcher to code the information easily for subsequent analysis (Sekaran, 1992).

4.3 Research Instrument

The research instrument will comprise two sections (See Appendix B).

Part I: It contains information about demographic data (such as age, gender, education level, monthly income, marital status, and length of service) that the researcher will collect from the respondents. This section is developed by the researcher.

Part II: The researcher has adapted the Job Descriptive Index (JDI), which is developed by Smith, Kendall and Hulin (1969). All questions in this part use *Ratio*

scale to measure the gap between employees' expectation and their perception on job. The questions will consist of 25 items, of which 5 items will come under the category of work itself, co-worker, supervisor, pay, and promotion factors. Referring to Zikmund (1997), the respondents answer questions by marking the checkmark to indicate chosen alternative from left to right, which is 0% to 100%. The questionnaire will be divided into two sections: expectation is the first section and perception is the second section.

Descriptive rating	Arbitrary Level
(Absolutely certain) I will accept	100%
(Almost sure) I will accept	90%
(Very big chance) I will accept	80%
(Big chance) I will accept	70%
(Not so big a chance) I will accept	60%
(About even) I will accept	50%
(Small chance) I will accept	40%
(Smaller chance) I will accept	30%
(Very small chance) I will accept	20%
(Almost certainly not) I will accept	10%
(Certainly not) I will accept	0%

When the questionnaires are returned to researcher, five items within each categories is summed up with the score and the number of items within that category will be divided. Therefore, the result of score on each of the five job aspects is represented by higher or lower. All questions relating to sub variables are shown in Table 4.1 as follows:

Table 4.1: Arrangement of Questionnaire

Part	Main Variables	Sub-Variable	Question No.
I	Demographic	• Age • Gender • Education level • Length of service • Income • Marital status	1 2 3 4 5 6
Part	Main Variables	Sub-Variable	Question No.
II	Expectation on Job	• Work itself • Co-worker • Supervisor • Pay • Promotion	1.1 –1.5 2.1 – 2.5 3.1 – 3.5 4.1 – 4.5 5.1 – 5.5
II	Perception on Job	• Work itself • Co-worker • Supervisor • Pay • Promotion	1.1 –1.5 2.1 – 2.5 3.1 – 3.5 4.1 – 4.5 5.1 – 5.5

4.4 Procedure

In order to receive completed answers, the questionnaire should maintain the meaning; then the appropriated translation is important. The researcher translates the instrument from English into Thai and another Thai master student revises translation from Thai into English again in order to make sure that the respondents will understand questions well. The procedure is repeated in two rounds.

4.5 Data collection

The questionnaires will be distributed through the human resource managers and will be collected directly by the researcher to ensure confidentiality of the information provided. The researcher will send a permitted letter to human resource managers bearing signatures of the advisor of this thesis or from any authorized person of Assumption University. This letter will inform the purpose and importance

of the study and thereby request permission and cooperation with the researcher in gathering the primary data. In each questionnaire, the researcher will also insert the cover letter, which tells the purpose of this study and asks for cooperation from respondents, and a copy of questionnaire.

4.6 Sampling Design

4.6.1 Definition of Target Population

Target populations for this research are full-time hotel employees who currently work in three-star, four-star and five-star hotel within Bangkok area. Based on the classification of the hotel in Thailand from the web site of Thai Hotels Association (http://www.thaihotels.com/bangkok/index.htm) on March 2002, the researcher selected three-star hotels and above for survey. There are 124 hotels that are presented in Appendix C; 14 hotels belong to five-star hotel category, 29 hotels belong to four-star hotel category and 81 hotels belong to three-star hotels in Bangkok.

4.6.2 Sampling Method: Non-Probability Sampling

The sampling method used in this research is *Non-probability sampling*. In non-probability sampling method, the elements in the population do not have any probabilities attached to their being chosen as sample subjects (Sekaran, 1992).

In this research, the researcher chooses mixed method sampling, which is convenience sampling and quota sampling. *Convenience sampling* is procedure used to obtain those units or people most conveniently available. The reason that researcher decided to use this method is it seems simple and meets all necessary requirements of a non-probability sample. Moreover, it is less time consuming and is possible to accomplish with a limited budget and time.

The research also uses **Quota sampling** in order to reach the target population. Quota sampling is a predetermined proportion of people who are sampled from different groups (Sekaran, 1992). Table 4.2 is shown finding the number of people in each group.

Table 4.2: Quota sampling method

Group	Hotel No.	Percentage of each group	Number of people in each group
1. Three-star hotel	81 hotels	$81 \div 124 = 0.65$	$300 \times 0.65 = 195$
2. Four-star hotel	29 hotels	$29 \div 124 = 0.23$	$300 \times 0.23 = 69$
3. Five-star hotel	14 hotels	$14 \div 124 = 0.12$	$300 \times 0.12 = 36$
Total	124 hotels	1.00	300

4.6.3 Sampling Unit

The sampling unit in this research is a full-time hotel's employee who currently works in every department of three-star, four-star and five-star hotel within Bangkok area.

4.6.4 Time Frame for data collection

The data from sampling unit will be collected after the questionnaire is distributed on June 22, 2002 to July 22, 2002.

4.6.5 Determining Sample Size

The researcher chooses to determine the sample size for this research from Zhang, Lam and Baum (1999). There are 287 respondents in the previous study about employee's job satisfaction in hotel business area. Therefore, the total number of samples used in this research is 300 respondents. In order to compare the difference of employee expectation and perception on job among three-star, four-star and five-star

hotel, the researcher uses the quota sampling method to identify the target population. Then the number of respondents in each group is 195 respondents from three-star hotel, 69 respondents from four-star hotel and 36 respondents from five-star hotel.

4.7 Pre-testing Questionnaire

The researcher has conducted a pretest with a group of respondents for the purpose of determining problems in the questionnaire. In this pretest, the researcher looked for ambiguous questions and respondents' misunderstanding and mistake. Reliability test was used to test these expected shortcomings. For this pretest, 30 questionnaires were distributed to the target respondents in Bangkok area. The researcher uses Corn Bach's Alpha for measuring reliability. The results are shown a standardized alpha equal 0.8016 in employee expectations, and 0.8402 in employee perception, which are above the average of 0.70 recommended to establish a scale's reliability (Nunnally & Berstein, 1994). It represents in Appendix D.

4.8 Data Analysis Technique

Data will be analyzed and summarized in a readable and easily interpretable form. The Statistical Package for Social Sciences (SPSS) will be utilized to summarize the data where needed. All statistical manipulations of the data will follow commonly accepted research practices. The form of data presentation from these procedures would also be presented in an easily interpretable format. The computer to ensure accuracy and to minimize costs will perform all statistical procedures. Therefore, the researcher uses the bivariate test method to find the relationship between dependent and independent variables of this study. Finally, the researcher will analyze data as follows:

1. Descriptive statistics of frequency distribution such as the percentage, mean, standard deviation, etc. for describing the demographic profile, which is shown in appendix E and F.

2. Cross Tabulation is used to organized data by groups thus facilitating comparisons. Therefore the cross tabulation is allowed to inspect differences among groups, which three-star hotel, four-star hotel, and five-star hotel employees.

3. Hypothesis testing in order to explain the difference of hotel employees' expectation and perception on job by using bivariate testing. The details show how each hypothesis will be measured in Table 4.3.

Table 4.3: Hypothesis testing

Hypothesis	Statistics method
Hypothesis 1	Paired Sample T-test
Hypothesis 2	Paired Sample T-test
Hypothesis 3	Paired Sample T-test
Hypothesis 4	Paired Sample T-test
Hypothesis 5	Paired Sample T-test
Hypothesis 6	One-way ANOVA
Hypothesis 7	One-way ANOVA
Hypothesis 8	One-way ANOVA
Hypothesis 9	One-way ANOVA
Hypothesis 10	One-way ANOVA

Finally, the significance level in this research is set at 0.05 for the ANOVA and t-test.

CHAPTER FIVE

DATA ANALYSIS

This chapter emphasizes on the analysis of all gathered data, which include descriptive statistics analysis such as characteristic respondents (in section one), and hypotheses testing (in section two).

The study on "A study of hotel employee job satisfaction in Bangkok" had collected the primary data through 300 questionnaires with target respondents. It was collected by distributing questionnaires during the period of 22nd June to 22nd July 2002.

Data Analysis

The entire Data Analysis part is divided into two parts, they are as follows:

1. Descriptive Statistics

2. Inferential Statistics

Descriptive Statistics

5.1 Cross-tabulation Table Respondents' Demographic Characteristics

According to this study, the demographics of all respondents are identified by using age, gender, marital status, length of service, income, and education level. As the objective of this study is a comparative study, the quota sampling method is chosen to collect data. Therefore, the demographics of those three groups are as shown below:

Table 5.1.1: Classified Respondents

Hotel code

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Three-star hotel	195	65.0	65.0	65.0
	Four-star hotel	69	23.0	23.0	88.0
	Five-star hotel	36	12.0	12.0	100.0
	Total	300	100.0	100.0	

Source: Survey data gathered on July 2002

From this table, it shows that 195 respondents of sample size are three-star hotel, 69 respondents are four-star hotel, and 36 respondents are five-star hotel. It represents 65%, 23%, and 12% respectively.

Table 5.1.2: Gender

Gender * Hotel code Crosstabulation

			Hotel code			Total
			Three-star hotel	Four-star hotel	Five-star hotel	
Gender	Male	Count	85	27	12	124
		% of Total	28.3%	9.0%	4.0%	41.3%
	Female	Count	110	42	24	176
		% of Total	36.7%	14.0%	8.0%	58.7%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows that majority of hotel employees are female (58.7%) and male (41.3%) respectively. Moreover, the employees of three-star hotel are female (36.7%) and male (28.3%). The employees of four-star hotel are female (14%) and male (9%) and the employees of five hotel are female (8%) and male (4%).

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Table 5.1.3: Age

Age * Hotel code Crosstabulation

			Hotel code			
			Three-star hotel	Four-star hotel	Five-star hotel	Total
Age	20 or below years	Count	6	6		12
		% of Total	2.0%	2.0%		4.0%
	21 - 30 years	Count	104	29	18	151
		% of Total	34.7%	9.7%	6.0%	50.3%
	31 - 40 years	Count	67	23	13	103
		% of Total	22.3%	7.7%	4.3%	34.3%
	41 - 50 years	Count	11	7	5	23
		% of Total	3.7%	2.3%	1.7%	7.7%
	51 or above years	Count	7	4		11
		% of Total	2.3%	1.3%		3.7%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows that the majority of hotel employees are aged between 21-30 years (50.3%) while the minority of hotel employees are 51 or above years (3.7%) in this research. Moreover, most three-star hotel employees are aged between 21-30 years (34.7%), 31-40 years (22.3%), 41-50 years (3.7%), 51 or above years (2.3%), and 20 or below years (2%) respectively. Most four-star hotel employees are aged between 21-30 years (9.7%), 31-40 years (7.7%), 41-50 years (2.3%), 20 or below years (2%), and 51 or above years (1.3%) respectively. Most five-star hotel employees are aged between 21-30 years (6%), 31-40 years (4.3%), and 41-50 years (1.7%) respectively.

Table 5.1.4: Education

Level of education * Hotel code Crosstabulation

| | | | Hotel code | | | |
			Three-star hotel	Four-star hotel	Five-star hotel	Total
Level of education	Below or junior high school	Count	5	4	1	10
		% of Total	1.7%	1.3%	.3%	3.3%
	Senior high school or vocational certificate	Count	88	26	9	123
		% of Total	29.3%	8.7%	3.0%	41.0%
	Bachelor degree	Count	95	36	21	152
		% of Total	31.7%	12.0%	7.0%	50.7%
	Master degree or above	Count	7	3	5	15
		% of Total	2.3%	1.0%	1.7%	5.0%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows that the highest education level of all employees is Bachelor degree (50.7%). The rest is Senior high school or Vocational certificate (41%), Master degree or above (5%), and Junior high school or below (3.3%) respectively. For three-star hotel, the highest education level of employees is Bachelor degree (31.7%), Senior high school or Vocational certificate (29.3%), Master degree or above (2.3%), and Junior high school or below (1.7%) respectively. For four-star hotel, the highest education level of employees is Bachelor degree (12%), Senior high school or Vocational certificate (8.7%), Junior high school or below (1.3%), and Master degree or above (1%) respectively. For five-star hotel, the highest education level of employees is Bachelor degree (7%), Senior high school or Vocational certificate (3%), Master degree or above (1.7%), and Junior high school or below (0.3%) respectively.

Table 5.1.5: Length of service

Length of service * Hotel code Crosstabulation

			Hotel code			
			Three-star hotel	Four-star hotel	Five-star hotel	Total
Length of service	6 months or less	Count	30	9	3	42
		% of Total	10.0%	3.0%	1.0%	14.0%
	Over 6 months to 2 years	Count	52	17	7	76
		% of Total	17.3%	5.7%	2.3%	25.3%
	Over 2 years to 5 years	Count	51	17	9	77
		% of Total	17.0%	5.7%	3.0%	25.7%
	Over 5 years to 10 years	Count	46	17	16	79
		% of Total	15.3%	5.7%	5.3%	26.3%
	More than 10 years	Count	16	9	1	26
		% of Total	5.3%	3.0%	.3%	8.7%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows that the highest length of service is over 5 to 10 years (26.3%). The rest is over 2 to 5 years (25.7%), over 6 months to 2 years (25.3%), 6 months or less (14%), and more than 10 years (8.7%) respectively. For three-star hotel, the highest length of service is over 6 months to 2 years (17.3%), over 2 to 5 years (17%), over 5 to 10 years (15.3%), 6 months or less (10%), and more than 10 years (5.3%) respectively. For four-star hotel, there are three classes of the highest length of service, which are over 6 months to 2 years, over 2 to 5 years and over 5 to 10 years (5.7%), 6 months or less (3%), and more than 10 years (3%) respectively. For five-star hotel, the highest length of service is over 5 to 10 years (5.3%), over 2 to 5 years (3%), over 6 months to 2 years (2.3%), 6 months or less (1%), and more than 10 years (0.3%) respectively. For five-star hotel, the highest length of service is over 5 to 10 years (5.3%), over 2 to 5 years (3%), over 6 months to 2 years (2.3%), 6 months or less (1%), and more than 10 years (0.3%) respectively.

Table 5.1.6: Monthly income

Income * Hotel code Crosstabulation

			Hotel code			
			Three-star hotel	Four-star hotel	Five-star hotel	Total
Income	Below 5,000 Baht	Count	13	3		16
		% of Total	4.3%	1.0%		5.3%
	5,001 - 10,000 Baht	Count	116	22	2	140
		% of Total	38.7%	7.3%	.7%	46.7%
	10,001 - 15,000 Baht	Count	39	32	8	79
		% of Total	13.0%	10.7%	2.7%	26.3%
	15,001 - 20,000 Baht	Count	18	8	15	41
		% of Total	6.0%	2.7%	5.0%	13.7%
	Above 20,001 Baht	Count	9	4	11	24
		% of Total	3.0%	1.3%	3.7%	8.0%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows the most hotel employees have monthly income between 5,001-10,000 Baht (46.7%). The rest has monthly income between 10,001-15,000 Baht (26.3%), 15,001-20,000 Baht (13.7%), above 20,001 Baht (8%), and below 5,000 Baht (5.3%) respectively. For three-star hotel employees, they have monthly income between 5,001-10,000 Baht (38.7%), 10,001-15,000 Baht (13%), 15,001-20,000 Baht (6%), below 5,000 Baht (4.3%), and above 20,001 Baht (3%) respectively. For four-star hotel employees, they have monthly income between 10,001-15,000 Baht (10.7%), 5,001-10,000 Baht (7.3%), 15,001-20,000 Baht (2.7%), above 20,001 Baht (1.3%), and below 5,000 Baht (1%) respectively. For five-star hotel employees, they have monthly income between 15,001-20,000 Baht (5%), above 20,001 Baht (3.7%), 10,001-15,000 Baht (2.7%), and 5,001-10,000 Baht (0.7%) respectively.

Table 5.1.7: Marital status

Marital status * Hotel code Crosstabulation

			Hotel code			Total
			Three-star hotel	Four-star hotel	Five-star hotel	
Marital status	Single	Count	130	36	19	185
		% of Total	43.3%	12.0%	6.3%	61.7%
	Married	Count	65	33	17	115
		% of Total	21.7%	11.0%	5.7%	38.3%
Total		Count	195	69	36	300
		% of Total	65.0%	23.0%	12.0%	100.0%

Source: Survey data gathered on July 2002

From this table, it shows that most hotel employees are single (61.7%) and married (38.3%) respectively. For three-star hotel, the marital status of employees is single (43.3%) and married (21.7%). For four-star hotel, the marital status of employees is single (12%) and married (11%) respectively. The majority of marital status of employees is single (6.3%) and married (5.7%) in five-star hotel.

5.2 Respondents' Expectation towards Job aspects

The research instrument (questionnaire: part II) asks respondents to rank their expectations towards each job aspects; ranging from (Absolutely certain) I will accept to (Certainly not) I will accept. Mean scores and standard deviation are calculated for these responses. The results are summarized in Table 5.2.1

Table 5.2.1: Mean Score Ratings and Standard deviation of Dimensions Expectation

for job aspects

Dimensions	Mean Score	Standard deviation
Work itself	70.9267	13.70819
Co-worker	68.7400	12.78896
Supervisor	73.0800	12.05368
Pay	55.7067	14.54760
Promotion	55.2133	14.47664

Note: Based on complied ranking to 25 items in part II of the questionnaire, with scale from
0% = (Certainly not) I will accept to 100% = (Absolutely certain) I will accept

From table 5.2.1, the mean score of supervisor ranks the highest (73.08), followed in descending order by work itself, co-worker, pay, and promotion. It indicates that the hotel employees expect a high degree of job involvement and decision-making at work from their supervisor. They also expect that their supervisor can give the job's advice when they want. Otherwise, the mean score for the promotion is considerably the lowest (55.2133) among other job aspects. It indicates that the hotel employees expect low chance of promotion because the experience is important decision for promotion. Then, the new hotel employee will not consider in promotion. The following table (5.2.2) illustrates mean score of the items in each job aspect.

Table 5.2.2: Mean Score Rating and Standard deviation of Items in Each Dimension

Expectation for job aspects

Item by Dimension	Mean Score	Standard deviation
Work itself		
(E1) Give sense of accomplishment	67.6667	17.09375
(E2) Too much to do	72.9667	16.54624
(E3) Interesting	73.3000	17.46789
(E4) Creative	68.7667	19.35789
(E5) Challenging	71.9333	19.01229
Co-worker		
(E6) Helpful	71.4333	16.94805
(E7) Responsible	71.0333	17.42443
(E8) Active	69.6667	17.28830
(E9) Talk too much	62.5000	22.06899
(E10) Work to fast	69.0667	17.68724
Supervisor		
(E11) Hard to please	61.9000	21.74779
(E12) Asks my advice	73.6667	16.85733
(E13) Influential	74.9667	17.26245
(E14) Knows job well	77.9000	16.75886
(E15) Around when needed	76.9667	17.22754
Pay		
(E16) Income adequate for normal expenses	57.8000	21.68087
(E17) Fair	55.4333	22.32653
(E18) Less than I deserve	53.5000	24.00007
(E19) Barely live on income	50.8333	24.24041
(E20) Income provides luxuries	60.9667	23.10509
Promotion		
(E21) Good opportunity for promotion	53.7000	24.15066
(E22) Opportunity somewhat limited	50.7000	22.42438
(E23) Promotion on ability	65.5667	22.30854
(E24) Unfair promotion policy	51.9000	25.10293
(E25) Regular promotions	54.2000	24.18629

Note: Item numbers refer to statements in Part II of the questionnaire.

Examining the expected essential rating of the individual 25 items, which contribute to the calculated job aspects, a few interesting patterns emerge (see table 5.2.2). The mean score for four of five items contributing to the highest ranked dimension (supervisor) are above 70. Then, the mean rating of item E14, "My supervisor knows job well", is highest (77.90) on the ratio scale. It indicates the

employees have a high expectation in their supervisor. The employees expect that their supervisor's knowledge can advise them when they face the problem. Moreover, they also expect that their supervisor should be around when they need.

Not surprisingly, the mean score for four of five items contributing to the promotion in job aspect, the lowest ranked dimension, is below 60. The second item, "I have opportunity somewhat limited.", is rated the lowest among five items in this dimension. As employees advance their career to upper levels in the hotels, they are required to possess higher qualifications and the promotion is linked closely to seniority and hands-on experience. Therefore, the new employees realize that they have low chance for promotion so they do not consider in promotion much.

5.3 Respondents' Perception towards Job aspects

Perceptions of job aspects are a critical component of the hotel employee satisfaction equation (Expectation $\leq$ Perception). Table 5.3.1 shows the mean scores and standard deviation of perception in job aspects as follow:

Table 5.3.1: Mean Score Ratings and Standard deviation of Dimensions Perception for job aspects

Dimensions	Mean Score	Standard deviation
Work itself	69.9600	14.90567
Co-worker	67.9067	12.90632
Supervisor	71.8867	12.50233
Pay	57.4067	14.73267
Promotion	56.7333	14.76309

Note: Based on complied ranking to 25 items in part II of the questionnaire, with scale from 0% = (Certainly not) I will accept to 100% = (Absolutely certain) I will accept

Table 5.3.2: Mean Score Rating and Standard deviation of Items in Each Dimension

Perception for job aspects

Item by Dimension	Mean Score	Standard deviation
Work itself		
(P1) Give sense of accomplishment	66.1000	18.92928
(P2) Too much to do	73.5000	17.69540
(P3) Interesting	72.5667	17.36136
(P4) Creative	66.6000	19.72486
(P5) Challenging	71.0333	19.12638
Co-worker		
(P6) Helpful	69.5000	17.21641
(P7) Responsible	68.3333	17.49980
(P8) Active	68.1333	17.55590
(P9) Talk too much	65.6000	21.09003
(P10) Work to fast	67.9667	16.82684
Supervisor		
(P11) Hard to please	63.8333	21.00260
(P12) Asks my advice	71.7333	18.16854
(P13) Influential	74.7000	17.83171
(P14) Knows job well	75.1000	16.46898
(P15) Around when needed	74.0667	18.29146
Pay		
(P16) Income adequate for normal expenses	57.1000	22.63399
(P17) Fair	55.5333	23.88760
(P18) Less than I deserve	58.4667	22.61312
(P19) Barely live on income	53.8667	24.43438
(P20) Income provides luxuries	62.0667	22.36208
Promotion		
(P21) Good opportunity for promotion	53.7333	21.79401
(P22) Opportunity somewhat limited	54.6333	23.25226
(P23) Promotion on ability	65.1333	21.83050
(P24) Unfair promotion policy	53.9333	24.76368
(P25) Regular promotions	56.2333	23.46588

Note: Item numbers refer to statements in Part II of the questionnaire.

The mean scores for four of five items contributing to the highest ranked dimension (supervisor) are above 70. Therefore, the mean rating of item P14, " My supervisor knows job well." is the highest (75.10) on the ratio scale. It indicates that the employees have high perception in their supervisor. They realize that the supervisor can give the advice them when they want because their supervisor knows

Based on Table 5.3.1, the mean score of supervisor ranks highest (71.8867), followed in descending order by work itself, co-worker, pay, and promotion. It indicates that the employees have high perception in their supervisor. They realize that although the supervisor can give the advice when they want, they has influenced on their job as shown in following table. Otherwise, the mean score of promotion is considerably the lowest (56.7333) among other job aspects. It indicates that the employees have low perception on promotion. They realize that although they have good opportunity for promotion, the promotion is based on the seniority and hands-on experience.   Finally, it is interesting that the order of the highest and lowest rank dimensions of Expectation and Perception of job aspects are the same. Mean score of the items in each job aspect is illustrated in the following table.

job well. Moreover, the average score for item P21, "I have good opportunity for promotion." in promotion is the lowest (53.7333) in job aspects. It indicates that the employees have low perception in promotion. They realize that although they have good opportunity for promotion, the promotion is based on the seniority and hands-on experience.

Inferential Statistics

5.4 Hypothesis Test

Hypothesizes are conjectural statements of the relationship between two or more variables that carry implications for testing the stated relations. Hypothesis statements are operated into two logical statement i.e. true and false statements or Null Hypothesis State (H_o) and Alternative Hypothesis State (H_a).

There are ten hypotheses to be tested in this research in order to determine the difference of job aspects between expectation and perception in three-star hotel, four-star hotel, and five-star hotel employees. Therefore, the paired sample t-test and ANOVA are applied for all of those hypotheses and the results are shown below:

Hypothesis 1_o: Employees are not satisfied in work itself. (When $\mu_{E(W)} \geq \mu_{P(W)}$)

Hypothesis 1_a: Employees are satisfied in work itself. (When $\mu_{E(W)} < \mu_{P(W)}$)

It can be stated in statistical term as follows:

Hypothesis 1_o: $\mu_{E(W)} \geq \mu_{P(W)}$

Hypothesis 1_a: $\mu_{E(W)} < \mu_{P(W)}$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: 1) p-value $< p_{(\alpha = 0.05)}$ and 2) t-value must be negative

Table 5.4.1: The analysis of the difference in hotel employees' expectation and perception of work itself by using Pair Sample t-test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	W(E)	70.9267	300	13.70819	.79144
	W(P)	69.9600	300	14.90567	.86058

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	W(E) & W(P)	300	.654	.000

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	W(E) - W(P)	.9667	11.95024	.68995	-.3911	2.3244	1.401	299	.162

Survey data gathered on July 2002
Note: W(E) is Expectation on work itself; W(P) is Perception on work itself

Based on table 5.4.1, paired sample t-test shows the significant value of 0.162, which is more than the set criteria of $\alpha = 0.05$. Thus it indicates that the first null hypothesis is accepted. According to paired sample t-test rule, the two vital pre-requisites towards rejecting the null hypothesis are: (1) p-value $< p_{(\alpha = 0.05)}$ and (2) the mean differences has to be negative or zero. If any of these two criteria is not fulfilled, there is no option left other than accepting the null hypothesis. Therefore, based on the criteria of t-value and mean difference, the null hypothesis ($H1_o$) is accepted.

The data shows that the mean score of expectation is more than perception in work itself so the mean difference is positive. According to the model of Parasuraman, Zeithaml and Berry (1985) in chapter 3, when expectation is more than perception, it creates dissatisfaction. Therefore, it can be concluded that hotel employees are not satisfied in work itself because of unchallenging job and repetitive work. They also realize that they have too many jobs to do.

Hypothesis 2_0: Employees are not satisfied in co-worker. (When $\mu_{E(CO)} \geq \mu_{P(CO)}$)

Hypothesis 2_a: Employees are satisfied in co-worker. (When $\mu_{E(CO)} < \mu_{P(CO)}$)

It can be stated in statistical term as follows:

Hypothesis 2_0: $\mu_{E(CO)} \geq \mu_{P(CO)}$

Hypothesis 2_a: $\mu_{E(CO)} < \mu_{P(CO)}$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: 1)) p-value $< p_{(\alpha = 0.05)}$ and 2) t-value must be negative

Table 5.4.2: The analysis of the difference in hotel employees' expectation and perception of co-worker by using Pair Sample t-test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	CO(E)	68.7400	300	12.78896	.73837
	CO(P)	67.9067	300	12.90632	.74515

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	CO(E) & CO(P)	300	.740	.000

Paired Samples Test

		Paired Differences						
			Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	CO(E) - CO(P)	.8333	9.26670	.53501	-.2195	1.8862	1.558	299	.120

Survey data gathered on July 2002

Note: CO(E) is Expectation on co-worker; CO(P) is Perception on co-worker.

Based on table 5.4.2, paired sample t-test shows the significant value of 0.12, which is more than the set criteria of $\alpha = 0.05$. Thus it indicates that the first null hypothesis is accepted. According to paired sample t-test rule, the two vital pre-requisites towards rejecting the null hypothesis are: (1)) p-value $< p_{(\alpha = 0.05)}$ and (2) the mean differences has to be negative or zero. If any of these two criteria is not fulfilled, there is no option left other than accepting the null hypothesis. Therefore, based on the criteria of t-value and mean difference, the null hypothesis (H2$_o$) is accepted.

The data shows that the mean score of expectation is more than perception in co-worker so the mean difference is positive. According to the model of Parasuraman, Zeithaml and Berry (1985) in chapter 3, when expectation is more than perception, it creates dissatisfaction. Therefore, it can be concluded that hotel employees are not satisfied in co-worker. They have high expectation that their co-work will be helpful and advice them to do job but their opinion is wrong. Thus, it makes them disappointed with co-worker.

Hypothesis 3$_o$: Employees are not satisfied in supervisor. (When $\mu_{E(S)} \geq \mu_{P(S)}$)

Hypothesis 3$_a$: Employees are satisfied in supervisor. (When $\mu_{E(S)} < \mu_{P(S)}$)

It can be stated in statistical term as follows:

Hypothesis 3$_0$: $\mu_{E(S)} \geq \mu_{P(S)}$

Hypothesis 3$_a$: $\mu_{E(S)} < \mu_{P(S)}$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: 1)) p-value $< p_{(\alpha = 0.05)}$ and 2) t-value must be negative

Table 5.4.3: The analysis of the difference in hotel employees' expectation and

perception of supervisor by using Pair Sample t-test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PAY (E)	55.7067	300	14.54760	.83991
	PAY (P)	57.4067	300	14.73267	.85059

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	S(E)	73.0800	300	12.05368	.69592
	S(P)	71.8867	300	12.50233	.72182

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	S(E) & S(P)	300	.503	.000

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	S(E) - S(P)	1.1933	12.24182	.70678	-.1976	2.5842	1.688	299	.092

Survey data gathered on July 2002
Note: S(E) is Expectation on supervisor; S(P) is Perception on supervisor.

Based on table 5.4.3, paired sample t-test shows the significant value of 0.92, which is less than the set criteria of $\alpha = 0.05$. Thus it indicates that the first null hypothesis is accepted. According to paired sample t-test rule, the two vital pre-requisites towards rejecting the null hypothesis are: (1)) p-value $< p_{(\alpha = 0.05)}$ and (2) the mean differences has to be negative or zero. If any of these two criteria is not fulfilled, there is no option left other than accepting the null hypothesis. Therefore, based on the criteria of t-value and mean difference, the null hypothesis ($H3_0$) is accepted.

The data shows that the mean score of expectation is more than perception in supervisor so the mean difference is positive. According to the model of Parasuraman, Zeithaml and Berry (1985) in chapter 3, when expectation is more than perception, it creates dissatisfaction. Therefore, it can be concluded that hotel employees are not satisfied in supervisor because they have perceived that the supervisor has strongly influenced on their job. The employees nowadays look for a sense of personal power together with the freedom to use that power.

Hypothesis 4₀: Employees are not satisfied in pay. (When $\mu_{E(PAY)} \geq \mu_{P(PAY)}$)

Hypothesis 4ₐ: Employees are satisfied in pay. (When $\mu_{E(PAY)} < \mu_{P(PAY)}$)

It can be stated in statistical term as follows:

Hypothesis 4₀: $\mu_{E(PAY)} \geq \mu_{P(PAY)}$

Hypothesis 4ₐ: $\mu_{E(PAY)} < \mu_{P(PAY)}$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: 1)) p-value $< p_{(\alpha = 0.05)}$ and 2) t-value must be negative

Table 5.4.4: The analysis of the difference in hotel employees' expectation and perception of pay by using Pair Sample t-test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PAY (E)	55.7067	300	14.54760	.83991
	PAY (P)	57.4067	300	14.73267	.85059

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	PAY (E) & PAY (P)	300	.507	.000

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	PAY(E) - PAY(P)	-1.7000	14.54425	.83971	-3.3525	-.0475	-2.025	299	.044

Survey data gathered on July 2002
Note: PAY(E) is Expectation on pay; PAY(P) is Perception on pay.

Based on table 5.4.4, paired sample t-test shows the significant value of 0.044, which is less than the set criteria of $\alpha = 0.05$. Thus it indicates that the first null hypothesis is rejected. According to paired sample t-test rule, the two vital pre-requisites towards rejecting the null hypothesis are: (1)) p-value $< p_{(\alpha = 0.05)}$ and (2) the mean differences has to be negative or zero. If any of these two criteria is not fulfilled, there is no option left other than accepting the null hypothesis. Therefore, based on the criteria of t-value and mean difference, the null hypothesis (H4$_o$) is rejected.

The data shows that the mean score of expectation is less than perception in pay so the mean difference is negative. According to the model of Parasuraman, Zeithaml and Berry (1985) in chapter 3, when expectation is less than perception, it

creates satisfaction. Therefore, it can be concluded that hotel employees are satisfied in pay because their present pay is fair. Most hotel employees are used to being paid a low basic salary because they are encouraged to earn tip from the hotel guests by providing personal quality service.

Hypothesis 5_o: Employees are not satisfied in promotion. (When $\mu_{E(PRO)} \geq \mu_{P(PRO)}$)

Hypothesis 5_a: Employees are satisfied in promotion. (When $\mu_{E(PRO)} < \mu_{P(PRO)}$)

It can be stated in statistical term as follows:

Hypothesis 5_o: $\mu_{E(PRO)} \geq \mu_{P(PRO)}$

Hypothesis 5_a: $\mu_{E(PRO)} < \mu_{P(PRO)}$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: 1)) p-value $< p_{(\alpha = 0.05)}$ and 2) t-value must be negative

Table 5.4.5: The analysis of the difference in hotel employees' expectation and perception of promotion by using Pair Sample t-test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PRO(E)	55.2133	300	14.47664	.83581
	PRO(P)	56.7333	300	14.76309	.85235

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	PRO(E) & PRO(P)	300	.622	.000

Paired Samples Test

		Paired Differences							
				Std. Error Mean	95% Confidence Interval of the Difference				Sig. (2-tailed)
		Mean	Std. Deviation		Lower	Upper	t	df	
Pair 1	PRO(E) - PRO(P)	-1.5200	12.72120	.73446	-2.9654	-.0746	-2.070	299	.039

Survey data gathered on July 2002
Note: PRO(E) is Expectation on promotion; PRO(P) is Perception on promotion.

Based on table 5.4.5, paired sample t-test shows the significant value of 0.39, which is less than the set criteria of $\alpha = 0.05$. Thus it indicates that the first null hypothesis is rejected. According to paired sample t-test rule, the two vital pre-requisites towards rejecting the null hypothesis are: (1)) p-value $< p_{(\alpha = 0.05)}$ and (2) the mean differences has to be negative or zero. If any of these two criteria is not fulfilled, there is no option left other than accepting the null hypothesis. Therefore, based on the criteria of t-value and mean difference, the null hypothesis (H5$_0$) is rejected.

The data shows that the mean score of expectation is less than perception in promotion so the mean difference is negative. According to the model of Parasuraman, Zeithaml and Berry (1985) in chapter 3, when expectation is less than perception, it creates satisfaction. Therefore, it can be concluded that hotel employees are satisfied in promotion because they realize that they have a good opportunity for promotion and their promotions are based on their ability.

Hypothesis 6$_0$: There is no difference in work itself among three-star, four-star, and

five-star hotel employees. (When $\mu_{W1} = \mu_{W2} = \mu_{W3}$)

Hypothesis 6$_a$: There is a difference in work itself among three-star, four-star, and five-star hotel employees. (When $\mu_{W1} \neq \mu_{W2} \neq \mu_{W3}$)

It can be stated in statistical term as follows:

Hypothesis 6$_0$: H$_o$: $\mu_1 = \mu_2 = \mu_3$

Hypothesis 6$_a$: H$_a$: $\mu_1 \neq \mu_2 \neq \mu_3$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: if p-value < level of significance ($\alpha = 0.05$)

Table 5.4.6: The analysis of the difference in work itself among three-star, four-star and five star hotel employees by ANOVA

ANOVA

Work itself

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	307.654	2	153.827	1.078	.342
Within Groups	42392.01	297	142.734		
Total	42699.67	299			

Multiple Comparisons

Dependent Variable: Work itself

LSD

(I) Hotel code	(J) Hotel code	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Three-star hotel	Four-star hotel	-2.3501	1.67349	.161	-5.6435	.9434
	Five-star hotel	.2949	2.16721	.892	-3.9702	4.5599
Four-star hotel	Three-star hotel	2.3501	1.67349	.161	-.9434	5.6435
	Five-star hotel	2.6449	2.45631	.282	-2.1890	7.4789
Five-star hotel	Three-star hotel	-.2949	2.16721	.892	-4.5599	3.9702
	Four-star hotel	-2.6449	2.45631	.282	-7.4789	2.1890

Survey data gathered on July 2002

If the p-value is less than the chosen level of significance, the null hypothesis is rejected; otherwise, the null hypothesis will be accepted.

Based on table 5.4.6, ANOVA table shows the significant value (p-value) of 0.342, which is more than the specified α of 0.05. Thus it indicates that the first null hypothesis is accepted. Furthermore, the result of multiple comparisons table (LSD) also shows that all significant values are more than the set criteria. It indicates that the opinion among three-star, four-star, and five-star hotel employees is the same in work itself.

Hypothesis 7_o: There is no difference in co-worker among three-star, four-star, and five-star hotel employees. (When $\mu_{CO1} = \mu_{CO2} = \mu_{CO3}$)

Hypothesis 7_a: There is a difference in co-worker among three-star, four-star, and five-star hotel employees. (When $\mu_{CO1} \neq \mu_{CO2} \neq \mu_{CO3}$)

It can be stated in statistical term as follows:

Hypothesis 7_o: H_o: $\mu_1 = \mu_2 = \mu_3$

Hypothesis 7_a: H_a: $\mu_1 \neq \mu_2 \neq \mu_3$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: if p-value < level of significance ($\alpha = 0.05$)

Table 5.4.7: The analysis of the difference in co-worker among three-star, four-star, and five star hotel employees by ANOVA

ANOVA

Co-worker

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	586.348	2	293.174	3.471	.032
Within Groups	25089.32	297	84.476		
Total	25675.67	299			

Multiple Comparisons

Dependent Variable: Co-worker
LSD

(I) Hotel code	(J) Hotel code	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Three-star hotel	Four-star hotel	-3.3195*	1.28744	.010	-5.8532	-.7859
	Five-star hotel	.0162	1.66726	.992	-3.2649	3.2974
Four-star hotel	Three-star hotel	3.3195*	1.28744	.010	.7859	5.8532
	Five-star hotel	3.3357	1.88967	.079	-.3831	7.0546
Five-star hotel	Three-star hotel	-.0162	1.66726	.992	-3.2974	3.2649
	Four-star hotel	-3.3357	1.88967	.079	-7.0546	.3831

*. The mean difference is significant at the .05 level.

Survey data gathered on July 2002

If the p-value is less than the chosen level of significance, the null hypothesis is rejected; otherwise, the null hypothesis will be accepted.

Based on table 5.4.7, ANOVA table shows the significant value (p-value) of 0.032, which is less than the specified α of 0.05. It indicates that the first null hypothesis is rejected. Moreover, the result of multiple comparisons table (LSD) also shows that there is difference in co-worker between three-star and four-star hotel employees. From the data of three-star and four-star hotel employees, it indicated that the opinion of co-worker is different.

Hypothesis 8₀: There is no difference in supervisor among three-star, four-star, and

five-star hotel employees. (When $\mu_{S1} = \mu_{S2} = \mu_{S3}$)

Hypothesis 8ₐ: There is a difference in supervisor among three-star, four-star, and

five-star hotel employees. (When $\mu_{S1} \neq \mu_{S2} \neq \mu_{S3}$)

It can be stated in statistical term as follows:

Hypothesis 8₀: H₀: $\mu_1 = \mu_2 = \mu_3$

Hypothesis 8$_a$: H$_a$: $\mu_1 \neq \mu_2 \neq \mu_3$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: if p-value < level of significance ($\alpha = 0.05$)

Table 5.4.8: The analysis of the difference in supervisor among three-star, four-star, and five star hotel employees by ANOVA

ANOVA

Supervisor

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	951.283	2	475.642	3.221	.041
Within Groups	43857.50	297	147.668		
Total	44808.79	299			

Multiple Comparisons

Dependent Variable: Supervisor
LSD

(I) Hotel code	(J) Hotel code	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Three-star hotel	Four-star hotel	-3.7940*	1.70217	.027	-7.1438	-.4441
	Five-star hotel	-3.6128	2.20435	.102	-7.9510	.7253
Four-star hotel	Three-star hotel	3.7940*	1.70217	.027	.4441	7.1438
	Five-star hotel	.1812	2.49840	.942	-4.7357	5.0980
Five-star hotel	Three-star hotel	3.6128	2.20435	.102	-.7253	7.9510
	Four-star hotel	-.1812	2.49840	.942	-5.0980	4.7357

*. The mean difference is significant at the .05 level.

Survey data gathered on July 2002

If the p-value is less than the chosen level of significance, the null hypothesis is rejected; otherwise, the null hypothesis will be accepted.

Based on table 5.4.8, ANOVA table shows the significant value (p-value) of 0.041, which is less than the specified α of 0.05. It indicates that the first null hypothesis is rejected. Moreover, the result of multiple comparisons table (LSD) also shows that there is difference in supervisor between three-star and four-star hotel

employees. From the data of three-star and four-star hotel employees, the opinion of supervisor is different.

Hypothesis 9_0: There is no difference in pay among three-star, four-star, and five-star hotel employees. (When $\mu_{PAY1} = \mu_{PAY2} = \mu_{PAY3}$)

Hypothesis 9_a: There is a difference in pay among three-star, four-star, and five-star hotel employees. (When $\mu_{PAY1} \neq \mu_{PAY2} \neq \mu_{PAY3}$)

It can be stated in statistical term as follows:

Hypothesis 9_0: H_0: $\mu_1 = \mu_2 = \mu_3$

Hypothesis 9_a: H_a: $\mu_1 \neq \mu_2 \neq \mu_3$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: if p-value < level of significance ($\alpha = 0.05$)

Table 5.4.9: The analysis of the difference in pay among three-star, four-star, and five star hotel employees by ANOVA

ANOVA

Pay

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1413.448	2	706.724	3.394	.035
Within Groups	61835.55	297	208.201		
Total	63249.00	299			

Multiple Comparisons

Dependent Variable: Pay

LSD

(I) Hotel code	(J) Hotel code	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Three-star hotel	Four-star hotel	-5.1336*	2.02116	.012	-9.1112	-1.1559
	Five-star hotel	-2.8316	2.61745	.280	-7.9827	2.3195
Four-star hotel	Three-star hotel	5.1336*	2.02116	.012	1.1559	9.1112
	Five-star hotel	2.3019	2.96661	.438	-3.5363	8.1402
Five-star hotel	Three-star hotel	2.8316	2.61745	.280	-2.3195	7.9827
	Four-star hotel	-2.3019	2.96661	.438	-8.1402	3.5363

*. The mean difference is significant at the .05 level.

Survey data gathered on July 2002

If the p-value is less than the chosen level of significance, the null hypothesis is rejected; otherwise, the null hypothesis will be accepted.

Based on table 5.4.9, ANOVA table shows the significant value (p-value) of 0.035, which is less than the specified α of 0.05. It indicates that the first null hypothesis is rejected. Moreover, the result of multiple comparisons table (LSD) also shows that there is difference in pay between three-star and four-star hotel employees. From the data of three-star and four-star hotel employees, the opinion of pay is different.

Hypothesis 10_o: There is no difference in promotion among three-star, four-star, and five-star hotel employees. (When $\mu_{PRO1} = \mu_{PRO2} = \mu_{PRO3}$)

Hypothesis 10_a: There is a difference in promotion among three-star, four-star, and five-star hotel employees. (When $\mu_{PRO1} \neq \mu_{PRO2} \neq \mu_{PRO3}$)

It can be stated in statistical term as follows:

Hypothesis 10_o: H_o: $\mu_1 = \mu_2 = \mu_3$

Hypothesis 10$_a$: H$_a$: $\mu_1 \neq \mu_2 \neq \mu_3$, with 95% level of significant ($\alpha = 0.05$)

Rejection rule: if p-value < level of significance ($\alpha = 0.05$)

Table 5.4.10: The analysis of the difference in promotion among three-star, four-star, and five star hotel employees by ANOVA

ANOVA

Promotion

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	169.967	2	84.983	.523	.593
Within Groups	48216.91	297	162.347		
Total	48386.88	299			

Multiple Comparisons

Dependent Variable: Promotion

LSD

(I) Hotel code	(J) Hotel code	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Three-star hotel	Four-star hotel	-1.8261	1.78477	.307	-5.3385	1.6863
	Five-star hotel	-.5000	2.31131	.829	-5.0486	4.0486
Four-star hotel	Three-star hotel	1.8261	1.78477	.307	-1.6863	5.3385
	Five-star hotel	1.3261	2.61963	.613	-3.8293	6.4815
Five-star hotel	Three-star hotel	.5000	2.31131	.829	-4.0486	5.0486
	Four-star hotel	-1.3261	2.61963	.613	-6.4815	3.8293

Survey data gathered on July 2002

If the p-value is less than the chosen level of significance, the null hypothesis is rejected; otherwise, the null hypothesis will be accepted.

Based on table 5.4.10, ANOVA table shows the significant value (p-value) of 0.593, which is more than the specified α of 0.05. Thus it indicates that the first null hypothesis is accepted. Furthermore, the result of multiple comparisons table (LSD) also shows that all significant values are more than the set criteria. It indicates that the

opinion among three-star, four-star, and five-star hotel employees is the same in promotion.

5.5 Summary of Hypothesis Testing Result

Table 5.5.1: Summary of Hypothesis Testing Result (Paired Sample t-test)

Hypothesis Statements	Type of Statistics	Mean	Significant Value (2-tail)	Result
Hypothesis 1_0: Employees are not satisfied in work itself. (When $\mu_{E(W)} \geq \mu_{P(W)}$) **Hypothesis 1_a**: Employees are satisfied in work itself. (When $\mu_{E(W)} < \mu_{P(W)}$)	Paired Sample t-test	0.9667	0.162	Accepted H_o
Hypothesis 2_0: Employees are not satisfied in co-worker. (When $\mu_{E(CO)} \geq \mu_{P(CO)}$) **Hypothesis 2_a**: Employees are satisfied in co-worker. (When $\mu_{E(CO)} < \mu_{P(CO)}$)	Paired Sample t-test	0.8333	0.120	Accepted H_o
Hypothesis 3_0: Employees are not satisfied in supervisor. (When $\mu_{E(S)} \geq \mu_{P(S)}$) **Hypothesis 3_a**: Employees are satisfied in supervisor. (When $\mu_{E(S)} < \mu_{P(S)}$)	Paired Sample t-test	1.1933	0.092	Accepted H_o
Hypothesis 4_0: Employees are not satisfied in pay. (When $\mu_{E(PAY)} \geq \mu_{P(PAY)}$) **Hypothesis 4_a**: Employees are satisfied in pay. (When $\mu_{E(PAY)} < \mu_{P(PAY)}$)	Paired Sample t-test	-1.7000	0.044	Rejected H_o
Hypothesis 5_0: Employees are not satisfied in promotion. (When $\mu_{E(PRO)} \geq \mu_{P(PRO)}$) **Hypothesis 5_a**: Employees are satisfied in promotion. (When $\mu_{E(PRO)} < \mu_{P(PRO)}$)	Paired Sample t-test	-1.5200	0.039	Rejected H_o

Survey data gathered on July 2002

Table 5.5.2: Summary of Hypothesis Testing Result (ANOVA)

Hypothesis Statements	Type of Statistics	F	Significant Value (2-tail)	Result
Hypothesis 6_o: There is no difference in work itself among three-star, four-star, and five-star hotel employees. (When $\mu_{W1} = \mu_{W2} = \mu_{W3}$) **Hypothesis 6_a:** There is a difference in work itself among three-star, four-star, and five-star hotel employees.	Analysis of variance (ANOVA)	1.078	0.342	Accepted H_o
Hypothesis 7_o: There is no difference in co-worker among three-star, four-star, and five-star hotel employees. (When $\mu_{CO1} = \mu_{CO2} = \mu_{CO3}$) **Hypothesis 7_a:** There is a difference in co-worker among three-star, four-star, and five-star hotel employees.	Analysis of variance (ANOVA)	3.471	0.032	Rejected H_o
Hypothesis 8_o: There is no difference in supervisor among three-star, four-star, and five-star hotel employees. (When $\mu_{S1} = \mu_{S2} = \mu_{S3}$) **Hypothesis 8_a:** There is a difference in supervisor among three-star, four-star, and five-star hotel employees.	Analysis of variance (ANOVA)	3.221	0.041	Rejected H_o
Hypothesis 9_o: There is no difference in pay among three-star, four-star, and five-star hotel employees. (When $\mu_{PAY1} = \mu_{PAY2} = \mu_{PAY3}$) **Hypothesis 9_a:** There is a difference in pay among three-star, four-star, and five-star hotel employees.	Analysis of variance (ANOVA)	3.394	0.035	Rejected H_o
Hypothesis 10_o: There is no difference in promotion among three-star, four-star, and five-star hotel employees. (When $\mu_{PRO1} = \mu_{PRO2} = \mu_{PRO3}$) **Hypothesis 10_a:** There is a difference in promotion among three-star, four-star, and five-star hotel employees.	Analysis of variance (ANOVA)	0.523	0.593	Accepted H_o

Survey data gathered on July 2002

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

In this chapter, the researcher describes the summary of findings in brief statements based on the problems and hypotheses. Then the conclusion of the whole study is discussed. Lastly the recommendations are provided for the company's executives and further research.

6.1 Summary of Findings

As stated in Chapter 1, there are three main objectives of this research. The summary of the findings which support each objective are described as follows:

The first objective is to investigate the level of difference between expectation and perception of job aspects.

Expectation of job aspects

The hotel industry is a service and people-oriented business. Therefore, it is important that hotel managers know how their employees feel at work and what they want. Since the job satisfaction has affected the absenteeism and turnover of hotel employee, the hotel managers should understand the causes and effects of turnover and absenteeism. The data presented in Table 5.2.1 and 5.2.2 shows the expectation of job aspects, which are composed of work itself, co-worker, supervisor, pay, and promotion. The research indicates that the highest mean score of expectation is the supervisor (73.08). It indicates the employees have a high expectation in their supervisor. The employees expect that their supervisor's knowledge can advise them

when they face the problem. Moreover, they also expect that their supervisor should be around when they need.

Otherwise, the lowest mean score of expectation is promotion (55.2133) among those job aspects. As employees advance their career to upper levels in the hotels, they are required to possess higher qualifications and the promotion is linked closely to seniority and hands-on experience. Therefore, the new employees realize that they have low chance for promotion so they do not consider in promotion much.

Perception of job aspects

Referring to the model of Parasuraman, Zeithaml and Berry (1985), satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations. Table 5.3.1 and 5.3.2 show the perception of job aspects that are also composed of work itself, co-worker, supervisor, pay, and promotion. The research indicates that the highest mean score of perception is supervisor (71.8867), which is the same as the expectation. It indicates that the employees have high perception in their supervisor. They realize that the supervisor can give the advice them when they want because their supervisor knows job well.

In contrast, the lowest mean score is promotion (56.7333) among those job aspects. In fact, they realize that although they have good opportunity for promotion, it is based on the seniority and hands-on experience. Therefore, it indicates that the employees have low perception in promotion.

The second objective is to assess the employees' job satisfaction categories toward the job aspects.

Aspects under Dissatisfaction

Based on Table 5.5.1, it indicates that all significant values of work itself (0.162), co-worker (0.12), and supervisor (0.092) are greater than the set criteria of α = 0.05. Therefore, the null hypothesis is accepted. Moreover, the data shows that the mean score of expectation is greater than perception of work itself, co-worker, and supervisor so the mean difference is positive. According to the model of Parasuraman, Zeithaml and Berry (1985), when expectation is more than perceived performance (perception), it creates dissatisfaction. In conclusion, employees are not satisfied with work itself, co-worker, and supervisor.

Aspects under Satisfaction

Based on Table 5.5.1, the research indicates that the significant value of pay (0.044) and promotion (0.039) is less than the set criteria of α = 0.05 and t-value is also negative. Therefore, the null hypothesis is rejected. The data shows that the mean scores of expectation is less than perception in pay and promotion then the mean difference is negative. Referring to the model of Parasuraman, Zeithaml and Berry (1985), when expectation is less than perceived performance (perception), it creates satisfaction. Therefore, it can be concluded that employees are satisfied in pay and promotion.

The third objective is to compare the job aspects among three-star, four-star, and five-star hotel employees.

Similar group

From the summary of hypothesis testing result in table 5.5.2, it shows that there is no difference in work itself and promotion among three-star, four-star, and five-star hotel employees because the significant value of those two variables is

greater than the set criteria ($\alpha = 0.05$). Thus, the first null hypothesis is accepted. Based on multiple comparisons table (LSD) of work itself and promotion, it shows that the opinion of all three groups are similar in these two variables.

Different group

On the other hand, the research indicates that there is difference in co-worker, supervisor, and pay among three-star, four-star and five-star hotel employees. The significant value of three variables is less than the set criteria, which follows the ANOVA testing, so the null hypothesis will be rejected. The multiple comparisons tables (LSD) of those three variables show that the opinions of three-star and four-star hotel employees are different in co-worker, supervisor, and pay.

6.2 Implications

The result of the research indicates that 58.7% of respondents are female with age between 21-30 years (50.3%). The majority of hotel employees completed Bachelor degree (50.7%) and receives monthly income between 5,001-10,000 Baht (46.7%). Finally, the research has found that 26.3% of the respondents have been working at the hotel for over 5 to 10 years.

According to the theory of Smith, Kendall and Hulin (1969), the authors had suggested that job satisfaction represented five dimensions (work itself, co-worker, supervisor, promotion, and pay), which people had affectively responded toward job satisfaction. From this study, the research found that the employees are not satisfied in work itself, co-worker, and supervisor but they are satisfied with pay and promotion.

Our research problem is what the distinguishment of perception between three-star, four-star, and five-star hotel employees on job satisfaction evaluation will

be. The research found that the opinions of those three groups are similar in work itself and promotion such as repetitive work, unchallenging job, uninteresting job, a good opportunity for promotion, etc. Furthermore, it indicates that between their opinions are dissatisfied in work itself but satisfied in promotion. Referring to hypothesis 1, it shows that the employees are not satisfied in work itself because their job is routine work and they have too many jobs to do. Otherwise, the employees are satisfied in promotion because they thought that they have a good opportunity for promotion by based on their ability.

On the other hand, the research found that there is difference in co-worker, supervisor, and pay among three-star, four-star and five-star hotel employees. The results show that the opinions of three-star and four-star hotel employees are different in those three job aspects. For example, three-star hotel employees may be dissatisfied in supervisor but four-star hotel employees are satisfied in supervisor. Otherwise, three-star hotel employees may be satisfied in supervisor but four-star hotel employees are dissatisfied in supervisor.

6.3 Recommendation

Nowadays there is high competition in hotel industry in Thailand by looking at the number of travelers per year. The amount of money that the country will receive from travelers is increasing every year. Unsurprisingly, Thai government has specially enhanced to invest in this industry. Employee satisfaction is one important element that makes customers satisfied. Thus, the hotel management should understand and know how their employees feel at work and what they want. Based on the findings and conclusions of this study, the following recommendations are made.

1. The researcher suggests that hotel should provide job rotation opportunities for employees with potential. The result of job rotation program, which leads to new environment, new knowledge and learning of new information, may result in high motivation. In fact, it is an opportunity for doing different job functions that help employees develop, and prepare for promotion in the future (Zhang, Lam, and Baum, 1999).

2. The researcher suggests that hotels should implement total quality management and empower their employees. The result of the research shows that nowadays employees look for a sense of personal power together with the freedom to use that power. They expect a high degree of job involvement and decision making at work. Therefore, hotels should provide a high degree of autonomy for employees, within operative guidelines, to handle guest demands and complaints on the spot without referring them every time to a higher level in the hierarchy (Zhang, Lam, and Baum, 1999).

3. Although this study shows that employees are satisfied with pay and promotion, the researcher suggests that pay should be considered as the most important dimension attributing to job satisfaction, followed by promotion. Hotels should focus on training and developing employees to improve their promotional prospects. On-the-job training of technical skills and off-the-job learning on supervision and management skills for supervisory employees are important to enhance their competence and promotion (Zhang, Lam, and Baum, 1999).

6.4 Further Research

As this research focuses on employee expectation and perception of job aspects, there are other aspects that should be investigated in the future as follows:

1. As this research concerns only five job dimensions of Smith, Kendall and Hulin theory (1969), which compose work itself, co-worker, supervisor, pay, and promotion, future research should include other variables that are of major concern to job satisfaction for example achievement, recognition, responsibility, working condition, administration policies, personal life, etc. Those variables belong to Herzberg's two-factor theory.

2. As this research is conducted in Bangkok area only, future research should compare between employees who work in Bangkok and employees who work in other provinces.

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Appendix A

Hotel Organization Chart

General Manager

Operations Analyst | Secretary

Food & Beverage Manager

Banquet Manager
Banquet Sales
Banquet Service
Secretaries
Housemen

Executive Chef
Sec. Clerk
Sous Chef
Banquet Chef
Chefs and Cooks
Pastry Chef
Butcher
Pantry

Restaurant-Coffee Shop
Room Managers
Host-Hostesses
Waiters-Waitresses
Counterpersons
Buspersons

Storeroom
Supervisor
Food, Beverage & General Assistants
Clerks

Personal Directors

Secretary
Assistants

Chief Steward
Stewards
Warewashers

Beverage
Supervisor
Bartenders

Resident Manager

Executive Housekeeper

Floor Housekeeper
Clerk
Lost and Found
Linen Room
Seamstress
Maids
Head Housemen
Housemen
Night Cleaners

Valet

Wall Washers

House Laundry
Supervisors
Assistants

Telephone
Chief Operator
Supervisors
Operators

Executive Assistant Manager

Assistant Manager
Night Manager

Superintendent of Service
Bell Captains
Bellmen
Doorman
Lobby Porters
Package Room

Chief of Security
House Officers
Watchmen

Front Office Manager

Assistant Front Office Manger
Secretary

Reservation
Supervisor
Reservationists

Front Desk
Manager
Receptionists

Mail & Information
Mail Clerks
Information Clerks

Purchasing Agent
Assistants

Garage Manager
Cashiers
Attendants

Director of Sales

Convention Manager
Group Sales Manager
Public Relations
Secretaries
Representatives
Clerks

Chief Engineer

Clerk
Assistant Engineers
Maintenance
Head Painter
Elevator
Carpenters
Locksmiths
Electricians
Upholsterers
Plumbers

Controllers

Secretary
Assistants
Food & Beverage Controller & Assistants
Payroll Clerk
Accounting Office

Head Night Auditor
Night Revenue Auditors

Head Front Office Cashier
Supervisors
Cashiers

Credit Manager
Assistants

Others
Timekeepers
Receiving Clerks

Source: Gary, William S. and Liguori, Salvatore C. (1994), Hotel Structure and Staff, Hotels and Motel Management and Operations (3rd edition), New Jersey: Prentice-Hall International, Inc., p. 51

Appendix B

Ref :   Grad. 490/2002

Dated :   June 18, 2002

Subject : Request Cooperation on Student's Fieldwork

To Whom It May Concern

As part of the course requirements for subject entitled **"BG 7000 Thesis"**, students are assigned to various business and industrial establishments. During this short period they are required to observe and collect information, statistics and data from the companies and firms selected. The project will include the analysis of the strategic planning, organization and implementation methods adopted together with problem encountered including suggestions for solution of these problems.

Ms. Rungtip Tangprasertkij

is assigned to study your company operations and I shall be very obliged if you will accord her to achieve the course objectives by facilitating her to do the necessary field work.

Thanking in advance for your cooperation.

Yours faithfully,

Dr.Kitti Phothikitti
Director

ABAC, Ramkhamhaeng 24
Huamark, Bangkapi
Bangkok 10240
Tel. 300-4553 or 719-1515 Ext. 1307-10
Fax. 719-1521

June 1, 2001

Dear Human Resource Manager,

My name is Rungtip Tangprasertkij. I am studying in Master Degree of Business Administration at Assumption University. I am conducting a research of thesis entitled "A study of hotel employee Job satisfaction in Bangkok". As a part of my thesis, I would like to ask for your participation in this study. I want to assure you, however, that this survey is an independent project for my study and that no individual is identified. All of your responses to this questionnaire will be strictly confidential.

The purpose of this study is to explore and determine job satisfaction of hotel in Bangkok. The finding form this study will be useful as baseline of information for other studies and administrators in Hotel Company and other organizations.

Your participation is very important to the success of this study. Please spare a few minutes of your busy schedule to complete this questionnaire.

Your participation and cooperation will be greatly appreciated.

Sincerely Yours,

Rungtip Tangprasertkij

A STUDY OF HOTEL EMPLOYEE JOB SATISFACTION IN BANGKOK

QUESTIONNAIRE ☐ Hotel code

This survey is designed to study about employee's expectation and perception on job satisfaction. Please understand there are *no right or wrong answer*, researcher is interested in the most thoughtful and valuable responses that truly reflect your feelings. *All the responses will be absolutely kept confidential*.

Part I: Demographic Profile

Directions: Please complete the following information about yourself by making the checkmark (√) in front of blank relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

1. How old are you?

_____20 or below years   _____21 – 30 years
_____31 – 40 years   _____41 – 50 years
_____51 or above years

2. What is your gender?

_____Male   _____Female

3. What is your highest level of education?

_____Below or junior high school   _____Senior high school or Vocational certificate
_____Bachelor's Degree   _____Master Degree or above

4. How long have you been working in this organization?

_____6 months or less   _____Over 6 months to 2 years
_____Over 2 years to 5 years   _____Over 5 years to 10 years
_____More than 10 years

5. How much is your monthly income?

_____Below 5,000 Baht   _____5,001 – 10,000 Baht
_____10,001 – 15,000 Baht   _____15,001 – 20,000 Baht
_____Above 20,001 Baht

6. What is your marital status?

_____Single   _____Married

Part II: Job Satisfaction

Direction: Please indicate your opinion on the extent to which level you agree in the following statements. This part is divided into two sections: one for the level of your expectation and the other for the level of your perception toward job.

SECTION I: EXPECTATION: - Before you joy this hotel what is your expectation of following things. Please circle the number that reflects your experience. (0% = (Certainly not) I will accept,......, 100% = (Absolutely certain) I will accept)

1. Work itself
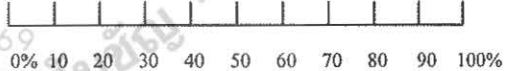
1. My job gives me sense of accomplishment.

   0% 10 20 30 40 50 60 70 80 90 100%

2. I have too many jobs to do.

   0% 10 20 30 40 50 60 70 80 90 100%

3. My job is interesting.

   0% 10 20 30 40 50 60 70 80 90 100%

4. My job is creative.

   0% 10 20 30 40 50 60 70 80 90 100%

5. My job is very challenging.

   0% 10 20 30 40 50 60 70 80 90 100%

2. Co-Worker

1. My colleagues are helpful.

   0% 10 20 30 40 50 60 70 80 90 100%

2. My colleagues are responsible.

   0% 10 20 30 40 50 60 70 80 90 100%

3. My colleagues are active.

   0% 10 20 30 40 50 60 70 80 90 100%

4. My colleagues talk too much.

   0% 10 20 30 40 50 60 70 80 90 100%

5. My colleagues work too fast.

   0% 10 20 30 40 50 60 70 80 90 100%

3. Supervisor

1. It is hard to please my supervisor.

   0% 10 20 30 40 50 60 70 80 90 100%

2. My supervisor asks my advice.

   0% 10 20 30 40 50 60 70 80 90 100%

3. My supervisor had influential on my job.

   0% 10 20 30 40 50 60 70 80 90 100%

4. My supervisor knows job well.

   0% 10 20 30 40 50 60 70 80 90 100%

5. My supervisor is around when I needed.

   0% 10 20 30 40 50 60 70 80 90 100%

4. Pay

1. My income has adequate for normal expense.

   0% 10 20 30 40 50 60 70 80 90 100%

2. I think my present pay is fair.

   0% 10 20 30 40 50 60 70 80 90 100%

3. My pay is less than I deserve.

   0% 10 20 30 40 50 60 70 80 90 100%

4. My pay barely lives on income.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

5. My income provides luxuries.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

5. Opportunity for promotion

1. I have a good opportunity for promotion.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

2. I have opportunity somewhat limited.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

3. My promotion is based on my ability.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

4. I get unfair promotion policy.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

5. I get regular promotion.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

SECTION II: PERCEPTION: - After you joy this hotel how do you evaluate the following things. Please circle the number that reflects your evaluation. (0% = (Certainly not) I will accept,……, 100% = (Absolutely certain) I will accept)

1. Work itself

1. My job gives me sense of accomplishment.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

2. I have too many jobs to do.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

3. My job is interesting.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

4. My job is creative.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

5. My job is very challenging.

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1. My colleagues are helpful.

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2. My colleagues are responsible.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

3. My colleagues are active.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

4. My colleagues talk too much.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

5. My colleagues work too fast.

| 0% | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100% |

3. Supervisor

1. It is hard to please my supervisor.

0% 10 20 30 40 50 60 70 80 90 100%

2. My supervisor asks my advice.

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3. My supervisor had influential on my job.

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4. My supervisor knows job well.

0% 10 20 30 40 50 60 70 80 90 100%

5. My supervisor is around when I needed.

0% 10 20 30 40 50 60 70 80 90 100%

4. Pay

1. My income has adequate for normal expense.

0% 10 20 30 40 50 60 70 80 90 100%

2. I think my present pay is fair.

0% 10 20 30 40 50 60 70 80 90 100%
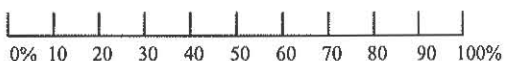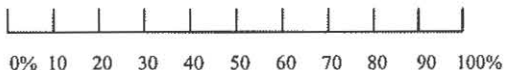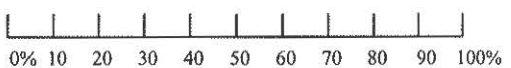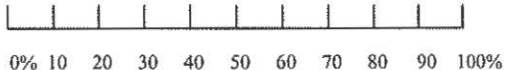
3. My present pay less than I deserve.
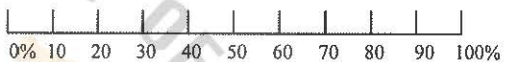
0% 10 20 30 40 50 60 70 80 90 100%

4. My present pay barely lives on income.

0% 10 20 30 40 50 60 70 80 90 100%

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0% 10 20 30 40 50 60 70 80 90 100%

4. I get unfair promotion policy.

0% 10 20 30 40 50 60 70 80 90 100%

5. I get regular promotion.

0% 10 20 30 40 50 60 70 80 90 100%
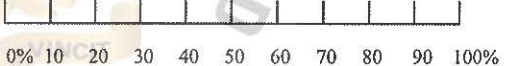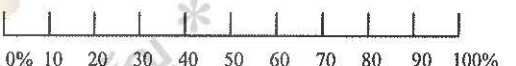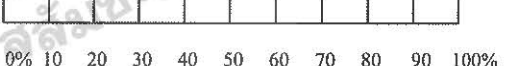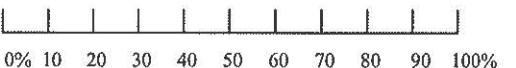
วันที่ 1 เดือน มิถุนายน พ.ศ. 2545

เรียน ผู้จัดการแผนกทรัพยากรบุคคล

เรื่อง ขอความร่วมมือตอบแบบสอบถามเพื่อประกอบการทำวิทยานิพนธ์

ดิฉัน นางสาว รุ่งทิพย์ ตั้งประเสริฐกิจ เป็นนักศึกษาปริญญาโท สาขา บริหารธุรกิจของมหาวิทยาลัย อัสสัมชัญ กำลังทำวิทยา
นิพนธ์ เรื่อง ความพึงพอใจในการปฏิบัติงานของพนักงานในโรงแรมในเขตกรุงเทพฯ เพื่อเป็นส่วนหนึ่งของการศึกษาตามหลัก
สูตร การวิจัยครั้งนี้เพื่อวัตถุประสงค์ของการวิจัยสำหรับวิทยานิพนธ์ของดิฉันเท่านั้น ดิฉันจะไม่ระบุนามผู้ตอบและคำตอบทุก
ข้อจะถือเป็นความลับที่ไม่แพร่งพรายแก่ผู้ใดทั้งสิ้น

เพื่อให้การทำวิจัยเป็นไปอย่างสมบูรณ์ ดิฉันจึงใคร่ขอความกรุณาร่วมมือจากท่านโปรดกรุณาตอบแบบสอบถามทั้งสามตอน ขอ
ขอบพระคุณในความกรุณาของท่านที่สละเวลาให้ความร่วมมือมา ณ โอกาสนี้

ขอแสดงความนับถือ

นางสาว รุ่งทิพย์ ตั้งประเสริฐกิจ

การศึกษา เรื่องความพึงพอใจของพนักงานในโรงแรมในเขตกรุงเทพฯ

<u>แบบสอบถาม</u>   รหัสโรงแรม

การศึกษาครั้งนี้เป็นการศึกษาถึงความพึงพอใจของพนักงานในโรงแรม   โปรดเข้าใจว่าคำตอบของท่านจะไม่มีคำว่าตอบผิดหรือถูก ผู้สำรวจสนใจเพียงความคิดเห็นที่แท้จริงของท่านเท่านั้น   ดังนั้นคำตอบของท่านจะถือเป็นความลับที่ไม่แพร่งพรายแก่ผู้ใดทั้งสิ้น

<u>ตอนที่ 1</u> ข้อมูลส่วนตัว

คำชี้แจง: คำถามต่อไปนี้เป็นรายละเอียดเกี่ยวกับตัวท่าน โปรดใส่เครื่องหมายถูก (✓) ลงในช่องว่างที่เว้นไว้ ส่วนนี้เป็นส่วนสำคัญในการจัดเก็บและประเมิณผลของการศึกษาในครั้งนี้ด้วย

1. อายุ
_____ ต่ำกว่า 20 ปี   _____ 21 ปี ถึง 30 ปี
_____ 31 ปี ถึง 40 ปี   _____ 41 ปี ถึง 50 ปี
_____ มากกว่า 51 ปี

2. เพศ
_____ ชาย   _____ หญิง

3. วุฒิการศึกษา
_____ ต่ำกว่ามัธยมศึกษาตอนต้น   _____ มัธยมศึกษาตอนปลาย หรือ ป.ว.ช
_____ ปริญญาตรี   _____ ตั้งแต่ปริญญาตรีขึ้นไป

4. อายุการทำงานในองค์กรแห่งนี้
_____ ต่ำกว่า 6 เดือน   _____ มากกว่า 6 เดือน ถึง 2 ปี
_____ มากกว่า 2 ปี ถึง 5 ปี   _____ มากกว่า 5 ปี ถึง 10 ปี
_____ มากกว่า 10 ปีขึ้นไป

5. รายได้ต่อเดือน
_____ น้อยกว่า 5,000 บาท   _____ 5,001 – 10,000 บาท
_____ 10,001 – 15,000 บาท   _____ 15,001 – 20,000 บาท
_____ มากกว่า 20,001 บาทขึ้นไป

5. สถานภาพ
_____ โสด   _____ แต่งงาน

<u>ตอนที่ 2</u> ความพึงพอใจในงานด้านต่างๆ ของท่าน

คำชี้แจง: <u>**ส่วนที่ 1 คาดหวังว่าจะได้รับ**</u> **ก่อนที่ท่านจะเข้าทำงานที่โรงแรมนี้อะไรที่ท่านคาดหวังว่าจะได้รับ** (กรุณาแสดงระดับความคิดเห็นของท่าน โดยใส่เครื่องหมายวงกลมลงในตัวเลขตามที่ท่านเห็นว่าสมควร)

(0% = ฉันไม่เห็นด้วยอย่างยิ่ง,....., 100% = ฉันเห็นด้วยอย่างยิ่ง)

1. งานที่ทำอยู่ปัจจุบัน

1. งานของข้าพเจ้าทำให้ข้าพเจ้าพอใจในความสำเร็จ

0% 10 20 30 40 50 60 70 80 90 100%

2. ข้าพเจ้ามีงานมากมายที่จะต้องทำ

0% 10 20 30 40 50 60 70 80 90 100%

3. งานของข้าพเจ้าเป็นงานที่น่าสนใจ

0% 10 20 30 40 50 60 70 80 90 100%

4. งานของข้าพเจ้าเป็นงานที่ใช้ความคิดสร้าง สรร

0% 10 20 30 40 50 60 70 80 90 100%

5. งานของข้าพเจ้าเป็นงานที่ท้าทายความสามารถ

0% 10 20 30 40 50 60 70 80 90 100%

2. เพื่อนร่วมงาน

1. เพื่อนร่วมงานของข้าพเจ้าให้ความช่วยเหลือได้

0% 10 20 30 40 50 60 70 80 90 100%

2. เพื่อนร่วมงานของข้าพเจ้าเป็นคนมีความรับผิดชอบ

0% 10 20 30 40 50 60 70 80 90 100%

3. เพื่อนร่วมงานของข้าพเจ้ามีความกระตือรือร้นในการทำงาน

0% 10 20 30 40 50 60 70 80 90 100%

4. เพื่อนร่วมงานของข้าพเจ้าเป็นคนพูดมาก

0% 10 20 30 40 50 60 70 80 90 100%

5. เพื่อนร่วมงานของข้าพเจ้าทำงานว่องไว

0% 10 20 30 40 50 60 70 80 90 100%

3. ผู้บังคับบัญชา

1. ข้าพเจ้ารู้สึกยากที่จะทำให้หัวหน้าพึงพอใจ

0% 10 20 30 40 50 60 70 80 90 100%

2. หัวหน้างานให้ คำแนะนำในงานของข้าพเจ้า

0% 10 20 30 40 50 60 70 80 90 100%

3. หัวหน้างานมีอิทธิพลต่อการทำงานของข้าพเจ้า

0% 10 20 30 40 50 60 70 80 90 100%

4. หัวหน้างานรู้ เรื่องงานเป็นอย่างดี

0% 10 20 30 40 50 60 70 80 90 100%

5. หัวหน้างานเป็นคนที่เข้าถึงได้เสมอเมื่อต้องการคำแนะนำ

0% 10 20 30 40 50 60 70 80 90 100%

4. เงินเดือนปัจจุบัน

1. รายได้ของข้าพเจ้าเพียงพอกับรายจ่ายปกติ

0% 10 20 30 40 50 60 70 80 90 100%
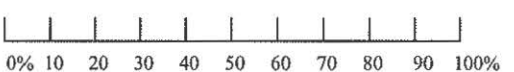
2. ข้าพเจ้าคิดว่ารายได้เป็นรายได้ที่ยุติธรรมดีแล้ว

0% 10 20 30 40 50 60 70 80 90 100%
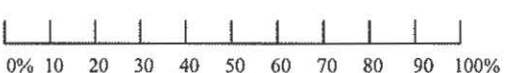
3. รายได้ของข้าพเจ้าน้อยกว่าที่ควรจะได้รับ

0% 10 20 30 40 50 60 70 80 90 100%
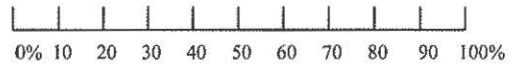
4. รายได้ของข้าพเจ้าแทบจะไม่พอกิน
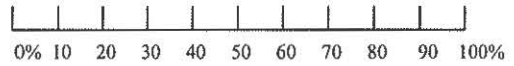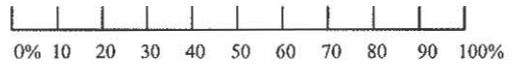
0% 10 20 30 40 50 60 70 80 90 100%

5. ข้าพเจ้าได้รับสวัสดิการพนักงานที่ดี

0% 10 20 30 40 50 60 70 80 90 100%

5. โอกาสที่จะได้รับการเลื่อนตำแหน่ง

1. ข้าพเจ้ามีโอกาสดีที่ได้รับการเลื่อนตำแหน่ง

0% 10 20 30 40 50 60 70 80 90 100%

2. ข้าพเจ้ามีโอกาสค่อนข้างจำกัด

0% 10 20 30 40 50 60 70 80 90 100%

3. โอกาสในการเลื่อนตำแหน่งของข้าพเจ้าขึ้นกับความสามารถ

0% 10 20 30 40 50 60 70 80 90 100%

4. ข้าพเจ้ารู้สึกได้ว่านโยบายการเลื่อนตำแหน่งไม่ยุติธรรม

0% 10 20 30 40 50 60 70 80 90 100%

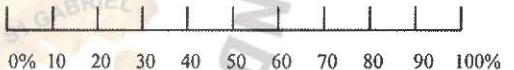5. โอกาสในการเลื่อนตำแหน่งของข้าพเจ้าสม่ำเสมอ

0% 10 20 30 40 50 60 70 80 90 100%
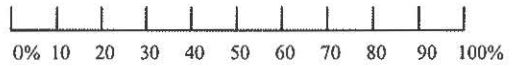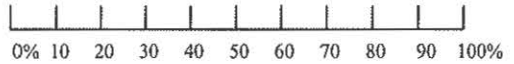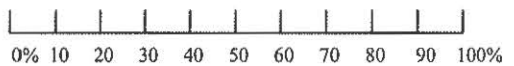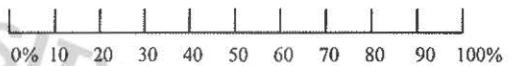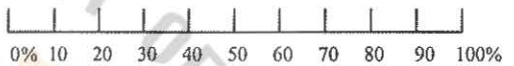
ส่วนที่ 2 สิ่งที่ได้อยู่ในปัจจุบัน หลังจากที่ท่านได้ทำงานที่โรงแรมนี้ท่านคิดอย่างไรกับสิ่งที่ท่านได้รับ (กรุณาแสดงระดับความคิดเห็นของท่าน โดยใส่เครื่องหมายวงกลมลงในตัวเลขตามที่ท่านเห็นว่าสมควร)
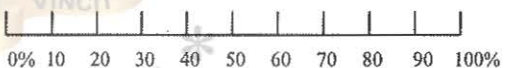
(0% = ฉันไม่เห็นด้วยอย่างยิ่ง,....., 100% = ฉันเห็นด้วยอย่างยิ่ง)
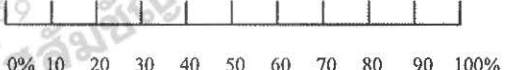
1. งานที่ทำอยู่ปัจจุบัน
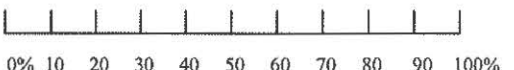
1. งานของข้าพเจ้าทำให้ข้าพเจ้าพอใจในความสำเร็จ

0% 10 20 30 40 50 60 70 80 90 100%

2. ข้าพเจ้ามีงานมากมายที่จะต้องทำ

0% 10 20 30 40 50 60 70 80 90 100%

3. งานของข้าพเจ้าเป็นงานที่น่าสนใจ

0% 10 20 30 40 50 60 70 80 90 100%

4. งานของข้าพเจ้าเป็นงานที่ใช้ความคิดสร้าง สรร

0% 10 20 30 40 50 60 70 80 90 100%

5. งานของข้าพเจ้าเป็นงานที่ท้าทายความสามารถ

0% 10 20 30 40 50 60 70 80 90 100%

2. เพื่อนร่วมงาน

1. เพื่อนร่วมงานของข้าพเจ้าให้ความช่วยเหลือได้

0% 10 20 30 40 50 60 70 80 90 100%

2. เพื่อนร่วมงานของข้าพเจ้าเป็นคนมีความรับผิดชอบ

0% 10 20 30 40 50 60 70 80 90 100%

3. เพื่อนร่วมงานของข้าพเจ้ามีความกระตือรือร้นในการทำงาน

0% 10 20 30 40 50 60 70 80 90 100%

4. เพื่อนร่วมงานของข้าพเจ้าเป็นคนพูดมาก

0% 10 20 30 40 50 60 70 80 90 100%

5. เพื่อนร่วมงานของข้าพเจ้าทำงานว่องไว

0% 10 20 30 40 50 60 70 80 90 100%

3. ผู้บังคับบัญชา

1. ข้าพเจ้ารู้สึกยากที่จะทำให้หัวหน้าพึงพอใจ

0% 10 20 30 40 50 60 70 80 90 100%

2. หัวหน้างานให้ คำแนะนำในงานของข้าพเจ้า

0% 10 20 30 40 50 60 70 80 90 100%

3. หัวหน้างานมีอิทธิพลต่อการทำงานของข้าพเจ้า

0% 10 20 30 40 50 60 70 80 90 100%

4. หัวหน้างานรู้ เรื่องงานเป็นอย่างดี

0% 10 20 30 40 50 60 70 80 90 100%

5. หัวหน้างานเป็นคนที่เข้าถึงได้เสมอเมื่อต้องการคำแนะนำ

0% 10 20 30 40 50 60 70 80 90 100%

4. เงินเดือนปัจจุบัน

1. รายได้ปัจจุบันของข้าพเจ้าเพียงพอกับรายจ่ายปกติ

0% 10 20 30 40 50 60 70 80 90 100%
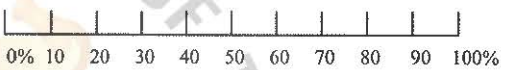
2. ข้าพเจ้าคิดว่ารายได้ปัจจุบันเป็นรายได้ที่ยุติธรรมดีแล้ว

0% 10 20 30 40 50 60 70 80 90 100%

3. รายได้ปัจจุบันของข้าพเจ้าน้อยกว่าที่ควรจะได้รับ

0% 10 20 30 40 50 60 70 80 90 100%

4. รายได้ปัจจุบันของข้าพเจ้าแทบจะไม่พอกิน
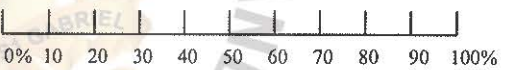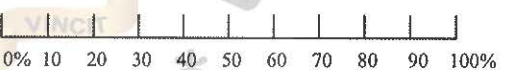
0% 10 20 30 40 50 60 70 80 90 100%

5. ข้าพเจ้าได้รับสวัสดิการพนักงานที่ดี

0% 10 20 30 40 50 60 70 80 90 100%

5. โอกาสที่จะได้รับการเลื่อนตำแหน่ง

1. ข้าพเจ้ามีโอกาสดีที่ได้รับการเลื่อนตำแหน่ง

0% 10 20 30 40 50 60 70 80 90 100%

2. ข้าพเจ้ามีโอกาสค่อนข้างจำกัด

0% 10 20 30 40 50 60 70 80 90 100%

3. โอกาสในการเลื่อนตำแหน่งของข้าพเจ้าขึ้นกับความสามารถ

0% 10 20 30 40 50 60 70 80 90 100%

4. ข้าพเจ้ารู้สึกได้ว่านโยบายการเลื่อนตำแหน่งไม่ยุติธรรม

0% 10 20 30 40 50 60 70 80 90 100%

5. โอกาสในการเลื่อนตำแหน่งของข้าพเจ้าสม่ำเสมอ

0% 10 20 30 40 50 60 70 80 90 100%

Appendix C
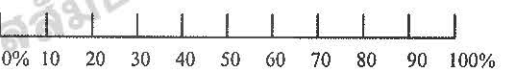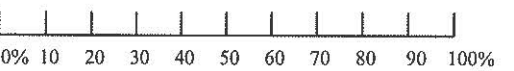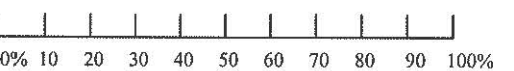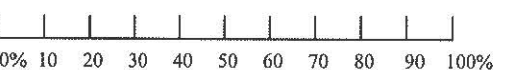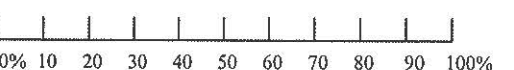
List of hotel in Bangkok in 2001

1. Three-Stars Hotel

Name of Hotel	Road
1. Amari Atrium Hotel	New Petchburi Road
2. Amari Boulevard Hotel	Sukhumvit Road
3. Ambassador Bangkok	Sukhumvit Road
4. A-One Bangkok Hotel	New Petchburi Road
5. Arnoma Hotel	Rajadamri Road
6. Asia Airport Hotel	Phaholyothin Road
7. Asia Hotel Bangkok	Pahyathai Road
8. Baiyork Sky Hotel	Rajadamri Road
9. Baiyoke Suites Hotel	Rajadamri Road
10. Bangkok Centre Hotel	Rama IV Road
11. Bangkok City Inn	Rajdamri Road
12. Bossotel Inn	Charoen-Krung Road
13. Century Park Hotel Bangkok	Ratchaprarop Road
14. Chaophaya Park Hotel	Ratchadapisek Road
15. China Town Hotel	Yaowaraj Road
16. Classic Place Hotel	New Petchburi Road
17. Comfort Suites Airport Hotel	Vipavadee-Rangsit Road
18. D'Ma Pavillion Hotel	New Petchburi Road
19. Dynasty	Ramkhamhaeng Road
20. Ebina House	Vipavadee-Rangsit Road
21. Elizabeth Hotel	Pradipat Road
22. First Hotel	Petchburi Road
23. First House Hotel	New Petchburi Road
24. Fortune Hotel	Ratchadapisek Road
25. Forum Park	Chan Road
26. Grand China Princess	Yaowaraj Road
27. Grand Diamond Hotel	Petchburi Road
28. Grand Pacific Hotel	Sukhumvit Road
29. Grand Tower Inn	Sukhumvit Road
30. Grande Ville Hotel	Manachai Road
31. Indra Regent Hotel	Ratchaprarop Road
32. Jade Pavilion Hotel	Sukhumvit Road
33. Le Meridien President	Ploenchit Road
34. Mandarin Bangkok Hotel	Rama 4 Road
35. Manohra Hotel	Surawong Road
36. Maxx Hotel	Rama 9 Road
37. Menam Riverside Hotel	Charoen Krung Road
38. Miracle Grand Convention Hotel	Vipavadee-Rangsit Road
39. Nana Hotel	Sukhumvit Road
40. Park Hotel	Sukhumvit Road
41. Pinnacle Hotel Lumpinee	Rama 4 Road
42. Prince Hotel	New Petchburi Road

43. Quality Suites Airport	Chaeng Wattana Road
44. Rama Garden Hotel	Vipavadee-Rangsit Road
45. Ramada Tawana Hotel	Suriwongse Road
46. Regency Park Hotel	Sukhumvit Road
47. Rembrandt Hotel	Sukhumvit Road
48. Rex Hotel	Sukhumvit Road
49. River Side Bangkok	Rajwithee Road
50. Royal Benja	Sukhumvit Road
51. Royal Hotel	Rajdomnern Road
52. Royal Park View Hotel	Sukhumvit Road
53. Royal President Hotel	Sukhumvit Road
54. Royal Princess Srinakarin	Srinakarin Road
55. Royal Princess Larnluang	Larn Luang Road
56. Royal River Hotel	Charansanitwong Road
57. Royal Rose Hotel	Boromratchachonnani Road
58. S.D. Avenue Hotel	Borom Ratchonni Road
59. St. James Hotel	Sukhumvit Road
60. Sena Place Hotel	Pradipat Road
61. Siam Beverly Hotel	Ratchadapisek Road
62. Siam City Hotel	Si-Ayuthya Road
63. Somerset Hotel	Sukhumvit Road
64. Sofital Central Plaza Hotel	Phaholyothin Road
65. Suriwongse Tower Inn	Suriwongse Road
66. Swiss Lodge Bangkok	Convent Road
67. Swiss Park Bangkok	Sukhumvit Road
68. The Express Hotel	Ratchadapisek Road
69. The Grand Hotel	Ratchadapisek Road
70. The Imperial Impala Hotel	Sukhumvit Road
71. The Imperial Tara Hotel	Sukhumvit Road
72. The Manhatton Hotel	Sukhumvit Road
73. The Palazzo Hotel	Ratchadapisek Road
74. The Royal City Hotel	Boromratchachonnani Road
75. The Traveller	Ratchadapisek Road
76. Tongtara Riverview Hotel	Charoen-Krung Road
77. The White Palace	Petchburi Road
78. Tower Inn Hotel	Silom Road
79. Wall Street Inn	Surawongse Road
80. White Orchid Hotel	Yaowarat Road
81. Zenith Sukhumvit Hotel	Sukhumvit Road

2. Four-Stars Hotel

Name of Hotel	Location
82. Amari Airport Hotel	Chertwudthakas Road
83. Amari Watergate Hotel	Petchburi Road
84. Bangkok Palace Hotel	Petchburi Road
85. Bel-Aire Princess	Sukhumvit Road
86. Dusit Thaini Bangkok	Rama 4 Road

87. Hiton International Bangkok	Wireless Road
88. Holiday Inn Crowne Plaza	Silom Road
89. Imperial Queen's Park	Sukhumvit Road
90. Le Royal Meridien Bangkok	Pleonchit Road
91. Maruay Garden Hotel	Phaholyothin Road
92. Merchant Court Hotel	Ratchadapisek Road
93. Manarch Lee Gardens	Silom Road
94. Montien Hotel Bangkok	Surawongse Road
95. Montien Riverside	Rama 3 Road
96. Narai Hotel	Silom Road
97. Novotel Bangna	Srinakarin Road
98. Novotel Lotus	Sukhumvit Road
99. Novotel Siam Square	Rama 1 Road
100. Pathumwan Princess	Phayathai Road
101. Radisson Hotel	Rama 9 Road
102. Ra-Jah Hotel	Sukhumvit Road
103. Siam Inter-Continental	Rama 1 Road
104. Sol Twin Towers	New Rama 6 Road
105. Tai-Pan Hotel	Sukhumvit Road
106. The Emerald Hotel	Ratchadapisek Road
107. The Four Wings	Sukhumvit Road
108. The Landmark Bangkok	Sukhumvit Road
109. Trinity Silom Hotel	Silom Road
110. Windsor Suite Hotel	Sukhumvit Road

3. Five-Stars Hotel

Name of Hotel	Location
111. Evergreen Laurel Hotel	North Sathorn Road
112. Grand Hyatt Erawan Hotel	Rajdamri Road
113. JW Marriott Hotel	Sukhumvit Road
114. Marriott Royal Garden Riverside	Charoen Nakorn Road
115. Oriental Hotel	Sukhumvit Road
116. Prince Palace Hotel	Damrongrak Road
117. Royal Orchid Sheraton Hotel & Tower	Siphaya Road
118. Shangri-La Hotel	Net Road
119. Sheraton Grande Sukhumvit	Sukhumvit Road
120. Sukhothai	South Sathorn Road
121. The Pan Pacific	Rama 4 Road
122. The Peninsula Bangkok	Charoen Nakorn Road
123. The Regent Bangkok	Rajdamri Road
124. The Westin Banyan Tree	South Sathorn Road

Source: Thaihotels.com. (2002) Hotels in Bangkok.
http://www.thaihotels.com/bangkok/index.html (March, 2002)

Appendix D

Reliability of Expectation

RELIABILITY ANALYSIS - SCALE (ALPHA)

1.	EW1	My job gives me sense of accomplishment. (Expectation)
2.	EW2	I have too many jobs to do. (Expectation)
3.	EW3	My job is interesting. (Expectation)
4.	EW4	My job is creative. (Expectation)
5.	EW5	My job is very challenging. (Expecatation)
6.	ECO1	My colleagues are helpful.(Expecation)
7.	ECO2	My colleagues are responsible. (Expectation)
8.	ECO3	My colleagues are active. (Expectation)
9.	ECO4	My colleagues take too much. (Expectation)
10.	ECO5	My colleagues work too fast.(Expectation)
11.	ES1	It is hard to please my supervisor. (Expectation)
12.	ES2	My supervisor asks my advice. (Expectation)
13.	ES3	My sypervisor had influential on my job.(Expectation)
14.	ES4	My supervisor knows job well. (Expectation)
15.	ES5	My supervisor is around when I need. (Expectation)
16.	EPAY1	My income has adequate for normal expenses. (Expectation)
17.	EPAY2	I think my pay is fair. (Expectation)
18.	EPAY3	My pay is less than I deserve. (Expectation)
19.	EPAY4	My pay barely lives on income. (Expectation)
20.	EPAY5	My income provides luxuries. (Expecation)
21.	EPRO1	I have a good opportunity for promotion. (Expectation)
22.	EPRO2	I have opportunity somewhat limited. (Expectation)
23.	EPRO3	My promotion is based on my ability. (Expectation)
24.	EPRO4	I get unfair promotion policy. (Expectation)
25.	EPRO5	I get regular promotion. (Expectation)

N of Cases = 30.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	64.8400	36.3333	84.0000	47.6667	2.3119	198.9270

Reliability Coefficients 25 items

Alpha = .8016   Standardized item alpha = .7936

Reliability of Perception

RELIABILITY ANALYSIS - SCALE (ALPHA)

1.	PW1	My job gives me sense of accomplishment. (Perception)
2.	PW2	I have too many jobs to do. (Perception)
3.	PW3	My job is interesting. (Perception)
4.	PW4	My job is creative. (Perception)
5.	PW5	My job is very challenging. (Perception)
6.	PCO1	My colleagues are helpful.(Perception)
7.	PCO2	My colleagues are responsible. (Perception)
8.	PCO3	My colleagues are active. (Perception)
9.	PCO4	My colleagues take too much. (Perception)
10.	PCO5	My colleagues work too fast.(Perception)
11.	PS1	It is hard to please my supervisor. (Perception)
12.	PS2	My supervisor asks my advice. (Perception)
13.	PS3	My sypervisor had influential on my job. (Perception)
14.	PS4	My supervisor knows job well. (Perception)
15.	PS5	My supervisor is around when I need. (Perception)
16.	PPAY1	My income has adequate for normal expenses. (Perception)
17.	PPAY2	I think my pay is fair. (Perception)
18.	PPAY3	My present pay is less than I deserve. (Perception)
19.	PPAY4	My present pay barely lives on income.(Perception)
20.	PPAY5	My income provides luxuries. (Perception)
21.	PPRO1	I have a good opportunity for promotion. (Perception)
22.	PPRO2	I have opportunity somewhat limited. (Perception)
23.	PPRO3	My promotion is based on my ability. (Perception)
24.	PPRO4	I get unfair promotion policy. (Perception)
25.	PPRO5	I get regular promotion. (Perception)

N of Cases =   30.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	61.3333	32.6667	79.6667	47.0000	2.4388	193.0463

Reliability Coefficients   25 items

Alpha = .8402   Standardized item alpha = .8487

Appendix E

μ_D = hypothesized mean difference

σ_D = population standard deviation of the difference scores

n = sample size

$$\sigma_D = \sqrt{\dfrac{\sum_{i=1}^{n}\left(D_i - \overline{D}\right)^2}{n-1}}$$

Note: D = difference scores

Where as $D_1 = X_{11} - X_{21}$, $D2 = X_{12} - X_{22}$,…., and $D_n = X_{1n} - X_{2n}$

2. Analysis of Variance

When the means of more than two groups or populations are to be compared, one-way analysis of variance (often abbreviated ANOVA) is the appropriate statistical tool. This bivariate statistical technique is referred to as "one-way" because there is only one independent variable (Zikmund, 1997). In case, if we have three groups or three levels of the independent variable, a form statement of the null and alternative hypothesis are stated as follows:

H_o: $\mu_1 = \mu_2 = \mu_3$

H_a: $\mu_1 \neq \mu_2 \neq \mu_3$

Rejection rule: if the p-value < the level of significance (α)

Analysis-of-variance summary table

Source	Degree Of freedom	Sum of Squares	Mean Square (Variance)	F
Among group	c – 1	SSA	MSA = SSA/ c - 1	F = MSA/ MSW
Within group	n – 1	SSW	MSW = SSW/ n – 1	
Total	n – 1	SST		

Source: Berenson, Mark L. & Levine, David M. (1999). Basic Business Statistics: Concepts and Applications (7th edition). New Jersey: Prentice-Hall International Inc., p.546

Test of Hypothesis

1. Paired Sample t-test

Paired Sample t-test analyzes the difference between the means of two groups when the sample data are obtained from populations that are the related, that is, when results of the first group are not independent of the second group. This "dependency" characteristic of the two groups occurs either because the items or individuals are paired or matched according to some characteristic or because repeated measurements are obtained from the same set of items or individuals. In either case, the variable of interest becomes the difference between the values of the observations rather than the values of the observations themselves (Berenson and Levine, 1999).

The hypothesis is set as follows:

H_o: $\mu_1 - \mu_2 \geq \mu_D$ or $\mu_D \geq 0$ or $\mu_1 \geq \mu_2$

H_a: $\mu_1 - \mu_2 < \mu_D$ or $\mu_D < 0$ or $\mu_1 < \mu_2$

Rejection rule: if $Z < Z_\alpha$ and t-value must be negative

The formula for the test is

$$Z = \frac{\overline{D} - \mu_D}{\frac{\sigma_D}{\sqrt{n}}}$$

where

$$\overline{D} = \frac{\sum_{i=1}^{n} D_i}{n}$$

Appendix F

Frequency Table of Demographics

Tabel 1: Class of Respondents

Hotel code

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Three-star hotel	195	65.0	65.0	65.0
	Four-star hotel	69	23.0	23.0	88.0
	Five-star hotel	36	12.0	12.0	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 2: Age of Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 or below years	12	4.0	4.0	4.0
	21 - 30 years	151	50.3	50.3	54.3
	31 - 40 years	103	34.3	34.3	88.7
	41 - 50 years	23	7.7	7.7	96.3
	51 or above years	11	3.7	3.7	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 3: Gender of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	124	41.3	41.3	41.3
	Female	176	58.7	58.7	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 4: Marital status of Respondents

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	185	61.7	61.7	61.7
	Married	115	38.3	38.3	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 5: Education of Respondents

Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below or junior high school	10	3.3	3.3	3.3
	Senior high school or vocational certificate	123	41.0	41.0	44.3
	Bachelor degree	152	50.7	50.7	95.0
	Master degree or above	15	5.0	5.0	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 6: Length of service

Length of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 months or less	42	14.0	14.0	14.0
	Over 6 months to 2 years	76	25.3	25.3	39.3
	Over 2 years to 5 years	77	25.7	25.7	65.0
	Over 5 years to 10 years	79	26.3	26.3	91.3
	More than 10 years	26	8.7	8.7	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Table 7: Monthly income of Respondents

Income

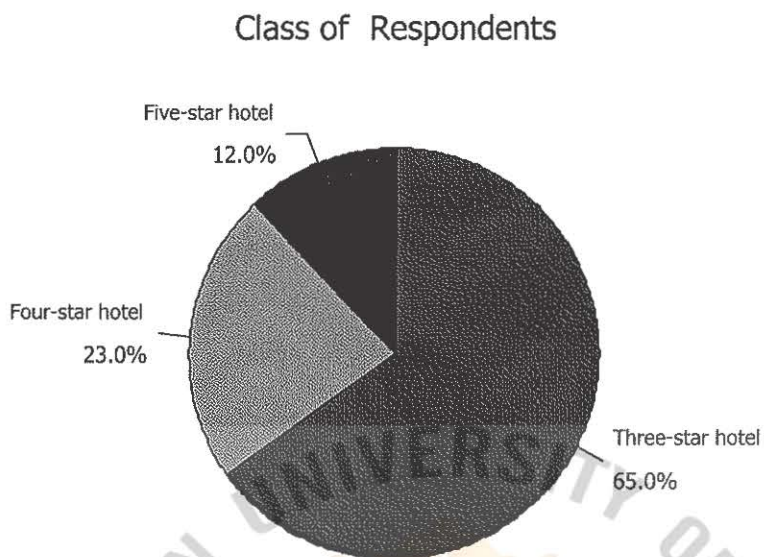|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5,000 Baht	16	5.3	5.3	5.3
	5,001 - 10,000 Baht	140	46.7	46.7	52.0
	10,001 - 15,000 Baht	79	26.3	26.3	78.3
	15,001 - 20,000 Baht	41	13.7	13.7	92.0
	Above 20,001 Baht	24	8.0	8.0	100.0
	Total	300	100.0	100.0	

Source: : Survey data gathered on July, 2002

Appendix G

Graph of Respondent Characteristics

Figure 1: Class of Respondents

Class of Respondents

Five-star hotel
12.0%

Four-star hotel
23.0%

Three-star hotel
65.0%

Source: Survey data gathered on July 27, 2002

Figure 2: Age of Respondents

Age of Respondents

51 or above years
3.7%

41 - 50 years
7.7%

20 or below years
4.0%

31 - 40 years
34.3%

21 - 30 years
50.3%
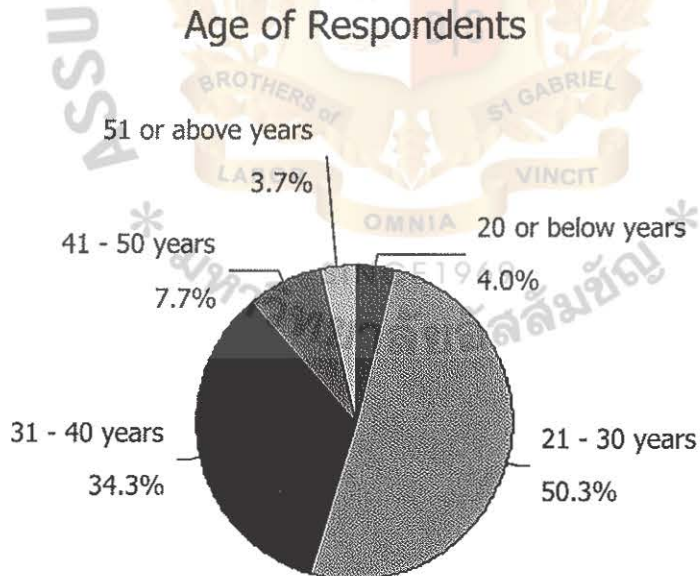
Source: : Survey data gathered on July 27, 2002

Figure 3: Gender of Respondents

Gender of Respondents

Male
41.3%

Female
58.7%
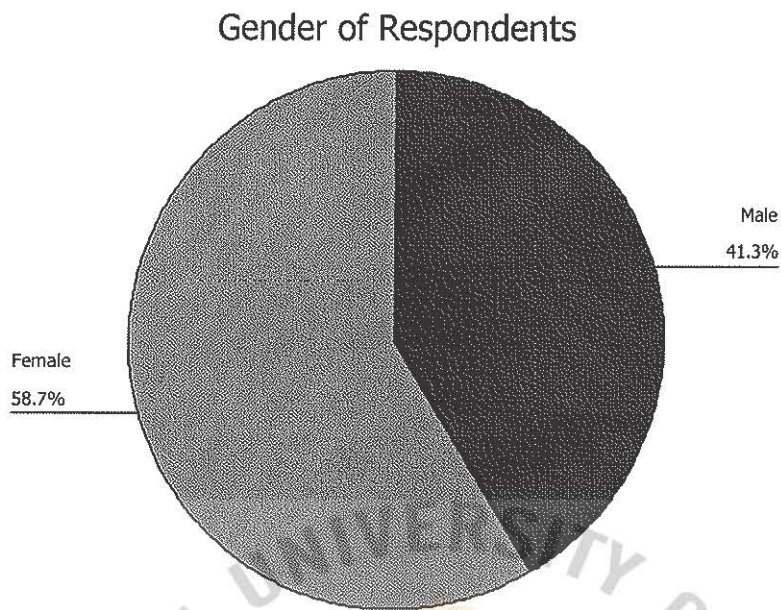
Source: Survey data gathered on July 27, 2002

Figure 4: Marital status of Respondents

Marital status

Married
38.3%

Single
61.7%
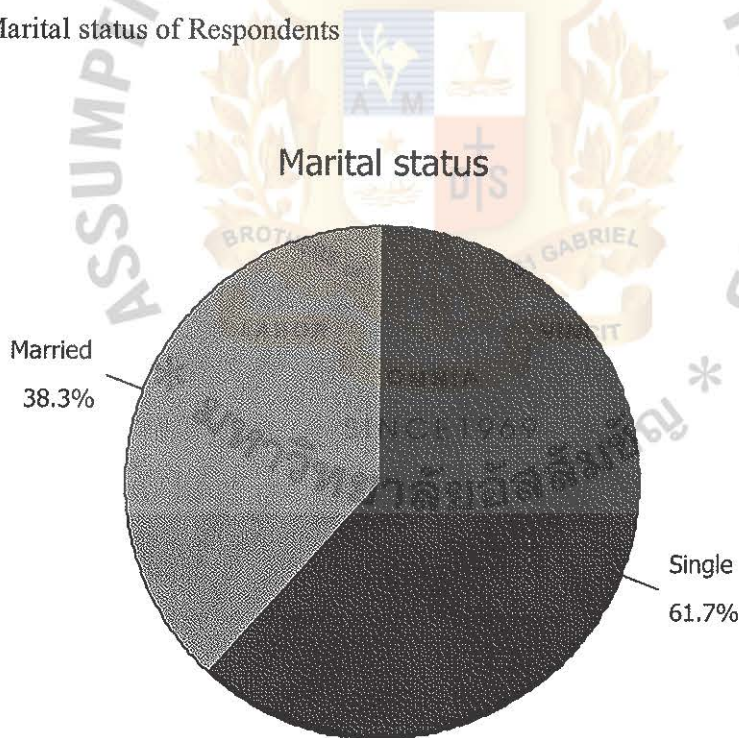
Source: Survey data gathered on July 27, 2002

Figure 5: Education of Respondents

Level of education

Master degree
5.0%

Below or junior high
3.3%

Senior high school
41.0%

Bachelor degree
50.7%
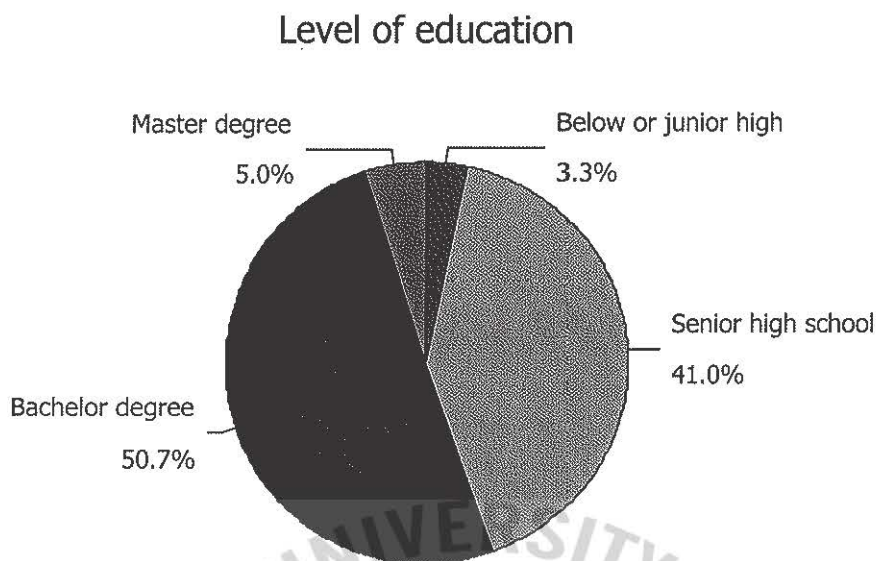
Source: Survey data gathered on July 27, 2002

Figure 6: Length of service

Length of service

More than 10 years
8.7%

6 months or less
14.0%

Over 5 yrs-10 yrs
26.3%

Over 6 months-2 yrs
25.3%

Over 2 yrs-5 yrs
25.7%
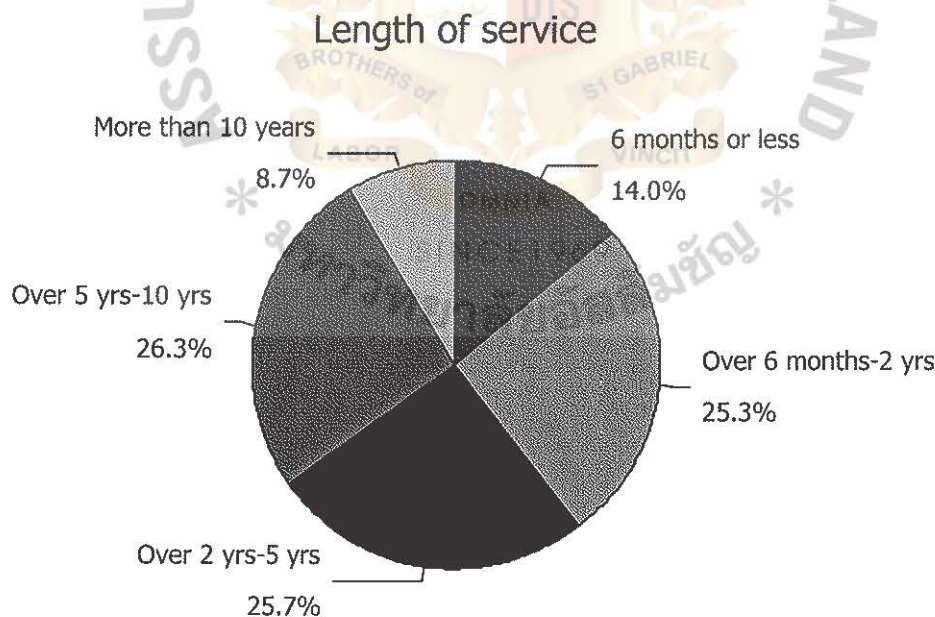
Source: Survey data gathered on July 27, 2002

Figure 7: Monthly income of Respondents

Monthly Income

Above 20,001 Baht
8.0%

Below 5,000 Baht
5.3%

15,001 - 20,000 Baht
13.7%

5,001 - 10,000 Baht
46.7%

10,001 - 15,000 Baht
26.3%

Source: Survey data gathered on July 27, 2002