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The impact of empowerment on job satisfaction: A case study in a hotel

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a hotel**

Yang, Ssu-fei Sophia, M.S.

University of Nevada, Las Vegas, 1993

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**THE IMPACT OF EMPOWERMENT ON JOB SATISFACTION:
A CASE STUDY IN A HOTEL**

by

Ssu-Fei Sophia Yang

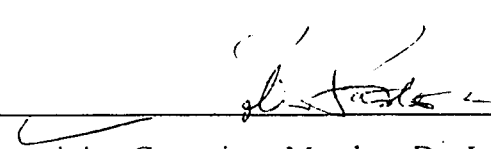
**A thesis submitted in partial fulfillment
of the requirements for the degree of**

**Master of Science
in
Hotel Administration**


**William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
December 1993**

The Thesis of Ssu-Fei Sophia for the degree of Master of Science in Hotel Administration is approved.

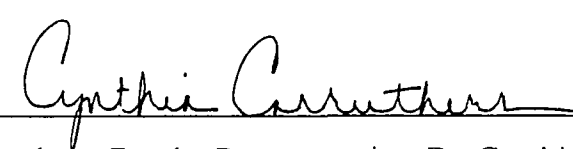
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December 1993

ABSTRACT

This study explores the impact of empowerment on job satisfaction based on a case study in a hotel. The purpose of this study was to determine the perceptions of employees in the subject hotel concerning empowerment and job satisfaction. Specially, the study addressed the following research questions: 1. To what extent do employees perceive that they are empowered? 2. To what extent do employees perceive they feel satisfied about their jobs? 3. To what extent does empowerment have an impact on job satisfaction? Additional analyses revealed different age, gender, education, ethnic background, length of service in the hotel industry, department and position of employees have an effect on perceptions about empowerment and job satisfaction. Recommendations for future research are discussed.

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CHAPTER I

Introduction

Problem Context

The hotel industry becomes more and more competitive year by year. For this reason, attracting new guests and encouraging repeat business is a big concern. Robert Foley, Senior Vice President-Administration for Guest Quarters, explained that "... in order to keep and increase our market share, we had to be proactive and reactive to guest situations. What guests want is someone who cares and is trying to help" (Coe, 1991, p.26). Hotels may emphasize guest needs and wants to attract new guests, bring more returning guests back, and create a competitive edge in the industry. Service is a major point of comparison when a customer is selecting one hotel over another. Employee empowerment could be a good solution to increase repeat guest business with improved service.

Hospitality organizations are trying to influence employee satisfaction by implementing employee empowerment (Fulford, 1992). Empowerment gives employees authority to make their own decisions in service situations (Wolff, 1990). When employees are granted authority for quality service, they may pay more attention to improving themselves in order to provide quality service to guests.

Empowered organizations give employees the skills and authority they need to make decisions that affect their job, decisions concerning quality and production procedures (Matthes, 1992). Employees have a legitimate right to make their judgments, form conclusions, reach decisions, and then act in an empowered organization. With empowerment, employees have the tool to deal with guest situations thus allowing them to

feel good about themselves and their jobs. When employees are empowered in their work, they will feel satisfied in their jobs (Coe, 1991).

Problem Statement

As stated in previous paragraphs, employees will feel satisfied in their jobs when they are empowered. However, no empirical study proves the relationship between empowerment and job satisfaction. Does employee empowerment have any impact on job satisfaction? This paper presents a descriptive case study analysis of empowerment and job satisfaction in a non-gaming hotel in Las Vegas, Nevada. Hotel management believed that employee empowerment was implemented in its property for about three years.

Objectives of The Study

The purpose of this study was to determine the perceptions of employees in the subject hotel concerning empowerment and job satisfaction. Specifically, the study addressed the following research questions:

1. To what extent do employees perceive that they are empowered?
2. To what extent do employees perceive they feel satisfied about their jobs?
3. To what extent does empowerment have an impact on job satisfaction?

Contribution of This Study

There are three potential contributions of this study to the subject hotel:

1. Help hotel managers understand whether employees feel empowered or not when managers think they empowered their employees.
2. Help hotel managers understand the degree of employee satisfaction.

3. Help hotel managers understand the relationship between empowerment and job satisfaction.

Limitation

Spreitzer proceeded to interview 18 professionals at various levels in the high technology division of a Fortune 500 organization. The sample size might not be large enough to generalize the result. The survey instrument has been used in clubs, but not in a hotel. Therefore, the use of the instrument in a hotel has some limitation.

The sample utilized in this study may not represent all existing hotels in the United States of America. Hotels might implement employee empowerment with some different approaches, and employees might have varying expectations in different hotels. Therefore, it is hard to generalize the impact of empowerment on job satisfaction based on a case study.

Organization of the Study

Chapter One provides an introduction to this study, including problem statement and objectives. Chapter Two is the literature review. The literature review mainly covers the literature on the factors of employee empowerment, the dimension of job satisfaction, and related studies. Chapter Three discusses research methodology including surveys and questionnaire design. Chapter Four presents the result and data analysis. Chapter Five provides a conclusion in relation to the study objectives and provides implications for future research.

Terminology

1. Employee empowerment: A process that gives employees the authority and responsibility to do what is good for their guests and organization.
2. Meaning: The congruence between one's value system and the goals or objectives of the activity in which one is engaged at work.

3. Self-efficacy: The belief that one is competent and can successfully perform an assigned task.
4. Self-determination: The extent to which individuals believe they have choice concerning their own behavior.
5. Personal control: The extent to which an individual believes that he or she can affect or influence organizational outcome.

CHAPTER II

Review of the Literature

Introduction

This study is intended to test the impact of empowerment on employee satisfaction in a hotel. This chapter focuses on the concept of employee empowerment, the dimensions of job satisfaction, and related studies. The concept of employee empowerment will include a definition of employee empowerment, the benefits of employee empowerment, and common barriers to employee empowerment. The chapter also explores employee empowerment's effect on the organizational structure, how to implement an empowerment program, and the effects on employees.

The Concept of Employee Empowerment

Definition of Employee Empowerment

Employee empowerment is the process of decentralizing decision-making in an organization, whereby managers give more discretion and autonomy to the front-line employees (Kanter, 1977). One goal of an employee empowerment program is to give employees the authority to sometimes make their own decisions instead of asking managers for instructions all the time.

Spreitzer (1992) attempted to develop an operational definition of empowerment and validate the construct. She reviewed the interdisciplinary literature on empowerment and identified 150 themes. Then, she asked two independent raters to sort the themes into content categories. This resulted in four categories or dimensions of empowerment: meaning, self-efficacy, self-determination, and personal control (Fulford, 1992).

Meaning refers to the congruence between one's value system and the goals or objectives of the activity in which one is engaged at work. In this sense, "empowered individuals believe in and care about what they do" (Spreitzer, 1992). Thomas (1990) found that low degrees of meaningfulness may result in apathy, while high degrees may result in commitment or involvement (Fulford, 1992).

Self-efficacy refers to the belief that one is competent and can successfully perform an assigned task. Conger and Kanungo (1988) describe self-efficacy as the development of a "can do" attitude.

Empowerment is defined as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information (Conger, 1988). In addition to increasing guest satisfaction, empowerment can also enhance employees' self-efficacy because they have more chances to make decisions on the spot.

Self-determination refers to the extent to which individuals believe they have a choice concerning their own behavior. Those employees who believe they control their own behavior would be high on the self-determination scale, while those who believed their behavior is controlled by management would be low on this dimension.

Empowerment means management takes a genuine interest in employees as individuals. This not only helps employees develop pride in their jobs and in themselves, but also builds their equity in the organization (Fair, 1989). With empowerment, employees play a more important part in the organization than before because they are granted more authority and responsibility. Employees have more opportunities to make their own

decisions; therefore, employees will be their own boss when they make decisions.

Employees will enjoy more self-esteem when they can make decisions like managers. This includes making immediate decisions and correcting errors to fulfill guests' requests without going to a higher authority or putting the guest on hold (Coe, 1991). In an empowered property, guests can get their answers right away rather than spend time waiting because the employees dealing with their questions can handle the situation on the spot.

Personal control refers to the extent to which an individual believes that he or she can affect or influence organizational outcome (Ashforth, 1989). This implies not only the ability to affect the change, but also the opportunity (Fulford, 1992).

Empowerment means attaining a sense of pride, self-respect, and self-trust. Researchers truly believe that people can get things done when they become empowered (Goski, 1991). When employees become empowered, they will appreciate the authority they are granted and try their best to get things done to maintain and enhance their integrity. Because employees enjoy a sense of pride, self-respect and self-trust for being empowered, they will take more responsibility for their work.

Empowerment means giving everyone, instead of just people with certain positions or certain job titles, the legitimate right to make judgments, form conclusions, reach decisions, and then act on the decisions (Matthes, 1992). Empowerment means trusting everyone's ability that he/she is able to finish his/her work.

Employee empowerment grants free thinkers the freedom to act on their own, and maintains company loyalty and profits (Morgan, 1992).

When employees have the freedom to act on their own, they will be more responsible for their work.

Benefits of Employee Empowerment

Brymer (1991) discussed the benefits of employee empowerment from an organization's point of view. First of all, when employees take on more "ownership," they will take more responsibility for controlling costs and decreasing bill adjustments. For this reason, employee empowerment can reduce the operational costs of a property.

Second, if employees have the authority to handle guest complaints, they must take the responsibility when they make mistakes instead of blaming management. Without empowerment, employees might blame the management for how the situation was handled since it was management who made the decision. In an empowered workplace, employees are the ones who make decisions on how to handle problems, so they do not have any excuse to blame others if they make any mistake.

Third, when employees are responsible for guest satisfaction, managers will experience fewer interruptions, and will have more time to take care of what they are responsible for. Without empowerment, managers might spend too much time answering employees' questions whenever there is a guest complaint. When front-line employees have the authority to handle guests' complaints, managers can focus on more important issues.

Fourth, decentralized decision-making will help employees develop and grow on the job, and enable managers to see who may have the potential for future advancement. Employees will think carefully before they make decisions. As a result, they will make more progress rather than just follow rules. From observing how employees make their decisions and

handle guests' complaints, managers have a greater chance to observe employees' abilities in accepting challenges.

Fifth, employees will give managers more suggestions on how to improve guest service and satisfaction. Since employees are on the first line to serve guests, they are in a better position to know what guests need and want than the managers. Managers and employees work as a team to satisfy; their experiences can be shared to obtain better ideas rather than having the employee just following managers' instructions.

Sixth, employees will enjoy self-esteem in the decision-making process; so they will feel satisfied about their jobs. It is generally believed that job satisfaction is related to employee turnover. Labor cost can be better controlled if the turnover rate is reduced.

Guests like to be treated as individuals. Employee empowerment makes it possible. Employees are allowed to make changes whenever changes are required. Different guests may be received slightly differently depending on the observation that the front-line employee makes. In addition, when guests are not happy with something, front line employees can solve the problem right away. This will definitely increase the degree of guest satisfaction. Furthermore, guests will feel important because their problems are being taken care of immediately.

In addition to solving guest complaints, employees may be able to provide service before the guest has to ask. A good example is: when a bell person carries baggage for a guest, the guest casually mentions that he is a designer on a business trip and he needs to finish his work; the bell person anticipates the need for a desk. When the bellperson returns to the front desk, he calls the advertising department to see if an extra designing desk is

available. Twenty minutes later, the bellperson sends the desk to the guest room. One can imagine how surprised and impressed the guest will be.

Common Barriers to Employee Empowerment

Many managers are afraid of employees making wrong decisions, so even if a property claims to have employee empowerment, managers may still demand to review decisions before they are implemented. This approach, however, reduces productivity, slows response time, and diminishes employees' self-esteem (Sternberg, 1992). When employees have to look for managers to review their decisions, the situation will be the same as without empowerment --looking for managers to make the decisions around the property.

Another barrier to empowerment is supervisors' resistance (Sternberg, 1992). Managers might feel insecure because their power is not as strong as before. When employees are allowed to make their decisions, managers will change their managerial style from controlling and directing employees to training and coaching them.

Another arises if people are afraid to take the responsibility for making decisions, because they do not think they have the ability to make the right decision. Also, employees are worried about punishments resulting from their wrong decisions. For these reasons, hotels should design classes to increase employees' self-confidence. When implementing empowerment, a self-confident employee will not be hesitant to make decisions and will not be shy to use his or her power.

The Effect on The Organization Structure

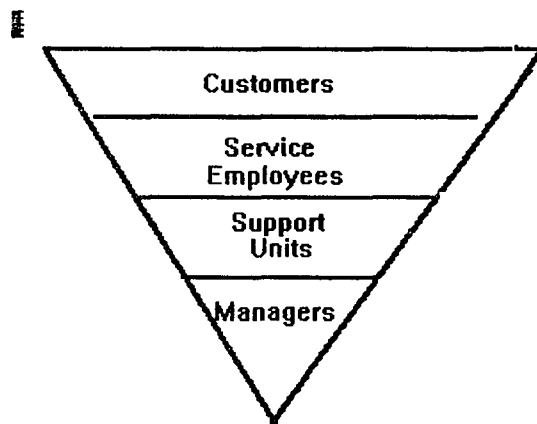
In a customer-driven, service-oriented business, the customer should show up somewhere on the [organization] diagram (Albrecht, 1988). Because the hotel industry is a customer-oriented business, the customer

should be placed somewhere in the organization diagram to emphasize the importance of the customer in a property.

The service management paradigm suggests that the customer is the starting point in the relationship between guests and hosts. The paradigm (see Table 1) turns the traditional pyramid of authority upside down. The new priority structure in the organization will be customers, service employees, support units, and then managers. This upside-down pyramid is a dramatic metaphor for the service-driven organization (Albrecht, 1988). The inverted relationships have powerful implications on the way managers relate to employees. This pyramid shows that managers are there to help and support employees, and this idea is necessary in employee empowerment.

Table 1

Service Management Pyramid



Any business organization seeking to establish customer orientation and to create a good impression must flatten the [organizational] pyramid - that is, eliminate the hierarchical tiers of responsibility in order to respond directly and quickly to a customer's need (Carlzon, 1987). When an organization has a flat pyramid, employees and managers will experience a better flow of communication. Managers will be more patient in listening to employees' opinions and employees will feel more comfortable making suggestions to managers.

As empowerment takes hold in an organization, the manager will find that on his/her days off, or when he/she is otherwise tied up, the teams of employees will hold necessary meetings without prompting, because they have assumed "ownership" (Fair, 1989). When employees assume ownership in their property, they will be more serious about their work. For this reason, management can have greater trust in employees.

How to Implement Empowerment

The business should provide the management team with adequate training first. They have to be sold on the idea before their staff are trained. After the management team understands the concept of empowerment, hotels should schedule a meeting in every department to explain what employee empowerment is and why they have employee empowerment in the property. Hotels must also design some classes for employees to show them how this program works and give them examples of "employee empowerment" on video tape.

The company must let employees know the benefits and advantages of employee empowerment. With the program, employees can have more authority and flexibility to do whatever is necessary to improve guest

satisfaction. Management will pay more attention to answering employees' questions because employees have more chances to make decisions. If managers do not answer carefully, employees might make wrong decisions when they handle certain situations. Empowerment requires that managers place greater trust in their subordinates and respect subordinates' judgment (Sternberg, 1992). Because employees are allowed to make their decisions, they can save much time in looking for managers and getting answers.

When managers and employees have different ideas, they should speak out from their point of view and communicate with each other to look for the best way to get the job done. Instead of saying, "I am the best person to handle the situation," managers and employees should try to understand what the others do and think with open-mindedness.

When implementing an employee empowerment program, experienced employees might have more difficulty in accepting decision-making responsibility because they are used to passing guest complaints to their superior or to other departments. It is important to let experienced employees get through the transitional period and handle guests' complaints based their experience.

On the other hand, inexperienced employees will accept "bottom-up" decision-making much more readily, taking on guest challenges with a fresh and energetic approach (Brymer, 1991). Because new employees are not used to any management style or property regulations yet, they accept new methods easily. However, inexperienced employees' methods and attitudes may result in inappropriate ways of handling certain situations.

Either way, employee empowerment is an ongoing training process for both experienced and newly hired employees and the management team (Brymer, 1991). Hotels should design classes for both experienced and

inexperienced employees to help them handle their power properly and teach them how to resolve difficult situations in favor of the guest without having to go to a higher level.

Hotels should introduce the skills necessary to accomplish effective guest service such as communication and interpersonal skills. When employees communicate effectively and maintain good interpersonal relationships, they will be able to resolve many difficult problems and reduce mistakes.

In addition to the above, employees must be reminded to take responsibility for making decisions affecting guest service and satisfaction; doing so must become part of their routine, an integral way of performing their jobs (Brymer, 1991). Managers must cooperate in order to continue training employees and encourage employees whenever excellence in job performance is shown.

The Effects on Employees

Employees were given personal responsibility for each guest's satisfaction. They were empowered to solve problems or handle special requests on the spot - to make executive decisions (Beckert, 1991). When employees are granted personal responsibility and the chance to make executive decisions, they will feel important in the organization. For this reason, the meaning of the job to employees will be significant.

Employees will be given more authority, autonomy, and flexibility, and will be encouraged to be innovative and creative (Brymer, 1991). When employees feel free to make their own decisions within certain circumstances, they will take more psychological ownership in the property.

When employees are empowered and have more ownership in the property, employee turnover will be reduced. Mark Spencer, the General

Manager of Hotel Phillips in Bartlesville says his turnover rate in 1989 - 1990 was 103%. After empowerment, the turnover rate was reduced to less than 60% for 1990 and 1991 (Hogan, 1992).

Empowerment gives employees greater chances to grow and develop their potential in work. Empowerment gives employees the incentive to take guest service and satisfaction seriously and personally. Empowerment also opens up more opportunities for employees to exercise creativity and flexibility on the job. Therefore, empowerment will have a positive effect on employees' self-esteem (Brymer, 1991; Coe, 1991).

Empowerment is a good way to enhance employees' self-efficacy. Empowerment refers to a process whereby an individual's belief in his or her self-efficacy is enhanced (Conger, 1988). Because employees have the authority to deal with difficult guest situations, they have the chance to prove that they are able to do a good job.

Empowerment involves taking a genuine interest in employees as individuals. This not only helps them develop pride in their jobs and in themselves, but also builds their equity in the organization (Fair, 1989). When employees feel proud of themselves, they will perform above expectations in many ways.

Because of the added responsibility, the employee will gain enthusiasm for the employee empowerment plan through self-determination (McCarthy, 1990). Employees may feel frustrated when they can't resolve guest complaints on the spot. Empowerment gives employees the authority to do what is best for guests; therefore, employees will feel accomplished. When guests are satisfied; employees will feel that they make a difference for their organization (Morgan, 1992).

Dimensions of Job Satisfaction

Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). The job satisfaction factors related to empowerment include: success in work achievement which relates to some standard, verbal recognition of work, and increased responsibility or assignment of special tasks (Locke, 1973).

When employees achieve a certain standard in their work, they increase their self-esteem. Clear and easy goals produce more satisfaction than unrealistic goals, because they are more attainable and thus yield a greater degree of satisfaction for any given performance outcome (Locke, 1990).

Verbal recognition of work is important to employees. People can improve job performance, but they will only do so in the workplace if management recognizes their talents and uses them in a manner that allows them their dignity. Management must also recognize the ability of employees to make an important contribution to the economic well-being of their employer (Nozar, 1992).

When employees have more responsibility or are given special assignments, they feel they are important to the organization. As employees feel important, their satisfaction about jobs will increase.

The factors of job satisfaction related to the job itself include enjoyment of the work task and the possibility of receiving a monetary raise; or bonus, or tip (Locke, 1973). These factors enhance motivation and employee morale (Locke, 1990). Employees feel satisfied because of the degree of job complexity. Changes in job satisfaction were found to be significantly associated with changes in job complexity (Arvey, 1989).

Money is the most visible feedback for employees. For this reason, the belief that compensation is fair is an important factor in job satisfaction.

The factors of job satisfaction related to the general situation include interpersonal atmosphere and amount of work (Locke, 1973). Employees who get along well and enjoy interaction with others will be happier at work. The amount of work should be adequate for employees, so employees will not feel stressed or bored at their work.

Employee satisfaction is important. Employees who are satisfied are more likely to stay on the job and to engage in citizenship behaviors such as helping co-workers or customers and doing extra work (Locke, 1990).

Related Studies

Spreitzer (1992) provided a systematic framework for understanding empowerment and developed a comprehensive conceptualization in the work place. This paper focused on clarifying a definition of psychological empowerment in workplace context. This resulted in four categories or dimensions of empowerment: meaning, self-efficacy, self-determination, and personal control.

After defining four dimensions of empowerment, Spreitzer proceeded to interview 18 professionals at various levels in the high technology division of a Fortune 500 organization. The author tried to find out whether employees felt they were empowered in an organization when an organization thought it empowered its employees.

In general, the respondents reported feeling fairly empowered, with the highest correlation's between items measuring the same dimension of empowerment. The results also suggested that an organization should put their efforts on the four dimensions of empowerment. Therefore, an organization would provide autonomy to facilitate self-determination, create

an organizational culture and jobs that provided personal meaning, provide training and development to enhance competence, and allow employees to have an impact on their work unit through involvement in strategic goal setting.

Fulford and Enz (1992) explored the effects of empowerment on employee attitudes. Their paper examined the multiple dimensions of empowerment introduced by Spreitzer. Meaning, self-efficacy, self-determination, and personal control were converted to meaningfulness, self-efficacy and influence. Because the hospitality industry is a service environment, a large percentage of organizational outcomes are determined by employee behaviors. Therefore, the dimensions of self-determination and personal control were converted to influence.

Fulford and Enz's survey was completed by general managers of thirty clubs who participated in an executive education program at a northeastern university. Before the executive program, the general managers distributed the surveys to their employees. Then the surveys were mailed back to the university directly. A total of 297 employees responded to the survey.

From the results of the study, it appeared first that empowerment did have an effect on loyalty, performance, service delivery, concern for others, and especially on employee satisfaction. Second, meaningfulness was the strongest variable in empowerment which related to employee loyalty. Third, there were no significant differences between front line employees and back of the house employees in explaining levels of empowerment.

Conclusion

Employee empowerment builds up employees' self-esteem, self-confidence, self-efficacy and self-determination by granting them authority

and responsibility in decision-making. The only way to have outstanding service is to have employees who are committed to service and the only way to do this is to empower them.

CHAPTER III

Methodology

Introduction

The previous chapter defined the factors of employee empowerment and job satisfaction, and their importance to a hospitality property. The objective of this study was to test whether employees in the subject hotel feel empowered and satisfied in their work. Additionally, this study tested the relationship between employee empowerment and job satisfaction. Therefore, the first step in this study was to identify the factors of empowerment and job satisfaction. There were several steps used in this research: (1) survey and questionnaire design, (2) sample selection, and (3) data analysis.

Survey and Questionnaire Design

The objective of the study was to understand the relationship between employee empowerment and job satisfaction. The questionnaire used by Fulford and Enz (1992) which was based on the one designed by Spreitzer (1992) regarding employee empowerment, and the questionnaire designed by Counte (1992) about employee satisfaction were used in the questionnaire for the survey.

The survey instrument consisted of three major parts. Part I was designed to understand whether employees feel empowered or not. Spreitzer (1992) developed a comprehensive conceptualization in four dimensions of empowerment: meaning, self-efficacy, self-determination, and personal control. Because employees' ability to influence their own behaviors might finally influence organizational outcomes in the hospitality industry, Fulford and Enz (1992) collapsed the four dimensions into three dimensions. The three distinct dimensions of empowerment included: (1)

Meaningfulness - a sense of caring for the value of an action, (2)

Competence - believing in one's abilities, (3) Impact - believing that one can have influence in the work environment.

Respondents were asked eleven questions. The items related to meaning are: (1) My work is important to me, (2) My job activities are meaningful to me, (3) I care about what I do on my job. The items related to competence are: (4) My job is well within my scope of my abilities, (5) I am confident about my ability to do my job, (6) I have mastered the skills to do my job. The items related to impact are: (7) My opinion counts in work group decision-making, (8) I have freedom in determining how to do my job, (9) I have a chance to use personal initiative in my job, (10) I have influence over what happens in my work group, (11) I decide on how to go about doing my work.

Part II of the questionnaire was designed to measure the degree of job satisfaction. The three distinct dimensions includes: (1) empowerment, (2) job itself (3) general situation. The items related to empowerment are: (1) The chance to do something that makes use of your abilities, (2) The freedom to use your own judgment, (3) The chance to try your own methods of doing the job, (4) The praise you get for doing a good job, (5) The feeling of accomplishment you get from the job. The items related to job itself are: (6) The way your job provides for steady employment, (7) The chance to do things for the other people, (8) The pay and amount of work you do, (9) The chances for advancement on this job, (10) The working conditions. The items related to general situation are: (11) Being able to keep occupied all of the time, (12) The chance to do different things from time to time, (13) The way organizational policies are put into practice, (14) The way your co-workers get along with each other.

A seven-point Likert Scale anchored by very satisfied (1) and very dissatisfied (7) was used to identify the degree of importance for each attribute.

PART III of the questionnaire inquired about demographic information of the sample in order to establish profiles for the respondents. Seven questions were asked: (1) Age, (2) Gender, (3) Education, (4) Position, (5) Ethnic Background (6) In which department do you work, (7) How long have you worked in the hotel industry.

Pre-test of The Instrument

Because the two sets of questions had been previously researched, there was no pre-test for this instrument.

Sample Selection

The hotel selected for the survey is part of a nationwide chain. This hotel is an all suite hotel which has 202 guest rooms and one restaurant. Additionally, the hotel has five banquet rooms and ballrooms in property. The subject hotel is a non-union property which is located in Las Vegas, Nevada. The majority of guests at the hotel are corporate travelers.

Hotel management believed that employee empowerment was implemented in its property for about three years. According to the hotel management, employee empowerment means employees were given certain authority and responsibility to do what is good for their guests and the organization. The hotel did not have specific training classes and guidelines for empowerment. However, according to the management, it empowered its employees in three steps. First, management explained to the employees what empowerment is, what authority employees have, and how to make decisions to build up their confidence. Second, employees would develop themselves in jobs by going from asking what to do to

asking is it all right to do something. Third, management would review employees' decisions daily. When managers think that employees have made improper decisions, they try to understand why employees did so and discuss with employees the better way to accomplish their jobs .

Management believed the most important objective for empowerment is to satisfy the customers.

After getting permission and explaining the contents of the survey to the managers in the hotel, the questionnaires were distributed to the employees by the hotel managers. Three managers, each responsible for a different department assisted in the distribution. The Assistant General Manager helped in the Housekeeping Department; the Front Office Manager assisted with front desk, reservations, and bell desk; and Food and Beverage Assistant Director helped with waiters, waitresses, and bartenders.

One week after the questionnaires were distributed, the researcher went to the hotel and received the completed questionnaires from the hotel managers.

Because the response rate was not high enough (39.2%) the first time, the researcher translated the questionnaire into Spanish in order to increase the response rate. After the questionnaire had been translated into Spanish, the response rate was increased to 51.9%.

Data Analysis

After data entry, mean scores, standard deviation, correlation analysis, and analyses of variance (ANOVA) were used to generate the following information:

1. Empowerment fact: From Part I of the questionnaire, a mean score and standard deviation on each question were used to understand to what extent employees feel empowered.
2. Job satisfaction: From Part II of the questionnaire, a mean score and standard deviation on each question were used to understand to what extent employees feel satisfied with their job.
3. Relationship between empowerment and job satisfaction: Correlation analysis was used to test the relationship between empowerment and job satisfaction.
4. Employee profile: A mean score and standard deviation were used to test whether differences in age, gender, education, ethnic background, time in the hotel industry, department and position of employees have an effect on perceptions about empowerment and job satisfaction. Analyses of variance (ANOVAs) were also used to test the differences among the means of these groups with different demographic backgrounds.

Summary

In this chapter, the research framework was defined. Further, the research design, specifics of the research instrument and scales and the methods of data collection and statistical analysis were discussed. The results of the survey are presented in Chapter IV.

CHAPTER IV

Data analyses

Introduction

In the previous chapter, the methodology used to investigate the research questions was elaborated. In this chapter, the findings of the research are presented in terms of results and statistical analyses.

Response Rate and Respondent Profile

A total of 104 questionnaires were prepared for line employees in the sample hotel. However, only seventy nine questionnaires were distributed to employees because 25 part-time employees in Food & Beverage Department did not work during the survey period (September 23 to October 11, 1993). Table 2 provides a summary of the response rate. By the cut-off date of October 11, 1993, the overall response rate was 51.9% (41 responses). One response was eliminated before data coding because it was only partially completed. After eliminating the unusable response, forty responses were coded for data analysis -- nine from the Food & Beverage Department, twenty from the Front Desk, and eleven from the Housekeeping Department.

Table 3 presents a profile of the respondents with regard to their demographic characteristics. As the table indicates, a majority of the respondents (35%) were under the age of 25. The percentage of female employees (52.5%) was bigger than male (47.5%). Fifty percent of the employees had some college education and their ethnic background is Caucasian. For length of service, employees with three to four years in the hotel industry contributed the highest percentage (27.5%). Front Office accounted for fifty percent of the total respondents. The Food and Beverage division's employees represented 22.5% of the population for the reason

that the part-time employees in banquet were not available for the survey.

The room division's response rate was 77.5%.

Table 2

Overall Response Rate

	Number	%
	-----	----
Total population available	79	100%
	-----	-----
Total number of surveys returned	41	51.9%
less unusable responses	1	1.3%
	-----	-----
Total usable responses	40	50.6%
	-----	-----
Unusable response characteristics:		
Incomplete responses	1	
	-----	-----
Breakdown by Sources of Responses		
Food & Beverage	9	11.4%
Front Office	20	25.3%
Housekeeping	11	13.9%
	-----	-----

Table 3

Respondent Profile

Response Type	Number (%)
Total usable responses in the survey	40 (100.0%)
Age:	
Under 25	14 (35.0%)
26-35	13 (32.5%)
36-45	9 (22.5%)
46-55	1 (2.5%)
Above 56	3 (7.5%)
Total	40 (100.0%)
Gender:	
Male	19 (47.5%)
Female	21 (52.5%)
Total	40 (100.0%)
Education:	
Some High School	5 (12.5%)
High School graduate	12 (30.0%)
Some College	20 (50.0%)
College Graduate	3 (7.5%)
Total	40 (100.0%)
Ethnic Background:	
Caucasian	26 (65.0%)
Native American	0 (0.0%)
African American	2 (5.0%)
Asian American	2 (5.0%)
Pacific Islander	1 (2.5%)
Hispanic American	9 (22.5%)
Total	40 (100.0%)

Table 3 (Continued)

Employees have worked in the hotel industry:

Under 1 year	5	(12.5%)
1-2 years	10	(25.0%)
3-4 years	11	(27.5%)
5-6 years	4	(10.0%)
Above 7 years	10	(25.0%)
Total	40	(100.0%)

Employees by the department:

Food & Beverage	9	(22.5%)
Front Desk	20	(50.0%)
Housekeeping	11	(27.5%)
Total	40	(100.0%)

Employees by the division

Food & Beverage	9	(22.5%)
Room	31	(77.5%)
Total	40	(100.0%)

Results of Empowerment Items

Using frequency analysis, variables on empowerment for all employees' mean scores and the standard deviations are shown in Table 4. As these results indicate, employees felt empowered in the overall situation (mean score =5.76). The highest mean score for an individual was 6.73 and the lowest was 1.64. Thirty-five respondents (87.5%) felt empowered; their mean scores were greater than 5. Three respondents (7.5%) felt neutral about empowerment and two respondents (5.0%) felt that they were not empowered.

Meaningfulness showed a sense of caring for the value of an action, and its mean score was 6.30. The result indicated the work was important to respondents, their job activities were meaningful to them, and respondents cared about what they did on their job.

Competence means belief in one's abilities, and its mean score was 6.37. The result indicated that respondents perceived their job was well within the scope of their ability, they were confident about their ability, and they had mastered the skills to do their jobs.

The mean scores in meaningfulness and competence were greater than 6.0. The variables about self-confidence had the highest mean score (6.58). The mean score about importance of work was 6.38, and the degree of employees' care about their job had the third highest mean score (6.35).

Impact meant the belief that one could have influence in the work environment, and its mean score was 5.08. This result related to respondents' beliefs that their opinion count in work group decision-making, and employees had freedom in determining how to do their job. Impact also indicated respondents had chances to use personal initiative in their job, the

degree of influence employees had in their work group and decision making authority in doing their work.

The mean scores about impact were all below 5.50. The influence within the group had the lowest mean (4.83). The mean score for employees' opinions in the decision-making process was 4.90, and freedom in determining their job was 5.03.

Table 4Results of Empowerment Items

Mean Scores on Empowerment for All Respondents: 5.76

Variable	Mean	Standard Deviation
Meaningfulness	6.30	1.08
1. My work is important to me	6.38	1.17
2. My job activities are meaningful to me	6.18	1.03
3. I care about what I do on my job	6.35	1.03
Competence	6.37	1.25
4. My job is well within my scope of my abilities	6.30	1.32
5. I am confident about my ability to do my job	6.58	1.08
6. I have mastered the skills to do my job	6.23	1.35
Impact	5.08	1.35
7. My opinion counts in work group decision-making	4.90	1.50
8. I have freedom in determining how to do my job	5.03	1.27
9. I have a chance to use personal initiative in my job	5.30	1.42
10. I have influence over what happens in my work group	4.83	1.26
11. I decide on how to go about doing my work	5.35	1.31

Results of Job Satisfaction

Frequency analysis was done to analyze variables on job satisfaction for all employees' mean scores and standard deviation (table 5). The results indicated employees felt neutral in their job satisfaction (mean score = 4.90). The highest mean score for an individual was 6.21, and the lowest was 2.21. Twenty-three employees (57.5%) were satisfied with their job; their mean scores were greater or equal to 5.0. Ten employees (25%) felt neutral about their job, and seven employees (17.5%) were dissatisfied in their jobs.

The mean score about empowerment in job satisfaction was 4.95. The degree of satisfaction about job had the highest mean score (5.02) among three dimensions. The mean score in general situation about job was the lowest (4.70).

Steady employment in their jobs had the highest mean score (5.65) among the fourteen variables. The chance to do things for other people had the second highest score (5.45) and the chance to do something that made use of their abilities had the third highest (5.43).

The lowest mean score on job satisfaction was the way organizational policies were put into practice (4.30). The mean score of the praise that respondents got for doing a good job was 4.33, and the score for pay and amount of work was 4.43.

Table 5Results of Job Satisfaction

Mean Scores on Job Satisfaction for All Respondents: 4.90

Variable	Mean	Standard Deviation
Empowerment	4.95	1.61
1. The chance to do something that makes use of your abilities	5.43	1.32
2. The freedom to use your own judgment	5.15	1.55
3. The chance to try your own methods of doing the job	4.75	1.61
4. The praise you get for doing a good job	4.33	1.86
5. The feeling of accomplishment you get from the job	5.10	1.72
Job Itself	5.02	1.52
6. The way your job provides for steady employment	5.65	1.44
7. The chance to do things for the other people	5.45	1.50
8. The pay and amount of work you do	4.43	1.66
9. The chances for advancement on this job	4.60	1.68
10. The working conditions	4.98	1.33
General situation	4.70	1.60
11. Being able to keep occupied all of the time	4.93	1.51
12. The chance to do different things from time to time	4.93	1.51
13. The way organizational policies are put into practice	4.30	1.44
14. The way your co-workers get along with each other	4.65	1.72

Relationship Between Empowerment and Job Satisfaction

Bivariate regression was used to analyze the relationship between empowerment and job satisfaction while job satisfaction was considered the dependent variable and empowerment as the independent variable. The coefficient of determination (r^2) was only 0.003. This meant that there was no linear relationship between empowerment and job satisfaction.

Employee Profile

One-way ANOVA was employed to determine the effect of the respondents' demographics on perceptions of empowerment and job satisfaction. ANOVA was used to test for significant differences. The demographic characteristics analyzed included age, gender, education, ethnic background, length of service in the hotel industry, department they worked in and their position.

Age

Tables 6 and 7 summarize the mean scores on empowerment and job satisfaction by four age categories (under 25, 26-35, 36-45, and above 46). Due to small sample size, 46-55 and above 56 were grouped in one category instead of two. From the result of ANOVA, the P value (0.66) on empowerment and 0.32 on job satisfaction were greater than 0.05, which meant there were no significant differences among the four categories.

Table 6Mean Scores on Empowerment by Age:

	Mean	Standard Deviation	Frequency
Under 25	5.98	0.51	14
26-35	5.62	1.30	13
36-45	5.56	1.07	9
Above 46	5.93	0.44	4
Total	5.76	0.95	40

Table 7

Mean Scores on Job Satisfaction by Age:

	Mean	Standard Deviation	Frequency
Under 25	4.99	1.09	14
26-35	4.88	0.86	13
36-45	4.47	1.34	9
Above 46	5.64	0.63	4
Total 4.90	1.06	40	

Gender

Tables 8 and 9 list the mean scores on empowerment and job satisfaction by gender. The P value of 0.44 on empowerment and 0.10 on job satisfaction from ANOVA were greater than 0.05, which indicated there were no significant differences between gender.

Table 8

Mean Scores on Empowerment by Gender:

	Mean	Standard Deviation	Frequency
Male	5.64	1.12	19
Female	5.87	0.77	21
Total	5.76	0.95	40

Table 9

Mean Scores on Job Satisfaction by Gender:

	Mean	Standard Deviation	Frequency
Male	5.19	0.78	19
Female	4.64	1.23	21
Total	4.90	1.06	40

Education

Tables 10 and 11 summarize the mean scores on empowerment and job satisfaction by education levels. The P value was 0.84 on empowerment and 0.92 on job satisfaction from ANOVA. The P values for both variables were greater than 0.05. No significant differences among different education backgrounds were revealed.

Table 10

Mean Scores on Empowerment by Education

	Mean	Standard Deviation	Frequency
Some High School	5.63	1.03	5
High School graduate	5.96	0.73	12
Some College	5.66	1.12	20
College Graduate	5.85	0.29	3
Total	5.76	0.95	40

Table 11

Mean Scores on Job Satisfaction by Education

	Mean	Standard Deviation	Frequency
Some High School	4.91	1.05	5
High School graduate	5.06	1.24	12
Some College	4.79	0.96	20
College Graduate	5.02	1.32	3
Total	4.90	1.06	40

Ethnic Background

Mean scores on empowerment and job satisfaction by five ethnic groups are shown in tables 12 and 13. The P values on empowerment and on job satisfaction were greater than 0.05; indicating no significant differences among different ethnic backgrounds.

Table 12

Mean Scores on Empowerment by Ethnic Background:

	Mean	Standard Deviation	Frequency
Caucasian	5.89	0.47	26
African American	6.23	0.32	2
Asian American	6.72	0.26	2
Pacific Islander	5.55		1
Hispanic American	5.10	1.68	9
Total	5.76	0.95	40

Table 13

Mean Scores on Job Satisfaction by Ethnic Background:

	Mean	Standard Deviation	Frequency
Caucasian	5.12	0.86	26
African American	4.79	1.11	2
Asian American	4.21	2.83	2
Pacific Islander	4.43	1	
Hispanic American	4.52	1.24	9
Total	4.90	1.06	40

Length of Service in the Hotel Industry

The mean scores on empowerment and job satisfaction by respondents' length of service in the hotel industry are shown in table 14 and 15. From the one-way ANOVA, the P value is 0.52 on empowerment and 0.07 on job satisfaction were higher than 0.05. This suggests there are no significant differences among employees with different lengths of service in the hotel industry.

Table 14

Mean Scores on Empowerment by Length of Service in the Hotel Industry:

	Mean	Standard Deviation	Frequency
Under 1 year	5.16	2.00	5
1-2 years	5.91	0.54	10
3-4 years	5.80	0.84	11
5-6 years	5.45	1.10	4
Above 7 years	6.00	0.53	10
Total	5.76	0.95	40

Table 15

Mean Scores on Job Satisfaction by Length of Service in the Hotel Industry:

	Mean	Standard Deviation	Frequency
Under 1 year	5.59	0.23	5
1-2 years	5.15	0.88	10
3-4 years	4.40	1.28	11
5-6 years	4.07	0.85	4
Above 7 years	5.20	0.98	10
Total	4.90	1.06	40

Department

Table 16 and 17 indicate mean scores on empowerment and job satisfaction in three departments. The P value 0.19 on empowerment and 0.73 on job satisfaction by ANOVA were higher than 0.05. Employees in the different departments reveal no significant differences about empowerment their feelings and job satisfaction.

Table 16

Mean Scores on Empowerment by Department:

	Mean	Standard Deviation	Frequency
Food & Beverage	6.11	0.51	9
Front Desk	5.83	0.54	20
Housekeeping	5.36	1.56	11
Total	5.76	0.95	40

Table 17

Mean Scores on Job Satisfaction by Department:

	Mean	Standard Deviation	Frequency
Food & Beverage	4.66	1.39	9
Front Desk	4.95	0.95	20
Housekeeping	5.03	1.03	11
Total	4.90	1.06	40

Division

Tables 18 and 19 indicate mean scores on empowerment and job satisfaction in two major divisions in the hotel. P value 0.21 on empowerment and 0.43 on job satisfaction in ANOVA show no significant differences between Food and Beverage and Room division on empowerment and job satisfaction.

Table 18

Mean Scores on Empowerment by Division

	Mean	Standard Deviation	Frequency
Food and Beverage	6.11	0.51	9
Room	5.66	1.02	31
Total	5.76	0.95	40

Table 19

Mean Scores on Job Satisfaction by Division

	Mean	Standard Deviation	Frequency
Food and Beverage	4.66	1.39	9
Room	4.97	0.96	31
Total	4.90	1.06	40

Summary

This chapter presented the response rate and respondent profile. The line employees included bell person, front desk receptionist, reservation clerk, secretary, security guard, waiter, waitress, bartender, laundry person, and housekeeper. Employees felt empowered in the organization; however, employees felt neutral about job satisfaction. The findings indicated that there is no linear relationship between empowerment and job satisfaction. Differences in age, gender, education, ethnic background, length of service in the hotel industry, department, and position had no significant impact on employees' opinion about empowerment and job satisfaction differences. The next chapter presents a discussion and conclusion of the study.

CHAPTER V

Summary, Conclusions, and Recommendations

Introduction

Employee empowerment gives employees the skills and authority they need to make decisions which affect their job. When employees are given the freedom to make their own decisions within certain guidelines, they will take on more ownership in the property. As employees fulfill more self-determination in an organization, they may feel more satisfied about their jobs.

This study was designed to answer the following research questions about empowerment and job satisfaction in a subject hotel:

1. To what extent do employees perceive that they are empowered?
2. To what extent do employees perceive they feel satisfied about their jobs?
3. To what extent does empowerment have an impact on job satisfaction?

A survey was designed, using a Likert scale, to measure employee responses to these questions. A random sample hotel was selected in September, 1993. Surveys were sent to the subject hotel and distributed by hotel managers to line employees. Fifty percent of the employees responded and forty valid responses were analyzed.

Frequency analysis was employed to compute the variables' mean scores and standard deviations on empowerment and job satisfaction. In empowerment, employees had the most positive perceptions about self-confidence and the least positive perceptions about their influence within the group on empowerment. In job satisfaction, employees had the most positive perceptions about steady employment in their job and the least

positive perceptions about the way organizational policies were put into practice on job satisfaction.

Analyses of variance were conducted according to employee variables of age, gender, education, ethnic background, length of service in the hotel industry, department, and division. No statistically significant differences were found for the mean scores of the employee subpopulations using .05 level of significance.

Summary

Employee Perceptions About Empowerment

Employees had the least positive perceptions about their influence within the group; they also did not feel their opinions were viewed as very important. Management might limit employees' authority in implementing empowerment; so employees felt their influence in the work environment was not strong. The organization has more control on the dimension of influence than on the meaningfulness and competence dimensions.

Employees had the most positive perceptions about their ability to do their jobs; therefore, employees had high self-confidence in completing their work. Employees also felt their jobs were well within their scope of their abilities. In summary, employees had high self-confidence about their abilities to finish their jobs.

Employee Perceptions About Job Satisfaction

Employees had the most positive perceptions about steady employment in their jobs. In other words, employees felt stable about their working environment. However, employees had the least positive perceptions about the way organizational policies were put into practice. Employees might not like the way management implements policies.

Relationship Between Empowerment and Job Satisfaction

The data analysis shows there was no linear relationship between empowerment and job satisfaction. However, female employees felt more empowered than male employees while male employees felt more satisfied with their jobs than female employees. Female and male employees had different perception about empowerment and job satisfaction. Employees felt most empowered in the Food and Beverage Department; however, they also felt the least satisfied about their jobs in Food and Beverage Department. Employees felt least empowered in the Housekeeping Department; however, they also felt the most satisfied about their jobs in Housekeeping Department. Different expectations and perceptions about empowerment and job satisfaction were found by gender and department. This may result in the lack of a linear relationship between empowerment and job satisfaction.

Conclusions

The conclusions that follow are supported by the data generated through this study on employee empowerment and job satisfaction.

1. Employees felt empowered in the overall situation, but employees felt their influence on their work was not as strong as their abilities. In other words, employees might feel they were more capable to do work beyond their normal scope.
2. Employees felt neutral in their job satisfaction. Employees felt satisfied about the job itself, especially their steady employment. However, employees felt neutral in general job situations, especially the way the organization implements its policy. In other words,

employees felt satisfied about their jobs, but neutral in general situations about the job.

3. There was no linear relationship between empowerment and job satisfaction. This might be a result of employees of different genders and departments having different perceptions and expectations about empowerment and job satisfaction.
4. Dimensions one and two (meaningfulness and competence) on the empowerment survey relate more to individual characteristics while dimension three concentrates on organizational influence. The survey's definition of empowerment may go beyond the traditional definition of empowerment, the process of decentralizing decision-making in an organization, whereby managers give more discretion and autonomy to the front-line employees (Kanter, 1977).

Recommendations for Further Research

Findings reported in this study were determined by an analysis of the responses from the surveys to determine the relationship between empowerment and job satisfaction. As the data were analyzed, it became obvious that other aspects of empowerment and job satisfaction need to be studied further.

The following areas of research are recommended for further study:

1. Do a pilot study to validate the survey instrument for better measurement.
2. More should be known about the relationship between competence and impact on empowerment. This would help management in understanding employees' expectations and perceptions about their abilities.

3. Studies that explore management and line employees' opinions about empowerment are needed. Management would understand what employees expect from empowerment and employees would learn what management expects them to accomplish from empowerment.
4. Do a case study in a larger hotel with more employees.
5. Examine an empowered hotel where employees were actually trained in empowerment, not just told what it means.

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APPENDIX I

Survey Instrument

Dear Sir:

I am a graduate student at William F. Harrah College of Hotel Administration, University of Nevada, Las Vegas. I am doing a research project on the impact of employee empowerment on job satisfaction. Could you please complete this survey questionnaire to your best ability.

Your kind help and cooperation is very much appreciated.

Sophia Yang
Graduate Student
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas

DIRECTIONS

We are interested in your personal opinions. Please answer each question to the best of your ability. This information will be used for statistical purposes only and will be kept confidential.

PART I FACTOR OF EMPOWERMENT ITEMS

Directions: We would like to find out whether you feel empowered in your organization or not. For the questions which follow, please circle the number that comes best represents to your feelings about your present job.

Use The Following Scale

1	2	3	4	5	6	7
Strongly		Mostly				
Disagree		Disagree	Disagree	Neutral	Agree	Mostly
(SD)		(MD)	(D)	(N)	(A)	(MA)
						Strongly
						Agree
						(SA)

	SD	MD	D	N	A	MA	SA
1. My work is important to me	1	2	3	4	5	6	7
2. My job activities are meaningful to me	1	2	3	4	5	6	7
3. I care about what I do on my job	1	2	3	4	5	6	7
4. My job is well within my scope of my abilities	1	2	3	4	5	6	7
5. I am confident about my ability to do my job	1	2	3	4	5	6	7
6. I have mastered the skills to do my job	1	2	3	4	5	6	7
7. My opinion counts in work group decision-making	1	2	3	4	5	6	7
8. I have freedom in determining how to do my job	1	2	3	4	5	6	7
9. I have a chance to use personal initiative in my job	1	2	3	4	5	6	7
10. I have influence over what happens in my work group	1	2	3	4	5	6	7
11. I decide on how to go about doing my work	1	2	3	4	5	6	7

PART II JOB SATISFACTION

Directions: We would like to find out how satisfied or dissatisfied you are with the following aspects of your job. For the questions which follow, please **circle** the number that comes closest to your feelings about your present job.

Use The Following Scale

1	2	3	4	5	6	7
Very	Mostly				Mostly	Very
Dissatisfied	Disatisfied	Dissatisfied	Neutral	Satisfied	Satisfied	Satisfied
(VD)	(MD)	(D)	(N)	(D)	(MS)	(VS)

	VD	MD	D	N	S	MS	VS
1. The chance to do something that makes use of your abilities	1	2	3	4	5	6	7
2. The freedom to use your own judgment	1	2	3	4	5	6	7
3. The chance to try your own methods of doing the job	1	2	3	4	5	6	7
4. The praise you get for doing a good job	1	2	3	4	5	6	7
5. The feeling of accomplishment you get from the job	1	2	3	4	5	6	7
6. The way your job provides for steady employment	1	2	3	4	5	6	7
7. The chance to do things for the other people	1	2	3	4	5	6	7
8. The pay and amount of work you do	1	2	3	4	5	6	7
9. The chances for advancement on this job	1	2	3	4	5	6	7
10. The working conditions	1	2	3	4	5	6	7
11. Being able to keep occupied all of the time	1	2	3	4	5	6	7
12. The chance to do different things from time to time	1	2	3	4	5	6	7
13. The way organizational policies are put into practice	1	2	3	4	5	6	7
14. The way your co-workers get along with each other	1	2	3	4	5	6	7

PART III

Directions: The following questions are important for us to be able to profile the characteristics of the respondents. **ALL ANSWERS WILL BE KEPT CONFIDENTIAL.** Please answer the questions by **circling** the correct answer or **filling in** the blank.

1. Your age

under 25
26-35
36-45
46-55
above 56

2. Gender

Male
Female

3. Education

Some High School
High School Graduate
Some College
College Graduate

4. Ethnic Background

Caucasian
Native American
African American
Asian American
Pacific Islander
Hispanic American

5. How long have you worked in the hotel industry?

under 1 year
1-2 year
3-4 year
5-6 year
above 7 year

6. In which department do you work?

7. Position

APPENDIX II

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