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## Hotel employee morale during periods of low occupancy

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# Hotel Employee Morale During Periods of Low Occupancy

Submitted by

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## Part I: Introduction

### Purpose

According to the Monterey County Chamber of Commerce, each year an estimated 3 million tourists, who spend nearly \$2 billion and create 36,600 jobs, visit the Monterey Peninsula in California (Monterey Peninsula Chamber of Commerce, 2000). Unfortunately, this area suffers from hospitality industry-wide low occupancy from late fall until early spring, mainly due to the cooler, rainy weather (Boerner, 2004).

During these periods of low occupancy, I believe that there is a challenge in maintaining employee morale. The impetus of this research is my belief that there is a correlation between an increase or decrease in employee morale and the ability to maintain established service standards. The goal of the research is to give managers more information on employee morale with the ultimate goal of maintaining high service standards during low occupancy. What I learn about moral may be applicable to hospitality properties in other regions that have an “off season.”

Because it is suspected that “guest contact” (that is, front-of-the-house) employees may be especially affected by low occupancy because of a decrease in tips, they will be the specific focus of this research. Regardless of the size of the operation, guest contact employees are considered any hotel employee who, throughout the course of their normal shift, has interaction with customers. The other employees within the hotel are classified as “back of the house” employees because, for the most part, the work solely in the non-public areas of the resort.

With respect to hourly guest contact employees, this study will investigate the causes for the decrease, if any, in employee morale during periods of low occupancy by looking at its relationship to factors such as internal communication, job satisfaction, weather, and profitability

of the place of employment. In addition to looking at this challenge from the standpoint of line employees, this study will also focus on the view from the position of management. Both the management and the hourly workers will be employed at a hotel on the Monterey Peninsula.

Specifically, I would like to examine the following:

- During extended periods of low occupancy at hotels on the Monterey Peninsula, to what extent (if any) is employee morale lower?
- If there is lower morale, what are the contributing factors and what actions could managers take to improve morale?
- Finally, how can hotel managers ensure that any decline in employee morale does not negatively affect the hotel's established customer-oriented service standards?

To examine the above objectives, I will collect quantification information from a survey and qualitative information from interviews.

### Justification

During these periods of low occupancy, I believe that there is a challenge in maintaining employee morale. Furthermore, I believe that there is a correlation between the ability to maintain established service standards and an increase or decrease in employee morale. From the standpoint of employees, this study will investigate the causes for the decrease, if any, in employee morale during periods of low occupancy by looking at its relationship to factors such as internal communication, job satisfaction, weather, and customer service.

There are numerous benefits to the study. This information could be useful for managers not only on the Monterey Peninsula, but managers at hotel properties around the world that experience severe seasonal dips in hotel occupancy. In addition, the results could be useful to managers from other types of hospitality businesses that experience periods of low occupancy

From a personal standpoint, I believe that this study will benefit me in at least two ways. First, I think it will enable me to become a more effective manager by allowing me to better understand the factors that influence the morale of employees. Second, I believe that this study will give me the tools needed to conduct research on employee-related topics in a hospitality setting.

### Constraints

There are risks involved in all research studies, but for this study, these are only minimal.

- Because the research participants (hotel employees) are asked specific questions about personal feelings at their job, they could become uncomfortable when filling out the survey(s) and participating in personal interviews.
- Hourly employees could become uncomfortable for fear that their manager will be made aware of the individual responses. Hopefully this fear will be allayed by the survey being anonymous. Managers will not know which of the employees completed the survey and furthermore, will not know individual employee responses only the cumulative results. In addition, the participants are able to skip over (not answer) any questions either on the survey or during the interview that they do not wish to answer.
- Finally, to ensure that all surveys and audio tapes are kept secure, only the researchers will have access to the results.

## Part II: Literature Review

### Introduction

Part II of this paper will contain a review of literature. However, the subject of morale during periods of low occupancy in hotels appears to be an issue that has not yet been addressed in the literature. Therefore, this literature review summarizes previous research on morale more generally.

### Relevant Literature

In an attempt to meet the objectives of the study, a diverse selection of literature was reviewed. However, there appears to be a lack of previous research on employee morale at hospitality properties during periods of low occupancy. Furthermore, there is limited literature on how employee morale affects established service standards.

### Morale

The literature review begins, however, with definitions of morale. Depending on the industry and time of the study, morale has been defined in many different ways. Three approaches are outlined in “The Definition and Measurement of Employee Morale” (Baehr & Renck, 1958). The first approach is based on the “classical ‘needs’ psychology.” In simplest terms, the needs were broken down into two categories: (1) basic needs such as hunger, thirst, and sex and (2) and derived or acquired needs such as the need to achieve status or self-esteem.

The second approach deals with the Maslow’s hierarchy of needs. The basic theory “holds that when basic needs are satisfied, ‘higher’ needs emerge which dominate the organism until these in turn are fully or partially satisfied” (Baehr & Renck, 1958). The basic needs mentioned above (hunger, thirst, and sex) are fulfilled first, then the more derived or acquired needs are met.

The third and final approach is from the perspective of Elton Mayo. Mayo believed that a strong emphasis should be placed on the “interaction of members of a working group. The investigations made a very significant contribution in calling attention to existence and importance of the ‘social’ motives in the industry and in showing the need to investigate the pattern of group activity ” (Baehr & Renck, 1958).

It is important to note that this article was published over 50 years ago, but that the concepts of Mayo and Maslow are still well respected today. Unfortunately, these studies do not focus on the hospitality industry. However, for purposes of this paper, I am going to assume that there are not significant differences in the factors causing and related to morale in different industries.

#### Morale and Customer Service

Other research verifies that employee morale is an issue of concern to hotel managers. In the researched published in “What Keeps You Up at Night,” Cathy Enz found that the number one concern of approximately 170 managers from over 25 different countries was the use of “human capital” (Enz, 2001). Walsh identifies the term “human capital” to be “how to care for and get the most from hospitality employees” (Walsh, 2000). The importance of managing human capital is crucial during the entire year, and I assert that particular focus must be paid during periods of low occupancy. My research is meant to verify this assertion.

In an industry with where some departments have a 35% turnover rate (Walsh, 2000), it is important to recognize the importance of understanding what the employees are feeling and thinking about the business. “Service employees are entrusted with considerable responsibility. They are asked to connect with their customers, manage their service encounters, and achieve some stand of service excellence – usually relating to customers expectations” (Walsh, 2000).



Walsh identified that employees may lack understanding with respect to the company mission. Of the 20 employees who were interviewed during the study, only three could recount the mission statement. This is especially surprising because the average tenure of these employees was 10.5 years. The issues of having employees who are just there to appease the “hotel god” (Walsh, 2000) not only affects customer service, but can also affect the bottom line.

Norquist et al. identified the connection between employee morale and the bottom line of the company. Their study discussed that Sears Canada showed “a 5 point (on the scale used) increase in [employee] satisfaction is related to a 1.7% increase in customer loyalty which in turn is associated with a 3.4% increase in earnings” (Norquist et al., 2000). Another example is the employees of Southwest Airlines, who pride themselves on “giving customers what they want” (Abbott, 2003). As well as deeply caring about their customers, the management of Southwest “believes that relaxed and secure employees will act on their own to take good care of their customers” (Abbott, 2003). Unfortunately, “10 of the 13 companies Abbot analyzed actually monitored customer satisfaction levels, and only 4 showed a correlation between job satisfaction, morale, and customer service ratings” (Abbott, 2003). In Abbott’s study, “there were very strong direct relationships between employee morale, job satisfaction, employee satisfaction and profits...” (Abbott, 2003).

#### Monetary Compensation

“(H)otel workers had a median wage of \$8.62 per hour in 2000. This was \$3.41 per hour below the overall U.S. median hourly wage of \$12.03.” (Rickert & Wial, 2002).

Tipping is believed to be a substantial motivator for the hourly employee in the front of the house. According to Seligman, tipping in the United States totals approximately \$16 billion annually. (Seligman, 1998). With respect to this substantial amount of money paid out by

customers, the idea of how these gifts relate to motivation arises. According to Lynn and Gregor, “(h)otel managers can rely upon tipping to motivate bellman to deliver good service, because the tipping-service relationship appears to be strong and robust (across customer and sex) in this context.” (Lynn & Gregor, 2001).

#### Morale in Periods of Low-Occupancy

If my research confirms that periods of low occupancy are more stressful periods for employees, then some other previously research may be relevant. For example, the period directly following the terrorist attacks of September 11, 2001 was true test for all companies, not just hospitality firms. In 2002, there was a published analysis of Virgin Atlantic Airlines that went into detail on how to handle relationships with employees during periods of lower than expected business. In the analysis, Zoe Welstead, who works for Virgin Atlantic, explained that there was an increased focus on internal communication at the company. By increasing internal communication, the firm was able to “evolve and better support the company’s strategy and better objectives, and ease the pain of change within the airline industry” (Welstead, 2002). This example from Virgin Atlantic shows what the company and its managers can do to provide relief during economic hurdles with respect to employee morale. However, before one can provide some relief, it is crucial to get an idea of what the employees are feeling. The results obtained by Julie Abbott show that “generally morale is lower than it used to be because of lack of resource, budget and managerial concerns” (Abbott, 2003).

#### Summary

As noted above, I was unable to find any literature specifically on employee morale during periods of low-occupancy within the hospitality industry. However, the literature review

did provide an overview of topics tangentially connected to the subject of this research: morale, morale and customer service, and monetary compensation.

## Part Three: Methodology, Results, and Recommendations

### Introduction

Part I and Part II of this paper offered an introduction to this study and a comprehensive review of literature. Part III of this paper will discuss:

- the study's methodology, including the survey and questions for managers that were used
- the findings of the study, and
- recommendations for future research.

Since this paper is being written prior to the collection and analysis of the second (and final) set of data, it is important to note that the information provided in the results section of Part Three includes only information obtained during the December 2005 visit to the resort. Additional data from the resort will be collected in May 2006, a period of time when the resort will be experiencing higher occupancy.

### Methodology

The methodology of this research will be broken down into several sections:

- data sources
- survey and interview questions administered
- data storage
- analysis of data, and
- summary of findings.

### Data Sources

As noted in the introduction, the Monterey Peninsula suffers from cold, rainy weather from the late fall until early spring. (See Figures 1 and 2 for average temperatures and rainfall for the area). For the most part, the drop in tourism occurs from November until March, although there are some peaks in occupancy during that period for events such as Christmas, New Year's Eve, and the famous AT&T Pro Am Golf Tournament. This weather hinders peoples' ability to do the two things this area is known for: golf and shopping. According to one

Monterey Peninsula hotel manager with over 16 years of experience, occupancy can decrease an average of 45%, and rates are reduced by about 40%. Some have even compared this low period in occupancy to the “off-season” certain winter resorts face during the warmer months of the year. (Boerner, 2004)

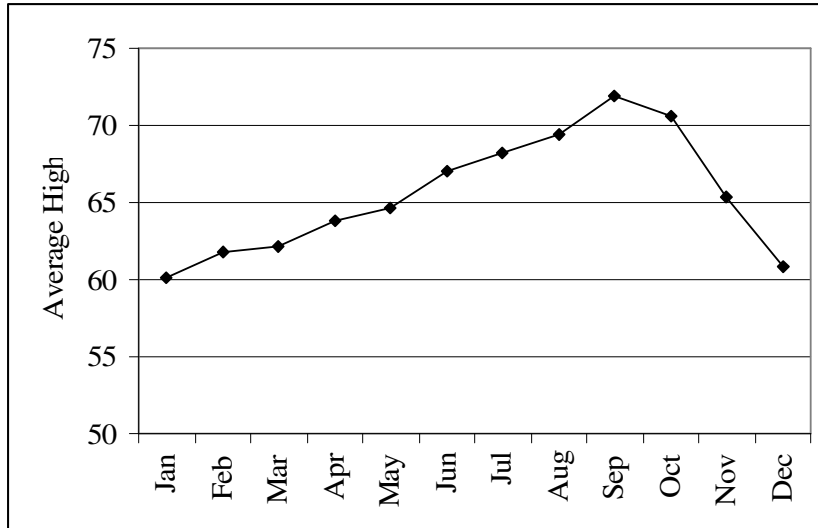


Figure 1: Average Monthly High Temperature on Monterey Peninsula (Source: National Weather Service)

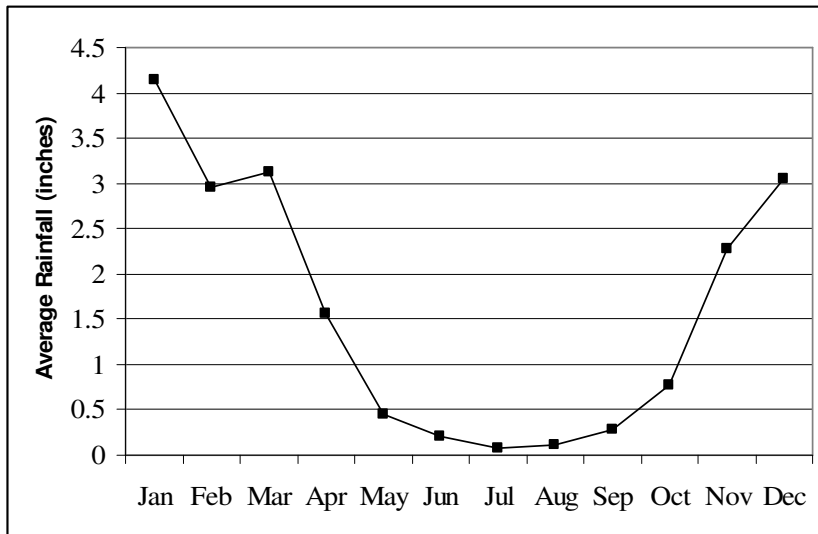


Figure 2: Average Monthly Rainfall (in inches) on Monterey Peninsula (Source: National Weather Service)

The sample for this research will be employees at a hotel (referred to as “Hotel A”) on the Monterey Peninsula, which is located in central California approximately 100 miles south of San Francisco, California. The hotel name and ownership will remain anonymous; it will be referred to only as Hotel A. Hotel A has approximately 150 employees who are not members of an employee union.

The hotel has less than 100 rooms and is built in the fertile countryside of Camel Valley, California. It has a well-known fine dining establishment and a small casual “grille,” which make for a diverse dining environment. Additionally, the property contains an expansive spa located on-site, which provides guests, and local residents, with a wide variety of traditional and regional spa treatments. The hotel has been open for less than 10 years and has room rates ranging from \$295 (US) to \$895 (US).

### Survey

In an attempt to obtain data that identifies the morale of hotel employees, as well as the factors that may cause an increase or decrease in morale, a survey has been developed.

The population for this survey would be all hourly employees of hotels on the Monterey Peninsula. The sample will be hourly employees from Hotel A who have direct contact with customers (front-of-the-house), from the following departments:

- Bellman/Valets
- Housekeeping
- Catering
- Restaurant (Casual)
- Spa
- Front Desk

The first survey was administered to hourly employees on December 5, 2005 through December 6, 2005, a time period that, for the hotels on the Monterey Peninsula, can be considered an “off season” due to cold and rainy weather. The second survey will be

administered during May 2006, a time that the hotels on the Monterey Peninsula classify as their “on-season.”

The surveys, which use the Likert scale (using 1 to 5, with 1 being the lowest score) to respond to the questions, takes approximately one month to be distributed, returned, and analyzed.

The investigator will travel to the hotel to personally distribute the surveys to the hourly employees. During his meeting with them, the participants are encouraged to ask any questions about the survey and the informed consent documentation, as well as the procedure for returning the documentation. The surveys are done on the employees’ own time and, to protect their privacy and encourage honest responses, are anonymous. The employees’ managers will not know which of their employees completed the survey. Each employee is provided a stamped envelope to return the complete survey to the researchers.

The cost of the survey is relatively low. The only costs will be for making copies of the survey and informed consent documentation (paper), the translation costs associated with the translation of the survey and informed consent documentation into the Mexican dialect of Spanish, the cost of envelopes and postage for the return of the survey to UNLV for analysis, and the researcher’s transportation and lodging.

The questionnaire can be found as Attachment A.

### Personal Interviews

Personal interviews of managers are the second method of obtaining data to meet the study objectives. The qualitative data obtained from the interviews will hopefully provide insight into the study objectives from the point of view of management at the various hotels. The

investigator conducted the interviews in person with managers from a variety of departments in Hotel A that have guest contact (front-of-the-house). The departments used were:

- Bellman/Valets
- Spa
- Housekeeping
- Catering
- Restaurant (Casual)
- Front Desk

A copy of the questions used in the interviews can be found at Appendix B.

#### Data Storage

All data (completed surveys and audio tapes from personal interviews) will be securely stored at the University of Nevada, Las Vegas, and only the researchers will have access to the data. The data from the completed surveys is entered into an SPSS database for analysis. Only the researchers will have access to this SPSS file.

#### Analysis of Data

Once the data has been entered into SPSS, the researchers will conduct a thorough analysis that will include, but is not limited to, the following:

- Determination of means, minimums and maximums, standard deviations, and other descriptive statistics
- Identification of any statistically significant correlations
- Comparison of the data obtained during the December and April visits to the hotel
- Comparison of the data from various departments and from different job types



Summary of Findings from December 2005 Data Collection

Hourly Employee Survey

A total of 13 surveys were returned from the December 2005 visit to the hotel. The results of this data were entered into SPSS for an analysis of the results. Table 1 displays each question with its mean, minimums and maximums, and standard deviation.

Observations from this first set of data include:

- Eight of the 14 questions had a range of at least 4 points between the minimum and the maximum (with correspondingly larger standard deviations). This suggests some variability between the employees, which will need to be examined further with the second set of data.
- The nine questions that indicate positive morale (marked with a “\*” in the table) had means in a range of 3.92 to 4.92 (with 1 being “never” or “disagree” and 5 being “always” or “agree”). The four questions that indicate negative morale (marked with a “#” in the table) had means from 1.38 to 2.46. This suggests that employees at the hotel have relatively high moral, even during this period of low occupancy.
- The mean for “Does cold, rainy weather affect you in a negative way?” was 2.08 seems to be contradicted by the mean of 3.85 for “I enjoy work more when it’s sunny and warm.”

Additionally, some statistically significant correlations were found between the questions.

(1) The first of these would be expected:

“Do you request to go home early from work” with:  
 - “How often do you think your day is dragging?” .609\*<sup>1</sup>

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<sup>1</sup> \* significant at .05 level (2-tailed)

\*\* significant at .01 level (2-tailed)

	Minimum	Maximum	Mean	Std. Deviation
* I enjoy coming to work.	3	5	4.38	.650
# How often do you think your day is dragging?	1	4	2.46	.776
# Do you request to go home early from work?	1	4	1.69	.855
# How often do you find yourself at work with nothing to do?	1	4	2.15	.987
Does cool, rainy weather affect you in a negative way?	1	4	2.08	1.038
* My manager keeps me informed of departmental issues and occupancy forecast.	1	5	3.92	1.382
* I have sufficient time to complete my job properly.	4	5	4.54	.519
# I worry that I may loose my job due to layoffs.	1	3	1.38	.650
* I believe that most employees enjoy their job at this hotel.	2	5	4.31	.947
* My managers communicate with me on a consistent basis about what is going on at the hotel.	2	5	4.00	1.080
* The hotel is providing customers with good customer service.	4	5	4.69	.480
* I enjoy work more when it's sunny and warm.	1	5	3.85	1.144
* I am adequately trained, and retrained, on hotel customer service standards.	3	5	4.46	.776
* I try to maintain customer service standards 100% of the time.	4	5	4.92	.277

Table 1: Descriptive Statistics from December 2005 Surveys

(2) The second group relate to morale and customer service:

“I worry that I may lose my job due to layoffs” with:

- “I enjoy coming to work.” -.773\*\*
- “The hotel is providing customers with good customer service” -.923\*\*
- “I try to maintain customer service standards 100% of the time” -.746\*\*

“The hotel is providing customers with good customer service.”

- “I enjoy coming to work.” .677\*

“I try to maintain customer service standards 100% of the time”

- “I enjoy coming to work” .640\*

(3) The next set emphasizes the importance of communication from managers:

“I have sufficient time to complete my job properly”

- “My manager keeps me informed of departmental issues and occupancy forecasts.” .614\*

“My managers communicate with me on a consistent basis about what is going on at the hotel.”

- “My manager keeps me informed of departmental issues and occupancy forecasts.” .614\*
- “I believe that most employees enjoy their job at this hotel” .896\*\*

(4) Last are some correlations between questions specially related to weather and training:

“I am adequately trained, and retrained, on hotel customer service standards.”

- “Does cool, rainy weather affect you in a negative way?” -.668\*
- “I enjoy work more when it’s sunny and warm.” -.570\*

These correlations appear to offer the managers of the resort some guidance on employee morale and training in general and as regards operations during periods of low occupancy.

- Specifically on the effect of both periods of cool, raining weather (low-occupancy) and periods of warm, sunny weather (high-occupancy), there are strong negative correlations with being adequately trained, and retrained, on hotel customer service standards. This suggests that managers could mitigate the effects of bad weather by ensuring that employees feel adequately trained on customer service standards.

- Also of interest is the correlation between good communications from managers and a sense that the employee has sufficient time to complete his/her job properly and a perception that most employees enjoy their job.
- Not surprisingly, employees who enjoy coming to work believe that the hotel is providing customers with good service, and those who personally try to maintain those standards are not afraid that they will lose their jobs.

### Manager Interviews

During the December 2005 visit to the resort, seven interviews were conducted with managers from the following departments:

- Housekeeping – 1 manager
- Spa – 1 manager
- Catering/Banquets – 1 manager
- Front Desk/Concierge – 2 managers
- Bellman/Valet – 1 manager
- Restaurant Dining – 1 manager

Each interview lasted approximately 5 to 7 minutes and was conducted in private.

Interestingly, for the most part, the responses from the managers to the interview questions were similar, with only slight variations depending on their particular department of focus. Responses germane to this study are as follows:

1. *Do you believe that periods of low occupancy affect employee morale in the hotel? If yes, could you give some examples?*

“Yes. Scheduling is affected, so employees will be asked to stay home, which could result in lower pay.” – Spa Manager

“Yes. Cash gratuities go down which decreases morale -especially during the holiday season.” – Front Desk Manager

“Yes. Low occupancy can encourage ‘goof off time.’” – Front Desk Manager

“Definitely, especially in catering where employees’ income is mostly from gratuities.” –

Catering Manager

“Yes. It affects every employee’ bottom line, but it is a known occurrence.” – Restaurant

Manager

2. *Do you think that the weather outside effects employee morale? If yes, could you give some examples?*

“People are a little bit more withdrawn and they are not as easy to cheer up.” – Spa Manager

“The cold makes them not as energetic.” – Catering Manager

“Yes, because we have inside and outside seating and income will be effected with less seating.”

– Restaurant Manager

“A bad weather day can cause guests to complain.” – Front Desk Manager

3. *Do you feel there is a correlation between employee morale and maintaining established service standards? If yes, could you elaborate?*

“People tend to get a little bit more comfortable and are a little bit more on top of things.” – Spa

Manager

“Yes, if you have someone that is happy within themselves, job, and work area, they are just a

lot more bubbly.” – Front Desk Manager

“You can hear it in someone’s voice [during low occupancy].” – Front Desk Manager

“In my opinion, people with high morale generally want to do a good job.” – Catering Manager

“Motivated people seem to care more.” - Catering Manager

“When people are not busy, the details of customer service are lacking.” – Restaurant Manager

4. *Do you change your management techniques when the hotel is experiencing a period of low occupancy? If so, how do they change?*

“Yes, there is a focus on special projects such as carpet cleaning and room maintenance.” –

Housekeeping Manager

“No, but do have more time to apply techniques when occupancy is low.” –Spa Manager

“Try to spend a lot more time with the staff.” – Front Desk Manager

“I am cutting employee hours, so I become more hands-on.” – Catering Manager

5. *When there is low occupancy, do you utilize your employees’ time in different ways? If so, how?*

“Cleaning, and encourage professional growth such as a workshop.” – Spa Manager

“Projects, cross training (working in different departments), have them [employees] search for things to work on.” – Front Desk Manager

“Employees are picking up hours in other departments.” – Catering Manager

6. *Do you communicate differently with your employees during periods of low occupancy? If you do, could you give some examples?*

“I spend more one-on-one time, as opposed to putting memos out.” – Front Desk Manager

These are just a sample of the interviews with managers. As you can see, for the most

part, managers believe there is correlation between low occupancy and employee morale.

Additionally, during the lower periods of occupancy, managers attempt to not only reemphasize

training within their own departments, but also allow employees to cross training in other

environments. Overall, the focus of management during this time is to ensure that employee

remain highlight motivated and, most importantly, do not affect the delivery of the customer

service.

### Recommendations for Future Research

Seasonal dips in occupancy at hospitality properties is a common occurrence. From an industry standpoint, it would be important to conduct this research at additional properties such as ski resorts or topical destinations such as those in the Caribbean area.

It would be interesting to see how employees would respond to the same survey at a resort where the drops in occupancy were due to factors other than the weather. Factors as a poor economy, less than desirable property features, and negative word of mouth could have a severe impact on employee morale.

Future research may also want to involve upper management within the resort. If departmental managers are conducting themselves in a certain way during the periods of low occupancy, upper management may be offering some suggestions on appropriate management techniques.

If this same study were conducted at another property, the recommendation would be made have a point of contact (General Manager or Human Resources Manager) brief department managers of the purpose of the study and explain details about the researcher visiting the hotel. In certain situations, the managers who were interviewed seemed to be taken off guard and felt a bit uncomfortable when answering questions.

### Conclusion

Part III of this study provided specific information on the methodology and the data collected thus far. The methodology of the study identified the sources and techniques for collection, storage, and analysis of information. Examples of both the survey and management questionnaire are provided. Then Part III went into specifics about the results of the survey and

the interviews with members of management. Finally, recommendations for future research were included

Overall, this research seeks to determine if employees' morale is affected by drops in occupancy. At this point, for the most part, managers at Hotel A seem to be controlling, if not making efforts to combat, the decrease in employee morale. Interesting correlations between morale issues and managers' communications and actions were noted. With only the first (and limited) set of data, some guidance for managers has already been developed. With the collection and analysis of the second set of data hopefully additional and more specific conclusions can be reached.



Appendix A

Employee Survey

Please take a few moments to fill out this anonymous survey. Your results will not be shared with your managers, or your company as a whole. Once completed, please place this survey in the attached envelope and place it in a United States Postal Service mailbox. Thank you for your time and efforts.

**Please rate the following questions using the following scale**

	Never		Occasionally		Always
1. I enjoy coming to work.	1	2	3	4	5
2. How often do you think your day is “dragging?”	1	2	3	4	5
3. Do you request to go home early from work?	1	2	3	4	5
4. How often do you find yourself at work with nothing to do?	1	2	3	4	5
5. Does cool, rainy weather affect you in a negative way?	1	2	3	4	5
6. My manager keeps me informed of departmental issues and occupancy forecasts.	1	2	3	4	5
7. I have sufficient time to complete my job properly.	1	2	3	4	5
8. I worry that I may lose my job due to lay-offs.	1	2	3	4	5
			Disagree	Somewhat Agree	Agree
9. I believe that most employees enjoy their job at this hotel.	1	2	3	4	5
10. My managers communicate with me on a consistent basis about what is going on at the hotel.	1	2	3	4	5
11. The hotel is providing customers with good customer service.	1	2	3	4	5
12. I enjoy work more when its sunny and warm.	1	2	3	4	5
13. I am adequately trained, and retrained, on hotel customer service standards.	1	2	3	4	5
14. I try to maintain customer service standards 100% of the time.	1	2	3	4	5

Please feel free to add any additional comments regarding the factors that motivate you within the work environment:

## Appendix B

### Managers' Interview Questions

1. Do you believe that periods of low occupancy affect employee morale in the hotel? If yes, could you give some examples?
2. Do you think that the weather outside affects employee morale? If yes, could you give some examples?
3. Do you feel there is a correlation between employee morale and maintaining established service standards? If yes, could you elaborate?
4. Do you change your management techniques when the hotel is experiencing a period of low occupancy? If so, how do they change?
5. When there is low occupancy, do you utilize your employees' time in different ways? If so, how?
6. Do you communicate differently with your employees during periods of low occupancy, for example, giving them information on occupancy rates, measures you are taking to increase occupancy, etc? If you do, could you give some examples?

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