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GAP ANALYSIS: COMPARISON OF JOB-RELATED ATTRIBUTES BETWEEN IMPORTANCE AND SATISFACTION

Chang Lee*

Abstract   *Employees have their own perceptions or attitudes about many aspects of work itself, and their own satisfaction with job or non-work-related attributes. Job satisfaction has been widely studied by many researchers and practitioners. This study surveys selected work-related attributes to help hoteliers improve work environments. This study initially identifies the level of importance on work-related attributes and the level of satisfaction with those attributes among hotel workers. Whether differences exist between the levels of importance of work-related attributes and satisfaction with those attributes is also explored. The purpose of this study is to identify how hotel workers perceive their work environments and identify areas that need more attention from hotel managers. Based on the purpose of this study, work-related attributes are measured according to the level of importance and the level of satisfaction. The study indicates that hotel workers consider their work environments, in terms of who they work with; to be well provided; however, work-related expectation, in terms of what they receive for their work, has not met their expectations. This study finds supervisor's friendlessness, job security, and pay are top three most important.*

Keywords   Job Satisfaction, Work Attributes

INTRODUCTION

The quality of a hotel's products and services relies heavily on its employees, and improving service quality has become a prominent factor in a rapidly changing and increasingly competitive global hospitality market (Augustyn & Ho, 1998). The hotel industry has been facing the problem of finding motivated employees to provide services that could meet the standards of hotel guests. Because hotel workers are diversified in terms of gender, age, job status, and experiences in the hotel industry (Szivas, Riley & Airey, 2003), it is even more difficult for hotel managers to manage employees with various characteristics. Employees' preferences on work-related attributes might vary according to individual or group characteristics.

It is important for hoteliers to understand what to improve in work environments to meet employee expectations. Branham (2005) states that retaining valuable employees is critical for organizations, despite the challenges in attracting and retaining a skilled workforce, because employees are an organization's foundation. A workplace with highly productive employees is most desirable for many organizations, while a pleasant and pleasing workplace is desirable for many employees. The organization that provides desirable work environments tends to experience fewer problems with disruptions (Bai, Brewer, Sammons, & Swerdlow, 2006), and gets better chances to increase productivity (Rusbult, Farrell, Roger, & Mainous, 1988). In order to create a desirable work environment, the climate of the organization and the perception of employees need to be examined.

Employees have their own perceptions or attitudes about many aspects of work itself, and their own satisfaction with job or non-work-related attributes. Job satisfaction has been widely studied by many researchers and practitioners. Analysis of job satisfaction may provide how employees perceive certain aspects of the nature of the hospitality industry (Clark, 1996). For this study, job satisfaction

* Department of Recreation, Hospitality and Parks Management, College of Communication and Education, California State University, Chico, Yolo Hall 192, Box 0560, Chico, CA 95929-0560, E-mail: clee93@csuchico.edu

is defined as an employee's affective reactions to a job based on a range of elements (Fields, 2002). Assessing the perceptions of workplaces from perspective of employees can help managers understand how their employees feel about their jobs and other work-related environments.

This study surveys selected work-related attributes to help hoteliers improve work environments. This study initially identifies the level of importance on work-related attributes and the level of satisfaction with those attributes among hotel workers. Whether differences exist between the levels of importance of work-related attributes and satisfaction with those attributes is also explored. The purpose of this study is to identify how hotel workers perceive their work environments and identify areas that need more attention from hotel managers. Based on the purpose of this study, work-related attributes are measured according to the level of importance and the level of satisfaction. By measuring differences between importance and satisfaction, current status of work environments is revealed in this study.

LITERATURE REVIEW

A quality work environment is closely related to work outcomes, and it has been a critical issue in all organizations (Schaufeli, Taris, & Van Rhenen, 2008). The hotel industry sells intangible products and these products are outcomes of employees. When hospitality employees are satisfied with what they do, then their service performances exceed customers' expectations (Dienhart & Gregoire, 1993). Exceeding customer expectations can positively influence guests' perceptions on the hotel (Spieneli & Canavos, 2000). Understanding factors that change the level of satisfaction with a work environment is critical in maintaining and sustaining quality services (Lee, Nam, Park, & Lee, 2006; Karl & Peluchette, 2006; Mackenzie, Podsakoff, & Ahearne, 1998).

Various studies show that job satisfaction serves as a significant predictor in organizational commitment and retention (Hartman & Yrle, 1996; Kim, Leong, & Lee, 2004). Positive relationships between employee job satisfaction and employee retention (Choi, 2006; Lee & Lee, 2003; Sledge, Miles, & Coppage, 2008; Feather & Rauter, 2004) are also revealed. Oliver (1997) also indicates that customer perception on products is affected by the performance of service attributes associated with the product. These performances add value to the services, and are delivered to customers instantaneously by employees (Pearce, 1992).

Studies have tested various job satisfaction attributes. Price and Mueller (1986) state two different ways to measure work satisfaction: global measure and dimensional measure. Global measures refer to general satisfaction, and dimensional measures refer to satisfaction with each work-related

attribute. Various work-related attributes have been used in the study of job satisfaction. Cho, Johanson, and Guchait (2009) and Pockett (2003) find that managerial support and commitment plays an important role in predicting employee retention. Lam and Zhang (2003) tested training, level of challenge, accomplishment, value of work, co-workers, job security, compensation, and fairness. Lowry, Simon, and Kimberley (2002) show attributes that affect job satisfaction such as training, empowerment, working hours. O'Brien and Dowling (2011) measured perceived and desired job attributes of skill-utilization, influence, variety, pressure and social interaction.

Attributes such as supervisor behavior, pay, benefits, and work hours are also used in measuring job satisfaction (Cole, Panchanadeswaran, & Daining, 2004; Abu-Bader, 2005; Decker, Harris-Kojetin, & Bercovitz, 2009; Lee & Way, 2007; Lee & Moreo, 2005). Organizational factors such as work recognition (Huxley, Evans, Gately, Webber, Mears, Pajak, Kendall, Medina, & Katona, 2005), and work environment (Gleason-Winn & Mindel, 1999) have been found to impact job satisfaction. Personal factors such as perceived efficacy (Cole et al., 2004) and commitment to clients (Huxley et al., 2005) also impact job satisfaction. Importance-Performance Analysis (IPA) was introduced to measure attribute importance and performance as a means of evaluating customer satisfaction by Martilla and James (1977). Since its introduction, IPA has been adopted in a wide variety of contexts (Pezeshki & Mousavi, & Grant, 2009) such as hospitality (Martin, 1995), service quality (Hudson, Hudson, & Miller, 2004), and tourism (Go & Zang, 1997; Wade & Eagles, 2003). Matzler and Sauerwein (2002) also indicate that various studies have been performed in analyzing customer satisfaction with using IPA.

The IPA displays data on a four-quadrant grid visually and provides information to be used in developing strategies. The IPA application is demonstrated through an examination of actual data (Guadagnolo, 1985). It would be ideal to use IPA in order to identify how employees perceive job satisfaction attributes and how they feel about those attributes. Hoteliers would be able to recognize appropriate employees wants and needs, and apply them in a workplace when the relationship between importance and satisfaction on certain job facets is understood.

METHODS

This study initially investigates how hotel employees perceive identified work-related attributes, and further explores if significant differences exist in employee's perceptions on those attributes and the level of satisfaction with them. Along with using work-related attributes from previous studies (Cammann, Fichman, Jenkins, & Klesh, 1979; Spector, 1997; Weiss, Dawis, England, & Loftquist,

1967; Lee & Moreo, 2007; Lee & Way, 2010), an initial pool of issues related to job satisfaction was identified through a focus group consisting of 15 hotel workers.

After making some modifications based on the focus group, twenty-six work-related attributes were extracted from 45 initially presented attributes. These extracted attributes are: workload, benefit, opportunity to do different things, being somebody, supervisor's friendliness, supervisor's knowledge, job security, company policies, pay, career advancement, training for job-related tasks, training for non-work-related tasks, working condition, work recognition, work accomplishment, opportunity for supervisory roles, job utilization, communication in English, working shift, location of the hotel, respect on own cultural backgrounds, respect on own racial-ethnicity, coworker's service performance, previous training, working department, and the way coworkers interact with coworkers within an organization.

The pilot test was then performed to test the validity and reliability of the questionnaire, using 35 hotel workers. Their suggestions regarding clarity, readability, format, and appropriateness of items were considered for incorporation into the final survey instrument. The data from the pilot test identified a wide perception of employee expectations regarding satisfaction with the workplace environment. The reliability of each factor was assessed by employing Cronbach's alpha-coefficient ranging from 0.83 to 0.91 for the individual factors of satisfaction, and a coefficient of 0.96 was established for the total survey.

The data was collected from 19 pre-selected lodging properties by canvassing all subjects within those properties. Questionnaires were distributed to the individual properties, and all survey participants were instructed to return their completed surveys in a provided envelope to a collection box located on each property. All collection boxes were then directly mailed to the researchers, and all questionnaires were coded into the computer system.

Responses gained from the questionnaire were measured by associating a quantitative value with the six-point Likert scale (1 = *Least Satisfied* to 6 = *Most Satisfied and 1= Not Important At All to 6= Most Important)*. In order to quantify the level of importance on each attribute at the current hotel and the level of satisfaction, data was interpreted on a scale such that the selection of a higher number represented a higher level of importance or a higher level of job satisfaction, and the selection of a lower number indicated the opposite.

The Importance and Performance Analysis (Importance and Satisfaction in this study) was employed to compare general hotel workers' perceptions of job-related attributes. As figure 1 shows, quadrant I (Need improvement) contains attributes that are important but with which they are unsatisfied.

Quadrant II (Recommended satisfaction) has attributes that are important and with which respondents are highly satisfied. Quadrant III (Low priority) involves attributes that are low in importance and satisfaction. Quadrant IV (Possible Over Satisfaction) displays attributes that are low in importance but high in satisfaction.

Figure 1. Frame of Importance and Satisfaction Grid
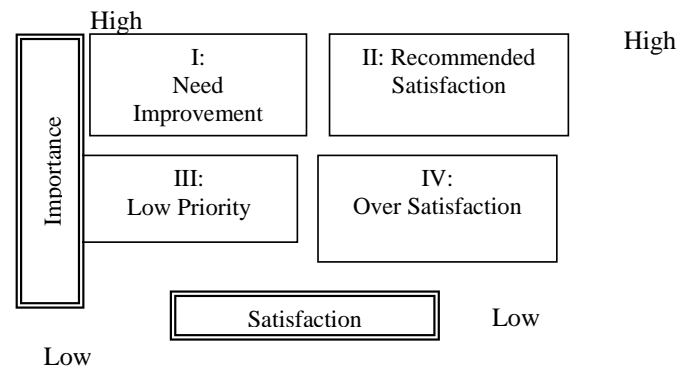
ANALYSIS

For this study, 1,456 questionnaires were distributed, and 362 were received in return. After eliminating 11 partially completed questionnaires, 351 questionnaires were accounted for this study that yielded a 24.1% response rate. The characteristics of the respondents are described in Table 1. Descriptive statistics were used to determine frequency distribution for gender, age, native language, racial-ethnicity, the working departments in which they worked, job types, working shifts, and hours of work per week.

As Table 1 indicates, there were 109 male respondents (31.05%) and 242 female respondents (68.9%). Age was distributed among the ranges of 18–25 (82, 23.4%), 26–35 (92, 26.2%), 36–45 (90, 25.6%), 46–55 (59, 16.8%), and 56 or older (28, 8.0%). As for language, 279 respondents (79.5%) listed English as their native language. The respondents' racial breakdown was 146 Caucasians (41.6%), 114 African-Americans (32.5%), 75 Hispanics (21.4%), and 18 that fit into the other category (5.1%). Seventy-four respondents (21.7%) indicated that they worked in F&B related areas, 37 respondents (10.5%) in maintenance/security related areas, 73 respondents (20.8%) in the front office operation related areas, 52 respondents (14.8%) in administrative support related areas, and 111 respondents (31.6%) in the housekeeping related areas. Two hundred thirty one (65.8%) respondents were holding non-managerial positions and 105 (29.9%) respondents indicated they were in managerial positions. A majority of respondents indicated that they had consistent working shifts in the morning (207, 59.0%), afternoon (27, 7.9%), or night (44, 12.5%). Seventy-one respondents (20.2%) reported that they did not have consistent work schedules. More than two thirds of

Table 1: Respondents Characteristics

		Frequency	Percentage**
Gender	Male	109	31.05
	Female	242	68.9
Age	18-25	82	23.4
	26-35	92	26.2
	36-45	90	25.6
	46-55	59	16.8
	56 or older	28	8.0
Native Language	English	279	79.5
	Non-English	72	20.5
Ethnicity	Caucasian	146	41.6
	African American	114	32.5
	Hispanic	75	21.4
	Others*	16	5.1
Working Department	Food & Beverage Service	74	21.7
	Maintenance/Security	37	10.5
	Front Office/Guest Service	73	20.8
	Housekeeping	111	31.6
	Administrative	52	14.8
Type of Job	Line-Employee	231	65.8
	Management	105	29.9
Shift	Morning	207	59.0
	Afternoon	27	7.9
	Night	44	12.5
	Rotating	71	20.2
Hours of Working/Week	Less than 40 hours per week	243	69.2
	More than 40 hours per week	103	30.8

* American Indian and Asian/Pacific Islander

** A total may not equal 100 due to rounding

respondents (243, 69.2%) reported that they worked less than forty hours per week.

The data collected through this survey initially was used to identify what employees considered important and what they felt about work-related attributes that were identified for this study. Table 2 shows how respondents rated both importance of work-related attributes and satisfaction with those attributes. Cross-hair points were set using grand mean scores as Martilla and James (1977) suggested. As seen in Table 2, the grand mean was 4.73 for importance and 4.46 for satisfaction ratings. Respondents rated supervisor's friendliness to them (5.18) was rated most highly important followed by job security (5.17), pay (5.16) accomplishment (5.07), and work condition (5.04). The attributes, such as previous training (4.69), opportunity to do different things (4.59), being somebody (4.55), location of the hotel (4.54), working shift (4.51), recognition (4.47), workload (4.35), respect on own cultural background (4.02), respect on own

racial-ethnicity (3.97), and opportunity for supervisory roles (3.67) were rated below the grand mean score of importance (4.73).

In measuring respondent's level of satisfaction with work-related attributes, such as communication in English (5.17), interactions with coworkers (5.05), location of the hotel (5.03), working department (5.03), supervisor (friendliness) (4.95), respect on own cultural background (4.93), accomplishment (4.91), respect on own racial-ethnicity (4.90), supervisor (knowledge) (4.68), working shift (4.67), previous training (4.61), job utilization (4.51), being somebody (4.49), and coworkers service performance (4.49) were all scored higher than the average mean score of satisfaction (4.46). On the other hand, attributes such as benefit (3.43), pay (3.50), advancement (3.76), opportunity for supervisory roles (3.78), training for work-related tasks (3.99), training for non-work-related tasks (4.03), company policy (4.23), recognition (4.30), opportunity to do different

Table 2: Level of Satisfaction with and Importance on Work-Related Attributes

Pair No.	Satisfaction	Mean	Pair No.	Importance	Mean
17	Communication in English	5.17	5	Supervisor (friendliness)	5.18
26	Interactions with coworkers	5.05	7	Job security	5.17
19	Location of the hotel	5.03	9	Pay	5.16
25	Working department	5.03	14	Accomplishment	5.07
5	Supervisor (friendliness)	4.95	12	Work condition	5.04
20	Respect on own cultural background	4.93	26	Interactions with coworkers	4.97
14	Accomplishment	4.91	25	Working department	4.97
21	Respect on own racial-ethnicity	4.90	16	Job utilization	4.97
6	Supervisor (knowledge)	4.68	22	Coworkers service performance	4.95
18	Working shift	4.67	17	Communication in English	4.92
24	Previous training	4.61	10	Advancement	4.89
16	Job utilization	4.51	6	Supervisor (knowledge)	4.88
4	Being somebody	4.49	8	Company policy	4.87
22	Coworkers service performance	4.49	23	Training beyond job skills	4.84
7	Job security	4.42	2	Benefit	4.81
12	Working condition	4.38	11	Training for daily tasks	4.79
1	Workload	4.35	24	Previous training	4.69
3	Opportunity to do different things	4.31	3	Opportunity to do different things	4.59
13	Recognition	4.30	4	Being somebody	4.55
8	Company policy	4.23	19	Location of the hotel	4.54
23	Training beyond job skills	4.03	18	Working shift	4.51
11	Training for daily tasks	3.99	13	Recognition	4.47
15	Opportunity for supervisory roles	3.78	1	Workload	4.35
10	Advancement	3.76	20	Respect on own cultural background	4.02
9	Pay	3.50	21	Respect on own racial-ethnicity	3.97
2	Benefit	3.43	15	Opportunity for supervisory roles	3.67
	Grand Mean	4.46		Grand Mean	4.73

*Mean for satisfaction: 1= most strongly disagree to 6 = most strongly agree

*Mean for importance: 1= not important at all to 6 = most important

things (4.31), workload (4.35), working condition (4.38), and job security (4.42) were ranked below the average mean score of satisfaction (4.46).

As table 3 indicates a paired t-test was used to test the significant mean differences (gap) between respondents' perception of importance and satisfaction with work-related attributes. A positive t-score indicates that the satisfaction ratings for that specific attribute are higher than the importance rating. Similarly, a negative t-score indicates that the importance score for the attribute is higher than the satisfaction rating. The statistically significant differences between importance and satisfaction are measured at the significant level of 0.05.

A comparison of employees' actual satisfaction and expectation on work-related attributes, using the paired *t*-test, indicates a statistically significant difference on 18 of the 26 attributes examined. Attributes such as workload, recognition, opportunity for supervisory roles, working shift, previous training, working department, and interactions with coworkers are not statistically different; however, the large gaps are found on attributes, pay (-1.66), benefits (-1.38), and advancement opportunity (-1.13).

As shown in Table 3, only attributes "communication in English (.251), respect on own racial-ethnicity (.926), respect on own cultural background (.909), and location of the hotel

Table 3: Differences Between Respondents' Perception of Importance & Satisfaction Regarding Job-Related Attributes
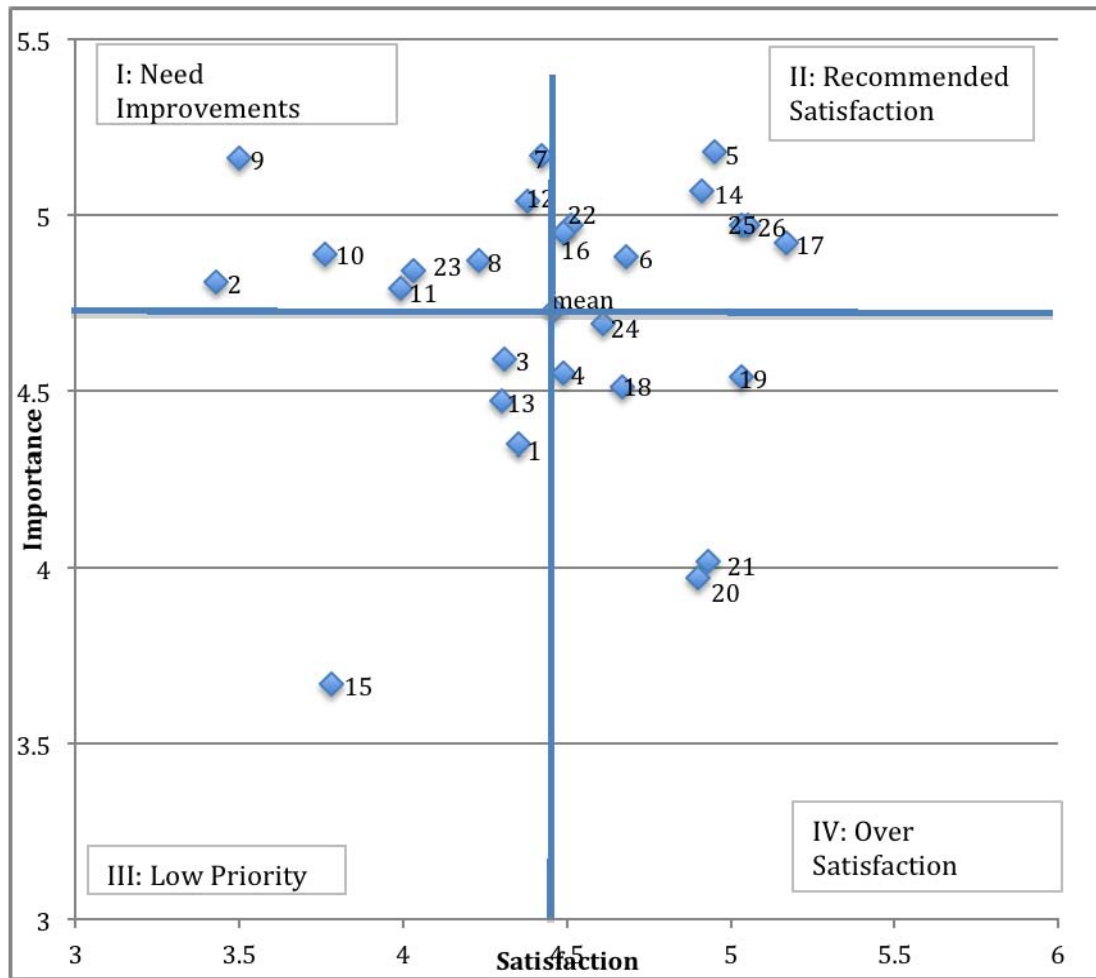
Pair	Attributes	S: Satisfaction I: Importance	Mean Dif. (satisfaction importance)	t	Sig.	Mean*	N	Std. Dev.
Pair 1	Workload	S	-.03	-.384	.701	4.33	350	1.313
		I				4.36	350	1.296
Pair 2	Benefit	S	-1.381	-12.193	.000	3.43	349	1.643
		I				4.81	349	1.312
Pair 3	Opportunity to do different things	S	-.277	-3.169	.002	4.31	350	1.406
		I				4.59	350	1.183
Pair 4	Being somebody	S	-.051	-.553	.581	4.49	350	1.438
		I				4.55	350	1.319
Pair 5	Supervisor (friendliness)	S	-.229	-2.999	.003	4.95	350	1.310
		I				5.18	350	1.083
Pair 6	Supervisor (knowledge)	S	-.195	-2.257	.025	4.68	349	1.428
		I				4.88	349	1.097
Pair 7	Job security	S	-.748	-8.817	.000	4.42	349	1.361
		I				5.17	349	1.094
Pair 8	Company policies	S	-.649	-7.294	.000	4.23	350	1.521
		I				4.87	350	1.074
Pair 9	Pay	S	-1.660	-15.941	.000	3.50	350	1.642
		I				5.16	350	1.056
Pair 10	Advancement	S	-1.137	-11.943	.000	3.76	350	1.568
		I				4.89	350	1.241
Pair 11	Training for work-related tasks	S	-.803	-9.767	.000	3.99	350	1.453
		I				4.79	350	1.104
Pair 12	Working condition	S	-.660	-8.321	.000	4.38	350	1.370
		I				5.04	350	1.019
Pair 13	Recognition	S	-.166	-1.808	.071	4.30	350	1.444
		I				4.47	350	1.227
Pair 14	Accomplishment	S	-.163	-2.372	.018	4.91	350	1.211
		I				5.07	350	1.016
Pair 15	Opportunity for supervisory roles	S	.109	1.090	.276	3.78	350	1.496
		I				3.67	350	1.524
Pair 16	Job utilization	S	-.454	-5.922	.000	4.51	350	1.337
		I				4.97	350	1.032
Pair 17	Communication in English	S	.251	3.643	.000	5.17	350	1.163
		I				4.92	350	1.193
Pair 18	Working shift	S	.158	1.546	.123	4.67	349	1.391
		I				4.51	349	1.397
Pair 19	Location of the hotel	S	.489	6.032	.000	5.03	350	1.270
		I				4.54	350	1.306
Pair 20	Respect on own cultural background	S	.909	9.279	.000	4.93	350	1.207
		I				4.02	350	1.506
Pair 21	Respect on own racial-ethnicity	S	.926	8.844	.000	4.90	349	1.298
		I				3.97	349	1.586
Pair 22	Coworkers service performance	S	-.460	-5.695	.000	4.49	350	1.225
		I				4.95	350	1.039
Pair 23	Training beyond job skills	S	-.809	-8.762	.000	4.03	350	1.491
		I				4.84	350	1.183
Pair 24	Previous training	S	-.074	-.842	.400	4.61	350	1.382
		I				4.69	350	1.109
Pair 25	Working department	S	.063	.929	.353	5.03	350	1.119
		I				4.97	350	1.082
Pair 26	Interactions with coworkers	S	.077	1.113	.267	5.05	349	1.167
		I				4.97	349	1.069

P < .05
*Mean for satisfaction: 1= most strongly disagree to 6 = most strongly agree
*Mean for importance: 1= not important at all to 6 = most important

Figure 2. Importance and Performance Grid of Work-Related Attributes

The graph shows the relative satisfaction and importance of the attributes listed below. Participants rated both the attribute's importance and their satisfaction, on a scale of 1 to 6.

1: workload	2: benefit	3: opportunity to do different things
4: being somebody	5: supervisor (friendliness)	6: supervisor (knowledge)
7: job security	8: company policy	9: pay
10: advancement	11: training for daily tasks	12: working condition
13: recognition	14: accomplishment	15: opportunity for supervisory roles
16: job utilization	17: communication in English	18: working shift
19: location of the hotel	20: respect on own cultural background	
21: respect on own racial-ethnicity	22: coworkers' service performance	
23: training beyond job skills	24: previous training	
25: working department	26: interactions with coworkers	

Figure 3: Summary of Attributes

Attributes	Summary
Opportunity to do different things	Hotel operations require multiple functions; however, hoteliers do not provide enough opportunities for employees to do different things. It may beneficial for hoteliers to train employees with multiple tasks and rotate them from one area to another area.
Supervisor: knowledge/friendliness)	For managerial positions, what supervisors know about work in their field is important; however, the friendliness of supervisors is more important than what managers know in their work field. It may indicate managers must understand how they approach their workers.
Job security	Job security is one of the critical attributes workers consider in evaluating their work environments. It may indicate many hotel workers are in a non-exempt category, and it makes them more sensitive in their job's security. The hotel industry employs many part-time employees because of the nature of its business (seasonality). It may be necessary to provide employees with clear information regarding job security earlier of their employment.
Company policies	Hotel workers deal with customers with different demands and expectations. In order to fulfill customer expectation different rules may need to be applied and this may make employees confused with hotel policies and working departmental rules as well. Clarification is needed to indicate what formal policies are solidly in place and what other policies can be adapted to different situations at employee discretion. As the industry imposes employee empowerment, it must be identified what and how much authorization employees have.
Pay/Benefit	Compensation has been one of the main attributes that employees consider important, but least satisfied with. It has been a widely used attribute in job satisfaction studies and clearly identified as one of most important attributes within hotel workers. There have been no clear solutions to bring satisfaction level with pay and benefit up from the bottom. Hoteliers need to identify what reasonable solutions are with workers.
Advancement	Workers tend to expect more opportunity to move up within an organization. As many hotels have limited opportunities, hoteliers may need to identify how to fulfill employee expectations. For instance, providing different job titles, such as instead of saying service representative, class 1 service representative with different benefits and pay scales as needed, may be one way to fulfill those.
Trainings for work-related/ non-work-related	Workers tend to expect to have non-work-related trainings or workshops. Trainings or workshops, such as ESL trainings for non-English speakers or wellness workshops for those have irregular work schedules may be considered. Employees tend to develop their skills as they have more training related to their job functions. It is clear that hotels need to develop more customized work-related and non-work-related trainings.
Working condition	Just in any business, working conditions are an important attribute measuring individual satisfaction. Working conditions must be viewed from workers' standpoints, not from hoteliers' standpoints.
Accomplishment	How well workers have done in daily functions and how well-accomplished they felt was important. Hoteliers may need to assign work and tasks employees feel confident about.
Job utilization	Workers tend to utilize what they can for the operations. It is clear that managers need to assess and analyze how to maximize individual abilities on certain functions
Communication in English	Ability in speaking in English has become important in the hospitality industry, as the industry has become diverse. However, the study shows that there is a minimal problem with communication in English as cultural diversity has been established in hotels.
Location of the hotel	As hotels are located in different areas, from ones along the highways to some in remote mountain areas, the location of the hotel is well-accepted to hotel workers.
Respect on own cultural backgrounds/racial-ethnicity	Understanding individual cultural backgrounds is important; however, it was rated as one of least important attributes in this study. It may indicate that as workers in the hotel industry are diversified, cultural respect has been well established among workers.
Coworker's service performance	Hotel workers care what and how other coworkers work. The result shows that worker perceive others' performances positively.
Previous training (Not significant)	Current training or upcoming trainings were more important than previous ones. It indicates that workers tend to develop their skills; however, hotels do not fulfill their desires. This is more evidence that hoteliers need to provide customized trainings, as they are needed to meet employee expectations.
Working department (Not significant)	Where employees work within a hotel is important, and people were satisfied with their placement.
The way coworkers get along (Not significant)	The study indicates that working with co-workers are important, and they are happy to work with other co-workers
Working shift (Not significant)	Working shift was identified as one of attribute that was not considered to be important. Hotel workers may understand the nature of a 24 hour-operation.

Workload (Not significant)	How much, or how many hourly hotel workers need to work, may not be so important as how the work-load may vary according to day, week, month, or season of the year. Hotel workers are aware of what to expect from their work
Recognition (Not significant)	It shows that recognition is considered to be important.
Being somebody (Not significant)	For hotel employees, they tend to feel they are well recognized as a member of the organization. It may indicate that hotel workers tend to understand other coworkers and respect what others think.
Opportunity for supervisory roles (Not significant)	Hotel workers tend to have assigned jobs with no supervisory roles attached.. As employees are becoming more empowered in the decision-making process, problem solving could be done without pre-approval and workers may care less what others do.

(.489) had statistically significant positive mean differences. Attributes that had statistically significant negative mean differences are: benefit (-1.38), opportunity to do different things (-.277), supervisor (friendliness) (-.229), supervisor (knowledge) (-.195), job security (-.758), company policy (-.649), level of pay (-1.66), advancement opportunity (-1.137), training for work-related tasks (-.803), working conditions (-.660), accomplishments (-.163), job utilization (-.460).

In this study, means of the perceived importance and satisfaction of each attribute were plotted into a graphical grid. Vertical and horizontal lines, using the mean values of the importance and satisfaction components, were placed into four identifiable quadrants (Figure 2).

Figure 2 shows the location of the cross-hair that divides the matrix into quadrants. This is critical since it determines the interpretation of the results. As Martilla and James (1977) suggested, the mean was used to establish cross-hair points which divide the grid into four quadrants. The cross-hair point for importance was 4.73 and 4.46 for satisfaction.

Quadrant I: Need to Improve

All eight attributes were identified as significant at .05. These 8 attributes are: benefit (2), job security (7), company policy (8), pay (9), advancement (10), training for daily tasks (11), working condition (12), and training beyond job skill (23).

Quadrant II: Recommended Satisfaction

This quadrant of the IPA grid contains 8 attributes, supervisor friendliness (5), supervisor knowledge (6), accomplishment (14), job utilizations (16), communication in English (17), coworker's service performance (22), working department (25), and interactions with coworkers (26). These attributes satisfied respondents' expectations. Among these 8 items working department (25) and interactions with coworkers (26) were not identified as significant in measuring differences between importance and satisfaction.

Quadrant III: Low Priority

This quadrant of the IPA grid contains four attributes: workload (1), opportunity to do different things (3), recognition (13), and telling people what to do (15). Among these four attributes workload (1), recognition (13), and telling people what to do (15) were not identified as significant in measuring differences between importance and satisfaction.

Quadrant IV: Over Satisfaction

This contains six attributes: being somebody (4), working shift (18), location of the hotel (19), respect on own cultural background (20), respect on own racial-ethnicity (21), and previous training (24).   Among these 6 attributes, being somebody (4), working shift (18), and previous training (24) were not identified as significant in in measuring differences between importance and satisfaction.

DISCUSSIONS/IMPLICATIONS

This study tested 26 work-related attributes to explore how hotel workers perceived these work-related attributes and identified attributes that met workers' expectations and attributes that did not. For hoteliers, understanding what attributes at the workplace meet worker's expectations, and what do not, is an important factor in identifying what needs to be provided for hotel workers. Workers feel certain work-related attributes to be more important than some other attributes. Figure 3 summarizes how hotel workers conceived work-related attributes. In comparing importance and satisfactions, significant differences were found in 18 attributes and no significant differences were found in 8 attributes, such as workload, recognition, being somebody, opportunity for supervisory roles, working shift, previous training, working department, and interactions with coworkers.

Ones that directly related to own work, such as management, job security, and pay were the most important attributes

while ones that were not directly related to job itself such as opportunity for supervisory roles, respect on own racial-ethnicity, and respect on own cultural background were least important attributes.

Attributes that related to one's own characteristics and perceptions on others, such as coworker's service performance, supervisions, working department, accomplishment, job utilizations, communication in English, and location of the hotel tend to be well-perceived by hotel workers. Attributes that are directly related to individual own benefits such as training, job security, and advancement opportunity were all rated least satisfied. The distribution of attributes shows that respondents were not fully satisfied with attributes that directly related to own compensations and advancement opportunity.

Areas that need to be improved for hotel workers are the most serious of shortfalls and will require significant attention by hotel managers in terms of making improvement efforts. Employers should devote additional effort to improving attributes such as benefit, job security, company policy, pay, advancement, trainings for both work-related and non-work-related tasks, and working condition. Hotel workers place greater importance on their monthly income than benefits they receive from the company. Increasing pay and benefits may not be feasible for the industry; however, providing different types of trainings or clear policies, or different opportunities may increase employee job satisfaction level.

Attributes that are related to personal preferences such as supervisors, work accomplishment, job utilizations, communication in English, coworker's service performance, working department, and interactions with coworkers are well-recognized by respondents. Hotel operators need to continually maintain and understand that all those attributes play important roles in employee satisfaction with work environments.

Attributes such as workload, opportunity to do different things, recognition, and telling people what to do were less important compared to other attributes that directly related to individual benefits. These attributes were considered to be less important to respondents, and may be the ones needed to be least focused compared with other attributes. Attributes such as, being somebody, working shift, location of the hotel, respect on own cultural background, respect on own racial-ethnicity, and previous training were well perceived by employees. Employers may need to spend less effort in this area than in other areas.

The study indicates that hotel workers consider their work environments, in terms of who they work with; to be well provided; however, work-related expectation, in terms of what they receive for their work, has not met their expectations. This study finds supervisor's friendlessness, job security, and pay are top three most important. Unlike

another study (Lee, et. al, 2006) which used Korean hotel employees, recognition does not show its importance. It is clear that areas directly related to a job itself need much improvement (areas that are important, but not meeting expectations).

Areas that are related to people tend to be well maintained while areas that are related to individual benefits are not. Because the hotel industry is people based, employees tending to work well with other co-workers with different backgrounds, dealing with people-related attributes, including supervisors and communication, are well-perceived by hotel workers. Hotel workers also consider employment security in measuring their satisfaction with work environment. It is clear that hoteliers need to address what workers need to do in order to maintain their current employment and what advancement opportunities are for them.

A significant boundary in this study is that limited data from selected hotel properties was collected under the administration of a given management company. In a future study, the study may need to solicit the cooperation of other hotel properties in different regions. Future studies on relationships between how people perceive and how they feel according to individual characteristics and hotel characteristics might be beneficial for hoteliers.

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