

Job Satisfaction in the Hospitality Industry: The Comparative Impacts of Work-Life Balance, Intrinsic Rewards, Extrinsic Rewards, and Work Relations

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Job satisfaction is an extensively researched topic due to its positive outcomes for employers and employees. These include increased performance, productivity, achievement, motivation, and work quality as well as decreased employee absenteeism and turnover. This study examined the impact of work-life balance, intrinsic and extrinsic rewards, and work relations factors on job satisfaction for hospitality industry workers across 37 countries using data from the International Social Survey Program. It is the first large-scale global study on job satisfaction for this industry and the first to discriminate across occupational types within the industry. Given large turnover rates in hospitality jobs, understanding the determinants of job satisfaction is critical to improving management practice and organizational effectiveness. Results reaffirmed the existence of considerable work-life conflicts within the hospitality industry from a global perspective. The role of work relations and work-life balance is much stronger in hospitality jobs than for all occupations in general.

Keywords: job satisfaction, work-life balance, intrinsic rewards, extrinsic rewards, work relations, hospitality industry

INTRODUCTION

Job satisfaction refers to the positive feelings one has about one's work based on an examination of its characteristics (Locke, 1976; Robbins & Judge, 2017; Spector, 1997). The hospitality industry is characterized by high turnover rates, creating considerable expense for employers (Davidson, Timo, & Wang, 2010), with work-life balance being a key concern (Deery, 2008; Deery & Jago, 2009, 2015; Davidson & Wang, 2011; Wolfe & Kim, 2013; Yang, Wan, & Fu, 2012; Zopiatis & Constanti, 2007). Issues impacting job satisfaction for hospitality workers include low wages, long working hours, limited career opportunities, lack of personal time, lack of time for families, exhaustion, and burnout (Deery & Jago, 2015; Groblena, Sidorkiewicz, & Tokarz-Kocik), all of which can lead to workers permanently leaving the industry.

While job satisfaction issues in the hospitality industry have been extensively researched, most studies are specific to a single country, region, or sub-area of the industry (e.g., hotel workers) or compare employee levels within a single sub-area (e.g., hotel management and non-managerial staff). Large-scale global comparative studies have not been conducted nor have studies compared across occupational types within the industry (e.g. hotel managers, restaurant managers, chefs, hotel receptionists). Also, although work-life balance issues have been a major research focus with some attention to intrinsic and extrinsic rewards, work relations factors (e.g., relationships with co-workers, management, and others) have been explored to a lesser extent. This study contributes to the current literature by examining how work-life balance, intrinsic and extrinsic rewards, and work conditions influence job satisfaction for hospitality employees in 37 countries based on data from the International Social Survey Program (ISSP, 2015). The comparison also examines differences across occupational types within the industry. As such, this is the first global comparative study of job satisfaction in the hospitality industry.

LITERATURE REVIEW

In this section, we examine existing research relevant to the key areas of the study—work-life balance, intrinsic and extrinsic rewards, and work relations. Variables associated with these areas differ across studies. However, the research provides a strong foundation for the study, identifies specific gaps in the literature, and informs the hypotheses.

Work-Life Balance

Work-life balance is particularly salient to hospitality workers due to the nature of the work, which contributes to work-life conflict and turnover (Blomme, Van Rheede, & Tromp, 2010; Deery, 2008; Deery & Jago, 2009, 2015; Davidson & Wang, 2011; Yang et al., 2012; Yang, Lee, & Wu, 2017). Determinants of work-life conflict include organizational and industry attributes (e.g., working hours, low pay, low skill, educational mismatch, lack of career development, the need for contingent employment) (Deery, 2008; Deery & Jago, 2009, 2015) and employee dimensions (e.g., stress, burnout, emotional exhaustion) (Deery, 2008; Deery & Jago, 2009, 2015; Jung, Yoon, & Kim, 2012; Yavas, Karatepe, & Babakus, 2013).

In the tourism industry, stressors have been identified as job insecurity, lack of job autonomy, role ambiguity, time pressures, and leadership relations (Deery & Jago, 2009). Heavy workloads and the inability to balance family and work resulted in emotional exhaustion for Romanian hotel employees and their managers (Karatepe, 2013). Working an extensive number of hours at unpredictable and unconventional times were identified as stressors for new entrants in the hotel industry, hotel managers, and managers' spouses in the U.S. (Cleveland, O'Neill, Harrison, Crouter, & Drago, 2007). An imbalance of work and personal life caused exhaustion and burnout for Polish hotel employees and negatively impacted work quality and efficiency (Grobelna & Tokarz-Kocik, 2016). Hotel workers in Geneva experienced negative work-family balance, the sacrifice of private and social life, and emotional exhaustion due to long and invasive work hours (Lewis, 2010).

Time expectations resulted in negative work-family spillover for U.S. hotel managers; women managers with no children at home and those younger in age had the highest levels of negative work-family spillover (Lawson, Davis, Crouter, & O'Neill, 2013). High job demands along with low job control and a lack of work-life balance practices resulted in stress for Hong Kong hotel and catering workers (Chiang, Birtch, & Kwan, 2010). Work family conflict and family work conflict were positively related to turnover intentions and negatively related to organizational citizenship for hospitality managers in Taiwan (Yang et al., 2017). For graduates of a hotel management school in the Netherlands, work-family conflict was positively related to turnover with organizational support and satisfaction with work flexibility having the opposite effect; dissatisfaction with workplace flexibility correlated to high work-family conflict for female employees (Blomme et al., 2010).

Organizational strategies such as rewards, development, recruitment, training, engagement, education and job fit, and work-life balance policies can ameliorate work-life conflict and positively influence job satisfaction, organizational commitment, and retention (Deery, 2008; Deery & Jago, 2009, 2015). Work-

life balance initiatives of various types in the UK hotel industry proved beneficial for lower-level employees (particularly women) but did not address long hours for senior level employees or women's ability to attain high management positions (Doherty, 2004). Factors that created work-life balance for hotel employees in Hong Kong were time off, allegiance to work, and schedule flexibility (Wong & Ko, 2009). Hotel sales managers in China who encountered less work-family conflict were able to transfer positive aspects of their daily life to the workplace (Zhao Qu, & Ghiselli, 2011). Millennial hotel employees in Poland were more engaged in work when they perceived a supportive workplace in terms of work-life balance and were less engaged when they experienced conflict between work and family (Grobelna & Tokarz-Kocik, 2016).

Intrinsic and Extrinsic Rewards

Both intrinsic and extrinsic rewards play a role in job satisfaction and employee turnover for hospitality workers, and in a variety of contexts. Hotel workers in Pakistan were more likely to stay in their jobs as the result of monetary rewards and career advancement (Khan, Mahmood, Ayoub, & Hussain, 2011). Hospitality industry middle managers in Cyprus were motivated by appreciation for their contributions, good working conditions, career advancement, and interesting tasks; those with high job satisfaction had low levels of emotional exhaustion and high levels of personal achievement (Zopiatis & Constanti, 2007). Turnover intentions were impacted by perceived lack of career advancement, unsatisfactory work conditions, and lack of recognition from managers; the desire to move to a different industry was related to job security. This set of studies predominantly demonstrates the impact of extrinsic rewards. U.S. students hospitality management students valued a good salary, enjoyable working conditions, and obtaining a management role (Pizam & Lewis, 1979). Taiwanese students majoring in tourism and hospitality viewed a comfortable work environment and leisure time as important (Chen, Chu, & Wu, 2000).

Both intrinsic and extrinsic motivation significantly impacted work engagement for U.S. restaurant employees although when both were present, intrinsic motivation was stronger; extrinsic motivation factors, such as salary, however, did not diminish intrinsic motivation (Putra, Cho, & Liu, 2017). Professional growth, challenge, variation, and responsibility were salient factors in job commitment for Generation X hotel workers in the Netherlands while Generation Y workers demonstrated lower levels of job commitment and greater turnover intentions (Lub, Bijvank, Bal, Blomme, & Schalk, 2012). Job satisfaction, extrinsic rewards, constituent attachments (attachment to people in the organization or to customers), organizational commitment, and organizational prestige were prevalent retention factors for U.S. leisure and hospitality workers (Hausknecht, Rodda, & Howard, 2009). Advancement and prestige were the most common for high performers and non-hourly workers while extrinsic rewards were more common among low performers and hourly workers. Hospitality students from Europe (French, Swiss, German, Spanish) and China, studying in the U.K. and Europe, highly ranked intrinsic values such as achievement and creativity as well as extrinsic values, specifically supervisory relations and salary (White, 2005).

Work Relations

Managerial support is often viewed as critical to job satisfaction, particularly in terms of establishing a culture that supports family-friendly practices (Cleveland, O'Neill, Harrison, Crouter, & Drago, 2007; O'Neill, Harrison, Cleveland, Almeida, Stawski, & Crouter, 2009; Zhao et al., 2011). U.S. hotel managers perceived their environment as family supportive based on the culture set by their general managers, as well as workplace flexibility, support from coworkers, and friendships at work (Cleveland et al., 2007). Intention to leave an organization was lower for managerial and hotel workers in the U.S. in contexts where managers perceived more family-related support from supervisors (O'Neill et al., 2009).

For Swiss hotel workers, beneficial relationships with managers positively impacted employee well-being (Lewis, 2010). Taiwanese students majoring in tourism and hospitality viewed having a fair supervisor as important (Chen et al., 2000). European and Chinese hospitality students ranked supervisory relations as important (White, 2005). Supervisory support moderated emotional labor and burnout issues for hotel employees in Hong Kong (Chen, Sun, Lam, Hu, Huo, & Zhong, 2017).

U.S. students majoring in hospitality management placed high value on good relations with co-workers and supervisors (Pizam & Lewis, 1979). The presence of constituent attachments was a key retention factor

for U.S. leisure and hospitality workers (Hausknecht et al., 2009). In a study of emotional intelligence and its impact on job satisfaction and job tenure for U.S. hotel managers and supervisors, stress management was related to satisfaction with co-workers while interpersonal aspects predicted longevity in the industry (Wolfe & Kim, 2013).

Summary

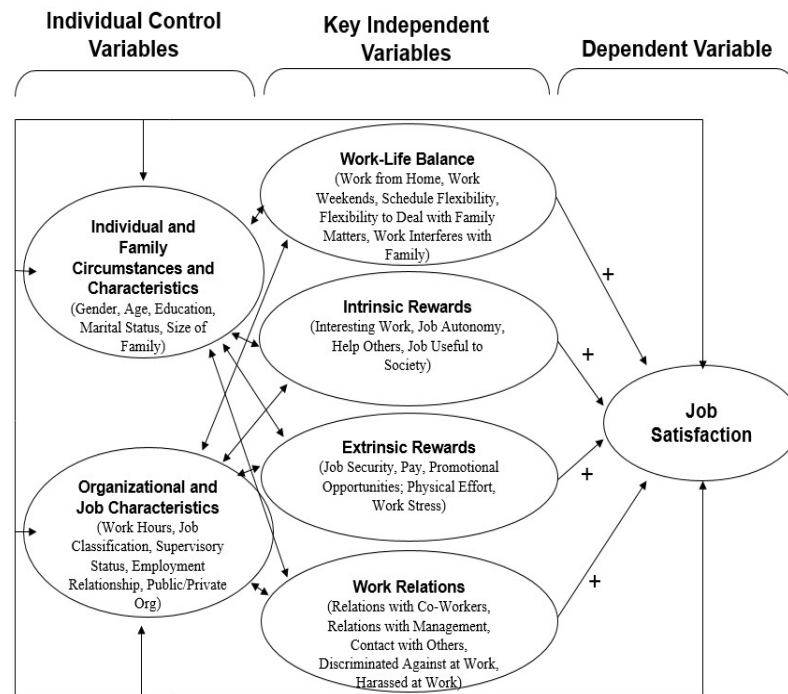
This review has established that work-life conflict is a critical issue for hospitality employees and frequently results in stressors leading to burnout and exhaustion and employee turnover although work-life balance practices and managers viewed as family-friendly can do much to address this. The review also demonstrates that both extrinsic and intrinsic rewards can impact job satisfaction and other positive outcomes such as organizational commitment, job commitment, and decreased employee turnover. Working conditions, recognition, career advancement opportunities, achievement, job security, salary, and benefits are all salient motivational factors. Finally, work-relations, particularly good relations with managers, fair management practices, and family-friendly support as well as friendly relations with co-workers can mitigate emotional labor, burnout, and turnover.

The review also established a need for comparative studies across countries and across occupations within the hospitality industry. Existing research has focused predominantly on one country or region or one area within the industry (e.g., hotels). Additionally, although some aspects of work relations have been included in this research, these have tended to focus on managers' roles in mitigating work-life conflict or been only a minor focus.

THEORETICAL FRAMEWORK AND MODEL

Over the previous half century, thousands of research studies have examined job satisfaction as an outcome variable, as well as its determinants. As seen in Figure 1 below, we utilize a job satisfaction theoretical and empirical model developed by Andrade and Westover's (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019), which synthesizes much of the literature to date on job satisfaction and its determinants¹. As has been done in many previous research studies, we include work-life balance, work relations, and other important intrinsic and extrinsic rewards variables, as well as organizational and job characteristics control variables. Additionally, we have include an occupation variable to explore differences in the model based on the type of hospitality management job the respondent currently holds.

FIGURE 1
FACTORS INFLUENCING WORK CHARACTERISTICS AND JOB SATISFACTION



RESEARCH DESIGN AND METHODOLOGY

The hypotheses for the study are as follows:

Job Satisfaction by Occupational Category

H1: There will be statistically significant differences in job satisfaction levels for employees in different hospitality occupational categories, controlling for other work characteristic and individual factors.

Job Satisfaction Determinants by Occupational Category

H2: There will be statistically significant differences in the determinants of job satisfaction levels for employees in different hospitality occupational categories, controlling for other work characteristics and individual factors.

H3: There will be statistically significant differences in job satisfaction model predictability for hospitality employees in different occupational categories.

Description of the Data

Following the approach of Andrade and Westover (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019), this research utilizes cross national comparative data from the International Social Survey Program (ISSP) 2015 Work Orientations Module IV², which uses multistage stratified probability samples in 37 individual countries around the globe³. As Westover noted, “The International Social Survey Program Work Orientations modules utilized a multistage stratified probability sample to collect the data for each of the various countries with a variety of eligible participants in each country’s target population” (2012a, 3). All ISSP Work Orientation variables are single-item

indicators and the unit of analysis is individuals across each participating country. We examine one large sample with all respondents across the globe, as well as a separate sample for each of the different hospitality occupational categories to explore the job characteristics that best predict job satisfaction for each group and then make comparisons (2012a, 3).

Operationalization of Variables

We use Andrade and Westover's (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019) job satisfaction model (building on Handel's (2005) and Kalleberg's (1977) job satisfaction model, for comparing global differences in job satisfaction and its determinants across job types (see also Spector, 1997; Souza-Poza, & Souza-Poza, 2000). Following the approach of Andrade and Westover's (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019), we focused on a range of intrinsic, extrinsic, workplace relationships, and work-life balance variables (in addition to a range of organization and individual control variables; Table 1 below⁴).

TABLE 1
KEY WORK CHARACTERISTICS RELATED TO JOB SATISFACTION

Dependent Variable:	
Job Satisfaction ⁵	“How satisfied are you in your main job?”
Intrinsic Rewards⁶:	
Interesting Job	“My job is interesting.”
Job Autonomy	“I can work independently.”
Help Others	“In my job I can help other people.”
Job Useful to Society	“My job is useful to society.”
Extrinsic Rewards⁷:	
Pay	“My income is high.”
Job Security	“My job is secure.”
Promotional Opportunities	“My opportunities for advancement are high.”
Physical Effort ⁸	“How often do you have to do hard physical work?”
Work Stress ⁹	“How often do you find your work stressful?”
Work Relations:	
Management-Employee Relations ¹⁰	“In general, how would you describe relations at your workplace between management and employees?”
Coworker Relations ¹¹	“In general, how would you describe relations at your workplace between workmates/colleagues?”
Contact with Others ¹²	“In my job, I have personal contact with others.”
Discriminated against at Work ¹³	“Over the past 5 years, have you been discriminated against with regard to work, for instance, when applying for a job, or when being considered for a pay increase or promotion?”
Harassed at Work ¹⁴	“Over the past 5 years, have you been harassed by your supervisors or coworkers at your job, for example, have you experienced any bullying, physical, or psychological abuse?”

Work-Life Balance

Work from Home ¹⁵	“How often do you work at home during your normal work hours?”
Work Weekends ¹⁶	“How often does your job involve working weekends?”
Schedule Flexibility ¹⁷	“Which of the following best describes how your working hours are decided (times you start and finish your work)?”
Flexibility to Deal with Family Matters ¹⁸	“How difficult would it be for you to take an hour or two off during work hours, to take care of personal or family matters?”
Work Interferes with Family ¹⁹	“How often do you feel that the demands of your job interfere with your family?””

Control Variables

As indicated by Westover (2012b, 17) “the literature has identified many important individual control variables, due to limitations in data availability, control variables used for the quantitative piece of this study will be limited to the following individual characteristics: (1) Sex²⁰, (2) Age²¹, (3) Years of Education²², (4) Marital Status²³, and (5) Size of Family²⁴...” (2012b, 17). Additionally, control variables used in this analysis include: (1) Work Hours²⁵, (2) Supervisory Status²⁶, (3) Employment Relationship²⁷, and (4) Public/Private Organization²⁸ (see Hamermesh, 1999; Souza-Poza & Souza-Poza, 2000).

Finally, we included a categorical variable (for comparative purposes) based on each respondents’ specific ISCO Job Classifications variable for the 12 major hospitality occupation categories: (1) Hotel Managers, (2) Restaurant Managers, (3) Chefs, (4) Hotel Receptionists, (5) Cooks, (6) Waiter, (7) Bartender, (8) Hotel Housekeeping Supervisors, (9) Food Counter Helpers, (10) Hotel Cleaners, (11) Fast Food Cooks, and (12) Kitchen Helpers

Statistical Methodology

We analyzed ISSP Work Orientations data from individual respondents across 37 counties, first running appropriate bivariate and multivariate analyses²⁹ on all key study variables in order to make comparisons. Next, we ran an Ordinary Least Squares Regression (OLS) model for all main study variables and respondents in all countries, followed by an OLS regression model specific for all hospitality jobs lumped together³⁰. Finally, we ran OLS regression models by the 12 major hospitality occupation categories.

RESULTS**Descriptive Results**

Table 2 below shows the means of job satisfaction and other main study variables, broken down by each of the 12 hospitality occupation categories, all hospitality jobs lumped together, and all jobs, regardless of occupation type, for respondents in all 37 countries included in the 2015 wave of ISSP Work Orientations data. Of note is the general variation across hospitality occupational categories and the difference between hospitality jobs when compared with all occupations. Additionally, Figure 2 below shows mean job satisfaction levels across the 12 occupational categories. The highest job satisfaction levels for hospitality jobs is with hotel managers (5.73), while several hospitality occupations have a mean job satisfaction scores in the 5.2 to 5.4 range (overall world-wide mean is 5.32). Bartenders, food counter helpers, hotel cleaners, hotel receptionists, waiters, and kitchen helpers have the lowest mean job satisfaction scores (means between 4.91 to 5.03).

FIGURE 1
MEAN JOB SATISFACTION, BY OCCUPATION

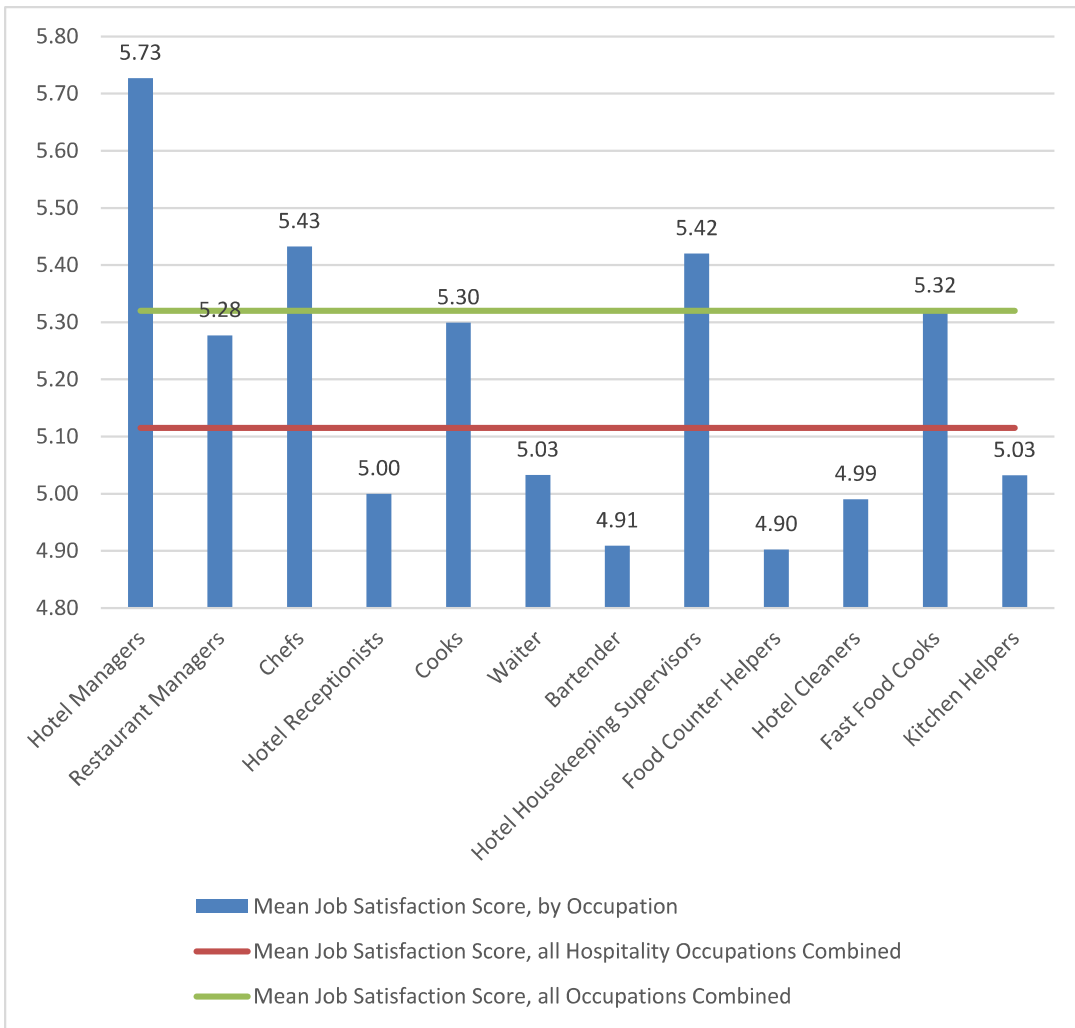


TABLE 2
MEAN SCORES OF JOB SATISFACTION AND MAIN STUDY VARIABLES BY HOSPITALITY OCCUPATION TYPE, 2015

VARIABLE	Hotel Managers	Restaurant Managers	Chefs	Hotel Receptionists	Cooks	Waiter	Bar tender	Hotel Housekeeping	Food Counter Helpers	Hotel Cleaners	Fast Food Cooks	Kitchen Helpers	All Hospitality Occupations	All Occupations
Job Satisfaction	5.73	5.28	5.43	5.00	5.30	5.03	4.91	5.42	4.90	4.99	5.32	5.03	5.12	5.32
Interesting Work	4.24	3.95	3.83	3.63	3.70	3.33	3.19	3.70	3.44	3.00	3.92	3.24	3.39	3.83
Job Autonomy	4.48	3.97	3.95	3.43	3.69	3.23	3.21	3.84	3.07	3.64	3.80	3.09	3.55	3.82
Help Others	4.35	3.86	4.03	3.78	3.76	3.59	3.33	4.00	3.40	3.62	3.64	3.86	3.69	3.88
Job Useful to Society	3.95	3.90	3.97	3.55	3.89	3.46	3.14	3.96	3.34	3.88	3.96	3.74	3.76	3.94
Job Security	4.29	3.88	3.95	3.85	3.75	3.61	3.60	3.55	3.36	3.56	4.04	3.64	3.66	3.77
Pay	3.24	2.83	2.65	2.45	2.61	2.49	2.44	2.41	2.40	2.20	2.68	2.17	2.43	2.82
Promotional Opportunities	3.05	2.98	2.75	2.75	2.60	2.44	2.58	2.53	2.39	2.21	2.64	2.49	2.47	2.78
Physical Effort	3.05	3.18	3.57	2.35	3.42	3.34	3.11	2.88	2.82	3.44	2.68	3.57	3.30	2.71
Work Stress	3.33	3.57	3.43	3.10	3.14	3.30	3.50	2.92	3.07	2.80	3.12	3.05	3.08	3.17
Relations with Coworkers	4.27	4.42	4.30	4.13	4.19	4.18	4.14	4.22	4.11	4.05	3.92	4.12	4.14	4.19
Relations with Management	4.25	4.30	4.03	3.93	3.99	3.97	3.98	3.96	3.86	3.88	4.16	3.85	3.95	3.91
Contact with Others	4.71	4.48	4.27	4.65	4.17	4.36	4.56	4.20	4.50	3.97	3.96	4.18	4.20	4.23
Discriminated Against at Work	1.76	1.76	1.81	1.87	1.79	1.82	1.70	1.66	1.69	1.80	1.85	1.78	1.79	1.82
Harassed at Work	1.71	1.84	1.81	1.82	1.86	1.83	1.86	1.82	1.77	1.85	1.89	1.84	1.84	1.86
Work from Home	2.81	3.79	4.29	4.74	4.39	4.40	4.61	4.02	4.13	4.49	4.24	4.78	4.38	4.00
Work Weekends	2.24	1.98	2.71	2.24	2.46	1.90	1.73	3.08	1.93	3.44	3.12	3.02	2.69	3.14
Schedule Flexibility	2.05	1.97	1.41	1.30	1.39	1.37	1.36	1.61	1.82	1.37	1.56	1.30	1.45	1.63
Flexibility to Deal with Family Matters	2.00	2.03	2.65	2.95	2.56	2.79	2.52	2.06	2.40	2.30	2.32	2.87	2.47	2.25
Work Interferes with Family	3.05	3.09	3.43	3.50	3.81	3.62	3.56	3.84	3.85	3.99	3.92	3.88	3.78	3.66
Age	48.86	44.13	40.86	35.34	41.89	32.22	34.70	50.20	37.40	48.11	37.19	43.26	42.38	43.37
Education	13.45	13.47	12.30	14.56	11.73	12.44	12.48	12.08	12.15	11.11	10.22	11.99	11.90	13.34
Size of Family	3.00	2.91	3.19	2.40	3.10	3.28	3.16	2.86	3.49	3.27	4.15	3.01	3.18	3.23
Work Hours	48.47	51.48	41.68	45.37	42.97	38.18	39.95	43.00	35.68	35.83	40.23	38.91	39.64	40.96

Regression Analysis

Following the approach of Andrade and Westover (2018a, 2018b, see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019), a step-wise regression approach was used to build the OLS model³¹:

- **Model 1**—all control variables
- **Model 2**—all intrinsic rewards variables
- **Model 3**—all extrinsic rewards variables
- **Model 4**—all work relations variables
- **Model 5**—all work-life balance variables
- **Model 6**—combined model of all key independent variables (intrinsic, extrinsic, work relations, and work-life balance) and the control variables on job satisfaction.

Nearly all variables were statistically significant ($p < .001$) when the individual control model and models 2-5 were run, with the exception of size of family and working weekends. However, in the combined model, working weekends was significant, while physical effort, contact with others, working from home, and several individual control variables were not significant. Additionally, there were variations in *adjusted r-squared* values for the individual controls model and models 2-5 (with the separate intrinsic and extrinsic rewards models holding the strongest predictability), with the combined model (including all intrinsic, extrinsic, work relations, work-life balance, and control variables) accounting for nearly 43% of the variation in job satisfaction (adjusted r -squared = 0.428).

The above specified combined model was then run for all workers across all job types, for all hospitality workers combined, and then for workers in each of the hospitality occupations specifically³². As can be seen in Table 3, there is a great deal of variation between occupational categories in standardized beta coefficient statistical significance for each of the intrinsic, extrinsic, work relations, and work-life balance job characteristics and control variables in predicting job satisfaction. Of particular note is that many of the statistically significant independent variables in the model for all workers were not significant in the model for all hospitality jobs, with even greater variation across specific hospitality job types. Part of this is likely due to the relatively small N for many of the hospitality occupation types (where achieving statistical significance of a variable is more difficult), but we also see some clear patterns of difference in the driving indicators of job satisfaction in hospitality jobs, when compared with those of all jobs in general.

For example, for the Hotel Housekeeper Supervisor occupation category, not a single one of the intrinsic or extrinsic variables were statistically significant, as compared to the model for all occupations, in which intrinsic and extrinsic variables are the most significant and have the strongest standardized beta coefficients (the most impact on predictability of job satisfaction). Rather, for hotel housekeeper supervisors, the two main significant variables are “relations with management” and “work interferes with family,” where the latter has the strongest standardized beta coefficient of any variable in any of the models. Thus, for hotel housekeeper supervisors, the number one indicator of job satisfaction is the work-life balance issue of not having work interfere with family.

Of general note in this grouping of occupations is that the role of work relations and work-life balance in hospitality jobs is much stronger and more central than in all occupations in general. In several instances, being harassed or discriminated against at work was among the strongest predictors of job satisfaction for particular hospitality job types (e.g. food counter helpers and hotel receptionists respectively). Similarly, various work-life balance variables were generally the strongest, most predictive variables for determining job satisfaction for these hospitality occupations.

TABLE 2
OLS REGRESSION RESULTS OF JOB SATISFACTION AND MAIN STUDY VARIABLES BY HOSPITALITY OCCUPATIONAL TYPE, 2015

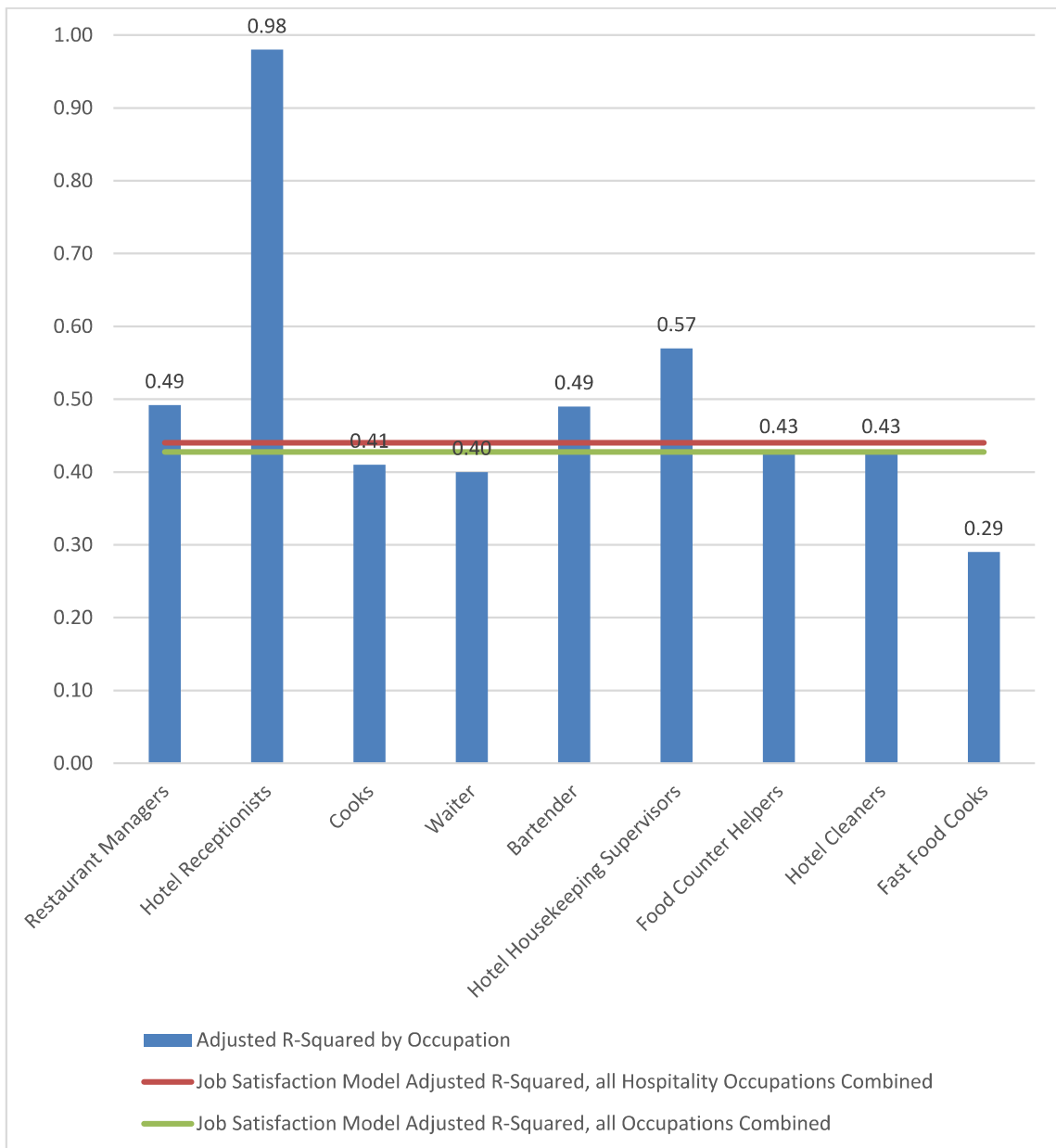
VARIABLE	Restaurant Managers	Hotel Receptionists	Cooks	Waiter	Bar tender	Hotel Housekeeping Supervisors	Food Counter Helpers	Hotel Cleaners	Fast Food Cooks	All Hospitality Occupations	All Occupations
Interesting Work	0.055	-0.049	0.255***	0.245**	-0.064	0.214	-0.087	0.238***	0.347	0.255***	0.287***
Job Autonomy	0.111	-0.110	0.081	0.045	-0.043	0.272	0.000	-0.008	0.023	0.041	0.019***
Help Others	-0.164	-0.019	0.034	0.061	-0.035	0.279	0.448	-0.030	0.140	0.010	0.022**
Job Useful to Society	-0.187	-0.121	-0.001	0.114	0.204	-0.096	-0.020	0.171**	-0.117	0.121***	0.037***
Job Security	0.437*	-0.223	0.112*	0.041	0.689*	-0.231	0.771**	0.078	0.270*	0.103***	0.063***
Pay	-0.411	-0.007	0.145*	0.068	-0.226	-0.082	0.234	0.144**	0.199	0.123***	0.098***
Promotional Opportunities	0.348	0.212	-0.037	0.057	0.008	-0.091	-0.432*	-0.016	-0.299*	-0.029	0.057***
Physical Effort	0.292	-0.175	-0.068	0.125	0.052	0.210	-0.007	-0.057	-0.171	-0.015	0.005
Work Stress	-0.375	-0.365*	-0.025	0.124	-0.252	-0.048	-0.637*	-0.069	-0.054	-0.049	-0.086***
Relations with Coworkers	-0.067	0.298*	0.299***	0.177*	0.051	-0.405	0.121	-0.007	0.164	0.08**	0.085***
Relations with Management	0.386*	0.796**	0.146*	0.086	0.506	0.802*	0.293	0.262***	0.144	0.238***	0.225***
Contact with Others	0.203	0.280	-0.007	-0.005	-0.365	-0.083	-0.056	0.012	-0.206	-0.014	0.010
Discriminated Against at Work	0.254	-0.683*	0.014	0.164*	0.235	-0.218	-0.005	0.062	0.030	0.049*	0.037***
Harassed at Work	-0.318	-0.357	-0.156*	-0.021	-0.031	-0.078	-0.499*	-0.030	-0.273*	-0.053*	0.019***
Work from Home	0.258	1.07*	-0.070	-0.012	-0.498*	-0.314	-0.425*	0.043	0.020	-0.019	0.005
Work Weekends	0.031	0.248	-0.103	0.022	-0.705*	-0.117	0.072	-0.072	-0.253	-0.081**	-0.023***

Schedule Flexibility	0.056	0.012	-0.074	-0.055	-0.157	-0.096	-0.048	-0.025	0.054	-0.015	0.014*
Flexibility to Deal with Family Matters	-0.163	-0.194*	0.070	-0.098	0.032	0.181	0.331	-0.011	-0.046	0.002	-0.036***
Work Interferes with Family	0.119	0.164	0.139*	0.325***	0.069	0.780**	-0.234	0.158**	0.247	0.186***	0.097***
Gender	-0.655**	0.479**	0.029	0.107	0.179	0.083	-0.071	-0.044	-0.150	0.012	0.005
Age	0.194	-0.023	0.118	0.067	0.545	0.069	0.192	0.000	0.150	0.037	0.033***
Education	0.054	-0.613*	0.006	-0.012	-0.221	-0.026	0.059	-0.121**	0.007	-0.063**	-0.045***
Marital Status	0.172	-0.036	-0.080	-0.002	0.336	-0.176	0.169	-0.061	-0.197	-0.064*	-0.028***
Size of Family	-0.023	0.181	-0.052	-0.106	0.117	-0.263	-0.106	-0.036	-0.011	-0.037	-0.007
Work Hours	0.207	-0.131	0.056	0.155*	-0.140	-0.221	0.209	-0.032	-0.068	-0.006	0.006
Supervisory Status	-0.087	0.186	-0.042	0.012	0.173	-0.344	0.226	-0.014	-0.165	-0.012	-0.004
Employment Relationship	-0.383	0.421*	-0.097	-0.089	-0.312	-0.012	-0.148	0.059	-0.059	-0.059*	0.008
Public/Private Organization	0.111	-0.274*	-0.094	0.006	0.184	0.354	0.299	0.068	-0.196	-0.064*	-0.028***
<i>N</i>	39	31	210	136	40	38	43	315	69	982	18,716
ADJ. R-SQUARED	0.49	0.98	0.41	0.40	0.49	0.57	0.43	0.43	0.29	0.44	0.43
<i>F</i>	0.080	0.014*	0.000***	0.000***	0.070	0.058	0.068	0.000***	0.024*	0.000***	483.58***

Beta Values; Level of significance: * = p < .05; ** = p < .01; *** = p < .001

Additionally, As can be seen in Figure 3, regression results by hospitality occupational category show significant differences in overall model predictability across hospitality job types. OLS model fit is the worst for Fast Food Cooks (*adjusted r-squared* = 0.29) and best for Hotel Receptionists and Hotel Housekeeping Supervisors (*adjusted r-squared* = 0.98 and 0.57 respectively), with the rest all with model predictability in the 0.40 to 0.49 range.

FIGURE 3
MODEL FIT: ADJUSTED R-SQUARED VALUE, BY OCCUPATION



REVISITING HYPOTHESES

This study has reaffirmed the expectations set forward in the literature review of considerable work-life conflicts within the hospitality industry from a global perspective. All three hypotheses were supported

in that Table 2 supports H1, verifying statistically significant differences in means across the job classifications. The regression analyses documented in Table 3 support the expectations of H2. The regression analyses produced a large number of significant variable interactions in all independent variable groupings (work-life balance, intrinsic rewards, extrinsic rewards, and work relations). Model predictability (H3) is also verified.

DISCUSSION AND FUTURE RESEARCH

The findings open the possibility of many interesting lines for future study. The hospitality industry necessarily is interested in the job satisfaction of line level employees due to the challenges of hiring and retaining productive employees. Beyond staffing concerns, the links between satisfied employees and happy guests are also established. This study shows the need to learn more about the job satisfaction between hospitality employees and employees in other occupations (who score higher on job satisfaction). The significantly lower mean scores for hospitality employees raises the question as to why an industry that is growing internationally and is one of the leading employment sectors in almost all countries ranks so low in job satisfaction criteria. Questions arise such as: (1) Are hospitality line-level jobs harder to perform than other jobs? If so, why? (2) Do hospitality line-level employees view their jobs as “demeaning,” one of servitude instead of service, more so than employees in other sectors?

Additionally, employee remuneration remains a commonly studied factor, especially in industries such as hospitality, with large numbers of traditionally low paying positions. This study provides support for identifying other motivators managers can offer other than wages to improve the job satisfaction of employees. A fair and equitable pay system has been shown to be a hygiene factor. However, this study also shows a need for increasing motivational factors in the job satisfaction of hospitality employees by increasing and improving work-life balance, and intrinsic factors such as interesting work.

Of particular note, and an area for future research, is bridging the employees’ views of their work as being useful to society to the reality of this contribution. Here is a concept that has potential for significant gains in job satisfaction without the price tag required to make gains in other low scoring factors such as work-life balance. This is an area academics of hospitality human resources should invest efforts to understand further and to share with practitioners.

Within the hospitality job classifications, many other questions are also raised, which suggest the need for further research. For example, why do cooks score so low on the “interesting work” intrinsic variable? What specifically can managers do to mitigate this important factor for not only cooks but room cleaners as well – two of the largest job pools within the industry and therefore the most difficult positions to fill and retain. Similarly, the most concerning finding from the extrinsic grouping is job security. Further research is needed to understand why an industry prevalent in most countries, which often finds it difficult to hire typically low-paying jobs due to lack of applicants, would score so low with respondents who worry about job security.

A factor by factor review of significant findings amongst the individual job classifications reveals another salient cause of concern for practitioners. Hotel room cleaners reported high levels of work-related stress. Hotel rooms need to be turned in a timely manner, often requiring cleaners to perform with speed while maintaining the quality of cleanliness a “supervisor inspected” room requires. Coupled with the physical demands of cleaning rooms, one can understand the job-stress responses. Further research can address what industry leaders can do to mitigate this harmful toll on the health and well-being of their staff as well as the financial costs of work-related stress.

Finally, further analysis comparing hospitality job classifications across countries may show useful data for addressing economic and cultural differences, which also may affect the job satisfaction of respondents. In addition, cross comparison of other “service sector” job classifications with hospitality may provide helpful insight in comparing the reputation of the hospitality industry to other similar industries.

ENDNOTES

1. While a thorough theoretical treatment of job satisfaction and its determinants is not possible in this paper, due to space limitations, we build off of the theoretical and empirical work of many who have come before and we would refer the reader to many of the cited articles for a more in-depth theoretical treatment.
2. ISSP Researchers collected the data via self-administered questionnaires, personal interviews, and mail-back questionnaires, depending on the country. For a full summary and description of this research, see <https://www.gesis.org/issp/modules/issp-modules-by-topic/work-orientations/2015/>.
3. Countries include, in alphabetical order: Australia, Austria, Belgium, Chile, China, Taiwan, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Hungary, Iceland, India, Israel, Japan, Latvia, Lithuania, Mexico, New Zealand, Norway, Philippines, Poland, Russia, Slovak Republic, Slovenia, South Africa, Spain, Suriname, Sweden, Switzerland, United Kingdom, United States, Venezuela
4. Each variable is a single-item indicator.
5. Response categories for this variable include: (1) Completely Dissatisfied, (2) Very Dissatisfied, (3) Fairly Dissatisfied, (4) Neither Satisfied nor Dissatisfied, (5) Fairly Satisfied, (6) Very Satisfied, (7) Completely Satisfied.
6. Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.
7. Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.
8. Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.
9. Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.
10. Response categories for these variables include: (1) Very Bad, (2) Bad, (3) Neither good nor bad, (4) Good, and (5) Very Good.
11. Response categories for these variables include: (1) Very Bad, (2) Bad, (3) Neither good nor bad, (4) Good, and (5) Very Good.
12. Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.
13. Response categories for these variables include: (1) Yes, (2) No.
14. Response categories for these variables include: (1) Yes, (2) No.
15. Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.
16. Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.
17. Response categories for this variable include: (1) Starting and finishing times are decided by my employer and I cannot change them on my own,
18. Response categories for this variable include: (1) Not difficult at all, (2) Not too difficult, (3) Somewhat difficult, and (4) Very difficult.
19. Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.
20. Categories for this variable include: (1) Male, (2) Female.
21. Continuous variable.
22. Continuous variable.
23. Response categories for this variable include: (1) married, (2) civil partnership, (3) separated from spouse/civil partner(s), (4) divorced from spouse/legally separated, (5) widowed/ civil partner died, (6) never married/ never in a civil partner
24. Continuous variable.
25. Continuous variable.
26. Categories for supervising others: (1) Yes, (2) No.
27. Categories for this variable include: (1) Employee, (2) self-employed without employees, (3) self-employed with employees, and (4) working for own family's business.
28. Categories for type of organization: (1) Public, (2) Private

29. All correlations, cross-tabulations, ANOVA, ANCOVA, post-hoc tests, and full descriptive statistics have not been included here due to space limitations but are available upon request. Additionally, appropriate tests for multicollinearity were conducted. There are no issues with multicollinearity of variables in the OLS model. Additionally, all outliers were Winsorized in the initial data cleaning stages, prior to final models and analysis.
30. Due to the ordinal nature of the dependent variable, it is most appropriate to use an ordered probit regression to look at the effect of different job characteristics on one's overall job satisfaction. However, many researchers have argued that using OLS regression is appropriate when looking at satisfaction variables on a Likert scale, where most respondents understand that the difference between responses of 1 and 2 is the same as the difference between responses of 2 and 3, and so on. Additionally, using OLS regression results allows us to report an r-squared and adjusted r-squared value for the model and compare coefficients across models, which comparison is not appropriate in a probit model. Therefore, all regression results reported herein are OLS regression result. It is important to note that when the same OLS models were run in an ordered probit regression, the same significant results appeared for each of the independent and control variables across countries and waves (full ordered probit model results, are available upon request).
31. Full step-wise OLS regression results available upon request.
32. Due to the relatively small sample size of some of the hospitality occupations, OLS regression was only possible for 10 of the 12 original categories.

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