

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.

