



NIAGARA
UNIVERSITY

Job Satisfaction Among Hospitality Workers

Dr. Huh

Advance Quantitative Studies
ADS 820

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April 25, 2025



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Superintendent of Student
Achievement and Well-Being



*“Without data you are just another person with
an opinion”*

— W. Edwards Deming



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*“Hospitality is all about taking great care of
my guests and my employees.”*

Anna Altman
Holiday Inn Manager

INTRODUCTION

A group of five hotel staff members are standing in a line in a hotel lobby. From left to right: a woman in a black blazer and white shirt, a man in a grey suit and blue tie, a woman in a black blazer and white shirt, a man in a white chef's uniform and tall white hat, and a woman in a black blazer and white shirt. They are all smiling and have their hands clasped in front of them. The background is a dark, textured wall with some floral arrangements on the left and right.

Do hospitality workers who are entrusted with making clients feel good, feel good doing their jobs?

Key Terms

Job Satisfaction

Job satisfaction is a “a positive attitude or a pleasurable emotional state which results from specific work related experiences”

(Thangaswamy & Thiyagaraj, 2017)

Turnover Intention

an employee's likelihood or willingness to voluntarily leave their current job or organization

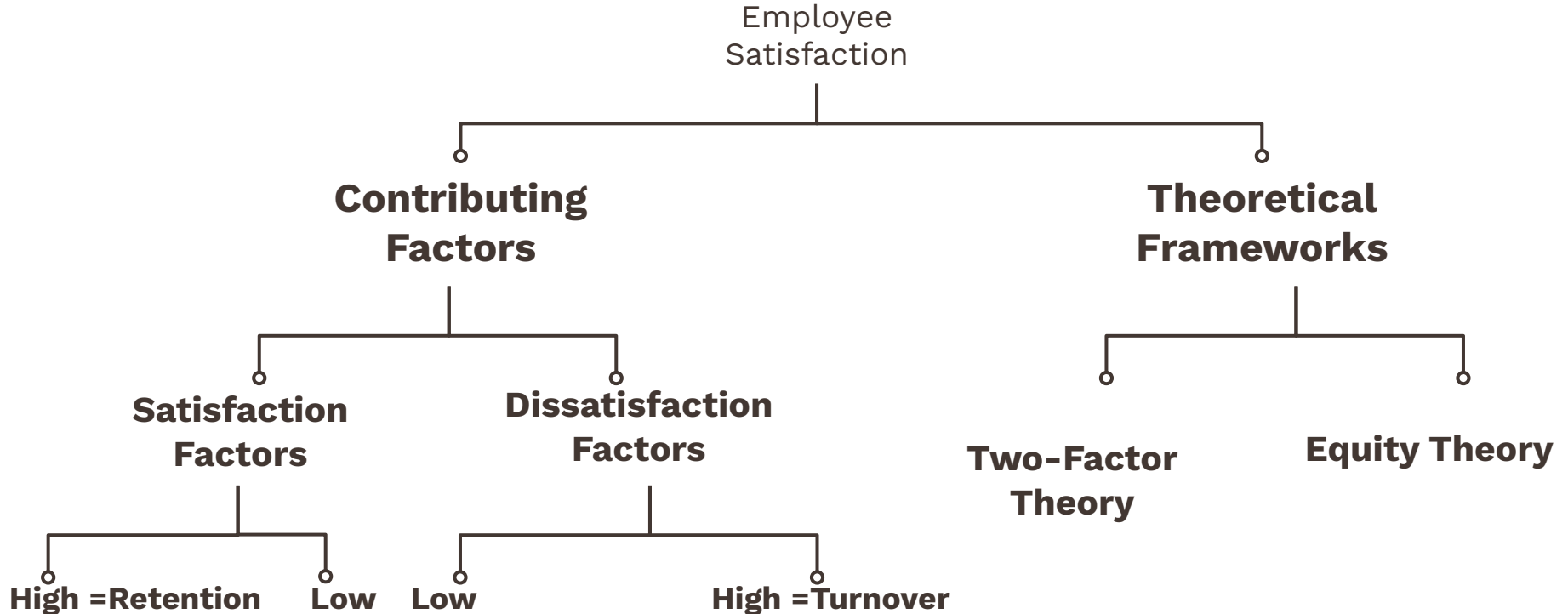
**Job
Dissatisfaction**

Job satisfaction and job dissatisfaction are not the obverse of each other... The opposite of job satisfaction would not be job dissatisfaction, but rather would be no job satisfaction. Similarly, the opposite of job dissatisfaction is no job dissatisfaction, not satisfaction with one's job .

-Frederick Herzberg

Literature Review

Job Satisfaction



Job Satisfaction



Influenced by
Motivator Factors

- Achievement
- Recognition
- Responsibility
- The work itself
- Advancement
- Personal growth

Herzberg's Two-Factor Principles

Improving the
motivator factors
increases job
satisfaction



Improving the
hygiene factors
decreases job
dissatisfaction



Job Dissatisfaction

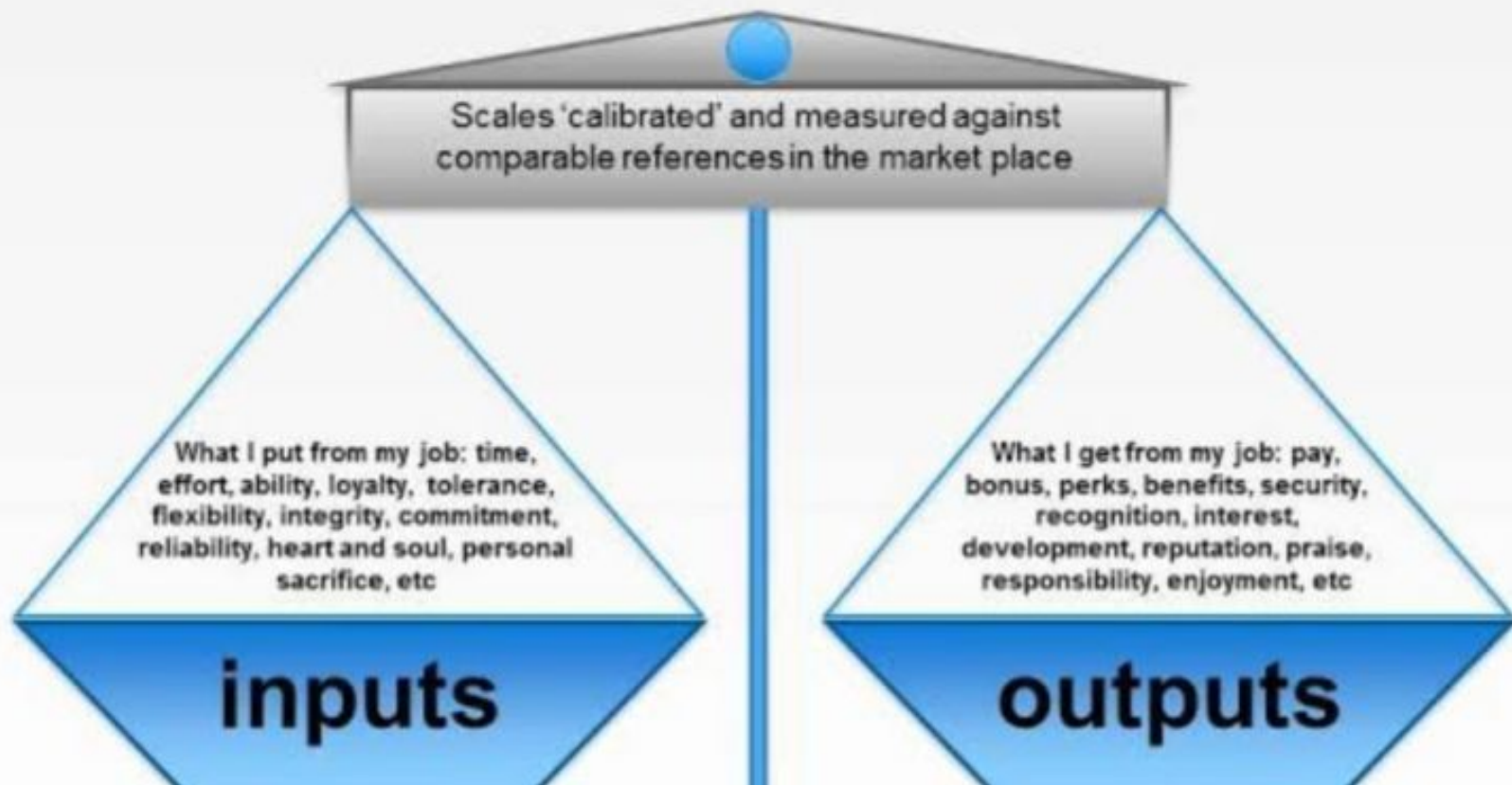


Influenced by
Hygiene Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Social Equity Theory

Adams' Equity Theory diagram – job motivation



Factors Contributing to Job Satisfaction

01

The Work

The job workers are being asked to do.

02

Supervision

The way in which supervisors manage workers.

03

Organizational Management

Systems and structure of the organization

04

Promotion

Opportunity for advancement

05

Salary & Benefits

Compensation and incentives

06

Co-workers

Collaboration and kindness among colleague

*“Your most unhappy customers are your
greatest source of learning.”*

Bill Gates

STUDY DESIGN

Purpose of the Study

The most common reasons for researching employees' job satisfaction levels are to:

- positively influence and improve an employee's performance at the workplace;
- understand and meet the employee's need for long term employee satisfaction, and;
- strengthen the organisational performance and competitiveness (Sibanyoni et al., 2024).

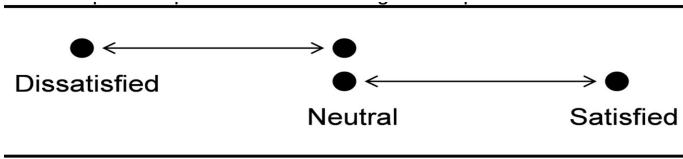
Importance of the Study

Satisfied employees are generally more motivated, productive, and capable of delivering superior customer service, (Abdou, 2025).

Job satisfaction will lead to better performance and the employees will be more committed towards their organization, (Thangaswamy & Thiyagaraj, 2017).



Impact of Job Satisfaction



01

Turnover Rates

High turnover rates can be very costly.

02

Employee Commitment

Employees are on the lookout for something better.

03

Service Delivery

Providing good client service diminishes.

04

Staff Morale

Low morale can make the work environment feel negative.

05

Absenteeism

You can describe the topic of the section here

06

Productivity

You can describe the topic of the section here

Employee Turnover

Cost to Organization

“The higher a company’s job turnover rate, the more money will have to be spent on recruiting, hiring, and training new employees.”

(Frye et al., 2020)

Cost to Employees

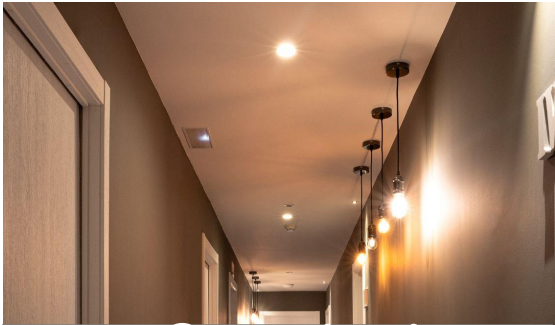
“High job turnover rates also cause resentment among seasoned employees who have to pick up the slack for slower and less experienced colleagues”

(Dermody et al., 2004, as cited in Frye et al., 2020)

RESEARCH QUESTIONS

1. What are the factors influencing **job satisfaction**?
2. What contributes to **turnover intention**?
3. What factors influence staff intentions to stay at their job?

Methodology



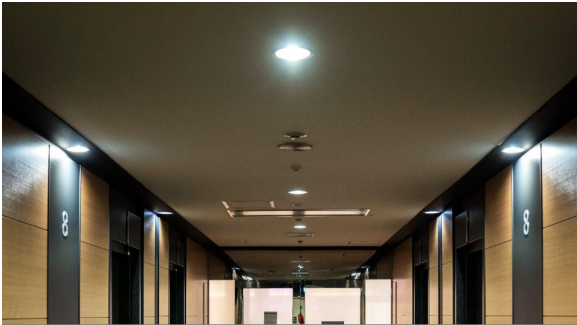
Quantitative Study

Measures a set of variables to answer research questions and hypotheses (Creswell & Creswell, 2018, p.147)



Survey Design

Survey's help to answer three types of questions: descriptive, relationships and predictions (Creswell & Creswell, 2018, p.147)



Sampling

Purposive sampling was used to select only those in the hospitality industry. Snowball sampling used to expand the reach and breadth of respondents.

Delimitations

Time

Would be helpful to have a wider window to collect data.
Additional time allows participants greater opportunity to complete the survey.
Researcher has more time to find participants

Limited Demographic Questions on Survey

Survey does not include a question on occupation, job position, or company.
Race/Ethnicity data is not being collected.

Self-Administered Online

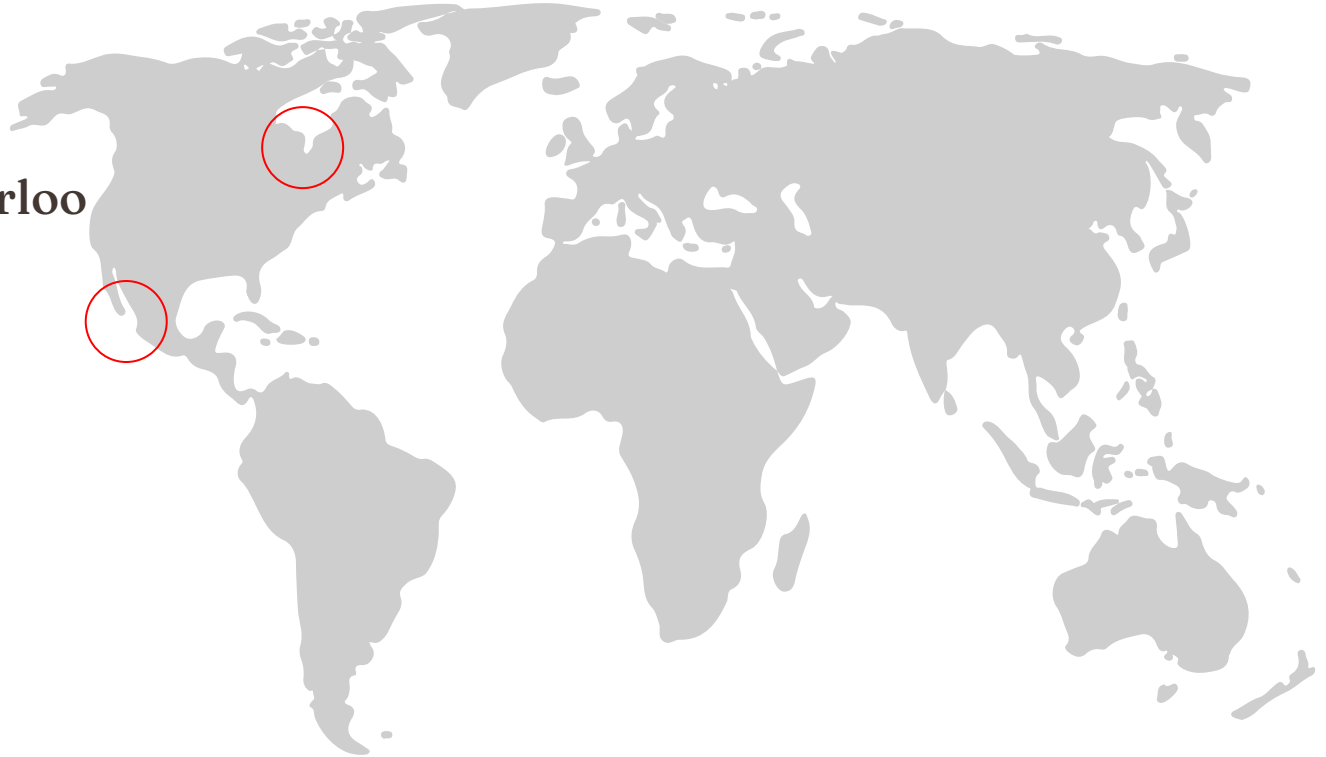
Only format for completing the survey is online.
Participants need to use their own devices.
No paper copies are available.

Sample Population

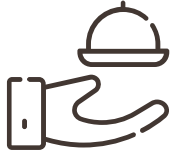
Toronto

Kitchener/Waterloo

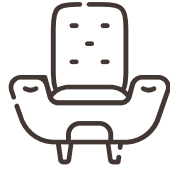
Puerto Vallarta



Sample Population



Restaurants



Airlines

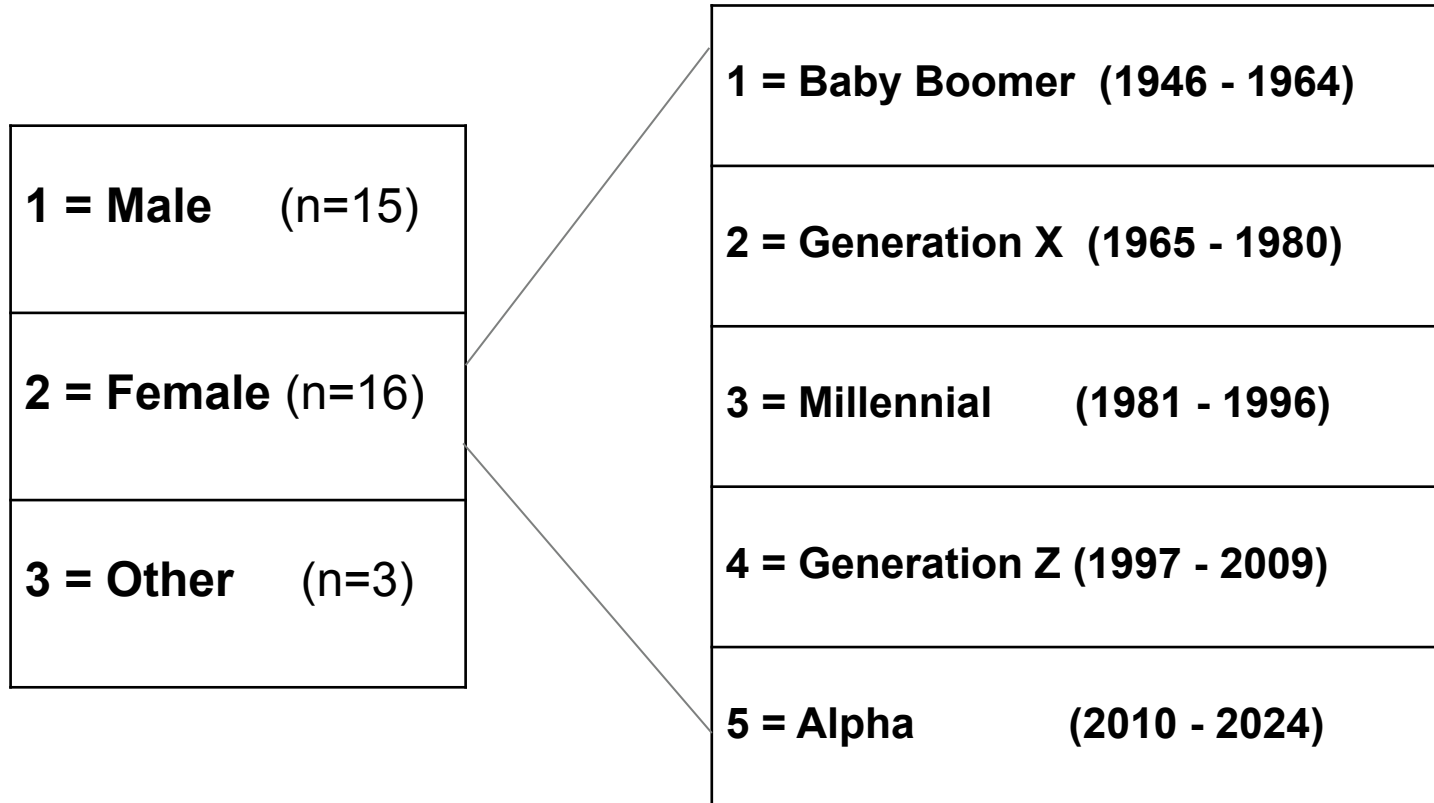


Amusement
Park



Hotels

Characteristics of the Sample Population



Data Collection



Are you satisfied with your job in the hospitality industry? Take a quick survey and tell us how you feel.



Restart Survey Go to Bookmark Clear Tools

Share Preview

qualtrics.^{XM}

Please answer the following questions about these products.

	Which product do you use the most?	Which product would you recommend to a friend?	I've never used this product
The Snack Locator	☐	☐	☐
Recipe Pro	☐	☐	☐
Kitchen Organizer	☐	☐	☐
GoodFoods	☐	☐	☐

12:29

qualtrics.^{XM}

Please answer the following questions about these products.

The Snack Locator ^

☐ Which product do you use the most?

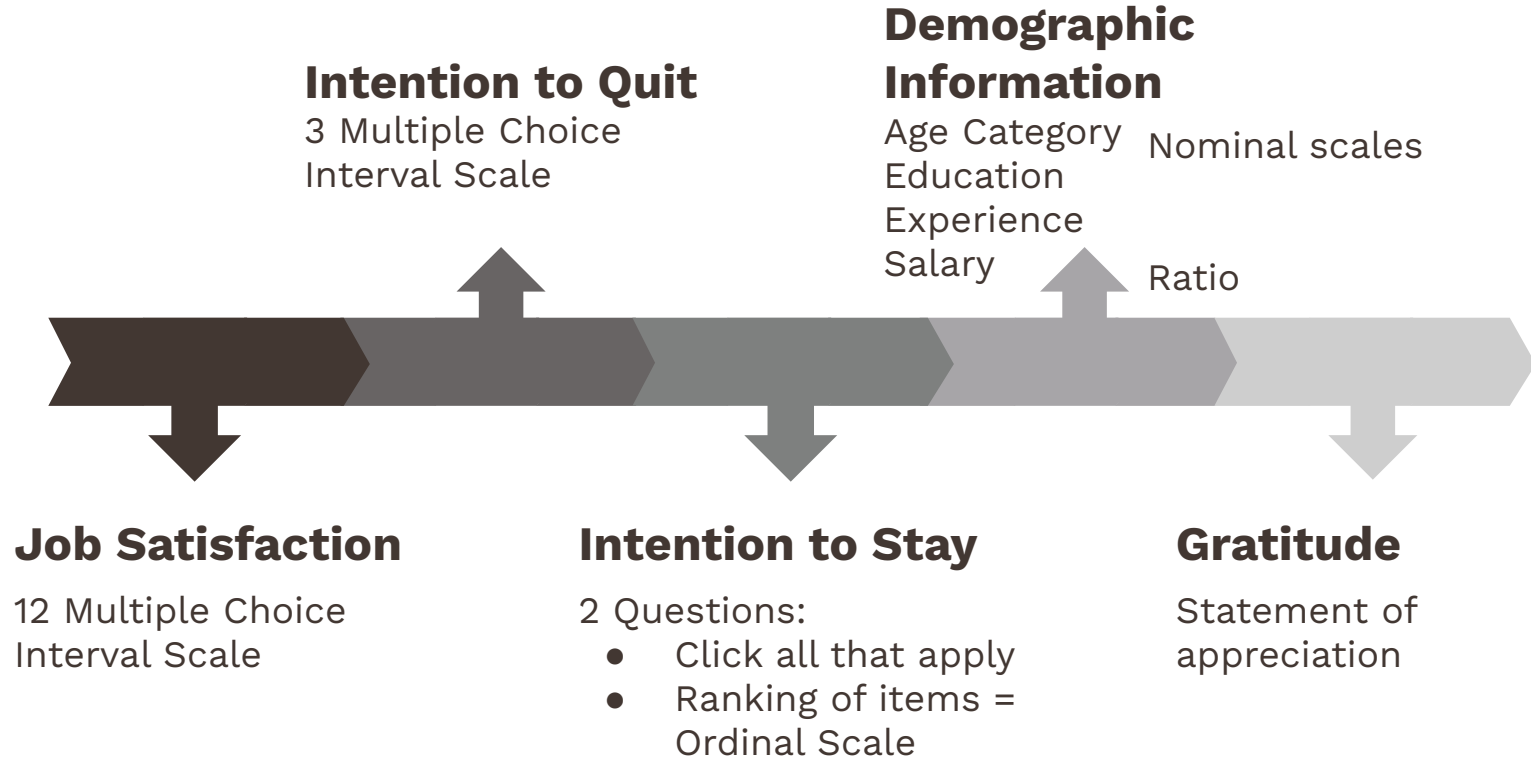
☐ Which product would you recommend to a friend?

☐ I've never used this product

Recipe Pro v

Kitchen Organizer v

Survey Instrument



Survey Instrument

Job Satisfaction Multiple Choice Questions

My job gives me the opportunity to try out some of my own ideas.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

I am satisfied with the policies and practices toward employees.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Turnover Intention

How often do you think about leaving your current job?

Very Often

Fairly Often

Sometimes

Occasionally

Rarely

Motivation to Stay

Which of the following would you miss if you left your job? Check all that apply.

Flexible Hours

Supportive Boss

Enjoyable Tasks

Friendly Coworkers

Benefit Package

Data Analysis

Descriptive statistics

Inferential statistics

Frequency

Midpoint

Relative
Frequency

Cumulative
Frequency

Central
Tendency

Mean

Median

Mode

Variation

Range

Variance

Standard
Deviation

Position

Quartiles

Percentiles

Standard
Score

Hypothesis
Testing

Z Test

T Test

Correlation

F Test

Regression
Analysis

Linear
Regression

Multiple
Regression

Nonparametric
Tests

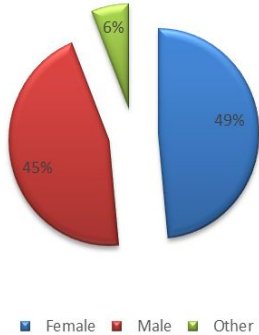
The Sign Test

The Wilcoxon
Tests

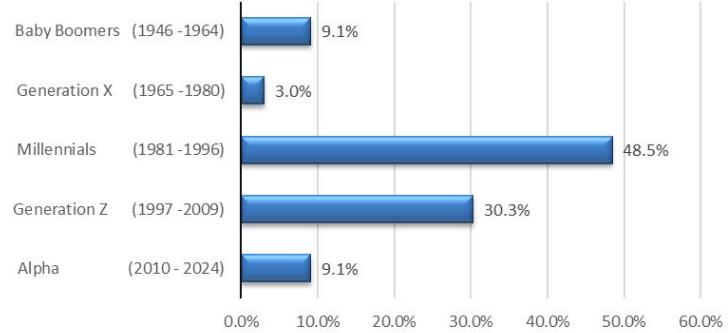
The Kruskal-
Wallis Test

Frequency Analysis

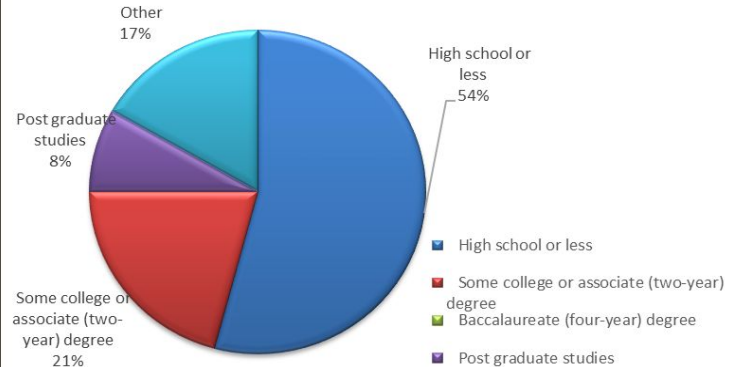
Gender



Age

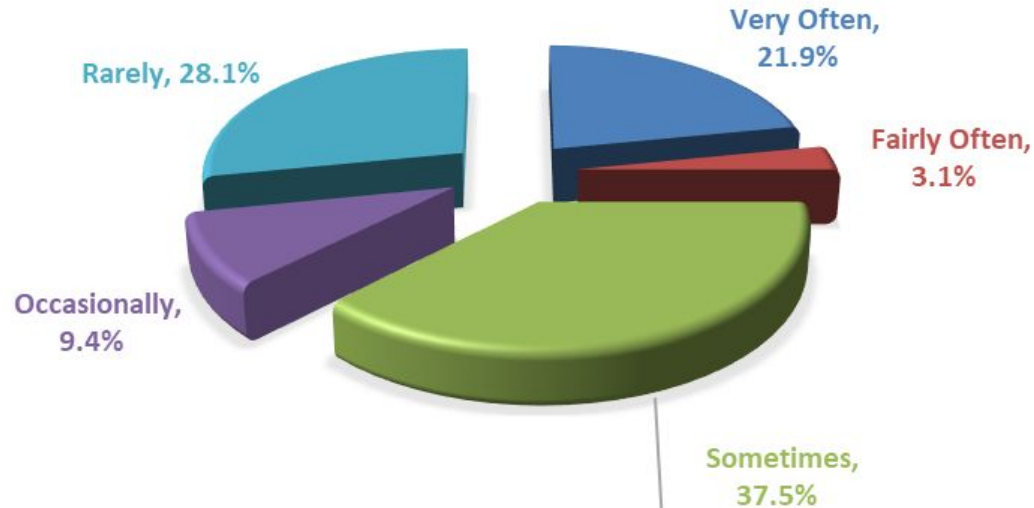


Education



Descriptive Statistics

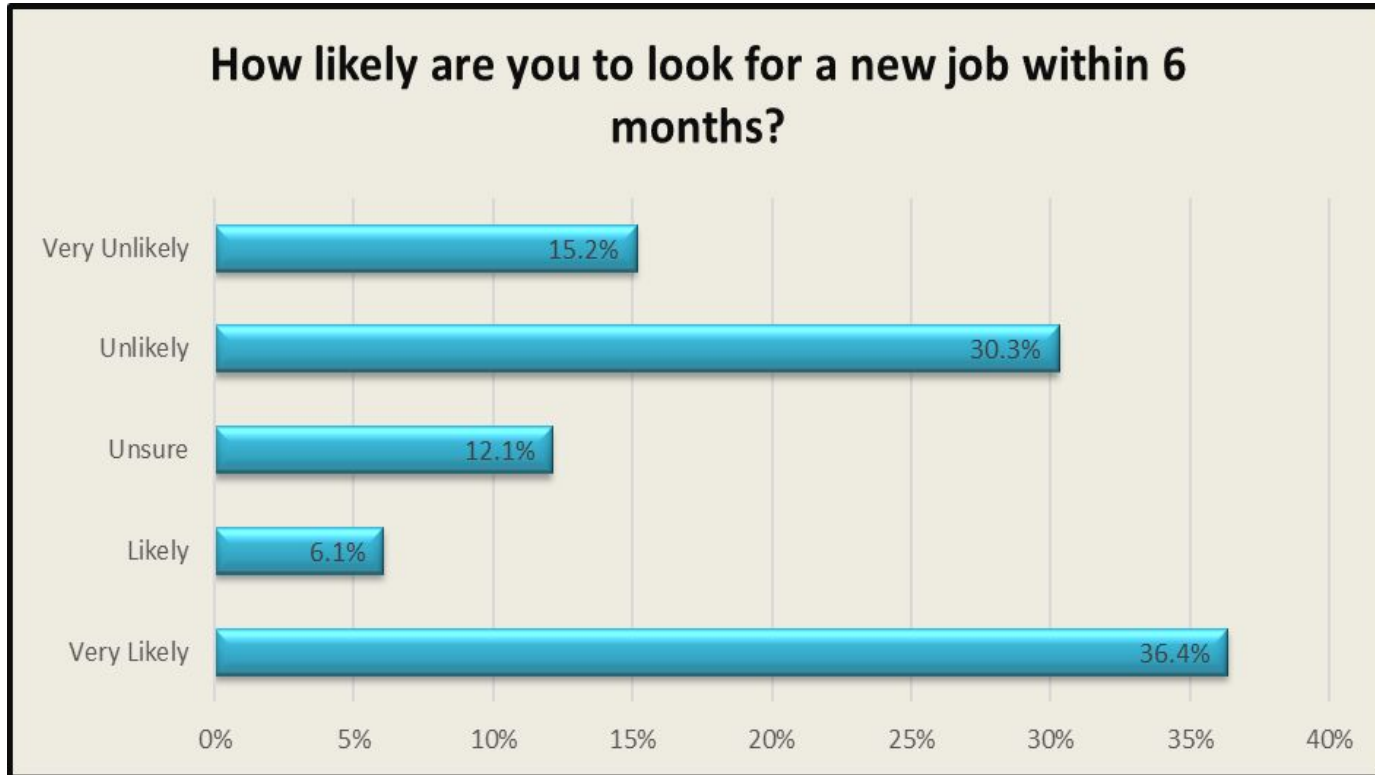
HOW OFTEN DO YOU THINK ABOUT
LEAVING YOUR PRESENT JOB?



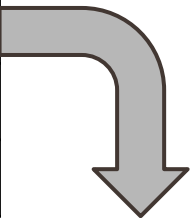
Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfied with Job Conditions	Male	15	4.07	.884	.228
	Female	16	3.81	1.276	.319

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Significance
						One-Sided p
Satisfied with Job Conditions	Equal variances assumed	1.423	.243	.640	29	.263
	Equal variances not assumed			.648	26.764	.261

Turnover Intention

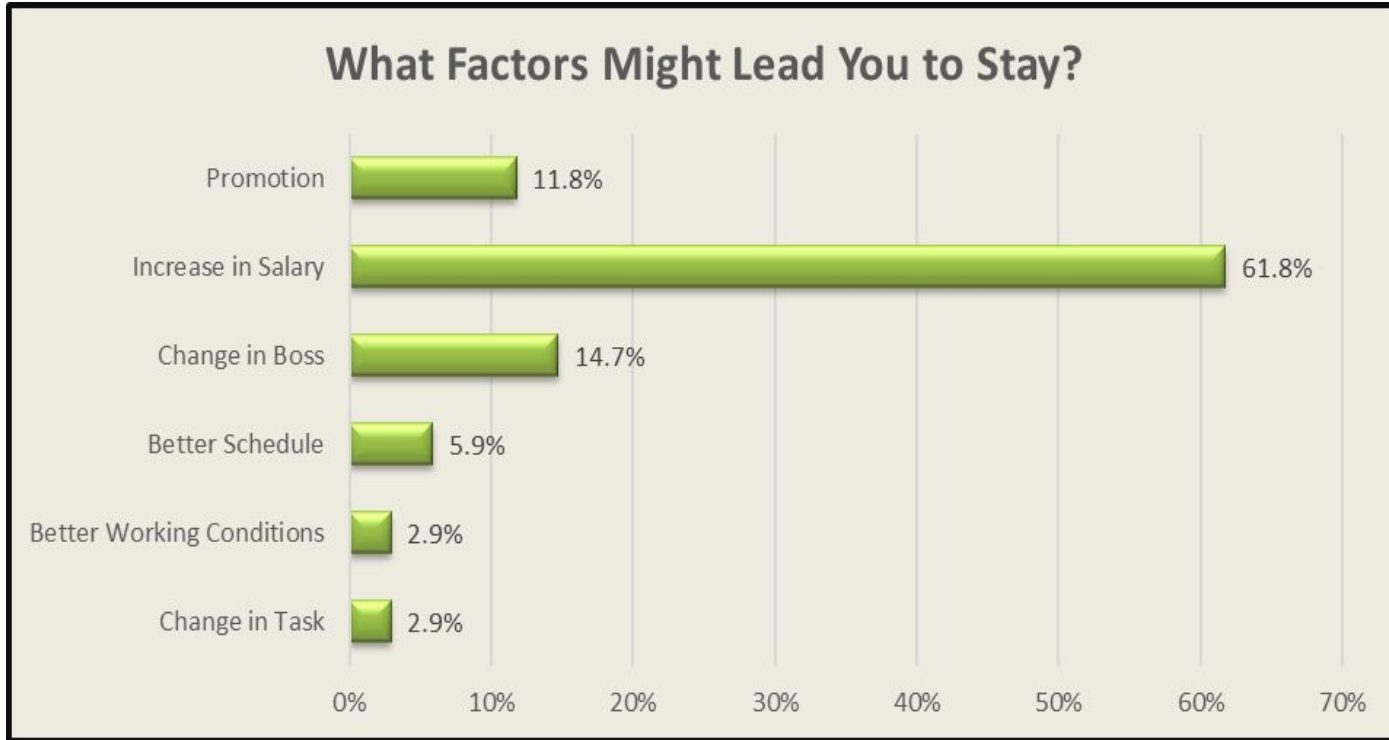


Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Thinking of Leaving	Male	16	3.07	1.223	.316
	Female	15	3.33	1.633	.422

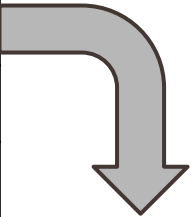


Independent Samples Effect Size					
		Standardizer ^a	Point Estimate	95% Confidence Interval	
				Lower	Upper
Thinking of Leaving	Cohen's d	1.443	-.185	-.901	.534
	Hedges' correction	1.483	-.180	-.876	.520
	Glass's delta	1.633	-.163	-.879	.558
a. The denominator used in estimating the effect sizes. Cohen's d uses the pooled standard deviation. Hedges' correction uses the pooled standard deviation, plus a correction factor. Glass's delta uses the sample standard deviation of the control (i.e., the second) group.					

Motivation to Stay



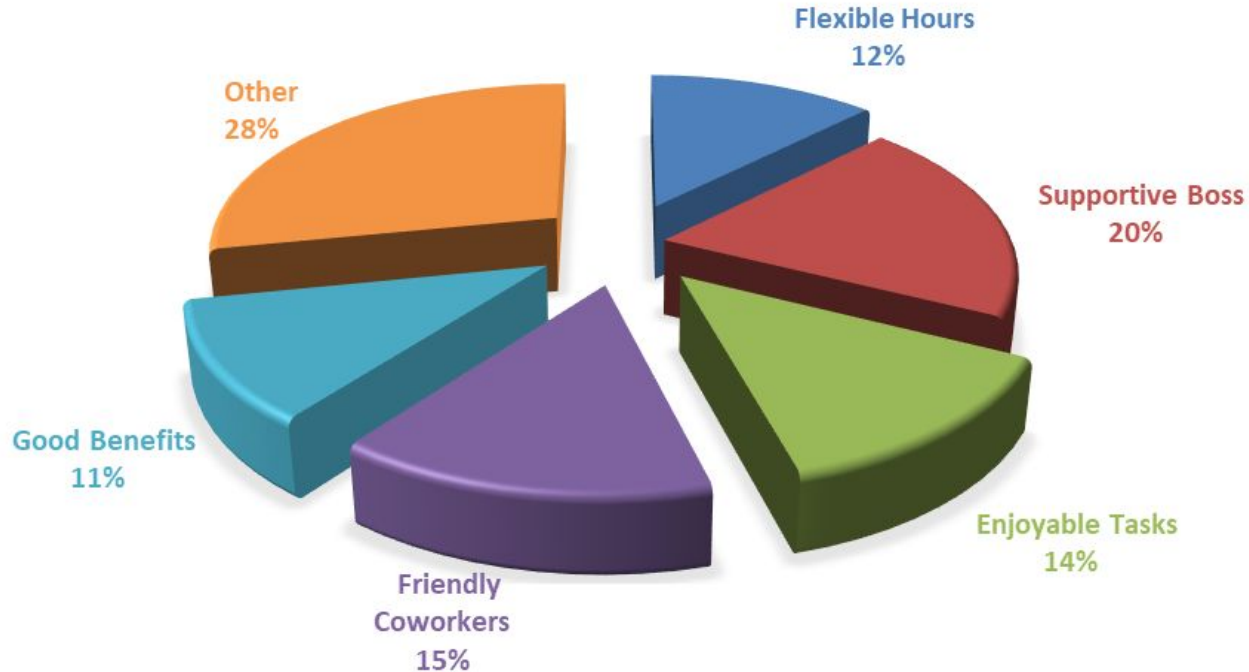
Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Salary	Male	15	1.87	1.457	.376
	Female	16	1.63	1.088	.272



Independent Samples Test							
		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Significance	
						One-Sided p	Two-Sided p
Salary	Equal variances assumed	.699	.410	.525	29	.302	.603
	Equal variances not assumed			.521	25.860	.304	.607

Motivation to Stay

WHICH OF THE FOLLOWING WOULD YOU MISS IF YOU LEFT YOUR CURRENT JOB?



*. Correlation is significant at the 0.05 level (2-tailed).

RESEARCH QUESTIONS

1. What are the factors influencing **job satisfaction**?
2. What contributes to **turnover intention**?
3. What factors influence staff intentions to stay at their job?

Interpretations

- Positive association between Job Conditions and Thinking of Leaving
- Positive association between Thinking about Leaving and Looking for a new job.
- Factors contributing to employee retention
 - Salary
 - Supportive boss
 - Friendly coworkers

Conclusion

Solution

Companies need to develop employees' job satisfaction (JS) because satisfied employees results in worker retention and better customer service.

Problem

Job turnover rates in the hospitality industry are alarmingly high and have an impact on both a hospitality company's financial performance and employee morale (Frye et al., 2020).



Limitations

Return Rate Slow

A four week period was established for data collection. At that point only 33 surveys were completed. One week later 7 additional surveys were completed.

Sampling Bias

The survey was sent out only to limited hospitality, travel and tourism contacts rather than a broad reach.

Survey Questions

Participants were reluctant to answer certain questions. Additional information should have been included on the survey to capture location and occupation.

Implications for Future Research

Job Satisfaction As a Factor of Organizational Position

Server

Entry level

—○ **Senior Server**

Experience

—○ **Team Lead**

Job Proficiency

Manager

Additional Education &
Extensive Experience

—○ **Supervisor**

Mid-Point in Career
development



Comparative Study of Job Satisfaction in Different Industries and Countries

	Luxury Hotels	Michelin Restaurants	First Class Air Travel
Mexico	✓	✗	✗
France	✓	✓	✓
America	✗	✓	✗
Canada	✓	✗	✓

Recommendations



Job satisfaction among hospitality workers has a direct impact on customer satisfaction and turnover rates.

1. Employers are encouraged to consider appropriate compensation programs for their staff to ensure retention.
2. Relevant training for employees in management and supervisory positions is essential. A good boss is worth working for and will help reduce turnover rates.
3. Employers are encouraged to conduct surveys with their staff. The data in this study indicate that if a staff member is thinking about leaving, they will leave.

Thank You!

**Do you have any
questions?**



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MichelleNewlands.com

RECEPTION

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