

How satisfied are hospitality managers in the workplace?

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Abstract

There has been a renewed interest in the satisfaction of hospitality managers in organisational research. The purpose of this research has been to examine the level of satisfaction of hospitality managers in the workplace, while controlling for selected variables of job satisfaction, overall happiness in the workplace and turnover intent, using data that were collected from 106 hospitality managers. The factors that obtained the highest mean were remuneration, job happiness and turnover intent. Findings of the t-test have indicated that there exist statistically significant differences between the two clusters that have been identified, namely the clusters of satisfied and dissatisfied hospitality managers. A large statistically positive effect was found for turnover intent between the two clusters. In terms of the cross-tabulations, the study found a large practically significant effect between the two clusters of managers who obtained a degree/diploma and those who obtained a Grade 12 Senior Certificate. Based on the empirical results of this study, implications are provided to employers and human resource managers in the hospitality sector.

Keywords: Hospitality managers; job satisfaction; happiness; turnover intent; human resource management.

Introduction

Tourism consists of the total experience that originates from the interaction between tourists, job providers, government systems and communities in providing attractions, entertainment, accommodation, catering and transport to travellers/tourists (Saayman, 2002:3). One of the primary aspects of the tourism industry comprises accommodation and catering, which form part of the hospitality sector and cater to the needs of the travelling public (Ottenbacher, Harrington & Parsa, 2009:266).

With a national and international increase in globalisation and competition, the recruiting, retaining and managing of resources can increase the competitiveness of hospitality establishments and have become important elements in sustaining the hospitality sector (Nadiri & Tanova, 2010:33; Baum, 2012:125). In highlighting these resources (namely hospitality managers), human resources demand special attention, as they play an important role in the hospitality sector, because

services are inseparable from the service provider, for example hotels, resorts and licensed restaurants (Nadiri & Tanova, 2010:34; Karatepe & Ngeche, 2012:445). Within this context, the hospitality manager's role is the management of employees who provide services to tourists through labor with a human touch (Choi & Dickson, 2009:107). Hospitality managers' dissatisfaction in the workplace could have a negative impact on the performance of the hospitality establishments at which they are employed. The measurement of job satisfaction in the hospitality sector is important, as managers' dissatisfaction could lead to ineffective management of human resources, ultimately leading to dissatisfied employees and customers (Nyberg, Holmberg, Bernin & Alderling, 2011:277; Ozturk, Hancer & Young, 2013:190). Many researchers have previously investigated job satisfaction in the hospitality sector. Some have focused on organisational commitment (Øgaard, Marnburg & Larsen, 2008:661), job satisfaction and organisational culture (Dawson, Abbott & Shoemaker,

2011:290), and customer satisfaction (Pantouvakis & Bouranta, 2013:48).

Other studies have focused on hotel managers' turnover cognitions (Carbery, Garavan, O'Brien & McDonnell, 2003:649); turnover intent of employees in chain restaurants (Kim, Leong & Lee, 2005:171); the impact of gender on turnover intentions (Blomme, Van Rheede & Tromp, 2010:144); and employees' business ethical value in relation to turnover intentions in the food service sector (Jung, Namkung & Yoon, 2010:538).

Research in the hospitality sector has also been done on quality of work life (QWL) between resort and hotel frontline employees (Naude, Kruger & Saayman, 2013:331); QWL of casino employees (Wan & Chan, 2013:348); work well-being (Burke, Jeng, Koyuncu & Fiksenbau, 2011:21); job control and work-life balance issues (Chiang, Birtch & Kwan, 2010:25); and work-family conflict and job/life satisfaction (Zhao, Qu & Ghiselli, 2011:46).

Taking into consideration the literature described above, this study aims to investigate whether any significant differences exist between satisfied and dissatisfied hospitality managers in terms of their demographic profile, overall happiness in the workplace and turnover intent.

Literature Review

The provision of accommodation, food and beverages forms a substantial part of the hospitality sector and the economy of a country, which are often characterised by their diversity (Davis *et al.*, 2012:1). Recently, interest has been shown by scholars in the nature and definition of the work of hospitality managers (O'Fallen & Rutherford, 2012:100; Wood, 2013:8). Hospitality managers have accountability in a variety of divisions in the workplace, such as organisational structure and culture, economic situations, available resources, cognitive and moral rules, and

own personal attributes (Davis *et al.*, 2012:11).

Subjective well-being, a broad umbrella concept, is often referred to as 'positive physical health' and is individuals' perception of their own life, emotional responses, happiness and global judgements in terms of their general state of well-being, referring to specific domains in this context such as work (May, 2009:352; Sirgy, 2012:40). Subjective well-being can be classified into two broad categories: hedonic well-being (sources of *positive and negative affect, happiness and life satisfaction*) and eudaimonic well-being (*self-acceptance, positive interpersonal relations, personal growth, purpose in life, environmental mastery and autonomy*) (Busseri *et al.*, 2007:413-414; Bergh & Theron, 2009:352).

'Well-being' and 'happiness' are terms that are often used interchangeably by positive and industrial psychologists (Bassi, Bacher, Negri & Delle Fave, 2013:428). Happiness is therefore an elusive construct which could be interpreted in various contexts, for example *transient emotion (joy), experience of fulfilment and accomplishment (cognitive evaluation), long-term process of meaning (identity), development through actualisation and the pursuing of subjectively related goals* (Delle Fave, Brdar, Freire, Vella-Brodrick & Wissing, 2011:187). A handful of studies have found that happiness at work might have crucial effects on individuals and the establishments they are employed at, which in turn could influence employees' (managers') self-esteem, depression, mood at work and anxiety, which spills over to life quality and satisfaction (Fisher, 2010:388; Bassi *et al.*, 2013:428).

Conversely, workplace well-being (overall happiness at work) involves job satisfaction and work-related affects such as feelings that are experienced at work (Sirgy, 2012:274). Research indicates that job satisfaction forms part of human resource management research (Whitman, Van Rooy & Viswesvaran, 2010:70; Wolfe & Kim, 2013:184). Industrial psychologists are often

interested in that which promotes job satisfaction in the workplace, which is an important factor for effective strategic human resource management practices. Mismanagement of resources can lead to the demise of establishments in the hospitality sector and can influence income that is generated by these establishments (Zopiatis, Constanti & Theocharous, 2014:129).

Job satisfaction is not only determined by employees' (managers') objective work situations, but also by subjective perceptions about their job in general (Mora & Ferrer-i-Carbonell, 2009:584; Kara, Uysal & Magnini, 2012:1050). Hospitality managers' job satisfaction has shown correlations with organisational performance and productivity, indicating that managers who are satisfied with their work environment in the hospitality sector will be highly productive, while those who are dissatisfied at work will be less productive (Gunlu, Aksarayli & Perçin, 2010:707).

A study on human resource management in the tourism industry and hospitality sector has found that human resource practices in tourism and hospitality establishments, job design, job in general, organisational environment and senior management contribute to job satisfaction (Kusluvan, Kusluvan, Ilham & Buyruk, 2010:173; Yeh, 2013:229). Chuang, Yin & Dellman-Jenkins (2009:336-338) have found that satisfied executive chefs felt satisfied with work in their present job and senior management, but that most were dissatisfied with opportunities for promotion and company policy. Dissatisfaction of hospitality managers in their workplace might influence managers in the hospitality sector to leave their job, look actively for other jobs or look for other jobs that are not in the hospitality sector (Grey, 2013:61).

Literature that is related to turnover intent in the hospitality sector has been empirically conducted and is readily available (Chalkiti & Carson, 2010:204; O'Neill & Xiao, 2010:657). The hospitality sector is often characterised by poor

reputation that is related to permanent employment, the offering of low wages, anti-social working hours, menial work, turnover intent of managers/employees and limited opportunities for career progression (Kusluvan & Kusluvan, 2000:261). Turnover intent is generally affected by individuals' dissatisfaction with overall work in their present job, working conditions and remuneration (Dimitrov, 2012:359; AlBattat, Som & Helalat, 2014:49).

The major factors that could cause individuals to leave their workplace can be divided into the following human resource management categories: inappropriate recruiting processes; inappropriate work placement; dissatisfaction with remuneration and opportunities for promotion; inappropriate management practices by senior management/owners; and job stress/burnout (Yang, Wan & Fu, 2012:838). Across the globe, the turnover rate of human resources is often high in the hospitality sector (Lee & Way, 2010:344). Phrased differently; turnover intent could ultimately lead to an increase in recruiting and training costs for hospitality establishments, which should be avoided in the turbulent economic times that are currently experienced.

Research methodology

The exploratory research was quantitative and used various statistical analyses to examine the aim of the study. According to Thomas, Nelson & Silverman (2011:24), research is the process of methods that are used in directing research towards the objectives of a study. A cross-sectional design was used, which is appropriate to describe the study population. An introductory paragraph was introduced to FEDHASA members, stating that the focus of the research was on hospitality managers and their perceptions of job satisfaction, overall happiness at work and turnover intent. This study made use of a computer-administered electronic survey to capture the primary data; the secondary data was used by means of a literature review. A total of 106 fully completed

questionnaires were received and used in the statistical calculations.

Research design

For the purpose of this article, the research design was cross-sectional. In this type of research design, the entire study population or a subset thereof is often used to collect the data from and provides a 'snapshot' of the outcome of a study. This type of research design could be used in telephonic interviews and web-based surveys (Olsen & St. George, 2004:7-9; USC Libraries, 2014:3).

Sampling method

A probability sampling method was followed to conduct the computer-administered electronic survey (Thomas, Nelson & Silverman, 2011:49). The chief executive officer (CEO) of FEDHASA was contacted to explain the goal of the research and permission was granted to conduct the research. The questionnaire was programmed in Adobe Acrobat X and placed on FEDHASA's website via a hyperlink.

In this study, an availability sampling technique was used to conduct the survey, which implies that FEDHASA members (managers) in the hospitality sector were chosen based on their availability, opening of the hyperlink and accessing the questionnaire of the study during May 2013. Once completed by a hospitality manager, the completed questionnaire was e-mailed to the researcher automatically. The 106 hospitality managers who completed the computer-administered electronic survey accounted for the total sample.

Development of the questionnaire

A computer-administered electronic questionnaire was developed and contained four sections. Section A included questions on the demographic profile of hospitality managers, for example gender, home language, level of education and job title. Section B consisted of 36 positive and negative statements about job satisfaction, such as

people in your present job, remuneration and opportunities for promotion.

Section C asked managers eight questions about overall happiness at work, such as *I am happy when I feel that I am treated fairly, I need a sense of autonomy in my job in order to be happy in it and I am happy at work as long as it does not intrude on my personal life.* Section D contained questions related to turnover intent, such as *I feel that I could leave this job and I am actively looking for other jobs.* The following 5-point labelled Likert scale was used in the questionnaire for sections B, C and D: 1 (*strongly agree*) to 5 (*strongly disagree*). The measures included in the demographic profile (A) are used in the hospitality sector in the South African context and were thus deemed suitable for use in this study (Naude *et al.*, 2013:334). Job satisfaction (B) was operationalized, using variables from the Job Descriptive Index questionnaire of Smith, Kendall & Hulin (1969:100) and the Likert scale used by Hellgren, Sjöberg & Sverke (1997:419) (1 = *strongly disagree* to 5 = *strongly agree*). This scale has showed acceptable reliabilities of 0.86. However, the variables could only be rated in the Job Descriptive Index questionnaire by adding a Y (yes) and an N (no); very low reliabilities were reported (≤ 0.06). This scale was not adopted and a 5-point Likert scale (1 = *strongly agree* to 5 = *strongly disagree*) was introduced to represent this study. For overall happiness at work (C), the Happiness at Work Index questionnaire was used (Chiumento, 2007:5). A 4-point Likert scale was used here, ranging between 1 = *not at all* and 4 = *very much*. Only descriptive statistics and no reliabilities were reported on. For consistency, the same 5-point Likert scale was thus used in the study. Lastly, turnover (D) was measured, based on the work of Sjöberg and Sverke (2000:248). Questionnaire items were scored on a 5-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*). Acceptable reliabilities have been reported of 0.83. For consistency, the same Likert scale was used in this study.

Data analysis

The data were captured and analysed by making use of the Statistical Package for the Social Sciences, version 21.0 (SPSS Statistics 21.0) (IBM, 2013). Descriptive statistics were used to compile the demographic profile of the hospitality managers. Further analyses include an exploratory factor analysis (EFA), independent samples t-test, a Ward's clustering method and cross tabulations.

An EFA is an exploratory method that is often used by social scientists to generate theory and search for a smaller set of latent factors that will represent a larger set of variables in a study (Henson & Roberts, 2006:395; Bandalos & Finney, 2010:93). Statistical measures that are generated by SPSS as part of an EFA to assess the factorability of the data are the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Pallant, 2010:181). These measures determine the relationships among items as well as the adequacy of the sample size (Pallant, 2010:180).

Bartlett's test of sphericity should be significant ($p = \leq 0.05$) for the factor analysis to be considered appropriate (Field, 2005:599; Pallant, 2007:181). The KMO index should range between 0 and 1, with 0.6 suggested as the minimum value for sample adequacy. As recommended by Field (2005:640), values between 0.5 and 0.8 are acceptable. According to Pallant (2010:97), a minimum level of 0.7 is recommended for the Cronbach's alpha. However, if a Likert scale has fewer than 10 items, the mean inter-item correlation for each factor should be calculated and reported. The optimal mean inter-item correlation values range from 0.2 to 0.4 and can also be used to measure reliability of the Likert-type questions that are used (Pallant, 2010:97).

An independent sample t-test is conducted to compare independent groups' mean scores. For a significant difference to exist between groups, the p-value of $p = \leq 0.05$ is a requisite (Pallant, 2010:241; Coolican, 2013:333). Cluster analysis is an exploratory technique that is used to

identify individuals whose scores are similar on the variables under investigation, thereby allowing the study population to be split into a number of groups (Tashakkori & Teddlie, 2009:275; Pell & Hargreaves, 2011:348). To interpret the effect sizes of the cluster analysis, guidelines that were set by Cohen (1988:79-81) were used: small ($r = 0.10$); medium ($r = 0.30$ to 0.49); and large ($r = 0.50$ to 1.0).

Cross tabulations are often used by scholars in the social sciences to analyse categorical data and record the frequency of respondents that have the same specific characteristics. The Chi-Square statistic is used for testing the statistical significance of the categorical data between groups (Qualtrics.com, 2013:3). To interpret the effect sizes in the cross tabulations, Cramer's V guidelines have been used: small practical significant effect (0.1); medium practical significant effect (0.3); and large practical significant effect (0.5) (Ellis & Steyn, 2003:51-53).

Empirical results and findings

Sample description

Hospitality managers who participated in this study's gender were almost the same (male 52%; 48%). Most of the managers fell into the age range of 25-35 years, which represents a young age. Sixty percent of the managers' home language was English and 29% was Afrikaans. The remainder (31%) of the respondents' mother tongue were Northern Sotho, Shona, Siswati, Thsivenda, Tsonga and Zulu. Most of the hospitality managers had completed a Grade 12 National Senior Certificate (40%), while 32 percent had completed a diploma/degree. Twenty eight percent of the respondents had completed industry-related courses.

The hospitality managers' job titles were the following: general manager (47%), operations manager (25%), restaurant manager (15%) and resort manager (13%). The type of hospitality establishments at which these hospitality managers were employed, includes hotels

(41%), resorts (26%), licensed restaurants (13%), family restaurants, guesthouses, lodges and fast-food outlets (30%).

The majority of the respondents (39%) were working in the hospitality sector between one and nine years, followed by 38% who were working between 10 and 19 years, and the remainder (23%) were working between 20 and 29 years. This raises the concern that not too many of the hospitality managers were working in the hospitality sector for a lengthy period of time. Hospitality managers were employed at their current hospitality establishment for 1 to 9 years (65%), 10 to 19 years (29%) and 20 to 29 years (6%). The descriptive results of this demographic question indicate that the majority of the hospitality managers were not working too long at their current hospitality establishment. Lastly, the provinces that the hospitality establishment were located in represent Gauteng (46%), North-West Province (18%), Eastern Cape (26%), Limpopo (4%), Western Cape (3%), Free State (2%) and KwaZulu-Natal (1%).

Results of the exploratory factor analysis

The following factors had been identified and were labelled as 'job satisfaction' (*people in your present job; job in general; work in present job; remuneration; opportunities for promotion and directorate*); 'overall happiness at work' (*job happiness and job meaning*) and 'turnover intent' (see appendices A-C, Grey, 2013:58-61). The factors that had been identified for job satisfaction are supported by (Robbins & Judge, 2007:83). These authors have found that job satisfaction consists of extrinsic factors (remuneration, working conditions and senior management).

This indicates that satisfaction is a result of external stimuli and intrinsic factors (work in present job, growth and recognition), implying that satisfaction is derived from an individual's personal achievements. For overall happiness at work, it has been found that job happiness

captures the affective experience that individuals associate with their working environment and that job meaning reflects job significance, indicating that it represents a foundation in dealing with work related stresses effectively (Bassi *et al.*, 2012:428).

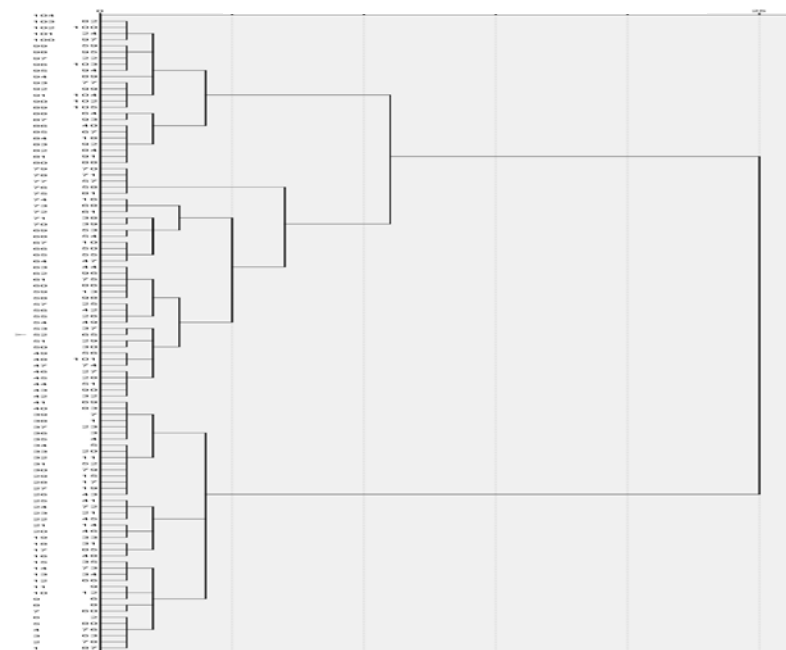
Support is provided for turnover intent as a factor, as it was found that a favourable and supportive working environment could promote job satisfaction, which in turn will lead to the retention of hospitality managers, benefiting the hospitality sector in cutting costs that are associated with recruiting new hospitality managers (Walsh & Taylor, 2007:177).

The covariance matrix was considered to be appropriate to conduct an EFA as the KMO for job satisfaction (*people in your present job* (0.79), *job in general* (0.81), *work in present job* (0.79), *remuneration* (0.79), *opportunities for promotion* (0.76) and *directorate* (0.84)). Overall, happiness at work obtained a KMO of 0.73 and turnover intent a KMO of 0.84. The associated Bartlett's test of sphericity was found in all cases to be statistically significant at $p \leq 0.001$.

A principal Axis factoring technique was used to extract the factors from the data set and eigenvalues exceeding 1.0, with loads of 0.30 that were used for the inclusion of items. An oblimin with Kaiser normalization rotation technique were applied and accounted for the total percentages of variance explained (*people in your present job* (54.6%), *job in general* (55.3%), *work in present job* (54.5%), *remuneration* (55.6%), *opportunities for promotion* (55.7%), *directorate* (58.5%), *overall happiness at work* (50.5%) and *turnover intent* (54.8%).

All identified factors obtained an acceptable level of reliability (≥ 0.07), which shows high levels of internal consistency of the Likert scales that were used. The factor job meaning obtained an unsatisfactory reliability ($\alpha \leq 0.70$); however, the mean inter-item correlation fell within an acceptable range (see Appendix C).

Figure 1: Dendrogram, using Ward's method and squared euclidean distance



A cluster analysis is an exploratory data analysis tool which organises observed data (managers) into meaningful clusters and maximises the similarity within each cluster, while maximising the dissimilarity between clusters that are unknown (Burns, 2014:553; Pell & Hargreaves, 2011:348). SPSS calculates distances between data points in terms of specified variables and permits an assessment of the correct

allocation of respondents to a given group. For satisfaction of hospitality managers in the workplace, a cluster analysis was used to classify the two types of hospitality managers into mutually exclusive groups (satisfied and dissatisfied hospitality managers) on the basis of the Ward's method and the squared Euclidean distance clustering procedure. This is shown in Figure 1.

Table 1: A t-test between clusters identified in hierarchical cluster analysis for factors used

Factors	Cluster	N	Mean	Std. deviation	p-value
Job satisfaction					
People in your present job	1*	41	1.82	0.51	< 0.01
	2**	62	2.81	0.58	
Job in general	1*	41	1.54	0.44	< 0.01
	2**	62	2.29	0.60	
Work in present job	1*	41	1.82	0.43	< 0.01
	2**	62	2.76	0.72	
Remuneration	1*	41	2.44	0.70	< 0.01
	2**	62	3.70	0.66	
Opportunities for promotion	1*	41	2.57	0.56	< 0.01
	2**	62	3.49	0.86	
Directorate	1*	41	1.99	0.45	< 0.01
	2**	62	3.11	0.83	

Note: 1-5 Scale: 1 = Strongly disagree, 2 = Strongly agree, $p < 0.05$

The results that are displayed in Table 1 indicate that a two-cluster solution appeared to be appropriate. Cluster 1 represents 40% and cluster 2 represents

60% of the total study population of 106 respondents (hospitality managers). Specifically, the t-test indicates that statistically significant differences exist

between the two clusters, as the p value is ≤ 0.05 . All groups were found to be allocated accurately in their clusters. Cluster 1 included hospitality managers who had lower scores across items in all negative factors. As shown in Table 2, hospitality managers in cluster 2 appeared to have higher mean scores in all negative

factors. Cluster 1 measure positive perceptions regarding job satisfaction and are labelled as *satisfied hospitality managers*, whereas cluster 2 measures more negative perceptions of job satisfaction and are labelled as *dissatisfied hospitality managers*.

Table 2: A cluster analysis of satisfied and dissatisfied hospitality managers

Factors	Cluster	N	Mean	Std. deviation	p-Value	Effect sizes
Overall happiness in the workplace						
Job happiness	Satisfied	41	4.09	0.56	0.53	0.00
	Dissatisfied	62	4.16	0.47	0.55	
Job meaning	Satisfied	41	4.32	0.57	0.03	0.13
	Dissatisfied	62	4.09	0.49	0.04	
Turnover intent						
Turnover intent	Satisfied	41	1.72	0.48	≤ 0.01	1.56
	Dissatisfied	62	2.94	0.78	≤ 0.01	
Demographic details						
Age	Satisfied	41	40.88	12.71	0.41	0.15
	Dissatisfied	62	38.94	-11.04	0.43	
Working hours per week	Satisfied	40	52.40	16.27	0.35	0.16
	Dissatisfied	62	49.78	11.86	0.38	
Years working in the hospitality sector	Satisfied	41	17.05	11.10	≤ 0.01	0.45
	Dissatisfied	62	12.10	7.27	≤ 0.01	
Years employed at current establishment	Satisfied	41	7.57	6.61	0.07	0.07
	Dissatisfied	62	7.11	6.37		

Note: $p \leq 0.05$

Table 2 shows that the mean of job happiness was higher for dissatisfied hospitality managers than for satisfied hospitality managers, indicating an interesting result, namely that all scores for group 2 are higher than for group 1. For job meaning, the mean was higher for satisfied hospitality managers than for dissatisfied hospitality managers, showing that satisfied hospitality managers value the aims of the hospitality establishment they are employed at more; feel more trusted by directorate; and have better working relationships with management than dissatisfied hospitality managers. The mean of turnover intent was higher for dissatisfied hospitality managers than for satisfied hospitality managers, indicating that dissatisfied managers might think of changing jobs more; are more actively looking for another job; and are more actively looking for another job which is

not in the hospitality sector than satisfied hospitality managers.

For demographic details, the mean is higher for satisfied than dissatisfied hospitality managers in all cases, which shows that satisfied hospitality managers are older than dissatisfied hospitality managers; satisfied hospitality managers work longer hours than dissatisfied hospitality managers; satisfied hospitality managers work longer in the hospitality sector than dissatisfied hospitality managers; and that satisfied hospitality managers are employed longer at the current establishment than dissatisfied hospitality managers.

As in Table 2, job meaning, turnover intent, years working in the hospitality sector and years employed at current establishment were factors in which statistically significant differences were observed. Effect sizes for job happiness,

job meaning, age and working hours had a small significant effect, while turnover intent had a large significant effect. Years

working in the hospitality sector and years employed at their current establishment had a medium effect.

Table 3: Cross tabulations between satisfied and dissatisfied hospitality managers' demographic details

Chi-square p-value = 0.842 Cramer's V = 0.02		Gender		
		Male	Female	
Satisfied hospitality manager	Count	21	20	
	% within Ward's method	51.2%	48.8%	
Dissatisfied hospitality manager	Count	33	29	
	% within Ward's method	53.2%	46.8%	
Total	Count	54	49	
	% within Ward's method	52.4%	47.6%	
Chi-square p-value = ≤ 0.001 Cramer's V = 0.21		Language		
		English	Afrikaans	Indigenou s
Satisfied hospitality manager	Count	16	23	2
	% within Ward's method	39.0%	56.1%	4.9%
Dissatisfied hospitality manager	Count	14	39	9
	% within Ward's method	22.6%	62.9%	14.5%
Total	Count	30	62	11
	% within Ward's method	29.1%	60.2%	10.7%
Chi-square p-value = 0.002 Cramer's V = 0.42		Level of education		
		Grade 12 Senior Certificate	Degree/ diploma	
Satisfied hospitality manager	Count	7	21	
	% within Ward's method	17.1%	51.2%	

Dissatisfied hospitality manager	Count	34	12	
	% within Ward's method	57.6%	20.3%	
Total	Count	41	33	
	% within Ward's method	41.0%	33.0%	
Chi-square p-value = 0.842 Cramer's V = 0.48		Type of hospitality establishment		
		Hotel	Resort	Licensed restaurant
Satisfied hospitality manager	Count	13	14	0
	% within Ward's method	32.5%	30.0%	0.0%
Dissatisfied hospitality manager	Count	13	27	13
	% within Ward's method	22.4%	46.6%	22.4%
Total	Count	26	41	13
	% within Ward's method	26.5%	41.8%	13.3%

Note: $p \leq 0.05$

In Table 3, gender did not reach statistical significance. A small, practically non-significant effect is noticeable between males and females, indicating that male hospitality managers are more satisfied in the hospitality workplace than female hospitality managers.

A medium practical significant effect was found between hospitality managers' home language ($p = \leq 0.005$), demonstrating that Afrikaans hospitality managers were more dissatisfied than English-speaking hospitality managers and hospitality managers whose home language is an indigenous language.

The results for level of education indicated a large practical significant effect ($p = 0.002$) between hospitality managers who obtained a degree/diploma and those who obtained the Grade 12 Senior Certificate. Hospitality managers who obtained a degree/diploma are more satisfied.

Based on the results of the type of hospitality establishment where hospitality managers are employed at, a non-statistical significance effect ($p \leq 0.005$) was found. A large practical non-significant effect was found between

hospitality managers who are employed at a hotel, resort and licensed restaurant, which is indicative of the fact that resort managers and licensed restaurant managers are more dissatisfied than hotel managers in the hospitality workplace.

Conclusions and recommendations

This study has explored the level of satisfaction of hospitality managers in the workplace. The study contributes to the literature and research of hospitality management and human resource management, highlighting the empirical importance of job satisfaction, overall happiness at work and turnover intention of hospitality managers in the hospitality sector. The conclusions of this study were based on the EFA, t-test between satisfied/dissatisfied hospitality managers and cross-tabulations between satisfied/dissatisfied hospitality managers' demographic details.

The following factors have been identified, based on job satisfaction: *people in your*

job; job in general; work in you present job; remuneration; opportunities for promotion and directorate. The factor *remuneration* achieved the highest mean. This finding suggests that hospitality managers value their income (salaries) as an important factor contributing to job satisfaction. Satisfied managers' perception about their remuneration might include the following factors: their salaries are fair; they are well-paid; good opportunities for promotion exist; and they are living comfortably. In contrast, dissatisfied managers might perceive that they are underpaid, that they earn a salary less than they deserve and that they could barely live on their income. An implication of this finding would be that employers and human resource managers should be mindful that the level of salaries may have a direct influence on job satisfaction. Based on the work experience of the author in the hospitality sector, employers should look for policies and methods to compensate for overtime, including fringe benefits (days-off for working long hours), incentive and reward programmes (profit-and gain sharing), which will enhance the management functioning of planning, organising, co-ordinating, control and operations management that could lead to satisfaction of hospitality managers. Furthermore, it was found by Judge, Piccolo, Podsakoff, Shaw & Rich (2010:157;163) that no other incentive and motivational technique with regards to income is so closely associated to its instrumental value. For most individuals, the choice to work might not be of free will; however, income provides sustenance and security.

For overall happiness at work, the *job happiness* factor achieved the highest mean. This is attributed to the findings that hospitality managers might feel happy when they are treated fairly, that they need a sense of autonomy at work to be happy in it, that they might be happy at work as long as it does not intrude on their personal life, that happiness at work means to develop their full potential and that they might be happy when directorate values them as managers. The finding supports the fundamental role that job

happiness can have an influence on an individual's subjective well-being (Hsieh, 2012:269) and is in line with previous research, indicating that job happiness is related to the high importance that is placed by people on their work environment, which could generate positive and negative affective reactions such as environmental mastery and autonomy (Wu, 2009:38).

An implication of this finding is that employers and human resource managers should take cognisance of job happiness, value their managers and design a positive strategy that enhances hospitality managers' well-being in the workplace in order to improve leadership capacity, consultative managerial strategies, personal/professional development and work-life balance, which will contribute to the retention of hospitality managers.

The finding of the *turnover intent* factor suggests that satisfied hospitality managers might perceive turnover intent as planning to be with the hospitality establishment for a while and turning down a job offer from another hospitality establishment. However, dissatisfied hospitality managers could perceive turnover intent as the possibility of leaving their current job, thinking about changing jobs because they get so irritated sometimes and actively looking for other jobs. Turnover could be influenced by frequent changes in operational policy, inhumane or overly autocratic senior management/directorate, poor human resource decisions and gender discrimination, to name but a few (Yang *et al.*, 2012:842; Yang, 2008:430).

The implication of this finding is that employers and human resource managers in the hospitality sector should implement operationalised strategies, such as knowledge sharing, organisational learning, total quality management and organisational socialisation in limiting the impact of turnover intent, which is globally prevalent in the hospitality sector.

Findings of the t-test have indicated that statistically significant differences exist in the study population between the two clusters that are labelled *satisfied* (positive

perceptions) and *dissatisfied* (negative perceptions) *hospitality managers*. The implication thereof is that employers and human resource managers should take note of the following, which is in accordance to Yang *et al.*, (2012:847): By paying attention to intrinsic motivations that are underlying managers' expectations (for example job responsibilities, job challenges, sense of achievement) and their extrinsic motivations (for example a reasonable level of salary, promotion opportunities), employers and human resource managers can increase the incidence of job satisfaction and reduce dissatisfaction, thereby strengthening managers' commitment to the hospitality establishments that they are employed at.

A large positive statistically significant effect was found for turnover intent in the cluster analysis between satisfied and dissatisfied *hospitality managers*, indicating dissatisfied managers' intention to either leave their current work environment or to pursue a career in a sector other than the hospitality sector. An implication of this finding is that employers and human resource managers should identify those managers who are dissatisfied in the hospitality workplace and start effective human resource practices, such as raising of the status of managerial jobs in the hospitality sector; promotion of work-wellbeing; flexible work practices (flexitime); job security; managerial development activities; job sharing and a compressed work week. These practices will result in reducing dissatisfaction and keeping *hospitality managers* satisfied in the hospitality workplace (Davidson, McPhail & Barry, 2010:502; Hinken & Tracey, 2010:163).

In terms of the cross tabulations between *hospitality managers*' demographic details, it has been indicated that regarding the level of education, a large practical significant effect was found between satisfied and dissatisfied *hospitality managers* who obtained a degree/diploma and those who obtained only the Grade 12 Senior Certificate, indicating that *hospitality managers* who obtained a

degree/diploma are more satisfied than those who obtained only a Grade 12 Senior Certificate. This finding could be explained by the fact that managers who hold a higher qualification might earn higher salaries than those who do not (Harkison, Poulston & Kim, 2011:386). An implication of this finding is that employers and human resource managers should design work positions within the hospitality sector with flexible boundaries, for example intrinsic development opportunities, provision of more control opportunities, autonomy and power. Work would become more challenging for a lengthy period of time, reduce dissatisfaction and promote satisfaction amongst managers in the hospitality workplace.

With regard to the type of *hospitality establishment* where *hospitality managers* are employed at, a non-statistical significance was found. However, it is still important to report this finding, as this will contribute to the literature that is related to *hospitality and human resource management*. A large practical non-significant effect was found between *hospitality managers* who are employed at a hotel, resort and licensed restaurant, which is indicative of the fact that resort managers and licensed restaurant managers are more dissatisfied than hotel managers in the *hospitality workplace*.

Previous research has found that individuals prefer to work at a hotel rather than a resort group. This finding supports similar findings by Naude *et al.*, (2013:337), who found that only hotels (not resorts and licensed restaurants) featured in the list of top 100 best employers in South Africa. A possible explanation for this finding could be that differences exist between leadership styles and corporate human resource practices of hotels, resorts and licensed restaurants.

Human resource managers should take note of this finding, as research indicates that individuals in today's society have a narrow zone of tolerance in regard to the *hospitality sector*, which suggests that individuals will not accept heterogeneity

towards hospitality managers. Furthermore, cross-pollination could be implemented, whereby hospitality managers could work in other related departments, experiencing new work challenges and thus decreasing dissatisfaction amongst these managers.

Limitations and future research

This study has a limitation, as the study population includes only hospitality managers who are members of FEDHASA. The generalisability of the results and findings are therefore limited to the study population (hospitality managers) and are not applicable to the entire hospitality sector in South Africa. Future research should replicate this study in other developing countries such as Botswana and Zimbabwe, as the hospitality sector is rapidly expanding in these countries. The results could be

compared with the current study to gain a better perspective of how satisfied/dissatisfied hospitality managers are in developing countries. Further advances in future research directions would be to gain insight into individuals' perception and interpretation of happiness in developing countries from a cognitive process, when a study population responds to measures of happiness in standardising this concept of subjective well-being, which in turn would contribute to the knowledge gap in the literature of social sciences, which is supported by Bassi *et al.*, (2012:446).

Lastly, a happy manager in the hospitality sector will be a more productive manager, which will benefit the South African hospitality sector in hospitality /operations management and reduce the costs that are associated with turnover intent.

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APPENDIXES

Appendix A

Factor analysis of job satisfaction

Questionnaire statements	People in present job	Job in general	Work in present job	Remuneration	Opportunities for promotion	Directorate
Boring	.683					
Likable	.633					
Intelligent	.656					
Lazy	.676					
Unpleasant	.777					
Supportive	.619					
Bad		.690				
Waste of time		.590				
Worse than most		.703				
Superior		.539				
Excellent		.813				
Enjoyable		.737				
Fascinating			.590			
Satisfying			.823			
Rewarding			.729			
Simple			.534			
Repetitive			.436			
Uninteresting			.890			
Underpaid				.714		
Less than I deserve				.456		
Fair				.663		
Barely live on income				.678		
Comfortable				.787		
Well paid				.779		
Good opportunities					.701	
Limited opportunities					.600	
Dead-end job					.824	
Infrequent promotions					.441	
Regular promotions					.691	
Fairly good chance					.818	
Supportive						.893
Praise good work						.738
Stubborn						.655
Poor planner						.789
Influential						.693
Has favourites						.453
Cronbach's alpha	.83	.83	.82	.79	.84	.85
Mean inter-item correlation	.45	.46	.44	.39	.46	.49
Mean & std. deviation	2.41 ± .74	1.99 ± .65	2.39 ± .77	3.19 ± .92	3.12 ± .88	2.65 ± .89

Source: Grey, (2013)

Appendix B

Factor analysis of overall happiness at work

Questionnaire statements	Job happiness	Job meaning
I am happy when I feel that I am treated fairly.	.411	
I am happy as long as I feel that directorate values me as a manager.	.603	
Happiness for me means being able to develop my full potential at work.	.494	
I am happy at work as long as it does not intrude in my personal life.	.319	
I need a sense of autonomy in my job in order to be happy in it.	.503	.349
I understand the aim of the hospitality establishment and the role I play in helping to achieve this.		.613
I have to feel trusted by directorate to feel happy at work.		.671
I have to have good working relationships with directorate to feel happy at work.		
Cronbach's alpha	.65	.64
Mean inter-item correlation	.26	.49
Mean & std. deviation	4.36 ± .47	4.01 ± .71

Source: Grey, (2013)

Appendix C

Factor analysis of turnover intent

Questionnaire statements	Turnover intent
I plan to be with the hospitality establishment for quite a while.	.647
Sometimes I get so irritated that I think about changing jobs.	.436
I plan to be with the hospitality establishment five years from now.	.755
I would turn down a job offer from another hospitality establishment if it came tomorrow.	.626
I feel that I could leave this job.	.891
I am actively looking for other jobs.	.691
I am looking for another job, but not in the hospitality sector.	.730
Cronbach's alpha	.86
Mean inter-item correlation	.46
Mean & std. deviation	2.44 ± .90

Source: Grey, (2013)