



# Methodical aspects of Job Satisfaction Measure of Employees in Hotel Business Quality Improvement in Kazakhstan

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## Abstract

The article deals with the methodological aspects of determining the level of professional satisfaction of employees in improving the quality of the hotel business. The questionnaire survey was conducted to determine whether the introduction of a quality management system has a direct impact on the development of the hotel business, which is one of the best methods of innovation management. The main purpose of the study was to analyze the factors that determine the professional satisfaction of employees in quality management and also the comparison of staff satisfaction levels in the hotel business with or without a quality management system. The research study used statistical and empirical methods. The questionnaires were analyzed in accordance with SPSS 22 program and the results were determined on the basis of correlation, regression and dispersion methods.

**Keywords:** hotel, quality management system, hotel industry, professional satisfaction.

## Introduction and Background

At the present time, worldwide product quality has become a key factor in ensuring the benefits of the trade market. It has become a new source for national wealth improvement. The hotel industry typically tries to attract guests, meet their expectations and gain confidence, allowing the guests to enjoy what hotels have to offer. Therefore, hotel business strategy should predominantly focus on improving the business relationship with guests. Hotel managers' should be able to accurately determine the requirements and opinions of their targeted customers. The relevance of this quality-assurance research was due to the need to find the best managerial solutions in a modern market relations context and a further need to improve the customer care process. The consideration of hotel service quality-assurance methods will be used to improve hotel service efficiency levels.

Development of effective market relations generates new goals, which require a needed thorough improvement of the managements skills. Here, hotel managers will always be able to improve service processes and expand them, rebuild buildings, introduce new technologies, and provide needed service quality excellence. They should thus pay more attention to hospitality management issues that are critical for sustainability.

The concept of quality provides the meaning at the heart and very beginning of the newly-introduced innovative management concept (Canan Çetin, 2010). The quality concept may be explained as common improvement of human beings and quality systems which are fullproof and not susceptible to failure. The Latin word 'Qualitas' means "quality" in English (Shevkinaz



Gumush et al., 2007) and this should be the key concern of any business providing services. In a classical sense, the quality concept is equivalent to standards or compatibility with certain functions. Quality can be characterized as product quality or services and it should and can satisfy certain needs and wants of consumers. Quality has become a key way to boost the strategic competitiveness of enterprises. Quality is at the forefront in all successful companies that provide common services in a highly-competitive service environment (Said Kyngyr, 2013). The quality concept has evolved into a concept of Quality Management from the innovative management model of enterprise. The quality of service fits in very well with customer preferences (Fusun Istanbulu Dincher, 1996) and how these are ultimately served.

Quality-assurance of ISO (International Bureau of Quality Assurance) in international quality organizations have various definitions of quality: A set of qualities that qualify as a quality product and service requirements. The American Quality Control Union recognizes that quality is the satisfaction level of any product or service capability. The European quality control organization defines quality as the degree to which a particular product or service meets customer requirements. According to the Turkish Institute of Standards, quality is the set of features that meet the specific needs of the product or service and which also meet the expectant needs of consumers.

Summarizing the above we may say that quality is the criterion of belief that can satisfy the expected outcomes and needs of consumers in relation to quality products or services (Bozkurt et al., 1997). Managers should relate any noticeable changes in consumer perceptions and competitor activity to management who should show commitment by inspiring and motivating staff to provide better service and also by obtaining feedback to improve a hotels performance (Aziz, 2010). TQM stresses systematic approaches to solve management problems, and stresses external environmental changes in organizational operations. The market orientation depends on changes in external demands so as to effectively respond to customer needs and wants. External environmental factors significantly impact business strategies in the hospitality industry (Oparanma, 2009) and thus require careful consideration and analysis.

The development of tourism is one of the priority programmes of the government of the Republic of Kazakhstan, since tourism and travel is a leading importer of foreign exchange and entering guests are directly involved in the process of injecting of needed foreign currency into the economy of the country. However, tourist demand is highly volatile, and globally subject to sharp seasonal fluctuations, depending on the geographical region, market changes, political, social, economic, demographic, psychological, and other factors. In this regard, it is important to identify the main determinants of international tourist flows and it is also significant to determine the demand for arriving tourists and to see the possibility of greater development and regulation (Kuralbayev et al., 2017). Nowadays, enterprises need to know what to do to improve income, and of course offer greater quality and speed of service at reasonably competitive prices.

Many enterprises that want to achieve such objectives have seen significant changes in managerial structures over recent years and innovative management has been influenced by new ideas, concepts and methods. Among the most innovative methods of management is the most interesting and noticeable method, namely, a Quality Management System.

A quality management system helps enterprises to work together to increase the satisfaction of consumers' needs and wants. Thus, employees are empowered to be able to focus on the customer, and always strive improve the quality of their personal education, leading to their enhanced professional satisfaction, and greater responsibility and participation in the decisions taken in the course of business conduct. Such a positive change contributes hugely to the development of enterprises' funds, quality offerings and efficiency of service provision.

Twelve basic factors have been identified in these studies to evaluate international experience and professional satisfaction in Kazakhstan, and to assess the satisfaction level of hotel



operators and employees using and implementing a quality management system. These factors are identified as work safety, business environment, working hours, leadership, management environment, education and development, quality of work. In literature, occupational satisfaction generally affects the overall satisfaction of the service, while the overall satisfaction affects the research and use suggestion again.

Factors in this research and the hypothesis are as follows: 1) Leadership; 2) education and development; 3) consumer orientation; 4) management improvement; 5) labor safety; 6) Communication; 7) appearance; 8) Complaints; 9) working hours; 10) business environment; 11) management environment; 12) Service (Job) Quality.

Hypothesis 1: There is a positive correlation between the level of hotel management and level of job satisfaction in hotel business.

Hypothesis 2: There is a positive correlation between the level of education and employee satisfaction and hotels staff satisfaction.

Hypothesis 3: There is a positive correlation between customer satisfaction at hotels and level of job satisfaction at hotel business.

Hypothesis 4: There is a positive correlation between the hotel management improvement rates and job satisfaction level in hotel business.

Hypothesis 5: There is a positive correlation between occupational security and job satisfaction level of hotel staff.

Hypothesis 6: There is a positive correlation between the relationship between the hotel staff and the level of job satisfaction at hotel businesses.

Hypothesis 7: There is a positive correlation between the level of hotel staff appearance evaluation and job satisfaction at hotel business.

Hypothesis 8: There is a positive correlation between the assessment of hotel complaints and the degree of job satisfaction.

Hypothesis 9: There is a positive correlation between the assessment of hotels' working hours and the level of job satisfaction at hotel businesses.

Hypothesis 10: There is a positive correlation between the assessment of business environment in hotels and the level of job satisfaction at hotel.

Hypothesis 11: There is a positive correlation between the level of job satisfaction at hotels and guest management.

Hypothesis 12: There is a positive correlation between the quality of hotel service and of job satisfaction level.

### **Data Collection Tool Preparation**

The design and conduct of the questionnaire was realized with the help of 5-point Likert scale. The questionnaire consists of 3 parts. The first part contained demographic aspects about employees. In the second part, the hotel satisfaction level was determined by measuring their opinions on the factors affecting their professional satisfaction. The third section dealt directly with quality management, i.e. what part of a hotel is involved in the quality management



systems and have they been rewarded with any quality awards. We tried to rate 5 points on the Likert scale, which is used to determine job satisfaction in the hotel business, “5 – fully agree and 1 – completely disagree”.

### Research Methodology

The study consisted of 192 specialists working in 3, 4 and 5-star hotels located in Astana, Almaty, Shymkent and Turkestan, cities of the Republic of Kazakhstan. Among the participants, 26 were from Front Office Departments, 36 were from Food and Beverage Service, 38 were from floor services, 21 administrative services, 9 accounting departments, 11 were from Technical Services, and finally, 40 were from various hotel business units, including sales and marketing (Table 1).

Table 1 - Respondents Position and Demographic Consist

Departments	Number of respondents	Proportion in %
By service departments		
Front Office	26	13,5
Food and Beverage Service Department	36	18,8
Floor Services Department	38	19,8
Accounting Department	9	4,7
Administration Department	21	10,9
Security	11	5,7
Technical Service	11	5,7
Others	40	20,8
By age		
17-and-up	-	-
18-25	45	23,4
26 – 35	69	35,9
36 – 45	64	33,3
46-55	13	6,8
56-and-under	1	0,5
By gender		
Male	71	37,0
Female	121	63,0

The analysis showed that the 18-25 age group consisted of 23.4% of respondents, while the age of 26-35 years made up some 35.9%, the age group 36-45 - 33.3% and the age group 46-55 - 6.8%, those 56 years old or more accounted for 0, 5%. 37.0% of the participants were men, and 63.0% were women.

Taking into account the age and gender features it should be noted here that the choosing right personnel in the service sector, in accordance with the customers’ requirements, is essential. Many hotel staff are in contact with consumers and are involved in the process of achieving the company’s core goals to build the bottom line, and the quality of service depends not only on their skills but also on their precise quality offerings. Consumers however tend to receive only a satisfactory service level, and are not too enthusiastic about employees. In the rational and efficient management of the staff, hotel managers should become the central staff managers.

Unfortunately, in many hotels, not much attention is paid to staff management, with most time spent on other employees. From a market relations perspective, this approach is wrong, because people in the hospitable frame of mind should be the final product in any part of the enterprise, and the money received from customers for quality hospitality service is ultimately the hotel’s income. Hotel consumers value not only their accommodation, but also the attitude of the personnel who should always be willing to meet their needs and wants.

Table 2 - Indicators Age and Gender of Hotel Personnel Services



Cities and hotel names					
	Direct service to guests	By age		By gender	
		Up to 35	35 and Up	Male	Female
<b>Astana city</b>					
1. Kazzhol Astana	55,0	80,0	20,0	35,0	65,0
2. Tengri	60,0	60,0	40,0	30,0	70,0
	57,5	70,0	30,0	32,5	67,5
<b>Almaty city</b>					
1. Kazakhstan	65,0	35,0	65,0	40,0	60,0
2. Ambassador	60,0	65,0	35,0	45,0	55,0
3. Astana International Hotel	64,7	64,7	35,3	52,9	47,1
4. Ayser	70,0	50,0	50,0	35,0	65,0
	64,9	53,2	46,8	42,9	57,1
<b>Shymkent city</b>					
1. Rixos Khadisha Shymkent	65,0	70,0	30,0	35,0	65,0
2. Grand Shymkent	65,0	70,0	30,0	35,0	65,0
	65,0	70,0	30,0	35,0	65,0
<b>Turkestan city</b>					
1. Turkestan	64,7	52,9	47,1	35,3	64,7
2. Yassy	61,1	44,4	55,6	27,8	72,2
	62,9	48,6	51,4	31,4	68,6
	63,0	59,4	40,6	37,0	63,0

According to the analysis, the share of direct respondents in Shymkent hotels is 65%, while the share of direct service providers in hotels in Astana is 57.5%. That is, when the share of direct service providers prevails, then the quality of services can be determined.

When viewed by age, 70% of respondents in the age group up to 70% are employees of Astana and Shymkent, while the share of Almaty staff group in the age 35 and up is 48.6%. And 51.4% of respondents grouped in the age of 35 bracket are employees of the hotel in Turkestan, while the proportion of employees in Astana and Shymkent is 30%. That is, the experience of Almaty employees is thus relatively high (Table 2).

According to gender, the proportion of female employees in the city of Astana is 67.5% and 57.1% of hotel staff in Almaty consists of women. 42.9% of hotel staff in Almaty are men, while 32.5% of people in Astana are men.

Table 3 - Indicators of educational level of respondents by hotel classification

Proportion in %									
	Number	Primary school	Secondary school	Lyceum	Vocational School	Bachelor	Master Degree	PhD	Others
<b>3 stars</b>									



1. Ambassador	20		5,0		25,0	65,0			5,0
2. Tengri	20		10,0	5,0	30,0	25,0	5,0		25,0
3. Turkestan	17		11,9		41,1	41,1			5,9
4. Yassy	18		16,7	5,5	11,1	39,0		5,5	22,2
	75		10,7	2,7	26,7	42,6	1,3	1,3	14,7
<b>4 stars</b>									
1. Kazakhstan	20		10,0		20,0	55,0			15,0
2. Astana International Hotel	17		11,8		17,6	64,7			5,9
3. Ayser	20		15,0		15,0	65,0			5,0
4. Kazzhol Astana	20	5,0		5,0	15,0	70,0	5,0		
5. Grand Shymkent	20		20,0		15,0	60,0			5,0
	97		11,3	1,0	16,5	62,8	1,0		6,2
<b>5 stars</b>									
1. Rixos Khadisha Shymkent	20		5,0	5,0	20,0	70,0			
			1,0	1,0	4,0	14,0			
	192	0,5	10,4	2,0	20,8	55,7	1,0	1,0	8,8

The proportion of respondents who graduated from higher education institutions in 3-star hotels is 42.6%, 62.8% in 4-star hotels and 55.7% in 5-star hotels. Here, we can see that the professional staff proportion is 4 and 5-star hotels. The proportion of respondents who graduated in a vocational school is 26.7% in 3-star hotels, and 16.5% in 4-star hotels (Table 3).

Guest management is the key to the quality of hotel service quality management. This qualitative indicator reflects the ability of the staff to meet the guest needs and to serve their individual interests.

Quality issues are important in the production and hospitality products use. Hospitality cannot meet its basic goals if it cannot provide quality services efficiently and effectively. The history of various hospitality corporation developments, in many cases, is a result of income and this is based on excellent quality service.

Based on our research, four factors affect the quality of hotel services:

First of all, the material and technical base, in particular, the quality of the hotel's rooms and the convenient location, the provision of public rooms and rooms with beautiful and comfortable furniture and facilities, high quality of bedding, modern high-performance kitchen facilities, comfortable lifts and so on. The next factor is the use of innovative service technology. It is the methods and rules of cleaning common rooms, guests' registration and accommodation, hotel and bar food menu, types of service in sales halls, etc.

The third factor is the high qualification and general qualification of employees, and their readiness and ability to serve the guests quickly and in a culturally correct manner based on their origin. Finally, the most important factor in the fourth and modern hotel management is



quality management, including the preparation and implementation of quality standards, staff training, supervision, correction, and improvement of hotel service in all areas.

Our research work deals with service quality management in hotels abroad. Service Quality is the quality of the rendered service or compliance with approved and acceptable standards. The standards, the specific type and content all impact the ultimate service quality. However, the extent to which the standards are implemented depends on the way in which consumers, employees, and administrators can accomplish their tasks.

Satisfied customers are looking for a memorable experience and dynamic service. Quality customer care service means the constant provision of service to customers before, during and after a purchase experience. Customers are the life blood for any hotel and so understanding their importance and why good customer service is needed is essential for a healthy business in creating new customers, keeping loyal customers, and developing a future customer cohort. In a service industry the ultimate perception of success of quality interactions will be dependent on employees who can adjust themselves to the personality and culture of the guest.



Table 4 - Results of Factor Analysis

Factors	1	2	3	4	5	6	7	8	9	10	11	12
1. Leadership	1	0,197**	0,192**	0,118	0,210**	0,144*	0,317**	0,303**	0,098	0,209**	0,202**	0,148*
2. Training and Development	0,197**	1	0,654**	0,578**	0,447**	0,251**	0,251**	0,429**	0,499**	0,452**	0,422**	0,388**
3. Consumer orientation	0,192**	0,654**	1	0,568**	0,503**	0,474**	0,395**	0,497**	0,457**	0,518**	0,504**	0,474**
4. Management improvement	0,118	0,578**	0,568**	1	0,518**	0,309**	0,140	0,507**	0,551**	0,507**	0,509**	0,514**
5. Labor safety	0,210**	0,447**	0,503**	0,518**	1	0,472**	0,376**	0,451**	0,386**	0,407**	0,432**	0,493**
6. Communication	0,144*	0,251**	0,474**	0,309**	0,472**	1	0,501**	0,443**	0,164*	0,313**	0,344**	0,307**
7. Outlook	0,317**	0,251**	0,395**	0,140	0,376**	0,501**	1	0,396**	0,121	0,250**	0,250**	0,243**
8. Complaints	0,303**	0,429**	0,497**	0,507**	0,451**	0,443**	0,396**	1	0,493**	0,470**	0,501**	0,482**
9. Working hours	0,098	0,499**	0,457**	0,551**	0,386**	0,164*	0,121	0,493**	1	0,580**	0,629**	0,583**
10. Business environment	0,209**	0,452**	0,518**	0,507**	0,407**	0,313**	0,250**	0,470**	0,580**	1	0,787**	0,667**
11. Management environment	0,202**	0,422**	0,504**	0,509**	0,432**	0,344**	0,250**	0,501**	0,629**	0,787**	1	0,767**
12. Service (Job) Quality.	0,148*	0,388**	0,474**	0,514**	0,493**	0,307**	0,243**	0,482**	0,583**	0,667**	0,767**	1

Warning: \*\*. Correlation is important at 0.01 (two-sided) level.

\*. Correlation is important at the level of 0.05 (two-sided).



$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2} \sqrt{\sum_{i=1}^n (y_i - \bar{y})^2}}$$

The correlation index was defined on the base of large arithmetic centers, which formed the factors that led to the factor analysis for relationship study between factors included in the model's study. The results of correlation are provided in Table 2. These figures have a positive correlation between service quality and the management environment (R = 0.767). Any positive development of business character, as well as business environment, will have a positive impact. There is a normal relationship between management environment the business environment (R = 0.787).

The positive environment in management environment has a positive impact on business environment. There is a normal relationship between customer orientation and development factors (R = 0.654). There is a positive relationship between hotel classification and appearance (R = 0.448). As hotel classification is high, it affects the appearance. There is a positive relationship between business environment and the quality of work (R = 0.667). There is a positive correlation between working part-time and working full time (R = 0.297). Positive trends in the service quality influence the business environment in a positive way (Table 4).

Additional costs will be spent on preventive measures implementation to increase the hotel services quality. It is well-known that financial costs can be achieved by achieving the goals set at high levels, as a production culture requires constant effort to provide high-quality services.

The key emphasis is on quality control and customer satisfaction. Preventive measures include the cost of providing employees with a complete understanding of the best standards, training them on control methods, conducting seminars on quality, and evaluating personal and collective benefits. The use of additional costs for managing financial resources ultimately leads to the elimination of disadvantages in providing high-quality services, decreasing the dissatisfaction, improving the overall performance of business, increasing revenue. Therefore, comparisons of hotel staff satisfaction with the use of quality management systems have led to the following results in Table 5. The dispersive analysis was based on general information from the factors assessment that affects the level of the hotel staff satisfaction used by quality management system (Table 5).

Table 5 –Measure of Quality Management System Use.

Factors	Use of Total Quality Management	N	Arithmetic Average	Standard Diversian	Medium Quadratic Error
1. Leadership	Yes	149	4,5503	0,48075	0,03938
	No	43	4,3721	0,41282	0,06295
2. Training and	Yes	149	3,8322	0,63272	0,05183



Development	No	43	3,4264	0,76748	0,11704
3. Consumer orientation	Yes	149	4,1163	0,53402	0,04375
	No	43	3,6357	0,66989	0,10216
4. Employees Satisfaction	Yes	149	4,0112	0,74174	0,06077
	No	43	2,8992	0,99612	0,15191
5. Management improvement	Yes	149	3,8456	0,96991	0,07946
	No	43	2,6899	0,77799	0,11864
6. Labor Safety	Yes	149	4,2371	0,45897	0,03760
	No	43	3,9380	0,46151	0,07038
7. Communication	Yes	149	4,3579	0,55628	0,04557
	No	43	4,1318	0,53025	0,08086
8. Outlook	Yes	149	4,3311	0,72025	0,05901
	No	43	4,3023	0,77601	0,11834
9. Complaints	Yes	149	3,9765	0,74056	0,06067
	No	43	3,1977	0,77259	0,11782
10. Working hours	Yes	149	3,5951	1,02854	0,08426
	No	43	2,4341	1,04536	0,15942
11. Business Environment	Yes	149	3,9195	0,67077	0,05495
	No	43	3,1008	0,66482	0,10138
12. Management Environment	Yes	149	3,9172	0,77003	0,06308
	No	43	2,8372	0,81770	0,12470
13. Service Quality	Yes	149	4,1723	0,67961	0,05568
	No	43	3,2713	0,84595	0,12901

Note - "Yes" - 149 Respondents, "No" – 43 Respondents.

In accordance with the Table 5, hotel industry professionals using the quality management system based on a dispersion analysis will respond to professional customer satisfaction (AA = 4,1163). Employees working at hotel enterprises using quality management systems have shown that their working hours (AA = 3, 5951) have an impact on their job satisfaction. Hotel management system quality employed by the quality management system (AA = 3.9172) has proven to be an aspect of professional satisfaction. There is a significant difference in the level of satisfaction of the employees who work at the hotels that do not use the quality management system and the employees who operate the hotel's quality management systems. Satisfaction of hotel staff with quality management systems (AA = 4.0112), and satisfaction of hotel employees who do not use quality management systems (AA = 2, 8992). Experts in the hotel business using the quality management system believe that hotel safety levels at work in the hotel industry (AA = 4, 2371) affects professional satisfaction. Experts at hotel business using quality management systems believe that hotel management improvements (AA = 3, 8456) have a profound impact on job satisfaction. Experts at hotel business using the quality management system believe that the quality of hotel work (AA = 4, 1723) affects job satisfaction. There were no significant differences between these factors.

Table 6 - Results of regression analysis

Factors	$\beta$ -value	T-value	P value (importance)
1. Leadership	0,005	0,111	0,912
2. Training and Development	0,022	0,340	0,734



3. Consumer orientation	0,233	3,395	0,001
4. Management improvement	0,338	5,205	0,000
5. Labor safety	0,187	3,155	0,002
6. Communication	-0,059	-1,010	0,314
7. Outlook	-0,150	-2,698	0,008
8. Complaints	0,092	1,508	0,133
9. Working hours	0,135	2,095	0,038
10. Business environment	0,101	1,358	0,176
11. Management environment	-0,016	-0,190	0,849
12. Service (Job) Quality.	0,029	0,392	0,696

Table 6 shows the level of hotel personnel satisfaction at the hotel industry has a positive effect on management improvement ( $\beta = 0,338$ ,  $t = 5,205$ ,  $p = 0,000$ ). The *H 4 hypothesis* was adopted to improve management (hypothesis 4).

Customer orientation influences the satisfaction level of employees working at hotels ( $\beta = 0,233$ ,  $t = 3,395$ ,  $p = 0,001$ ) (hypothesis 3). Satisfaction level of hotel workers at work has a positive impact on work safety ( $\beta = 0,187$ ,  $t = 3,155$ ,  $p = 0,002$ ). The *H5 hypothesis* was accepted in connection with job security (hypothesis 5).

## Conclusion

Factors affecting job satisfaction in this paper were considered on the basis of 12 indicators. These factors included: leadership, management environment, working hours, labour safety, training and development, customer orientation, management improvement, communication, complaints, outlook, business environment and service quality. As the survey shows, hotel personnel are pleased with the quality and image of their work. The results of the hotel business are one of the biggest problems in an employee's safety concerns. Quality and social conditions in the business environment are well developed, because the hotel business environment is in the same place as the working environments and customer service environments. This shows that hotel personnel are satisfied with the work environment. In general, personnel work at hotels more than 8 hours per day, but normal accepted working hours are 8 hours. In the Labour Code of Kazakhstan, working hours are 40 hours per week. But, because hotels operate 24 hours a day, employees are not fully satisfied with their working hours which are excessive from a legal perspective.

Nonetheless, it is important to know that the customer is the most important person in a hotel premises, he is always right and that is the reason why the business opens every day. Excellent customer service is then vitally important in business and it is the first point of contact between, the guest and the hotel employee. Service quality must be managed and be viewed as being of significant importance to customers' satisfaction and their perceived performance of hotels which must find new ways of handling their guests. Great service makes guests feel that employees care about developing a long-term relationship..

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