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## What employees want from their employers

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WHAT EMPLOYEES WANT FROM  
THEIR EMPLOYERS

by

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A thesis submitted in partial fulfillment  
of the requirements for the

**Master of Science Degree in Hotel Administration**  
**William F. Harrah College of Hotel Administration**

**Graduate College**  
**University of Nevada, Las Vegas**  
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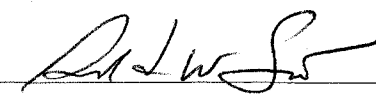
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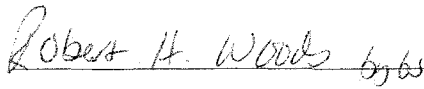
What Employees Want From Their Employers

is approved in partial fulfillment of the requirements for the degree of


Master of Science in Hotel Administration

  
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## ABSTRACT

### **What Employees Want From Their Employers**

by

Angella Kyung

Dr. Gail Sammons, Examination Committee Chair  
Associate Professor of Hotel Management  
University of Nevada, Las Vegas

This study was conducted to discover what employees of different ethnicities, gender, and employment status want from their employers, utilizing the list of 10 items from previous studies among students who are attending the Hotel College at the University of Nevada, Las Vegas.

Las Vegas depends on the hospitality industry with its abundance of restaurants, hotels, and casinos. In addition to the present state of the hospitality business, thousands of rooms will be added during the next four years with shopping malls, restaurants, and other hospitality businesses. Therefore, results of this study would provide insights to the casino hotels in Las Vegas for motivating, retaining, and attracting employees in the competitive market.

The results showed that the monetary rewards are the most preferred factor among the students. It was also found that different factors motivate students depending on their gender, ethnicity and employment status. Therefore, utilizing the motivational factors

wisely, according to the employee population of each company, would be a solution to retain, motivate, and attract the employees to maintain the high quality daily operation.

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## CHAPTER I

### INTRODUCTION

In April 2004, Wynn Las Vegas opened its doors and became the first do so on the Strip since 9/11. It also marked the start of the Las Vegas employee retention war. Thousands of people applied for Wynn Las Vegas, and most of these applicants were already employed by other casino hotels in Las Vegas (Kumler, 2004; Smith, 2005).

This battle to retain employees is not isolated to the openingn of Wynn. All areas of the hospitality industry are notorious for their high employee turnover rate. This issue has been accepted as a normal cost of doing businesses in the field. In addition, there has been a labor shortage observed in the United, especially in the hospitality industry (Gottschalk & Moffitt, 1990; Greger, 2006; Woods & Macaulay, 1989). These two factors are evident in Las Vegas. Las Vegas is a city existing on the hospitality industry with its multitudes of restaurants, hotels, and casinos. In addition to the present abundance of hospitality businesses in Las Vegas, thousands of rooms will be added during the next four years with even more shopping malls, restaurants, and casinos. Even without the new additions, Las Vegas already has many unfilled positions in casino hotels. With so many new opportunities in an industry with such a high turnover rate, employers in Las Vegas will need to discover how to retain and attract employees by understanding the important factors that influence workers' decisions to work for certain employers.

## Purpose

The purpose of this study was to discover what motivational factors are valuable to employees from potential and current employers.

## Objectives

The objectives of this study are as follows:

1. To distinguish what motivational factors are valued by the participants utilizing the ranking method from previous studies.
2. To discover the differences in rankings of motivational factors across gender and ethnicity.
3. To compare the rankings of this study to those published in previous research.
4. To apply results to human resource management and describe the potential strategies on how to become an employer of choice.

## Research Questions

The following research questions were developed to achieve the purposes and the objectives of this study:

1. What motivational factors are valued highest by the participants in this study?
2. Do the participants respond differently across gender and ethnicity?
3. Are there any significant changes in the results of this paper compared to previous studies with regard to what employees want from their employers?

## Definition of Terms

**Brand:** A name, term, sign, design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitions (American Marketing Association, 2006).

**Employer branding:** The package of functional, economic and psychological benefits provided by employment, and identified with the employing company (Ambler & Barrow, 1996).

**Ethnicity:** A population of human beings whose members identify with each other, usually on the basis of presumes common genealogy of ancestry (Wikipedia, 2006a).

**Extrinsic factors:** Company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security (Herzberg, 1968).

**Intrinsic factors:** Achievement, recognition for achievement, the work itself, responsibility and growth or advancement (Herzberg, 1968).

**Reputation:** The general opinion or a social evaluation of the public toward a person, a group of people, or an organization (Wikipedia, 2006b).

### Significance of the Study

There have been many studies completed on what employees want from employers. However, no study has been done specifically on the Las Vegas area. By 2010, Las Vegas will have more than 20,000 additional rooms with the construction of several more casino hotels. This indicates reducing turnover and retaining employees should be among the top issues for upper management of each existing casino hotel because new properties will be aggressively recruiting those with industry experience. This study will provide valuable information through research and surveys, illustrating what employees are seeking from an employer, and therefore providing strategies to retain and attract an already transient workforce.

## CHAPTER II

### REVIEW OF LITERATURE

#### Introduction

The main areas of this research include the high turnover rate of the hospitality industry, the Las Vegas job environment, previous studies conducted on what employees want from their employers, and differences in motivational preferences according to gender and ethnicity. Also, brand and employer branding are also included as essential parts of this study. Information from the major literature sources used in this study will be introduced in this chapter.

#### High Turnover Rates in the Hospitality Industry

Even with an unusually high turnover, the hospitality industry continued functioning without looking for solutions to improve turnover. The high rate was rationalized using various excuses such as seasonal adjustments, youthful employees, and new competitors. Woods and Macaulay (1989) warned that the supply of potential workers was no longer strong in most markets and the hospitality industry would find itself critically short of employees because of the high turnover rate. Gottschalk and Moffitt (1999) also raised the alarm, saying turnover in the United States had increased, especially in the service industry. In separate studies, Greger (2006) and Khun (2007) once again warned the employers by reporting the labor shortage in the hospitality industry.

Scholars have discussed the reasons and impacts of high turnover rates. Employees look for other jobs because of low pay and reward systems which are not fulfilling the needs of employees (Guthrie, 2000). Employees decide to leave their work when they feel unappreciated for their efforts in the organization (Johnson & Roberts, 2006). The impact of a high turnover on the employers lowers the organizational productivity, quality of service, employee morale, and lower profits (Evan, 1963; Hinkin & Tracey, 2000; Reichheld, 1993). Zieja (2000) and Kramer (2000) suggested exit interviews as a method to reduce turnover rates. There are also researchers who emphasize keeping communication and good relationships between the employees and employers as possible solutions to the high turnover problem (Lester & Kickul, 2001; Shore & Barksdale 1998).

### Las Vegas

Las Vegas became a hospitality-based city on March 11, 1911 when gaming was legalized. Many casinos were built and have changed their names with takeovers by new ownership or disappeared altogether to make way for new properties. To support the growth of the casino industry, the population grew from 5,165 in 1931 to 478,434 in 2000 (City of Las Vegas, 2006). This growth placed Las Vegas, “the gaming capital of the world,” as the largest metropolitan city in the U.S. among the cities founded in the 20<sup>th</sup> century.

In a more traditional job market, a person looks for a wide variety of factors when searching and accepting a job offer such as location, benefits, and chances of promotion. However, the people who are seeking jobs in Las Vegas do not need to consider locations or benefits as heavily as in other cities. Most casino hotels are located in one area, and



the benefit structures do not differ widely from one property to the other. The reason for the minimal variance in the benefit structures is that most of casino hotels are owned by three major companies: Boyd Gaming, MGM MIRAGE, and Harrah's Entertainment. In addition to these resemblances among casino hotels in Las Vegas, the duties of each position are all similar. Most of the positions in casino hotels do not require advanced skills to complete the required tasks. A person who works at the front desk of a casino hotel can move to the same department in another casino hotel as the required skills are extremely similar.

Then, with so many similarities among employers, what would influence employees most when they make job decisions in the gaming capital of the world? One answer could be that because Las Vegas has casino hotels with all different levels of name recognition with the name of each property working independently as a brand name. This phenomenon occurs even within the same mother company. For example, Harrah's Entertainment, one company, owns six brand names that stand alone, Caesars Palace, Bally's, Flamingo, Harrah's, Paris, and Rio which are all located in a 1 mile radius. In addition to the distinct brand name differences, each property also has distinctly different pay structures. However, there is no direct correlation between the pay and the reputation of each property. For example, if a job applicant is offered the same position at several properties, the person may find that there is no link between properties with better brand recognition and higher pay. There are two considerations, the name of the property and the amount on the paycheck, could be weighed most heavily by a person searching for a job in Las Vegas.

In December 2006, there were more than 250 positions open among the 6 Las Vegas properties of Harrah's Entertainment (Harrah's Entertainment, 2006). The Venetian had more than 100 positions posted online (The Venetian, 2006) while Wynn Las Vegas had more than 140 openings (Wynn Las Vegas, 2006). Among four MGM MIRAGE properties, there were more than 400 openings waiting to be filled with new employees (MGM MIRAGE, 2006). If an employee who is working at a Harrah's Entertainment property feels that he/she is not satisfied with the current job, the person could consider transferring to another department or switching companies which is not difficult to do with all the open opportunities. Transferring to another department or a different property would not be a true turnover as the person is staying within Harrah's Entertainment. However, if the person was not satisfied with the policy or environment of the company, he/she would want to move out of the company and could go to The Venetian or Wynn Las Vegas. That would incur turnover costs for Harrah's Entertainment. As mentioned, with so many open opportunities and similar skill sets, it is easy for existing employees to look for new jobs.

The first day the online application system was available to the public, more than 8,900 people had applied online for positions; more than 764 people called to make an appointment to come in to use the computers to apply for a position; and the company's call center received more than 6,455 phone calls from prospective applicants. (Kumler, 2004, p. D1)

The above details were reported on November 2<sup>nd</sup>, 2004, the day after the opening of the employment center of Wynn Las Vegas, which opened April 2005 and planned to hire 9,000 employees. Rod Smith, a reporter of the Las Vegas Review Journal, wrote that it

was forecasted that 80% of the hires would come from other operators, and as many as 2,000 from MGM MIRAGE (Smith, 2005). Each casino hotel operating in Las Vegas lost employees to the new resort. Every time a new property opens, each casino hotel in Las Vegas is involved in the war to retain employees. Why did the employees who already had jobs with other casino properties apply for Wynn Las Vegas? Was it because of the rumor that the pay would be more than at any other property in Las Vegas? Or, was it because of Steve Wynn's highly recognized reputation for opening successful properties on the Strip? Did the employees want a fresh work environment? It is important to know what employees want from employers in order to meet the employees' expectation. Perhaps then, the employees will stay with their current job instead of searching for another job whenever new properties open.

With the opening of Wynn Las Vegas in early 2004, each casino hotel operating in Las Vegas lost their hourly employees because the new property had so many available opportunities. The management level positions were already in place, as such employees had left their old jobs in 2003 (Berns, 2005). The other casinos were hoping that their front line employees that keep the daily operations running, such as guest room attendants and dealers, would stay with their current jobs. However, many did leave, and some for more pay, some for a new, fresh environment, and some for the brand name, Steve Wynn. As mentioned earlier, the opening of Wynn Las Vegas was just the beginning of the employee retaining war.

The effect that the Wynn opening had on the Las Vegas job market may be repeated again and again as there are many mega projects planned including casino hotels, condominiums, and high-end hotels. The Venetian is adding 3000 rooms, planning to

open in 2007 (Smith, 2004a). The Cosmopolitan Resort and Casino by Hyatt and 3700 Associates will be opening in early 2008 with more than 2200 rooms (Stutz, 2005b). Trump International Hotel & Tower will open in early 2008 with more than 1200 units (Stutz, 2005a). W Hotel Las Vegas by Starwood Resorts and Edge Resorts is planning to start operating in 2008 with 4000 rooms (Smith, 2005). City Center by MGM MIRAGE will be opening in 2010 with 8,000 rooms (Smith, 2004b) and Echelon Place by Boyd Gaming is aiming for early 2010 with 5,300 hotel rooms (Smith, 2006). Some of the properties are stepping into the Las Vegas market with big international names such as Hyatt and Starwood.

Every time each property opens, the operating casino hotels will be losing their employees because the new properties will make efforts to hire thousands employees. These large numbers will be needed to maintain the large number of rooms, but the inflow of potential employees into the Las Vegas population would not be able to cover all the required number of job openings. The new employers will market themselves by offering better pay, better environment, or better benefits including medical plans, paid time off, and bonuses to fill their openings. Some currently operating properties may focus on making an effort to retain their employees while some might look for other labor sources to fill in the gaps, which would not be an easy procedure. Even with all the temptations of new properties, there would be employees who would love to stay with their current jobs with only minor changes in their workplace. The management of currently operating casino hotels in Las Vegas should provide a methodical strategy to discover what is necessary to keep those employees.

## What Motivational Factors do Employees Want from Their Employers

Despite the heavy reliance on the hospitality industry in Las Vegas, there have been no studies conducted on what motivates employees targeting only the city. There are many studies and articles related to what motivates employees or what employees want from their employers both on non-hospitality and hospitality industry. In this paper, five publications will be used as references because these studies used the same list of 10 factors, first introduced in 1946, to survey people on what employees want from their employers (Charles & Marshall, 1992; Goll, 1987; Kovach, 1980; Kovach, 1987; Wiley, 1997). The studies are introduced in chronological order and this study will utilize the list once again to find out what motivates employees in Las Vegas job market (see Table 1).

Table 1

*The list of ten items from the previous studies*

---

Good wages	Personal loyalty to employees
Good working condition	Feeling of being in on things
Job Security	Promotion and growth in organization
Tactful discipline	Full appreciation of work done
Interesting Work	Sympathetic help with personal problems

---

The first survey was done in 1946 by the Labor Relations Institute of New York and the result was reported in Foreman Facts. According to Kovach (1980), many surveys were conducted since World War II to learn what employees want from their employers.

The survey done by the Labor Relations Institute of New York is a representative of these studies.

Table 2

*What people want from their work (1946)*

Ranking by Employee		Ranking by Supervisor
1	Full appreciation of work done	8
2	Feeling of being in on things	9
3	Sympathetic help with personal problems	10
4	Job Security	2
5	Good wages	1
6	Interesting Work	5
7	Promotion and growth in organization	3
8	Personal loyalty to employees	6
9	Good working condition	4
10	Tactful discipline	7

*Note.* As Cited in "Why motivational theories don't work", by K.A. Kovach, 1980, S.A.M Advanced Management Journal, Spring, p. 56. Copyright 1980 by Society for Advancement of Management, a division of American Management Associations.

Questionnaires were handed to more than 200 employees and their supervisors. Table 2 shows the very different results between the employees' and the supervisors' ranking of the 10 items. Employees ranked full appreciation of work done as the first but the

supervisors ranked good wages in first place. This means that a few words from supervisors, such as thanking the employees for the hard work or telling how well things are done would motivate the employees to want to work harder and stay with the companies. Kovach was relating the self-reference by the supervisors to the results. He defined self-reference as “practicing only suggested behavioral patterns that are most closely aligned with their own thinking”. Managers or supervisors are motivated with rewards and they assume that it is what motivates employees.

The second study was conducted by Kovach (1980) and he was questioning why motivation is a problem even with all the existing theories on how to motivate employees, such as Maslow’s hierarchy of needs and Herzberg’s hygiene theory. According to Kovach (1980), the first problem was that managers would rather follow their own thoughts on what motivates their employees than take the theories into their work environments. Theories are just words until they get applied to the real world. Management needs to learn the theories and apply them to the work places. The second problem is that even when managers try to apply new theories to motivate employees, the employee attitude changes so fast that the theories become outdated.

Comparing the results of 1946 and 1980, there were some changes on the employee side, while the first five ranks of the supervisors stayed the same. The employees surveyed in 1946 had gone through the Great Depression and World War II. The living standard went up during the 40 year period. Therefore, it is natural to have different results between the two surveys.

Table 3 shows the comparison in 1980. The employees ranked interesting work on the top. Again, the supervisors ranked good wages in first place. A period of 35 years

did not help to reduce the gap between the supervisors and the employees on what employees want from their employers. The supervisors must have stepped up from the line employees and it is hard to believe that they did not remember what they wanted from their employers before they were promoted. The results from 1980 show that line employees in the U.S. were satisfied with the basic needs, which express the satisfactions from economic rewards.

Table 3

*What people want from their work (1980)*

Ranking by Employee		Ranking by Supervisor
1	Interesting Work	5
2	Full appreciation of work done	8
3	Feeling of being in on things	10
4	Job Security	2
5	Good wages	1
6	Promotion and growth in organization	3
7	Good working condition	4
8	Personal loyalty to employees	7
9	Sympathetic help with personal problems	9
10	Tactful discipline	6

*Note.* From "Why motivational theories don't work", by K.A. Kovach, 1980, S.A.M Advanced Management Journal, Spring, p. 57. Copyright 1980 by Society for Advancement of Management, a division of American Management Associations.



Kovach suggested the survey as the solution to help supervisors to understand employees: conducting surveys annually would give insights into what employees want by levels and departments. Getting results fast and applying them would be the important part as the results could become outdated and useless very quickly. Sharing the results with the supervisors who are spending the most time with employees is an important issue. Most of the time, results from studies or surveys about employee attitudes or motivation stay with upper management who barely has daily contact with them, which is a way of wasting all the cost and time spent for studies and surveys.

Kovach conducted another study and published an article in 1987. He surveyed 1,000 industrial employees adding subcategories on the study to see the differences based on sex, age, income level, job type, and organization level. Table 4 shows the results of the 1986 survey.

Kovach again questioned why managers chose to ignore the motivation theories and continuously placed good wages at the top (Kovach, 1987). The first reason would be that the supervisors assume that the basic social need is money rather than the other 9 items of the list because Maslow's hierarchy of needs shows the physiological needs on the bottom of the chart. Kovach's second reason assumed that supervisors can "pass the buck" for the poor level of employee motivation as the pay raise is determined by a set rule of the company. He mentioned self-reference again as the third reason. Kovach quoted the finding from David McClelland that management is interested in a fixed measurement for the achievement and the tool is monetary rewards for what it did (as cited in Kovach, 1987). Therefore, management could assume that employees would like

to be paid well for their achievements. Kovach was pinpointing the fact that managers “remained out of tune” with what employees want.

Table 4

*What workers want (1987)*

Ranking by Employee		Ranking by Supervisor
1	Interesting Work	5
2	Full appreciation of work done	8
3	Feeling of being in on things	10
4	Job Security	2
5	Good wages	1
6	Promotion and growth in organization	3
7	Good working condition	4
8	Personal loyalty to employees	7
9	Tactful discipline	9
10	Sympathetic help with personal problems	6

Note. From “What Motivates Employees? Workers and Supervisors Give Different Answers”, by K.A. Kovach, 1987, Business Horizon, September-October, p. 61.  
Copyright 1987 by Business Horizon.

Between males and females, there were no significant differences. Kovach concluded, based on the results that females tend to think interpersonal relationships and communications are more important than other issues. The results from age groups

reflect the pyramid of Maslow's theory well. The under 30 group has the most similar results to what the supervisors thought of what employees want. The basic need, money, is less important in the 31 to 40 group. The over 50 group placed sympathetic help with personal problems, good working conditions, and personal loyalty to employees in the high ranks. People with lower positions put more weight on monetary rewards while upper management levels look for interesting work and full appreciation of work done.

Goll conducted the same research as Kovach with hospitality workers in 1987 (Goll, 1989). He started his article proposing that managers can motivate employees by creating a proper environment which is being responsive to the needs of employees. Management needs to see things from employees' perspective to be responsive to what employees want from their employers. Management's misperception of employees' needs could lead to development of useless methods.

The sample of Goll's study consists of the workers of hospitality industry, including lodging and food and beverage, in the West of the United States. More than 800 hourly employees and their 335 supervisors participated in the survey. The results of the supervisors in the hospitality industry were the same as the results of those in other business fields from the previous two studies of Kovach: good wages ranked on top (see Table 5). The item ranked third for the hospitality industry employees. Comparing to other previous studies, good wages and job security ranked higher. However, employees answered that appreciation of work done and interesting work are more important than how much they get paid. Goll was also mentioning self-reference as a reason for managers ranking good wages in first place. Once again, the results show that employees want attention from their employers more than the amount on their pay check.

Table 5

*What workers want from their work (1989)*

Ranking by Employee		Ranking by Supervisor
1	Appreciation of work done	5
2	Interesting Work	6
3	Good Wages	1
4	Promotion and growth within the organization	4
5	Job Security	2
6	A feeling of being in on things	8
7	Good working conditions	3
8	Personal loyalty to employees	7
9	Sympathetic help with personal problems	10
10	Tactful discipline	9

*Note.* "Management Misperceptions: An Obstacle to Motivation", by G.E. Goll, 1989, FIU Hospitality Review, Vol. 7, No. 1, p. 89. Copyright 1989 by FIU Hospitality Review.

Goll (1985) pointed out that management is not responsive enough to what employees want and wrote "Responsive management is effective management" (p. 89). He emphasized that knowing what employees want is more important in the hospitality industry because of the labor intensiveness. Therefore, managers of the hospitality industry who are in charge of creating proper work environments should pay attention to the needs of their employees and satisfy them.

A research was done by Charles and Marshall (1992) using the same list to question Caribbean workers. The authors explained that the problem in the Caribbean area is that people who are in management do not consider the status of environment, developing countries, when motivating employees. The managers try to apply what they learned in developed countries. The study was done in Caribbean hotels to provide solutions for the employers in that area.

The results showed that employees who are working in the Caribbean responded that higher wages was the factor which motivates them the most (see Table 6). Charles and Marshall did not compare the ranking by supervisors to that by employees like previous studies. However, they did report that supervisory positions answered higher wages as their top motivator and non supervisory employees responded supervisor's loyalty toward the worker and help and understanding with personal problems were their motivators. The authors could not indicate the clear differences between females and males because there was a large gap in the number of each group. However, it was certain that males expressed higher wages as an important factor. The employees with low guest contact answered that they wanted appreciation and praise for work done from their employers as a motivator.

The results from the study of Charles and Marshall provided that employees in different areas want different things from their employers. The managers in Caribbean hotels need to utilize money as a motivator but must watch costs to the company at the same time. Pay raises cannot occur every time to motivate the employees as it will quickly become an unmanageable portion of hotel operating expenses.

Table 6

*Overall mean rankings of motivational factors (1992)*

Ranking by Employee	
1	Higher wages
2	Good working conditions
3	Appreciation and praise for work done
4	Interesting work
5	Promotion in the company
6	Feeling of being involved or in on things
7	Job security
8	Supervisor's loyalty toward the worker
9	Help and understanding with personal problems
10	Tactful or considerate discipline

*Note.* "Motivational Preferences of Caribbean Hotel Workers: An Exploratory Study", by K.R. Charles & L.H. Marshall, 1992, International Journal of Contemporary Hospitality Management, Vol. 4, No. 3, p. 27. Copyright 1992 by MCB University Press.

Wiley (1997) also conducted a research that only analyzed the responses of employees, not of supervisors. It concentrated on looking at the changes in what employees want from employers over a 40 year period, as a result of the changes in the industry and economy. She collected 460 usable questionnaires and the participants were asked to answer questions on subcategories such as gender, current age range, employment status, annual income, and occupation.

Good wages ranked on top and job security was ranked third (see Table 7). Wiley said the result was striking but not surprising (Wiley, 1997). Workers were facing economical problems because more than one-third of all medium to large sized U.S. and Western Europe companies cut labor forces for downsizing during the 80s and the 90s. The employees who were surveyed in earlier times did not have to worry about losing jobs as industries were growing right after World War II and the Great Depression.

Table 7

*The “factors that motivate me” (1997)*

Ranking by Employee	
1	Good wages
2	Full appreciation of work done
3	Job Security
4	Promotion and growth in organization
5	Interesting Work
6	Personal loyalty to employees
7	Good working condition
8	Tactful discipline
9	Feeling of being in on things
10	Sympathetic help with personal problems

*Note.* “What motivates employees according to over 40 years of motivation surveys”, by C. Wiley, 1997, International Journal of Manpower, Vol. 18, No 3, p. 268. Copyright 1997 by MCB University Press.

However, employees in the 1990s were seeing stronger companies buying out other weak companies and reducing the number of positions. Full appreciation of work done was ranked in second place. It also shows that even with all the worries, employees would like to be praised for what they did and that is one of the most powerful tools to motivate employees.

Wiley evaluated the results by subcategories. Interesting work and good working conditions were highly valued by part-time employees, while full time employees considered personal loyalty as an important factor for motivation. It seemed like part time employees were ready to move around for better working conditions and more interesting jobs for their future. This study also showed that females put more emphasis on communication such as full appreciation of work done. Males were more motivated by interesting work.

Wiley said that employers must understand what employees want in order to bring high performance from employees, as the employers' profits depend on the results of employee performance level. She also suggested well-conducted surveys as a method to gain information on what employees want because the results reflect the current issues for employees.

According to the authors of previous studies, the results of what employees want would be very different depending on who the majority of participants were and when the surveys were done. Employers cannot apply one result to all employees. It is important to know that employees in different levels, conditions, and time periods are searching for different things from employers. For example, the combination of the results from



previous studies would infer that if a respondent is a lower level male worker who is under 30 years of age in 1987, then he would value good wages more than anything else.

### *Reputation*

In addition to the studies mentioned, there are two additional publications conducted on employee motivational factors. However, those studies did not utilize the list of 10 factors. According to surveys of these two publications, the reputation of the employer became an important factor for people in their decision to look for new jobs or stay with their employers (Johnson & Roberts, 2006; Milman & Ricci, 2004). This factor, reputation, was not included in the previous studies mentioned above. This study added “reputation of employers” as one of the job search elements and conducted a survey on what employees want from employers, as discussed in the previous section regarding the Las Vegas job market. The reputation of each property was one of the main differences in employers, and therefore a possible serious consideration for the job seekers in the city.

Reputation is an important factor for the success of a casino hotel in the Las Vegas market because each has a different name value. For instance, some hotels would be recognized by people in most cities, even outside of the U.S., while other hotels would be known only in Las Vegas. This recognition not only works to attract customers, but also works to retain and attract the employees who are the most essential part of daily operations. This employee-focused recognition is referred to as a company’s corporate reputation.

According to Johnson and Roberts (2006), corporate reputation is a major factor for job seekers and employees. Their article reported that 40% of employees are planning to leave their current jobs. The main reason for this desire is that the reputations of

employers do not meet their expectations. Other reasons include the following: employees feel they are unappreciated, employees do not get enough support, companies provided unclear communication on advancement opportunities, and employees are not satisfied with the compensation. A study done by Bayard Advertising Agency showed that 29% of the respondents said the quality of the products and services are an important influence in determining the reputation of their workplace (as cited in Johnson & Roberts, 2006). In the article, the authors presented another example of the importance of employer reputation from a poll done by Maritz Research in 2002. The poll indicated that 49% of American workers said that the brand of the company or the image played a key role in their decision to apply for the job (as cited in Johnson & Roberts, 2006). All of these three cases from one article indicate that when people are searching for their jobs, they consider the reputation of the workplace as important. Roberts and Johnson placed emphasis on employer branding because it is connected to the reputation of companies. They noted that employer branding is about attracting and keeping the best employees, and will be discussed at the end of this section.

Milman and Ricci (2004) conducted a study, predicting job retention of hourly employees in the lodging industry. They asked 317 participants of 10 lodging facilities what attracted the respondents to their current jobs. The result showed 29.9% of employees were attracted by the reputation of the lodging facility. Lodging facility reputation was only ranked on fifth, but it is apparent that job applicants consider reputation as one of important factors when they look for future employers.

Keeping a better reputation than other brands in the hospitality industry is a marketing and survival strategy to seek and retain customers. Now, it is essential to maintain a better reputation to attract and retain qualified job seekers.

### Ethnicity and Gender

Human resource's role has grown in recent years as diversity in the workforce has also grown. Diversity in the employee population is a reality, (O'Leary & Weathington, 2006) and understanding the diversified workforce is essential for organizations (Lee, 2003). This understanding is also crucial because ethnicity and gender play a significant role in employee motivational factors.

The number of females in the workforce has been rapidly increasing, and they make up almost 50% of the work population, which means that females are economically active and becoming a focus for employers to consider in their work environment (Oshagbemi, 2000; Tang, Tang, & Homaifa, 2005). The proportion of White males was reduced while the number of females and minorities was increasing. Fullerton (1999) predicted that among the population who are entering the workforce, over 70% will consist of females and those who are non-White. Therefore, the importance of understanding what females and minorities want from their employers and providing their needs was generated.

In addition to the diversification of the workforce, many companies are globalizing by opening branches out of their origin countries. Those trends indicated that understanding the employees of different ethnicities became an essential issue for the employers. The casino hotel companies operating in Las Vegas are no exception to these trends. Wynn Resorts already opened a property, Wynn Macau (Wynn Macau, 2007), and

MGMMIRAGE will be doing so (Wikipedia, 2007). Las Vegas Sands Corporation will be also operating The Venetian Macau (The Venetian Macau, 2007) and was selected to open a property in Singapore by its government (Hussman, 2006). Knowing what satisfies employees in different countries would be a beneficial factor for companies in the competitive world.

According to Chiu (1998) and Oshagbemi (2000), some studies show men are more satisfied with their jobs while others explain that women are happier with theirs. Phelan (1994) supported the latter by reporting that women have lower expectation from work than men. Women also place a lower value on their work and rewards from their employers. Mueller and Wallace (1996) indicated that women compare themselves to other women instead of the other people who work with them. Therefore, women are satisfied more readily with their work and pay than men, even with lower wages than men most of the time. There are researchers who describe that no differences are found in the job satisfaction levels between females and males. However, the differences in work related expectations and satisfaction levels between males and females were supported by studies. (Goh, Koh, & Low, 1991; Keith & Glass, 1977; Mason, 1995).

Kuhlen (1963) wrote that males believe a career is the core element in selecting a job, but having a career is not as important to females. Loscocco (1989) reported that extrinsic values were more important to women than men while Neil and Snizek (1987) showed the opposite. It was found that earnings and responsibility are important elements for men while women are more concerned about growth, prestige, and challenges (Bigoness, 1988; Konrad, Corrigan, Lieb, & Ritchie, 2000). Sicherman (1996) reported that the main reason for women to look for a new job involved higher pay.

However, women were shown to put more emphasis on having time for activities outside of work from a study discovered in a study done by Joy (2002) on college graduates. In the study, the tendency of males was to be interested in receiving a higher salary. Schuler (1975) reported that females consider working with pleasant employees more while males desire to influence important decisions and direct the work of others. Women value social factors more than men, and men put more value on the opportunities for self expression than women (Centres & Bugental, 1996). However, other researchers reported that men perceive the greatest satisfaction from interpersonal relations within their jobs when women are not much affected by this item. Women are satisfied with good work conditions while men are not sensitive to a good work environment. (Garcia-Bernal, Gargallo-Castel, & Marzo-Navarro, 2005)

Cesare and Sardi (2003) defined American culture as “an individual ... trying to get the next promotion, he will probably stay at work late to do additional work and develop excellent relationships with the key decision-makers” (p. 29) which represents the individualism. The authors applied Hofstede’s Theory for their article. According to this theory, Americans were found to be individual players over team players. On the other hand, Japanese employees were working for the growth of their companies and showed strong loyalty to their employers. As promotion occurred within the companies, Japanese employees respected their management. In contrast, companies in the US hire management from the outside of the organization, most of times no respect was shown. Japanese were very concerned about being employed with one company over their lifetime and motivated by job security while Americans do not believe in lifetime employment.

A study done in Turkey indicated no significant differences between females and males (Bilgic, 1998). However, it was presented that women were less satisfied with pay and work environment than men. Metle (2002) conducted a study with Kuwait women who were hired by the Kuwait government. The author reported that the tradition and culture placed a negative impact on the satisfaction for Kuwaiti women. Women were observed as less favorable to materialism than men from a study done among Norwegian business students (Gooderham, Nordhaug, Rongdal, & Birkelund, 2004).

A group of researchers conducted a survey with a multinational corporation (Gunkel, Lusk, Wolff, & Li, 2007). The study was done with employees who were located in China, Germany, Japan, and the USA. They reported that females do emphasize feminine factors including personal time, fringe benefits, and relationships with managers. For China, both males and females looked for similar items. Gunkel et al. assumed the phenomenon was occurring because of the economic situation in which men and women share similar career paths; for example, Chinese women go back to work after a short maternity leave, unlike western women. German males regarded a desirable living area important whereas German women put an emphasis on fringe benefits, job security, and positive relationship. According to the authors, people from the US illustrate the general stereotypes of gender the most. Training opportunities, fringe benefits, recognition, working conditions, job security, personal time, and relationships with people were listed as important for women. Men responded that high earnings and advancement were the items which satisfied them the most. There were clear gaps between Japanese men and women compare to the other countries. Females considered challenging work and physical working conditions important. Fringe benefits, advancement, and personal time

were significant items for males. The findings from the Japanese group were different from the other three countries, showing the opposite tendency of male and female employees.

Kim (2005) concluded that the elements to satisfy men and women differ from his study among Korean government workers. Also, he wrote that the cultural aspects were the reasons for the differences between males and females. His findings showed that female employees were more satisfied with their jobs than males. Women answered work achievement as the most important motivation and listed working conditions, supervision, personal growth, and job security as important. On the other hand, men valued promotion, reputation, and prestige as public employees. The author also wrote that Korean women were satisfied with intrinsic rewards from work, and Korean men considered extrinsic rewards from their employers to be important.

As researchers reported above, women and men are searching and placing values on different elements from their jobs to feel motivated and satisfied. This occurs because women or men create different experience (Valentine, 2000). Differences between countries should be treated as significant as well as gender differences (Gunkel et al., 2007). The cultural differences affected the decisions of what employees want from work as the definitions of satisfaction are also different depending on cultures. Therefore, in this study, comparing the results of according to gender and ethnicity on what employees want from their employers would be an important procedure.

## Brand

### *What is a “Brand”?*

A brand is used as the best perception marketing tool in any business field (Hunt & Landry, 2005). The American Marketing Association defined brand as “a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers” (American Marketing Association, 2006). Jevons (2005) wrote that the definition only contains the product-related concept of a brand. However, he indicated that brand also implicated intangibles, the perception of customers, and communication-oriented aspects. For example, sports players, politicians, and stars had brand identities which were popular among the public.

The role of a brand was to influence customers to react to a name of product or service (“The year”, 1988). For example, Disney was and is advertising its name all over the world as fun family-oriented entertainment. Therefore, people know what Disney is, and families go to Disney parks to enjoy their vacations. The marketing strategy of using Disney as a brand attracted people and led to success for the company.

One of a brand's functions is to create loyalty between products or services and customers, which means a brand name works as a retention method. Brand loyalty was created when repeated usage of a certain brand by users occurred (Dick & Basu, 1994; Ritson, 2002). Customers were willing to choose products or services of a certain brand among all the brands out there because a strong bond, which was termed loyalty, was constructed (Oliver, 1999).



### *Brands in the Hospitality Industry*

The hospitality industry was confronting problems acquiring its market share because of new business entities, decreased population growth, and saturated markets (Tepeci, 1999). Therefore, each segment of the hospitality industry needed to put more effort into keeping the business profitable. Keeping the promised image of brands was one of the solutions to retain present customers and attract new customers.

Building a strong brand was an essential part of attracting customers to the hospitality industry. The consistency of the services and products was emphasized for building a strong brand. In the hotel industry, a brand could be defined as “the ability of a firm to deliver its promise, consistently, across all business units regardless of geographical spread” (Olsen, Chung, Graf, Lee, & Madanoglu, 2004). Berry, Lefkowitz, and Clark (1988) emphasized importance of the company names because those work as brands in the service industries.

The Four Seasons and Ritz Carlton were known for their consistent high-end quality service and amenities provided in all their properties all over the world. However, building a strong brand did not necessarily mean providing higher quality amenities and services. A person who was planning to stay at one of La Quinta Inn properties knew what services to expect as the name represents complimentary continental breakfast, free stay in their parents' room for children 18 and under, and free internet access if service is available. (La Quinta Inn, 2006) La Quinta Inn was not a high quality brand, but it is strong among its specific level market compare to its competitors.

When people saw a Golden Arch a block away, they knew that a property of the largest fast food chain company in the world serving Big Macs and French Fries with a

playground for kids, McDonald's, was located on the corner. McDonald's did not provide high-end products or services, but it is now recognized all over the world, indicating the company has a strong brand.

For the brands mentioned above, there were customers who were repeating their visits to Ritz Carlton, La Quinta Inn, and McDonald's. That was because those customers were loyal to the brand. It was an important issue for the hospitality business to have loyal customers who come back for the same products and services of the company.

In the casino industry, Harrah's Entertainment was known as the largest gaming company with properties all over the United States. *Total Rewards* card holders knew what to expect from Harrah's Entertainment properties depending on the status of their card: *Seven Stars, Diamond, Platinum, and Gold*. Harrah's Entertainment did not provide high quality amenities or services for all levels of players. However, the company built special relationships with players under a branded program, *Total Rewards*, with consistent products and services.

## Employer Branding

### *What is "Employer Branding?"*

As discussed, branding primarily has been a marketing tool for business entities to deliver their products or services to customers (Ewing, Pitt, de Bussy, & Berthon, 2002; Ritson, 2002). However, brand could be applied in human resources as a great strategy to retain and attract employees by providing the impression as an employer of choice (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004; Hunt & Landry, 2005). The tool is called employer branding. It is nothing different from a conventional brand except the

target was shifted from consumers to employees. There are similarities between human resources and products or services of companies. Therefore, the management techniques of product or service branding could be converted and applied in human resources.

Davies said that employer branding was the most effective marketing tool for organizations in controlling human resources (Davies, 2004)

There have been many studies done to show the impact of brands on external customers who are purchasers of brand products or services of the brands. On the other hand, there were not many studies conducted to learn about the relationships between brands of companies and their internal customers who were their present and future employees. The reason could be that employer branding, which was marketing the brands of companies to employees, became an important issue only recently. The concept was considered as important in the early 1990s (Thorne, 2004), and “employer branding” was assumed that the word was first used in an article by Ambler and Barrow in 1996 (Ewing et al, 2002). The employer branding approach was created and became popular because of the increasing competitiveness from the labor shortages faced by businesses (Backhaus & Tikoo, 2004; Hunt & Landry, 2005). There were very few employers implementing the concepts in their daily operations, but the number of companies utilizing employer branding was increasing (Donath, 2007)

Ambler and Barrow (1996) defined employer branding as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (p. 187). Backhaus and Tikoo (2004) wrote that employer branding was “the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors.”

Employer branding worked as an object that held all components of firms to ensure employee loyalty, commitment, and performance. The concept also provided positive effects such as profitability with business and market share growth (Thorne, 2004). The employer brand distinguishes a firm as an employer (Hunt & Landry, 2005). Van Dam (2006) described employer branding as having a strong appeal on current and future employees which set up a positive image for the employer. Employer branding created images as an employers and emotional relationships between employers and employees ("Why HR", 2004). Employer branding also decided what employees tell other people about their employer (Sartain, 2006).

The Conference Board conducted a research with 138 companies. It was reported that the employer branding helps "workers internalize a company's values, understand and embrace an employer's mission, and enhances the firm's reputation as an employer of choice" (Bates, 2001). A survey conducted by the Bernard Hodes Global Network in 2006 concluded that the key expectations of employer branding in the employers' point of view were "ease in attracting candidates" and "recognitions as employer of choice" ("Employer brands", 2006). Employers utilized employer branding as a marketing tool to establish themselves as a good place to work. Employer branding was used to attract future and retain current employees by earning a reputation as a highly recognized internal brand in the competitive employment market (Hunt & Landry, 2005).

### *The Importance of Employer Branding*

Ambler and Barrow (1996) reported that companies that practice employer branding had higher retention rates, especially with the employees who were more skilled. They also wrote that employer branding worked as differentiators and had competitive

advantages for those companies. Companies that utilized the employer branding impacted the career choices of future employees and attracted the people with the best skills in the field.

Ritson (2002) described that well-built employer branding reduced the cost of hiring employees and extended the average length of employment. It improved the relationships between employers and employees. Those companies with strong employer brand would attract the similarly skilled candidates with lower salaries more than the competitors with weaker employer brands.

Backhaus and Tikoo (2004) wrote that employer branding built companies as an employer of choice and attracted the best candidates externally. Internally, the concept encouraged employees who were already employed and created a workforce which was not easy for other companies to use for their human resources management.

Even with all the positive effects of employer branding, it must be used wisely and properly. If not, all the costs and efforts invested in employer branding will be wasted because those employees who were motivated to work for the company will be disappointed at the gap between the promises and the reality. Those employees will look for another job or employer who can maintain a strong employer brand (Backhaus & Tikoo, 2004; "HR Directors", 2006)

#### *The Importance of Employer Branding in Las Vegas*

As discussed earlier, it has become more and more competitive for the casino hotels in Las Vegas to find people to fill open positions. Therefore, employer branding is an important and relevant issue for the city. Baird (2006) quoted from a human resources presentation in Las Vegas that the average cost of hiring a casino employee was \$ 2,961.

In the article, he added his conversation with David Johndrow, the leader of the Human Resources Consulting Division in hospitality and gaming. Johndrow commented that casino hotels did not make any effort to keep their employees, and 37% of new employees left their employers within the first 100 days. Their conversation showed that costs of hiring for the vacant positions were inevitable but could be reduced depending on the efforts for employers. The solution to minimizing the costs of hiring was keeping the existing employees.

In Las Vegas, there are currently many openings. There will be thousands of jobs needed to be filled within the next four years. It is extremely important for the casino hotels to establishing themselves as the employer of choice for their future daily operations. Knowing what employees want from employers and positioning the company name as a great place to work compared to other casino hotel companies in Las Vegas would be the best solution in this competitive market.

## CHAPTER III

### METHODOLOGY

This chapter describes the research methodology in this study. Selecting participants, designing a questionnaire, and collecting data are discussed.

#### Participant Selection

This paper mainly focused on the Las Vegas job market. Nevertheless, the population of this study is very large, because anyone who applies and accepts a job in Las Vegas can be included. As the casino hotels in Las Vegas are utilizing their websites, a person who is outside of the US and eligible to work in the US can apply by using internet. Therefore, it is not possible to retrieve a sample frame list because there is no boundary on the population of this study. Among the non-probability sampling methods, which involves selecting a sample that is not a random process (Zikmund, 2003), the convenience sampling method was used. This type of non-probability sample method consists in finding people who are convenient asking to participate.

This researcher narrowed the sample of this study down to the University of Nevada Las Vegas William F Harrah College of Hotel Administration (Hotel College) students who are currently taking Hotel College classes. One of the reasons for choosing the students who were attending the Hotel College as the sample was their interest in the hospitality industry. Some might argue that students who are attending hospitality

courses anywhere in the United States are interested in the hospitality industry. However, the Hotel College students have more knowledge about casino hotels and the hospitality job market in Las Vegas than the rest of the population because they are exposed to the environment. The Hotel College students have more experience with the Las Vegas hospitality industry since a 1,000 work hours is a requirement for achieving a Hotel Administration undergraduate degree from UNLV.

### Questionnaire Design

A brief self-administered survey questionnaire was developed with ten essential questions to infer necessary information from the potential results. A copy of the questionnaire is attached, see Appendix A.

Question number one asked the students what they want from their employer. This question had five items for the students to rank: appreciation and praise for work done, good wages, job security, feeling of being involved or in things, and interesting work. These five items were selected from the six previously introduced studies and will be referred as List One in the next two chapters. As mentioned in the literature review, those studies had 10 items for the participants to rank. Among those 10 items, the top five items from the six surveys were listed for question number one. All six questionnaires had the same three items within the top five: appreciation and praise for work done, good wages, and job security. Four studies had interesting work within the first five ranks. Promotion within the company and feeling of being involved or in things were the items which appeared equally, three times in the top five of six studies. However, feeling of



being involved or in things was chosen to be included in the five items as it was ranked on higher places than promotion within the company.

Question number two asked the participants to rank 10 items. The previous six studies used a same list. However, the words used in each study were slightly different from each other. The list in this paper is exactly the same as in the study conducted on Caribbean hotel workers by Charles and Marshall (1992), and the list of those 10 items will be referred as List Two in the next two chapters. Their list was more participant-friendly in this researcher's point of view, which means the items used in their study were less confusing to the participants than the other studies. For example, personal loyalty to employees was used for other studies. On the other hand, the research of Charles and Marshall used supervisor's loyalty toward workers. The latter is more specific and tells the participants that the loyalty comes from the supervisors given to their employees.

Question number three ascertains the participants' working status. The responses to this question will represent what percentage of the UNLV Hotel College students are actually working in their academic related field, how many are working out side of the field, and how many are not working at all.

Questions four and five inquired what the name of the current employer is and how long the participant worked for the current employer. The students' understanding of the hospitality industry could be different from this researcher's. In this study, the hospitality industry is narrowed down to hotels, casinos, and food and beverage. By asking for the name of the employer, this researcher can properly sort out the responses of question number three.

Question number six and seven asked the basic demographic information such as gender and age of participants. Following the methodology of the previous studies, this paper will also continue to test the differences in answers by using gender. Since the sample of this study is made up of students who are mostly in their twenties, age will be less of a factor, but it is nevertheless included in the questionnaire.

Determining the ethnicity of students was the purpose of asking question number eight. The ethnicity of the participant was important to determine, because the UNLV hotel college has students from all over the world. The answers to questions number one, two, and ten will be compared according to ethnicities. Question number nine determined the proportion of students in various academic years.

The final question was the core question for this research. This question asked the students to rank ten items picturing their employers as casino hotels in Las Vegas. The list for question number 10 differed from the list of previous studies. Tactful or considerate discipline was eliminated from the list of question number ten and reputation was included. Tactful or considerate discipline was considered as the least important item for the participants in earlier studies (Charles & Marshall, 1992; Goll, 1989; Kovach, 1980). The new list will be referred as List Three in the next two chapters.

### Data Collection

Professors of the UNLV Hotel College were contacted via email to allow this researcher to visit them and explain the study. Five professors allowed this researcher to have meetings with them. The purpose and the objectives of this paper were explained. The reasons for selecting the UNLV Hotel College students as the sample of this paper

were also provided to the professors during the meetings. All five professors gave permission to this researcher to conduct surveys in all their undergraduate classrooms.

Students of one 100 level class, three 300 level classes, and five 400 level classes were surveyed. All the courses were labeled under Hotel Management. These courses are required for students to graduates except for HMD 410.

1. HMD 101: Introduction to Hospitality Industry,
2. HMD 395: Facility Management,
3. HMD 401: Hospitality Law,
4. HMD 410: Hospitality Security, and
5. HMD 454: Lodging Operation and Management.

This researcher visited each class room. Students were provided with information about this study and advised that the participation was voluntary. This researcher also made students aware of details to pay attention to while answering the questions. The students were given a maximum of 15 minutes to finish. The completed questionnaires were collected right away and were numbered for convenience for Statistical Package for the Social Sciences 14 (SPSS 14) data entry.

## CHAPTER IV

### DATA ANALYSIS

Statistical Package for the Social Sciences 14 (SPSS 14) was used for analyzing the collected data. The response rates were calculated and the frequencies of the demographic information were derived.

#### Response Rates

The researcher visited each class to distribute the questionnaires and collected them right away. Therefore, the response rates were relatively high. A total of 359 questionnaires were distributed and 342 were collected which brought a response rate of 95.3%. Among 342 collected responses, 313 or 91.5%, of them were usable.

#### Demographics

The proportion of females was 56.2%, and that of males was 43.8% (see Table 8).

The age range of the students is presented in Table 9. The youngest students were 18 and the oldest student was 54. As predicted, more than 70% of respondents were in their early twenties, 20 to 25 years old. The oldest female participant was 32 years old, but there were eight males who were 32 years old and older. For females, the most cases observed between ages 20 and 21 while most participants were between ages 22 and 23

for males. The average age of females is between 22 and 23 and that of males is between 24 and 25.

Table 8

<i>Gender (N = 313)</i>		
	N	%
Female	176	56.23
Male	137	43.77

Table 9

<i>Age (N = 313)</i>						
			<u>Female</u>		<u>Male</u>	
	N	%	N	%	N	%
18-19	24	7.67	16	9.09	8	5.84
20-21	94	30.03	64	36.36	30	21.90
22-23	95	30.35	48	27.27	47	34.31
24-25	47	15.02	29	16.48	18	13.14
26-28	30	9.58	14	7.95	16	11.68
28-31	14	4.47	4	2.27	10	7.30
32 and older	9	2.88	1	0.57	8	5.84

Table 10 represents the academic levels of students. 62% of students were seniors. As the selected classes were required to achieve a specific degree, there were only 16 first year students.

Table 10

*Academic Levels (N = 313)*

	N	%
First year student	16	5.11
Sophomore	25	7.99
Junior	81	25.88
Senior	191	61.02

The proportion of ethnicity is presented in Table 11. The category of Asian or Pacific Islander (Asian) makes up almost half of the respondents, 48.2%. The proportion of White – Non Hispanic (White) was 39.9%. Eighteen of the respondents were Hispanic/Spanish/Latino, and there were 8 Black or African Americans. Ten students identified themselves as Other, and provided following details: Hispanic and White or White and Asian. Only one participant fell into the American Indian or Native Indian category.

The employment status of students is presented in Table 12. More than half, 58.2%, of the participated students were employed. Almost half of students, 153, were working in the hospitality industries including lodging, casino hotels, and food and beverage. There are 131 students, 41.95%, who were not working at all.

Table 11

*Ethnicity (N = 313)*

	N	%
Asian or Pacific Islander	151	48.24
White-non Hispanic	125	39.94
Hispanic/Spanish/Latino	18	5.75
Other	10	3.19
Black or African American	8	2.56
American Indian or Native American	1	0.32

Table 12

*Employment Status (N = 313)*

	N	%
Job in the hospitality industry	153	48.88
Job in the non-hospitality industry	29	9.27
Unemployed	131	41.85

## What employees want from their employers

The rankings were retrieved using the means of each item for List One, Two, and Three. The participants were asked to use 1 to 5 or 1 to 10 to rank the items, 1 as the most important. Therefore, the lowest mean is ranked on top and the highest mean is ranked on the bottom on the presented tables.

The significances of each ranking are tested with the one sample Kolmogorov – Smirnov test (K- S test) with SPSS 14. It is a non-parametric test which statistically generate ranking with the mean of each item (Ward, 1998).

Rankings according to gender, ethnicity, and employment status are presented to compare the differences within the groups. The differences in rankings within each control group are also observed with the Kruskal-Wallis test (K-W test) from SPSS 14. The non parametric test was used by Charles and Marshall (1992) in their research to test the null hypothesis: the ranking of the motivational factors by different groups of Caribbean hotel workers are the same. The hypothesis is applied for this study because their survey and that of this paper share similarity: there are no difference in the rankings retrieved according to gender, ethnicity, and employment status.

#### *Data from List One*

Table 13 shows the rank for List One by all usable questionnaires.

Table 13

#### *Ranking of List One (N=313)*

Rank		Mean
1	Good Wages	2.49
2	Interesting Work	2.67
3	Appreciation and Praise for work done	2.96
4	Job Security	3.38
5	Feeling of being involved or in things	3.51



Ethnicities were also compared for the ranking of the five items (see Table 14). However, “Black or African America,” “Hispanic/Spanish/Latino,” “American Indian or Native American,” and “Other” were not included in the comparison as the number of responses was too small to compare to the other two ethnicities (see Table 11). Table 14 also shows the result of the K-W test between Asian and White.

Table 14

*Ranking and Kruskal-Wallis Test of List One Between Asian and White <sup>1</sup>*

	<u>Asian <sup>2</sup></u>		<u>White <sup>3</sup></u>		Sig.
	Mean	Rank	Mean	Rank	
Good wages	2.7	2	2.34	1	0.016*
Interesting work	2.42	1	2.94	3	0.002**
Appreciation and praise for work done	3.03	3	2.82	2	0.196
Job security	3.59	5	3.20	4	0.010*
Feeling of being involved or in things	3.28	4	3.70	5	0.010*

*Note.* <sup>1</sup> Asian stands for the Asian or Pacific Islander category and White stands for the White – Non Hispanic category. <sup>2</sup> n =151. and <sup>3</sup> n = 125.

\*  $p < .05$ . \*\* $p < .01$ .

Table 15 is presenting the ranking and the results of Kruskal-Wallis test for List One according to employment status. Items are listed in the order of the rankings of List One among the participants (see Table 13).

Table 15

*Ranking and Kruskal-Wallis Test of List One according to Employment Status*

	<u>Unemployed <sup>1</sup></u>		<u>Employed <sup>2</sup></u>		Sig.
	Rank	Mean	Rank	Mean	
Good wages	2	2.59	1	2.42	0.274
Interesting work	1	2.50	2	2.79	0.048*
Appreciation and praise for work done	3	2.95	3	2.96	0.982
Job security	5	3.63	4	3.20	0.004**
Feeling of being involved or in things	4	3.33	5	3.65	0.026*

Note. <sup>1</sup> n = 183. <sup>2</sup> n = 131.

\*  $p < .05$ . \*\*  $p < .01$ .

*Data from List Two*

The ranking of List Two from the previous studies is presented in Table 16.

Ranking of List Two from the previous studies were compared by gender, and there were differences between the rankings by females and that by males (see Table 17). The items are in the same order as Table 16 which is the rankings by students for List Two.

The rankings of the groups, Asian and White, for List Two are also retrieved. The one sample K-W test result is displayed in the table and differences in the ranking of each ethnicity were noticed (see Table 18). The order of the items in the Table is also the same as Table 16 which is the rankings retrieved by all usable responses on what employees want from the list of ten items.

Rankings of List Two are compared between unemployed and employed participants (see Table 19). The items were in the order of this study ranking result on List Two (see Table 16).

Table 16

*Ranking of List Two (N = 313)*

Rank		Mean
1	Good working conditions	4.03
2	Higher wages	4.18
3	Interesting work	4.32
4	Appreciation and praise for work done	4.87
5	Job security	5.49
6	Promotion in the company	5.62
7	Feeling of being involved or in things	5.73
8	Supervisor's loyalty toward workers	5.78
9	Help and understanding with personal problems	7.38
10	Tactful or considerate discipline	7.58

*Data from List Three*

The ranking for List Three in question number ten is showed in Table 20. This list included reputation by eliminating tactful or considerate discipline from List Two, the list used for question number two. Money was placed on the top by the participants.

Table 17

*Ranking of List Two according to Gender*

	<u>Female <sup>1</sup></u>		<u>Male <sup>2</sup></u>	
	Rank	Mean	Rank	Mean
Good working conditions	1	3.74	3	4.41
Higher Wages	2	4.30	1	4.03
Interesting Work	3	4.40	2	4.21
Appreciation and Praise for work done	4	5.03	4	4.66
Job Security	5	5.53	5	5.44
Promotion in the company	8	5.74	6	5.47
Feeling of being involved or in things	6	5.57	8	5.93
Supervisor's loyalty toward workers	7	5.71	7	5.86
Help and understanding with personal problems	9	7.38	9	7.39
Tactful or considerate discipline	10	7.56	10	7.61

Note. <sup>1</sup> n = 176. <sup>2</sup> n = 137.

List Three was ranked by gender (see Table 21). Both females and males indicated money as the most important item. However, the remaining items were ranked differently according to gender. Items were listed according to their overall ranking by participants (see Table 20).

The rankings by the groups, Asian and White, for List Three are presented in Table 22. The results of K-W test are also included and the table showed obvious gaps between the

two ethnicities. The order of the items is the same as Table 20 which was presented by rankings from participants on List Three.

The differences in rankings by employment status for List Three are presented in Table 23. The motivational items are listed as the ranking by participants for List Three (see Table 20).

Table 18

*Ranking and Kruskal-Wallis Test of List Two Between Asian and White <sup>1</sup>*

	<u>Asian <sup>2</sup></u>		<u>White <sup>3</sup></u>		Sig.
	Rank	Mean	Rank	Mean	
Good working conditions	1	3.84	2	4.21	0.232
Higher wages	3	4.46	1	3.82	0.012*
Interesting work	2	3.90	3	4.80	0.005**
Appreciation and praise for work done	4	4.91	4	4.85	0.796
Job security	8	6.01	5	5.02	0.004**
Promotion in the company	7	5.94	6	5.13	0.008**
Feeling of being involved or in things	5	5.33	8	6.12	0.025*
Supervisor's loyalty toward workers	6	5.75	7	5.71	0.748
Help and understanding with personal problems	9	7.07	10	7.86	0.003**
Tactful or considerate discipline	10	7.76	9	7.45	0.260

*Note.* <sup>1</sup> Asian stands for the Asian or Pacific Islander category and White stands for the White – Non Hispanic category. <sup>2</sup> n = 151. <sup>3</sup> n = 125.

*p* < .05. \*\**p* < .01

Table 19

*Ranking of List Two according to Employment Status*

	<u>Unemployed <sup>1</sup></u>		<u>Employed <sup>2</sup></u>	
	Rank	Mean	Rank	Mean
Good working conditions	1	3.75	1	4.24
Higher Wages	2	4.09	2	4.25
Interesting Work	3	4.17	3	4.43
Appreciation and Praise for work done	4	4.98	4	4.79
Job Security	6	5.90	5	5.20
Promotion in the company	7	5.93	6	5.40
Feeling of being involved or in things	5	5.53	8	5.87
Supervisor's loyalty toward workers	8	6.04	7	5.59
Help and Understanding with personal problems	9	7.02	10	7.64
Tactful or considerate discipline	10	7.56	9	7.59

*Note.* <sup>1</sup> n = 183. <sup>2</sup> n = 131.

Table 20

*Ranking of List Three (N = 313)*

Rank		Mean
1	Money	3.74
2	Interesting work	4.52
3	Good working conditions	4.68
4	Appreciation and praise for work done	4.90
5	Promotion in the company	5.33
6	Job security	5.65
7	Reputation	5.96
8	Feeling of being involved or in things	6.01
9	Supervisor's loyalty toward workers	6.41
10	Help and understanding with personal problems	7.80

Table 21

*Ranking of List Three according to Gender*

	<u>Female <sup>1</sup></u>		<u>Male <sup>2</sup></u>	
	Rank	Mean	Rank	Mean
Money	1	3.81	1	3.66
Interesting work	3	4.65	2	4.36
Good working conditions	2	4.34	4	5.11
Appreciation and praise for work done	4	5.01	3	4.77
Promotion in the company	5	5.41	5	5.21
Job Security	7	5.78	6	5.47
Reputation	6	5.73	8	6.25
Feeling of being involved or in things	9	6.26	7	5.70
Supervisor's loyalty toward workers	8	6.22	9	6.66
Help and understanding with personal problems	10	7.81	10	7.78

*Note.* <sup>1</sup> n = 176. <sup>2</sup> n = 137.



Table 22

*Ranking and Kruskal-Wallis Test of List Three Between Asian and White <sup>1</sup>*

	<u>Asian <sup>2</sup></u>		<u>White <sup>3</sup></u>		Sig.
	Rank	Mean	Rank	Mean	
Money	2	4.05	1	3.34	0.023*
Interesting work	1	3.99	6	5.12	0.001**
Good working conditions	3	4.28	4	5.06	0.006**
Appreciation and praise for work done	4	4.81	3	5.04	0.513
Promotion in the company	7	6.13	2	4.57	0.000**
Job security	8	6.17	5	5.08	0.002**
Reputation	6	5.99	7	6.11	0.857
Feeling of being involved or in things	5	5.49	9	6.43	0.003**
Supervisor's loyalty toward workers	9	6.51	8	6.16	0.165
Help and understanding with personal problems	10	7.61	10	8.06	0.126

*Note.* <sup>1</sup> Asian stands for the Asian or Pacific Islander category and White stands for the White – Non Hispanic category. <sup>2</sup> n = 151. <sup>3</sup> n = 125.

\*  $p < .05$ . \*\*  $p < .01$ .

Table 23

*Ranking of List Three according to Employment Status*

	<u>Unemployed <sup>1</sup></u>		<u>Employed <sup>2</sup></u>	
	Rank	Mean	Rank	Mean
Money	1	3.95	1	3.60
Interesting Work	2	4.11	4	4.82
Good working conditions	3	4.38	3	4.89
Appreciation and praise for work done	4	5.09	2	4.77
Promotion in the company	8	5.89	5	4.92
Job Security	7	5.82	6	5.53
Reputation	6	5.67	7	6.16
Feeling of being involved or in things	5	5.57	9	6.33
Supervisor's loyalty toward workers	9	6.69	8	6.20
Help and understanding with personal problems	10	7.85	10	7.76

Note. <sup>1</sup> n = 183. <sup>2</sup> n = 131.

## CHAPTER V

### DISCUSSION AND RECOMENTDATION

In this chapter, a discussion of this study is presented by interpreting the analyzed data and conclusions are drawn based on the results. Limitations of this study are presented. Lastly, recommendations are discussed.

#### Discussion of Results

The results of questions number one, two, and ten are interpreted separately. Demographic information was used as control variables for each question.

#### *Results from List One*

The ranking of List One is presented in Table 13. All five items maintained significant rankings according to the K-S test based on the significant level of 0.05.

The monetary reward was shown as the most important among the five items according to the answers given by the Hotel College students. This was a different outcome from the previous studies done by Goll (1989), Kovach (1980, 1987) and the Labor Relations Institute of New York (cited as Kovach 1980). Participants of those surveys responded that interesting work and being appreciated were what they wanted from their employers. Therefore, those studies concluded that the materialistic rewards were not important for employees and supervisors were not thinking from the employees' side on what employees want. However, the remaining two surveys conducted by

Charles and Marshall (1992) and Wiley (1997) reported money as the most significant issue for employees. Charles and Marshall (1992) supported their findings with the Weaver Theory M. Economic circumstance was provided by Wiley (1997) for her results. From this study, it was concluded that the students who are studying hospitality in Las Vegas consider good wages to be the most important among the five items. According to Maslow's Hierarchy of Needs theory, physiological needs are the most basic. Those needs could be satisfied with money. Most of the students are in their early twenties, and they must be in the process of fulfilling their physiological needs.

The ranking of List One were compared by gender. There was no difference in the ranking between males and females. This fact was also supported by the K-W test with the significance level of 0.05. The rank order of List One by males and that by females were the same as the rank retrieved from the entire sample.

As shown in Table 14, there were differences between the Asian category and the White. Good wages were considered the most important reward from their employers among the students who identified themselves as the White category. On the other hand, students in the Asian category selected interesting work as the most important item. Interesting work placed third among the White category participants. These differences are supported by the K-W test. Except for appreciation and praise for work done, the significance level is shown as below 0.05 which means the null hypothesis gets rejected. Therefore, the ranking by the Asian group differs from that by the White.

The rankings of List One differed according to the employment status. The students who were not employed considered the interesting work as the most important item. However, the participants who were employed considered money to be the most effective

motivator. The differences between employed and unemployed students are supported by the K-W test (see Table 17). Three items have the significance level lower than 0.05.

Base on the results, there are differences in motivational factor preferences according to the employment status.

### *Results from List Two*

The one sample K-S test was run to test the significance of the ranking for List Two. All the items were shown to maintain significant ranking based on the significance level of 0.05.

The ranking of List Two were very similar to the study done among Caribbean hotel workers (see Table 6 & 16). Having good working conditions was considered the most important motivator for the participants. This was surprising because no previous study had good working conditions ranked first. The item related to wages was pushed back to second place. Tactful or considerate discipline was ranked as the least important item in this study. Help and understanding with personal problems were ranked on 9 out of 10. The results showed that the items related to relationships were not considered as significant as the other factors.

The rankings between males and females had differences but not distinctive. Males placed higher wages on top while females placed good working conditions in first place. Females and males ranked fourth through tenth almost the same. These facts were supported by the K-W test. Having a good working condition was the only item which showed significance with a  $p$  value lower than 0.05. The rest of the items had a  $p$  value higher than 0.05. Therefore, the null hypothesis cannot be rejected.

The ranking of the Asian category indicated that money was not as important as work conditions or the job being interesting. On the other hand, money was again the most important item for the students of the White category. Job security was ranked in a higher place among the White category over the Asian, and feeling of involved in company issues were ranked higher among the Asian category over the White. These differences were explained by the K-W Test (see Table 18). Six items were had  $p$  value lower than the significant level, 0.05 which means the rejection of the null hypothesis. It can be concluded that based on the non-parametric test, there are differences in the motivational factor preferences between Asian and White.

The rankings by the employment status on List Three seem very similar, and it is supported by the K-W test. Only two items showed significance with a  $p$  value less than 0.05. It could be concluded that there are no distinctive differences in rankings according to employment status. The first four items were ranked exactly the same, and the two least important items were also ranked the same. However, the students without jobs ranked being involved in company issues as five while the employed participants placed this item as eighth in terms of importance. This result would be a reflection of how experience influences decisions, which means preferences or motivational factors would differ for an employee before and after getting a job.

#### *Results from List Three*

List Two and List Three were similar (see Appendix A). Instead of higher wage, money was used. Tactful or considerate discipline was replaced with reputation. The ranking of the revised list also maintained significance according to the K-S test.

Even though the lists were similar, the results of ranking by students were different. Money was ranked on the top (see Table 20) and a good working condition, which was placed on the top, was pushed to third (see Table 16 and 20). Reputation was not ranked as high as it had been in the previous survey results (Johnson & Roberts, 2006; Malman & Ricci, 2004). However, reputation was placed on at a higher rank than the items related personal relationships with employers.

There were no significant differences observed between the rankings by females and males. Both females and males ranked money as the most important item. The K-W test showed the same results as that of the list for question number two. Only a good working condition had a  $p$  value lower than the significant level, 0.05. It can be assumed that there are no differences in ranking between females and males.

The students in the Asian category were seeking interesting work first and money second. On the other hand, the students that identified themselves as White were motivated by money the most. Interesting work was ranked in sixth place among White participants. Promotion within a company was considered important as well. This was ranked second for the White participants and seventh for the Asian (see Table 22). This finding supports the collectivism and the individualism of Hofstede's Theory: Americans were found to be individual players seeking their own growth while the Japanese were emphasizing the growth of the company. The Asian category considered being involved in company issues important more than the White. Both ethnicity employees considered help for their personal life as the least motivating item from their employers. It can be assumed that people want to protect their privacy rather than sharing with others. These differences between the two groups were supported by the K-W test (see Table 22). More

than half of the items showed a  $p$  value less than 0.05, the significant level. Based on the results, it can be reported that Asians and Whites prefer different motivational factors from their employers.

The rankings between employed and unemployed were interesting. Money was again the most important motivator. The students who are employed responded they want to be appreciated and praised for their job done, ranking the item second. The participants who were not employed placed feeling of being involved or in thing as fourth while the employed students ranked this factor ninth. Promotion was considered more important among the employed participants. These differences also reflect the influence of job status on the preferences of the employees. These interesting gaps could be explained by the K-W test results. However, the results would not support the rejection of the null hypothesis.

### Limitations

The age range of this study was limited because the participants of this study were students who were mostly in their early twenties. However, in reality, the age range of the employees in companies is much broader than was included in this study. The motivational preferences were not examined by age group because this study was not able to reflect the age differences of the real world.

This study was conducted among students who were well aware of the environment, Las Vegas, and the job market of the city. However, the participants did not reflect the working population of the market. Many of the participants were international students from Asian countries who were not employed at the casino hotels. There are Asians who



are working in the casino hotels, but the Hispanic population is larger than the Asian population in Las Vegas casino hotels. This study did not have enough participants in the Hispanic/Spanish/Latino category. The results would have been more accurate if there were a large number of participants in that category.

There were no sources describing the Las Vegas job market except for how large the market can expand within the next four years. No literature was publicly available on what employees want from their employers in the Las Vegas environment, even though properties do conduct surveys. If literature were available, this paper would be able to compare the results and provide more accurate facts and trends of employee motivational factors in the Las Vegas casino hotel environment.

## Recommendations

### *Recommendations for Casino Hotels in Las Vegas*

As discussed, the supply of manpower will not be able to fulfill the demand in Las Vegas. The phenomenon will continue in the near future with the ongoing development of the hospitality industry. The best qualified source for the casino hotels in Las Vegas would be the students who are studying at UNLV. This study was based on those candidates, and most of the participants were close to graduation at the time the study was conducted and will be applying for full-time positions soon. Therefore, applying this study's findings by becoming an employer of choice would be moving a step closer to attracting this skilled population.

Based on the results of this study, hiring people who are in the Asian or Pacific Islander category is recommended. They have more interest in engaging work or good

working condition and less in money. However, people in the White – Non Hispanic category consider money as the most important factor from their employers. Therefore, companies would be able to reduce payroll costs by hiring Asians or Pacific Islanders. Also, the group tends to believe in lifetime employment with one company and shows the collectivism which is seeking for the growth of companies rather than their own. Having employees in the Asian or Pacific Islander category will reduce turnover rates and bring more positive effects for companies.

As mentioned, there are motivational factor preference differences according to ethnicity of employees. Therefore, when the companies are marketing themselves for new hires, they need to send out different messages tailored towards their target market. Toward Asians, the employer branding strategy could be positioning the employer as a provider of a good work environment and a promoter of delight in the workplace. The employer branding strategy for attracting Caucasian employees should be able to showcase the company as providing higher pay than competitors while promoting employees with the efforts and results of their work done.

Retaining current employees is the most cost efficient method for the casino hotels in Las Vegas with all the new property under construction. The best solution would be asking what their current employees want from them and meeting those needs. The employers would disagree saying that the method will be too expensive. However, the employers must consider the cost of hiring a new employee is almost \$3,000 and 30% of new hires leave their employers within 100 days (Baird, 2006). With more opportunities in Las Vegas, the turnover rate will get higher and higher. In the long run, surveying

what the current employees want and using their responses to help retain employees would eventually cut costs for the companies.

#### *Recommendation for Future Studies*

This study and the previous studies mentioned had lists of factors for the participants to rank. However, the lists may not contain all of important items that employees are seeking from their employers. A study with open ended questions on what employees want from their employers would be able to provide more accurate information. The process of collecting data and sorting the data would require much effort and time. However, answers from a study with the open ended questionnaire will provide an advantage to employers in the competitive environment.

Almost half of the participants in this study are from other countries and those international students are restricted by their VISA status on the number of work hours per week, 20 hours a week. It is not easy for those students to get employment opportunities as casino hotels look for someone who can work up to 40 hours. Even after their graduation with a degree from UNLV, international students are infrequently hired by a company because the students are only allowed to stay one extra year with no cost. In addition to that, if companies want to keep those employees, it becomes costly for the companies to provide proper VISA status. The casino hotels in Las Vegas can conduct studies on what benefits they could achieve by hiring the international students who are mostly Asians or Pacific Islanders, as those ethnic groups are shown to be loyal employees in this study. The casino hotels can also conduct research on how to reduce costs for providing the proper VISA status through their legal department. A company which steps into these studies earlier than the other companies would be able to best

survive the Las Vegas employee retention war by recruiting and retaining quality candidates from the Hotel College population.

### Conclusions

The bottom line is that no company can operate without employees. In addition, motivated employees are essential to producing profits to a business. Therefore, employee motivation is an essential part of daily operations for all business entities.

Then, who can motivate employees and how are they motivated? Most of time, employees do not motivate themselves. Therefore, employers are the ones who are holding the keys to the employee motivation. For the employers to be able to motivate their employees, they need to learn what factors are considered important to employees. Doing so is more essential to the employers in Las Vegas than any other city because it is a city heavily dependent on the hospitality industry, which in turn is heavily dependent on manpower. To further compound the issue, the demand for a larger workforce is already greater than the supply, and can only worsen with all the new properties opening within the next four years.

Conducting surveys, targeting current and future employees, is the best technique to find out what employee motivational factors are preferred, as suggested by the previous researchers (Kovach, 1980; Wiley, 1997). This study was conducted to provide insights for companies, especially the casino hotels in Las Vegas, by surveying the students who are studying hospitality, the best qualified candidates.

Overall, monetary rewards and providing good working conditions turned out to be the most effective ways to motivate and attract employees among the Hotel College students.

Charles and Marshall (1992) provided the same result from their study that the higher wages was identified as the prime motivational factor on the job. Wiley (1997) also made an comment from her results, “pay or good wages is generally valued by all employees, regardless of gender, occupation, age, income or employment status” (p. 227). Rewarding the employees for their work with pay incentives or cash bonuses would provide positive effects in terms of retaining and motivating the current employees. Paying more than the competitors and advertising as an employer who provides rewards in monetary forms would attract qualified people to the company. However, these strategies cannot be used forever because it will increase the cost, and the company might end up losing profits with large payroll expenses. It was concluded that money cannot be used for all current and future employees. As reported from the results of the survey, the students are seeking different motivational elements depending on their gender, ethnicity, and employment status. The Asian or Pacific Islander category students preferred interesting work than money which was the most preferred item among the White – Non Hispanic category participants. The preferred elements were different between the employed students and the unemployed participants. Charles and Marshall (1992) also had the same conclusion: different things motivate different people.

This and previous research showed what factors were and are preferred among employees. As mentioned, it is important to know what employees want to motivate them. However, knowing is not the end of the solution. The information should be applied and updated as employees’ attitudes change to become an employer of choice. Once again, the monetary rewards were shown as the most effective employee motivational factor. However, it should be combined with other factors to guard the

companies from excessive payroll costs. Utilizing motivational factors wisely according to the employee is also the best solution for motivating a diversified workforce. In addition, the employers need to market themselves as companies which provide the needs of employees. With employer branding, marketing toward current and future employees, employers can be known as the employer of choice, the great place to work. The casino hotels in Las Vegas with the above strategies would be able to motivate, retain, and attract the employees to maintain their daily operation in the competitive market.

## APPENDIX A

Thank you for completing this survey. The survey includes 10 questions. Your participation in this study is voluntary.

If you have any questions or concerns about the study, you may contact Gail Sammons at 702-895-4462. For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the UNLV Office for the Protection of Research Subjects at 702-895-2794.

**1. What do you want from your employer? Please rank the following five items using numbers from 1 to 5. (1 as the most important and 5 as the least important.) Please do not use a number more than once.**

- \_\_\_\_\_ Appreciation and praise for work done
- \_\_\_\_\_ Good wages
- \_\_\_\_\_ Job security
- \_\_\_\_\_ Feeling of being involved or in things
- \_\_\_\_\_ Interesting work

**2. Once again, please rank the following ten items relating to “what do you want from your employer”, using numbers from 1 to 10. (1 as the most important and 10 as the least important.) Please do not use a number more than once.**

- \_\_\_\_\_ Good working conditions
- \_\_\_\_\_ Interesting Work
- \_\_\_\_\_ Help and understanding with personal problems
- \_\_\_\_\_ Appreciation and praise for work done
- \_\_\_\_\_ Job security
- \_\_\_\_\_ Promotion in the company
- \_\_\_\_\_ Tactful or considerate discipline
- \_\_\_\_\_ Supervisor’s loyalty toward workers
- \_\_\_\_\_ Feeling of being involved or in things
- \_\_\_\_\_ Higher wages

**3. Are you currently working in the hospitality industry? (Check a box.)**

☐ Yes      ☐ No      ☐ I am not currently employed.

**4. What is the name of your employer? \_\_\_\_\_**

**5. How long have you been working for your current employer?**

\_\_\_ years \_\_\_ months

**6. What is your gender? (Check a box.)**      ☐ Male      ☐ Female

**7. What is your present age? \_\_\_\_\_**

**8. What is your ethnicity? (Check a box.)**

<input type="checkbox"/> White – Non Hispanic origin	<input type="checkbox"/> Black or African American
<input type="checkbox"/> American Indian or Native American	<input type="checkbox"/> Asian or Pacific Islander
<input type="checkbox"/> Hispanic / Spanish / Latino	<input type="checkbox"/> Other _____

**9. What is your class level? (Check a box.)**

<input type="checkbox"/> First year student (0 - 30 credits)	<input type="checkbox"/> Sophomore (31 - 60 credits)
<input type="checkbox"/> Junior (61 - 90 credits)	<input type="checkbox"/> Senior (91 - 128 credits)

**10. The final question, if your employer is a Las Vegas casino hotel, what would you want from this employer? Please rank the following ten items using numbers from 1 to 10. (1 as the most important and 10 as the least important.) Please do not use a number more than once.**

_____	Appreciation and praise for work done
_____	Interesting work
_____	Feeling of being involved or in things
_____	Reputation
_____	Job security
_____	Good working conditions
_____	Help and understanding with personal problems
_____	Money
_____	Promotion in the company
_____	Supervisor's loyalty toward workers



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