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## A Study Of Selected Hotel Officials And Managers With Respect To Assessment Of Job Attitudes

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A STUDY OF SELECTED HOTEL OFFICIALS AND MANAGERS WITH  
RESPECT TO ASSESSMENT OF JOB ATTITUDES

*University of Nevada, Las Vegas*

ED.D.

1978

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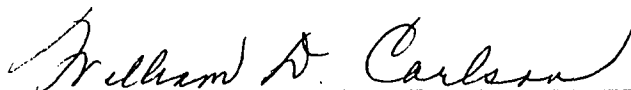
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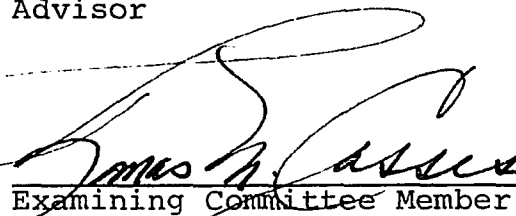
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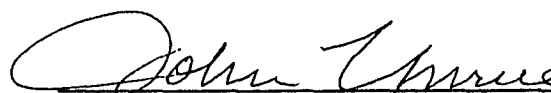
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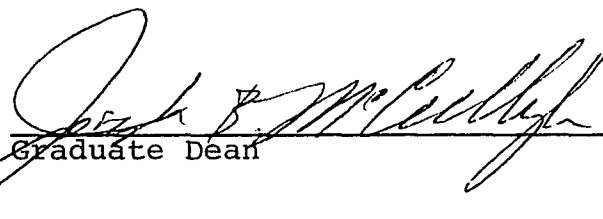
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## Chapter 1

### THE PROBLEM AND DEFINITIONS OF TERMS USED

#### Introduction

As a part-time employee of a major corporation, the writer had the opportunity to observe and study the management problems of that corporation. The corporation was successful and sophisticated in its approach to business and personnel. The screening procedures utilized in recruiting managers were apparently sophisticated and extensive, yet the recruitment and promotion of management personnel still resulted in the hiring and promotion of some people who were not successful and productive.

The high degree of management turnover in this corporation led to the conviction that current procedures used in recruitment and promotion of managerial personnel were deficient, especially with regard to measurement of job attitude. Attitude has been demonstrated to be a key factor in job performance and success, according to Porter and Lawler (1968).

The important factor in the success of a large organization is the management group. They help define organizational goals which are followed by managers, executives and administrators responsible for executing

decisions. Selection of managers for the management group in an organization is accomplished in two different ways: searching among current employees to ascertain whether management talent is present; and after this source has been exhausted, looking for talent outside the corporation. Once an individual has been tentatively identified, this prospective new employee needs to be evaluated as professionally as possible. In addition to biographical data, personal interviews and reference checks, objective instruments would be desirable to improve the selection process.

#### The Problem

With increasing pressure from top management to select the candidate most likely to succeed as a manager, reduce the costly turnover among managers and officials, improve the method for promotion among the management group, and accomplish these tasks in an objective fashion, it became important that some type of objective instrument be developed to assess attitudes which affect job performance. An objective instrument would improve the selection, placement and upgrading practices presently in use, and would aid in ensuring top-quality management within the corporation in the future.

The instrument recommended would be a work attitude scale, designed to yield a total score indicating the direction and intensity of the individual's attitude toward

his work. Attitudes cannot be directly observed, but must be inferred from overt behavior, both verbal and nonverbal. Therefore, an objective instrument is needed to measure attitude. An attitude, once identified, is consistent within certain bounds, providing there are no drastic changes in that individual's environment. An attitude scale was selected because aptitude and ability tests are influenced by cultural deprivation and normally have a high relationship to the amount of formal education, creating vulnerability to Title VII of the Civil Rights Act of 1964. However, the researcher was unable to find an objective instrument which could be used to measure job attitude of managers or prospective managers. Therefore, an instrument was to be developed which could be used to evaluate job attitude and the applicant's compatibility with the goals of the corporation and that individual's potential for contributing to those goals.

For the purpose of this study, it was decided to focus on only one broad class of attitudes and one broad class of behaviors, those that are job related. Work has always been and continues to be the major nonfamily activity that is undertaken by most human beings, according to Porter and Lawler (1968). The title of this study indicates that the plan was to focus on one particular type of employee that can be found in all organizations, the manager. This large and diverse group has one thing in common, that they

are held responsible for the job performance of persons other than themselves. The growth of our industrialized society has led to a situation in which the managerial role has achieved a level of importance that makes it a key job in today's world.

Psychologists have been concerned with the interaction between work and workers since the concept was introduced by Munsterberg (1913). Herzberg (1959) cites a number of studies of the relationship between job attitude and employee turnover and absenteeism. However, surprisingly, managers have not been studied. The need to study this group and their job attitude becomes even more important when one realizes that managers find themselves in a considerably different psychological environment from that of workers. The same kind of behavior relationships that exist at the worker level may not necessarily hold at the managerial level. Likert (1961) has hypothesized that job attitude may be more closely related for managerial performance than it is to worker performance.

### Hypothesis

The hypothesis pertaining to this study, stated in the null form, follows:

There are no significant differences of management work attitudes among the first, middle, and top management personnel of Summa Corporation as measured by a Management Work Attitude Scale.

### Source of Data

The instrument was to be administered to top, middle and first-line managers in selected hotels of the Recreational Division of the Hughes' Summa Corporation. The recreation division of the Summa Corporation is a successful business entity and appeared to be well managed. If an objective instrument was to provide an accurate evaluation of job attitude, it was hypothesized that there would be no differences in management work attitude as measured by the attitude scale among the management personnel of the Summa Corporation.

### Definition of Terms

First-line Manager: Responsible for part of a function within his department. (Example, Chief Accountant.)

Middle Manager: Responsible for one complete function within his department. (Example, Assistant Comptroller.)

Top Manager: Responsible for his entire department in implementing corporate policy and working with other top managers to establish policy within the hotel. (Example, Comptroller.)

Attitude: An attitude is either a mental readiness or implicit predisposition which exerts some general and consistent influence on a large class of evaluative

responses. These responses are usually directed toward some object, person or group. In addition, attitudes are seen as enduring predispositions which are learned rather than innate but susceptible to change.

### Significance of the Study

From the standpoint of corporate management, the Personnel Director is responsible for selecting the best qualified employees who have the greatest potential of contributing to the success of the corporation. Personnel departments are constantly being challenged in their selection processes and at time of promotions to select the best qualified candidates to meet the goals of the corporation.

The investigation of job attitudes by use of an objective instrument would aid the personnel directors because an instrument could be used in conjunction with interviews, reference investigations and biographical data to enhance the total evaluation process; that of matching workers and jobs more precisely. Within a large corporation, it is crucial that the personnel selection process be standardized and have available the most advanced instrument to improve the final evaluation process. One particularly useful instrument would be a Management Work Attitude Scale to measure job attitudes among first, middle and top managers.

## Chapter 2

### REVIEW OF LITERATURE

#### Introduction

Allport (1945) stated that the concept of attitudes is probably the most distinctive and indispensable concept in contemporary American social psychology. Psychologists have been studying the interaction between work and workers for over half a century (Porter and Lawler, 1968). Munsterberg's (1913) textbook served as a landmark, because it indicated the start of psychologists' concern with work behavior.

Initially, research did not focus upon work attitudes, but emphasized techniques concerned with personnel selection, personnel placement, and focused upon problems of improving physical aspects of the work situation. Around the 1930's, interest began to increase in the attitudes of employees and their relation to employee behavior. The Hawthorne studies (Roethlisberger and Dickson, 1939) proved to be a strong catalyst for researchers to emphasize the importance of individuals' attitudes and feelings about their work. Additional work by Lewin, Lippitt and White (1939) and Coch and French (1948) served to further the interest in this particular area.

Herzberg, Mausner, Peterson and Capwell (1957)



researched several hundred studies of workers' job attitudes during the mid-1950's, looking for characteristics which comprise an appropriate job attitude. Tannenbaum (1966) concluded that job attitudes are a distinctly psychological variable and, therefore, industrial psychologists have devoted special attention to the topic.

Brayfield and Crockett (1955) reviewed numerous studies that centered upon the relationship between workers' job attitudes and their job behavior. The reviews by Brayfield, Crockett and Herzberg cited a number of studies of the relationship between satisfaction and employee turnover and absenteeism. These reviews, however, did not look at managers' job attitudes.

Porter and Lawler (1968) felt that it was surprising that managers had not been studied. Managers represent a highly significant and visible part of the work force of any organization. In addition, managers find themselves in a considerably different psychological environment from that of workers. Attitude behavior relationships that exist at the workers' level may not necessarily hold at the managerial level. Likert (1961), for example, hypothesized that job satisfaction may be more closely related to managerial performance than to worker performance.

Numerous studies of managers' job attitudes began in the 1960's. Rosen and Weaver (1960) and Porter (1961) developed a trend in the area of managers' attitudes. Porter

and Lawler (1965) and Vroom (1965) provided significant literature to document that managers are indeed an identifiable group whose attitudes are worth studying in their own right, independent of the attitudes of workers. These studies emphasized the relationship between job satisfaction and management level, and job satisfaction and organization level. Vroom (1954) discussed studies concerning the relationship between managers' job attitudes and their job behavior. The twenty studies reviewed considered the relationship between satisfaction and performance, but only three of these studies involved individuals with supervisory responsibilities, and even these studies considered only first-level supervisors. Figure 1 shows the current state of knowledge of job attitudes. The illustration points out that there are plenty of data about workers' attitudes, less about the relationships between workers' attitudes and performance, still less about managers' job attitudes, and very little about the relationship between managers' job attitudes and job performance. Porter and Lawler (1968) claimed that a daily attitude appraisal approach for new employees is needed because two well-documented facts indicate that turnover is most likely to occur during the employee's first month on the job, and that satisfaction levels are related to amount of turnover.

Figure 1-1

## Knowledge in the Area of Job Attitudes\*

	Job attitudes in general	Job attitudes in relation to performance
Workers	Yes	Yes
Managers	Yes	Limited

Herzberg (1976) compiled a list of factors which he claimed were related to job satisfaction and job dissatisfaction. This list was drawn from samples of 1,685 employees. The results indicated that motivators were the primary cause of satisfaction. Motivators were company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security. Hygiene factors were the primary cause of unhappiness on the job. According to Herzberg, hygiene factors were comprised of achievement, recognition, work itself, responsibility, advancement and growth. These factors affecting job attitudes were studied in twelve different investigations. The employees studied included lower-level supervisors, professional women, agricultural administrators, men about to retire from management positions, hospital maintenance

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\*Source: L. W. Porter and E. E. Lawler, Managerial Attitudes and Performance (Homewood, Ill.: The Dorsey Press, 1968), p. 5.

personnel, manufacturing supervisors, nurses, food handlers, military officers, engineers, scientists, housekeepers, teachers, technicians, female assemblers, accountants, Finnish foremen and Hungarian engineers.

Herzberg's (1961) "motivator-hygiene" concept grew out of a study of job attitudes. In that study, engineers and accountants reported two kinds of experiences: a period in their professional careers when their job satisfaction was very high, and a period when it was very low. They reported the factors which caused this satisfaction or dissatisfaction, their attitudes at the time and the effects on their adjustment. The motivation-hygiene concept of job attitudes suggested that satisfaction on the job depends on task-oriented factors, whereas dissatisfaction depends on context factors or surrounding conditions. The factors which led to satisfaction did not influence dissatisfaction, and vice versa. Each of the factors serve different functions--one to avoid unpleasantness and the other to actualize the individual self. Traditional research in job attitudes has consistently emphasized the betterment of surrounding conditions, largely neglecting the self-actualization factors. However, there are a number of reservations in Herzberg's job study. For example:

1. The study depends on verbal reports of past events.
2. The reports considered satisfaction in the work situation only.

3. The respondents were limited to engineers and accountants.

Subsequently, the late 1960's period provided numerous studies on a wide variety of different populations and with significant alterations in methods, suggesting that the motivation-hygiene concept has a considerable degree of general validity.

Haire (1963) stated that pay is the most important single motivator in our organized society. However, Brown (1962) claimed that wage systems are not in themselves an important determinant of pace of work, application to work or output. Contradictory claims about the effectiveness of pay as an incentive are abundant in the literature regarding work. Haire (1963) has pointed out that the basic assumption about pay, that it motivates people to work, is a psychological one.

Terkel (1972) observed the ambiguity of phrases which pervaded his many conversations with American workers that comprised his book, Working, reflecting perhaps an ambiguity of attitude toward the job. Work and its meaning to the individual have been defined and studied in many ways. Lodahl and Kejner (1965) have defined job involvement as a multi-dimensional attitude which can be scaled with adequate, but not high, reliability and which is most affected by local organization conditions (mainly social) and learned value orientations.

Meltzer (1963) found that job satisfaction and

interest in steady work increases with age, while interest in personal advancement decreases. Geist (1963) discovered that freedom and intellectual stimulation were the most prominent reasons for disliking work.

The managerial position was the subject of studies by Porter (1963, a, b) and Porter and Henry (1964). It was found that staff managers considered autonomy more important than did line managers. Lower levels of management in small companies were more satisfied than were those in large companies. Inner-directed traits were seen as more important at each higher level of management; and other-directed traits, at each lower level of management. Kirk (1963) found that managers who participated in formal performance appraisals with their supervisors indicated greater satisfaction with their supervision, knew better what was expected of them and felt they received the recognition and encouragement they deserved.

The supervisory rating task studies by Hanson, Morton and Rothaus (1963) showed that the use of traits as a basis for rating forced the supervisor to assume and maintain an evaluative posture toward the subordinate, while under the goals method, the supervisor could take a relatively nonevaluative role. Parker (1963) found supervisory behavior related to worker attitudes toward supervision, but not to performance; however, job performance was instrumental to job security and increased production.

Work has not always been universally considered dignified. Historically speaking, work to the Greeks was a curse, while the Romans thought much of work was vulgar, and the Hebrews thought it was a form of drudgery. The modern attitude toward work evolved slowly from the beginning of Christianity. Now, work is emerging as more than a method for earning a living, and is becoming a means of achieving satisfaction.

There are a growing number of studies concerned with an examination of the underlying sources of job satisfaction which are available to the worker in his job environment. Hoffman and Mann (1956) found that increased job interest derives from actually attacking the job content, rather than altering the more peripheral aspects of the job situation. In one of the few studies concerned directly with the intrinsic-extrinsic dichotomy, Super (1962) found no evidence for such dual constructs as they related to work values. Even though the intrinsic and extrinsic factors have not been empirically established as independent factor structures, either as elements within the job context or as two distinct types of motivation, several investigators have used this dichotomy for relating job elements with job attitudes. Herzberg, Mausner and Snyderman (1959) found satisfaction resulted primarily from intrinsic job elements. Hahn (1959) and Schwarz (1959), however, found that incidents leading to negative job attitudes usually involved

frustrating managers' attempts at self-actualization.

Katzell and Yankelovich (1975) believe that the manager's concern for the welfare of their employees improves productivity and workers believe productivity is management's responsibility, not theirs.

Lawler and Porter (1967) used a theoretical model which specified the kinds of attitudes which are assumed to lead to effective managerial performance. The basic components of the model were attitudes toward the values of rewards, attitudes toward the perceived probability that rewards depend upon effort, role perceptions, abilities and job behavior. Data were presented from a study of 154 managers. There was a positive relationship between the degree to which effective job behavior is seen as leading to rewards, and measures of job performance. More importantly, this relationship was increased by taking into account the relative importance of the rewards. Further, the data indicated that managers' role perceptions were related to their rated job performance effectiveness.

Eran (1966) studied the relationship between the self-perceived personality traits and job attitudes in middle management. The researcher investigated the job attitudes of lower-middle managers in relation to their scores on a self-perception personality instrument. This study was comprised of 456 managers from three companies who completed both a job-attitude questionnaire and a



forced-choice, self-description questionnaire. The attitudes of the 89 respondents ("highs") who described themselves most like top managers were compared with the 89 respondents ("lows") who described themselves most like lower-level managers. Results showed that the highs were significantly more satisfied and also that they placed significantly more emphasis on the necessity for inner-directed behavior in their jobs. Results were compared with previous job-attitude studies of managers.

Porter and Lawler (1965) stated that the evidence available concerning the amount of satisfaction provided by line and staff positions is consistent in showing line managers to be more satisfied than staff managers. Porter (1963) considered job attitudes in management, and specifically perceived importance of needs as a function of job level. By means of a questionnaire, 1,916 managers indicated the degree of importance they attached to thirteen items, representing five areas of psychological needs. Respondents represented all levels of management and many different types of companies. The five need areas studied were Security, Social Relations, Esteem, Autonomy and Self-Actualization. Results showed that there was some relationship between vertical level of position within management and degree of perceived importance of needs. Higher-level managers placed relatively more emphasis on Self-Actualization and Autonomy needs than did lower-level

managers. For each of the other three types of needs, however, there were no differences between responses from higher-level versus lower-level managers.

Ekpo-Ufot (1976) pointed to the review of the "psychology of men at work," conducted in 1970, which emphasized the lack of comprehensive research on turnover and also noted that intelligence, aptitude, and personality factors are "not consistently related to turnover." Therefore, one is tempted to look for other individual difference facts that may predict labor turnover. A possible variable may be the worker's perceptions of his possession of the abilities required to do a job. The rationale here is that people who see themselves as having the abilities to do their job will tend to remain on the job longer than those who see themselves lacking the job-relevant abilities. Korman's (1970) "hypothesis of work behavior" stipulates that "individuals will engage in and find satisfying those behavioral roles which will maximize their sense of cognitive balance of consistency."

## Chapter 3

### DESIGN AND PROCEDURES OF THE STUDY

#### Introduction

The purpose of this investigation was to identify those characteristics which make up an appropriate work attitude among officials and managers in a Resort Industry setting. Upon identification of these management characteristics, acceptable guidelines would be followed to develop an objective instrument to assess management work attitude which would help reduce job turnover, thereby decreasing the costs incurred in replacing key executives. Therefore, since interviews served as the main tool for selecting managers, work attitude would be impossible to measure in advance without a reliable objective instrument.

An attitude scale was chosen because instruments which measure intelligence, aptitude and achievement favor those individuals with more formal education than found among managers in the resort industry. In addition, research indicated that an appropriate work attitude increases work performance at all management levels, as indicated by Porter and Lawler (1968).

### Source of Data

The study was conducted in one of America's largest privately-owned corporations, Summa Corporation. The sole owner, Howard Hughes, controlled everything through Summa Corporation, headquartered in Las Vegas, Nevada. The Recreational Group was selected as the population to be sampled, although Summa has four operating divisions. Summa's Recreational Group is responsible for the supervision of eight hotels/casinos in Las Vegas, Nevada, Reno, Nevada, and in the Bahamas.

Howard Hughes, the eccentric billionaire, although a recluse in his later years, indirectly influenced the attitudes and values of the corporation through the many persons who served him. Many of these individuals were chosen due to their contacts, not their abilities, as evidenced by their lack of credentials and experience, compared to their assigned job positions.

### Selection of Participants

The Recreational Group is comprised of 511 top, middle and first-line managers who are listed as key\* employees within the ranks of Summa's seven resort properties

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\*"Key" is the word used by Summa to describe their managers.

in Nevada. This number represents 49 top managers, 77 middle managers and 385 first-line managers.

An alphabetized list of the 511 managers was prepared, divided into the three management groups and numbered 01 to the highest number needed for each group. After a starting point had been randomly selected, a table of random numbers was utilized to select the 145 participants. In general, the larger the sample, the greater the precision of the data it provides. According to Collins and others (1969), the determination of a sample size is a complex matter, directed mainly by satisfying the need for representativeness. A high validity coefficient calculated from a nonrepresentative sample would be inadequate and hence inappropriate predictor for the professed population (Minium, 1970). Generally, the sample size should be 5 percent of population size, or greater. To obviate these difficulties and help insure equal standards of objectivity and factuality, the study was amplified to a 28 percent sample size. This number represented 32 top managers, 54 middle managers and 59 first-line managers, for a 28 percent random sample of the 511 possible management-level positions.

The managers selected to participate in this study had been identified by Personnel Managers as successful and effective managers within the ranks of Summa Corporation's hierarchy. Therefore, this writer concluded that participation by these managers would yield results on an objective

instrument which would be compatible with results by successful managers in similar business environments.

Several important characteristics established by the Summa Corporation dictated the management level of various positions. All management levels were assigned a position description within the Recreation Group. Management levels were based on job complexity, accountability, contacts, knowledge requirements, education and experience. The manager of Personnel Services, a highly experienced, trained and educated executive, designated (based on established criteria) which positions would be classified as first-line, middle and top management for the purpose of conducting this study.

The sample for the pilot study and final study was selected from first-line, middle and top managers who had attended the Management Training classes (approved by the American Management Association) held in Summa's Corporate Personnel Offices. Only managers who had successfully completed this management training program were chosen to participate in the study.

A pilot study served as an experimental trial for administering the newly-developed attitude scale to typical managers and analyze the results, before use of the scale for the final study. This gives the researcher an opportunity to study the quality of the individual items in the instrument (item analysis), the format of the instrument, the reliability of the entire scale, and the number of items used (length of

scale), before attempting the final assembly of the objective instrument.

### Instrument

#### Construction and Validation

The instrument used in this study was an attitude scale, specifically, a Management Work Attitude Scale, developed by the investigator. The purpose of the Management Work Attitude Scale was to gain a better understanding of managers' work attitudes at all management levels in the Resort Industry. This particular attitude scale was designed to measure the work attitude possessed by various managers as a professional group and was not designed to study individual persons. The Management Work Attitude Scale was developed by following the steps recommended by Likert (1932), in conjunction with testing guidelines outlined by Anastasi (1976).

Initially, the Personnel Manager, Training Officers, numerous personnel experts and managers from every management level in Summa's resort properties were interviewed to ascertain what they felt comprised appropriate management work attitudes. Based on these interviews, a list of 50 task statements were completed and each statement was rated by a group of management experts in regard to wording, item content and item length in order to avoid ambiguity. A majority vote of agreement was required for

each item to be used in the preliminary attitude scale. The panel of five experts (top managers within Personnel Management at Summa, all of whom had previous experience in other large corporations) identified 42 statements which they considered appropriate attitude questions.

The 42 statements were listed and assigned a number. After a starting point had been randomly selected, a table of random numbers was used to determine the order in which the statements were to appear on the preliminary attitude scale.

In order to quantify the scale, each of the 42 statements had five alternate responses which could be selected: agree strongly, agree, uncertain, disagree, or disagree strongly. The responses were weighted in such a way that the agree strongly response had the highest positive weight. Likert (1932) found that scores based upon the simple assignment of integral weights correlated .99 with the more complicated deviate system of weights. For the 42 items, the strongly agree response was given a weight of five, the agree response a weight of four, the uncertain response a weight of three, the disagree response a weight of two and the strongly disagree response a weight of one. A total score for each subject was obtained by summing the scores of each individual item. Because each response was considered a rating and because these were summed over all of the items, Bird (1940) has called the



Likert method of construction the method of summated ratings.

Summa's Central Personnel Office provided a complete list of the General Managers and Key Departmental Employees who worked at the six Summa Corporation hotel/casinos in southern Nevada (see Appendix A). The Corporate Management Trainer was then consulted and asked to select those first-line, middle and top managers who had successfully completed the in-house Management Training program. It was then determined that a random sample of 50 managers would be selected to participate in this initial investigation. An alphabetized list of all 150 graduates who were designated by the company as first-line, middle or top management was prepared and numbered from 001 to 150. After a starting point had been randomly selected, a table of random numbers was utilized to select the 50 participating managers of the pilot study.

#### Pilot Study Procedures

On June 27, 1977, a letter (see Appendix B) explaining the reason for the investigation and the purpose of the attitude scale was mailed, along with an attitude scale, to all 50 participants of the pilot study. To maintain anonymity, the scales were not labeled with a name or other identifying marks, and the envelopes were labeled "confidential" and were sent through corporate mail. Within

seven working days all scales were returned, thereby representing a 100 percent return.

The returned data were placed on IBM cards and sent to the university computer center. All data were treated statistically by using the Coefficient Alpha, which is an item analysis of an instrument to determine reliability. The reliability of the scores on the preliminary inventory was found to be .85, which is acceptable for attitude scale measurement, according to Garrett (1964). Since the alpha reliability for the entire instrument was above .80 and acceptable for attitude scale measurement and any one item change could have a negative affect on the reliability, it was decided to leave the instrument intact for the final administration in this study (see Appendix D).

#### Final Study Procedures

On September 22, 1977, a letter (see Appendix B) explaining the nature of the investigation, the aim of the study and the rationale for the use of a Management Work Attitude Scale was mailed with the scale to each of the 145 participants (32 top managers, 54 middle managers, 59 first-line managers). The inventories were color-coded for identification purposes only: pink for top management; yellow for middle management; and white for first-line management. With each scale and cover letter, there was enclosed a self-addressed envelope by which the participant

was to return the scale to the investigator by means of corporate mail. The envelope was labeled "confidential" and bore no identifying marks.

By the end of the first week of July, 1977, 108 scales had been returned, representing a 74 percent return. Because of the anonymous nature of the initial mailing, no follow-up could be undertaken. Therefore, the 108 scales would be treated statistically since it represents a 21 percent sample of the total first, middle and top managers combined with the Recreation Group.

### Treatment of Data

#### Method of Organizing the Data

The 108 attitude scales, representing a 74 percent return, were hand-scored. A further breakdown of the returned attitude scales was as follows: Of 32 top management personnel contacted, 27 attitude scales were returned (84% return); of 54 middle management personnel contacted, 38 attitude scales were returned (70% return); and of 59 first-line management personnel contacted, 43 attitude scales were returned (73% return). All necessary data were punched on IBM cards and verified.

The reliability was obtained by utilizing the Coefficient Alpha and was found to be .84. According to Garrett (1964) a reliability of .70 to 1.00 denotes high to very high relationship. John O. Crites (1973) published

the Career Maturity Inventory, with an Attitude Scale of 50 items and a reliability of .74. In addition, Coefficient Alpha's were obtained for each of the three individual groups, and the results were, .85, .84 and .85, respectively (see Appendix E).

#### Statistical Treatment of Data

The numerical size of a coefficient is only one of many factors to be considered in determining its worth or usefulness. Coefficients are derived from data collected from a sampling procedure, under the assumption that a sample taken from a population or universe will be representative of the trait under consideration in the population. Inferences based on a sample and extended to a population are only as valid as the sample was representative of the population. The basic rule applied to sample procurement to assure representativeness is that the sampling method must permit every member of a population an equal chance of being included in the sample. This implies a random or systematic rather than a haphazard approach to sampling. The size of the sample is also important.

Estimates of internal consistency should be determined by matched-half or random-half methods or by analysis of variance procedures, if these can properly be used with the data.

Reliability is the extent to which a test is

consistent in measuring whatever it does measure: dependability, stability, trustworthiness, relative freedom from errors of measurement, according to Mitchell (1976).

To achieve a reliability coefficient, which measures the reliability of an objective instrument, there are several recommended formulas. One popular formula is the KR20 (after originators, Kuder and Richardson). With this procedure, the researcher divides his test into two parts, usually by scoring the odd and even items separately. The odd scores and even scores are entered into the following formula:

$$\text{K-R20: } r_{xx} = \frac{n}{n-1} \left[ 1 - \frac{\sum pq}{S_x^2} \right]$$

where

$n$  = number of items in test

$p$  = proportion of people who answered item correctly. (If, for example, on Item 1, 6 of 30 people answered the item correctly,  $p$  for this item would be  $6/30 = .20$ )

$q$  = proportion of people who answered item incorrectly ( $q = 1 - p$ )

$pq$  = variance of a single item scored dichotomously (right or wrong)

$\Sigma$  = summation sign indicating that  $p q$  is summed over all items

$S_x^2$  = variance of the total test

$\bar{X}$  = mean of the total test

However, if a researcher desires to look at every item, particularly on an objective instrument where the items

can take on a range of values, then the Coefficient Alpha is used. Cronbach (1970) recommends the Coefficient Alpha ( $\alpha$ ) to test reliability. The Coefficient Alpha is a generalization of KR20 formula when the items are not scored dichotomously. The formula for coefficient alpha is the same as the KR20 formula except that  $\sum pq$  is replaced by  $\sum s_i^2$ , where  $s_i^2$  is the variance of a single item and  $\sum$  sign indicates that all item variances are added together.

The formula for Coefficient Alpha is:

$$\alpha = \frac{n}{n-1} \left[ 1 - \frac{\sum s_i^2}{S_x^2} \right]$$

where

$n$  = number of items in test

$\sum$  = summation sign

$S_x^2$  = variation of the total test

$s_i^2$  = variance of a single item.

Cronbach's Coefficient Alpha was also chosen because it is considered one of the best and most reliable tools for measuring reliability when using a single administration of a single form of an instrument.

If the test instrument developed for evaluating management work attitudes was reliable, it was hypothesized that there would be no differences in responses among the top, middle and first-line managers selected to be administered the attitude scale. The scale results were

analyzed by a one-way Analysis of Variance (ANOVA), used when the research hypothesis incorporates two or more population means, whereas the t-test is usually used in testing the difference between population means. The formula for ANOVA is shown below:

$$\begin{array}{l} \text{Variance Estimate} \\ \text{from All Scores} \end{array} s_{\tau}^2 = \frac{\sum (x - \bar{x})^2}{\sum n_i - 1}$$

$x$  = raw scores

$\bar{x}$  = mean of all scores

$n_i$  = number of cases in the  $i$ th subgroup

$\Sigma$  = the sum of

## Chapter 4

### FINDINGS OF THE STUDY

#### Summary

Both the pilot study and the final study were conducted through inter-office mail. Although the pilot study achieved a 100 percent return (50 out of 50), the final study response was less than 100 percent (74 percent return). Inasmuch as the response was less than 100 percent, the bias resulting from unreturned questionnaires cannot be determined.

In addition, the number of attitude scales mailed were comparable for the three groups. The proportion of top managers sampled in the seven hotels/casinos compared proportionally with first-line and middle managers.

Stated in null form, the hypothesis to be tested was as follows:

There are no significant differences of management work attitudes among the first, middle, and top management personnel of Summa Corporation as measured by a Management Work Attitude Scale.

Coefficient Alpha's for each of the three management groups were obtained in this study. An Alpha Reliability of .85 was obtained from the administration of the Management Work Attitude Scale used with first-line managers. The



administration of the scale to middle managers resulted in an Alpha Reliability of .84, while the Alpha Reliability for the top management was .85. The results for all three management groups were combined and a .84 Alpha Reliability was calculated.

These data indicate that the attitude scale designed was a statistically reliable instrument for measuring work attitude, since a .84 reliability is an acceptable reliability level for attitude scales.

With 210 being the highest score an individual could achieve, the three means of 172, 174.10 and 173.74 were significantly high and indicate that the three management levels expressed approximately the same degree of work attitude as measured by this scale. In addition, the three standard deviations did not differ greatly and indicated the distances between each individual's score and the mean was not large. Consequently, the variability of the three groups was not significant (see Table 1).

Table 1

Statistics for Perceptions of Management Work Attitude  
between Three Management Groups

Group	Number	Mean scores	Standard deviation scores
I (top)	27	172.0000	12.1560
II (middle)	38	174.1053	11.4226
III (first-line)	43	173.7442	13.7115
Total	N=108	173.4352	

Table 2 summarizes the analysis of data compiled. There was no significant difference in the reported perceptions of management work attitude between top, middle and first-line managers in the Summa Resort Hotels.

Table 2  
Analysis of Variance for Perceptions of Management  
Work Attitudes among Top, Middle and First-line  
Managerial Groups

Source of variation	Sum of squares	df	F ratio
Between groups	76.7813	2	.243*
Within groups	16565.7650	105	--
Total	16642.5463	107	--

\*Not significant at .05 level of confidence. To be significant at .05,  $F$  must be  $>3.09$ .

The observed  $F$  of .243 is not significant at the .05 level of significance, indicating no difference of attitude between groups of managers responding to the attitude scale (Minium, 1970).

Since the  $F$  of .243 is not significant at .05, the null hypothesis for this study was accepted.

## Chapter 5

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Summary

##### The Problem

The increasingly high turnover at all management levels in Summa Corporation's Resort properties led to this investigation of work attitudes of management personnel. Additional costs incurred by the corporation resulted from this turnover problem. However, it was discovered that all resorts in the Las Vegas, Nevada, area based their ultimate decision on hiring from in-depth interviews, along with biographic data checks. Therefore, it was decided that an objective instrument would enhance the present procedures at Summa, reduce turnover and help quantify the entire management selection process.

The seven hotels which comprise the Hughes' Summa Recreational Division in Nevada were chosen for this study, since they were representative of the hotel/casinos in Nevada. Participants were randomly selected from the key employee list compiled by Summa's Central Personnel Office. All managers were chosen randomly; however, each manager was alike in that he had completed the in-house Management Training program, had been employed by the corporation a

reasonable period of time and had been identified by Personnel Management experts as a manager who contributed significantly to the resort at which he worked on a daily basis.

The Management Work Attitude Scale was devised as part of this particular investigation. The preliminary instrument was developed according to recommended guidelines for designing rating scales, and all scale items were accepted or rejected after expert analysis as to item usability. After administration of the preliminary version, an item analysis (Coefficient Alpha) was calculated and a .85 Alpha Reliability was obtained.

The final version of the Management Work Attitude Scale was administered to top, middle and first-line managers who worked at one of the seven resort hotels in Summa's chain. These managers were randomly selected, as in the preliminary investigation. Any manager who participated in the first study was eliminated from participation in the final study in order to reduce the chance of repetition and bias.

After the participant responses were scored, the data were subjected to a one-way Analysis of Variance test to determine significant differences among management groups regarding management work attitudes. In addition, item analysis (Coefficient Alpha) was calculated for each management level and for all levels combined to compare alpha

reliability levels.

A one-way Analysis of Variance indicated that there was no difference in response by different level managerial groups. The Alpha Reliability obtained for the top management group was .85, .84 for middle managers, .85 for first-line managers and .84 for all management groups. These findings indicated no significant difference regarding work attitudes among the three management levels tested. However, the instrument developed to measure management work attitudes met statistical standards of being reliable when used to measure a variable such as attitude. Therefore, the statistically reliable diagnostic tool measured a similar level of management work attitude among the three management groups with no one particular group exhibiting a different level of work attitude to distinguish it from another group.

#### Conclusions and Implications

The statistical findings of this investigation indicated that all three levels of management within the ranks of Summa's resort properties manifested approximately the same work attitudes, even though each group was distinguishable based on job descriptions.

The findings of this study suggested that there is a significant management work attitude as measured by the attitude scale, based on the scores achieved by each group. Thus, it could be implied that there is correlation between

work attitude and managers, regardless of level as a group, regarding their work. However, further research would be needed to conclude that the management scores achieved as a group indicate sufficient appropriate work attitude to distinguish one management group from another regarding job performance.

#### Recommendations for Further Research

The findings of this investigation suggested the following possibilities for further inquiry:

1. A study should be conducted to determine the degree of management work attitude exhibited by potential management candidates for each of the three management levels and then their scores compared with those achieved in this investigation.
2. A follow-up study should be conducted on the original sample to determine if their management work attitude changed appreciably after a significant length of time on the job.
3. The Management Work Attitude Scale should be administered within the ranks of other corporative resort hotels to determine if there is any difference in work attitude between such managers and those tested at Summa Corporation.

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## APPENDIX

APPENDIX A

LIST OF SUMMA CORPORATION EMPLOYEES  
IN THE RECREATIONAL GROUP

SUMMA CORPORATION AND AFFILIATES - HOTELS/CASINOSGENERAL MANAGERS AND KEY DEPARTMENTAL EMPLOYEES\*

Sands, Desert Inn, Frontier,  
Landmark, Silver Slipper, Castaways

General Managers & Assistants

General Manager  
General Manager Ass't/Hotel Operation  
General Manager Ass't/Controller  
General Manager Ass't/Customer Relations  
Ass't General Manager  
Administrative Assistant

Accounting

Comptroller  
Comptroller Assistant  
Chief Accountant  
Paymaster

Hotel - Resident Manager

Resident Manager  
Resident Manager Assistant  
Room Reservations Manager  
Guest Relations Manager  
Guest Relations Manager Assistant  
Housekeeper Executive  
Housekeeper Executive Assistant  
Superintendent of Services  
PBX Chief Operator

Food & Beverage

Food & Beverage Manager  
Food & Beverage Manager Assistant  
Assistant to Food & Beverage Manager  
Executive Chef  
Bar Manager

\*Certain deviations in management positions occur due to the types of services available at the different hotels/casinos.

Sales, Advertising & Promotion, Publicity

Sales Manager  
Sales Managers Assistant  
Sales Convention Manager  
Adver. & Promo. Manager  
Adver. & Promo. Manager Assistant  
Publicity Assistant  
Convention Coordinator  
Sales/Convention Coordinator

Engineering

Engineer Chief  
Greens Superintendent

Purchasing, Material Control

Purchasing Manager  
Material Control Manager

Entertainment

Technical Director  
Stage Director

Security

Security Manager

Special Assistant - Special Events - Executive Secretary

Special Assistant  
Special Events Manager  
Executive Secretary  
Personnel Representatives  
Golf Sports Manager  
Administrative Secretary

Casino

Casino Manager  
Casino Manager Assistant  
Casino Shift Manager  
Assistant Casino Shift Manager  
Assistant to Casino Manager  
Casino Host  
Casino Inspector

Baccarat

Baccarat Pit Manager

Keno

Keno Manager  
Keno Manager Assistant

Bingo

Bingo Manager

Slot

Slot Manager  
Slot Manager Assistant

Cage & Credit

Manager Credit & Collection  
Cage Manager  
Cage Manager Assistant  
Credit Manager  
Credit Manager Assistant  
Casino Credit Manager/Special Events  
Collection Manager

## APPENDIX B

### COVER LETTERS TO PARTICIPANTS





summa

Internal Communication

Date: June 27, 1977  
To:  
From:  
Subject: Management Work Attitude Scale

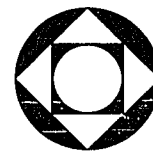
You have been selected to participate in a research study being conducted by the Central Personnel Office. Please complete the attached attitude scale and return it in the enclosed envelope within five days.

The aim of the study is to gain a better understanding of managers' work attitudes through the use of a Management Work Attitude Scale. This scale is not designed to determine your attitude toward this company, but designed to determine what work attitude you may possess regarding a management position.

This is not a study of individual persons, but a study of managers as a professional group. The attitude scale has no trick statements. You are asked not to write your name on this attitude scale to insure complete confidentiality.

Thank you for your cooperation.

MS:mv  
Enc.



summa

## Internal Communication

Date: September 22, 1977

To:

From: J. J. Buckley *JJB*Subject: MANAGEMENT WORK ATTITUDE SCALE - PART TWO

You have been selected to participate in the final phase of a research study being conducted by the Central Personnel Office. Please complete the attached attitude scale and return it in the enclosed envelope within five (5) days.

The aim of the study is to gain a better understanding of managers' work attitudes through the use of a Management Work Attitude Scale. This scale is not designed to determine your attitude toward this company, but designed to determine what work attitude you may possess regarding a management position.

This is not a study of individual persons, but a study of managers as a professional group. The attitude scale has no trick statements. You are asked not to write your name on this attitude scale to insure complete confidentiality.

Thank you for your cooperation.

JJB:MS:js  
Attachments

## APPENDIX C

### THE MANAGEMENT WORK ATTITUDE SCALE PRELIMINARY STUDY

# THE MANAGEMENT WORK ATTITUDE SCALE

## PRELIMINARY STUDY

DIRECTIONS: On the following pages will be listed several characteristics or qualities connected with a management position that make up a management work attitude. Circle one response for each item. Please do not write your name on this scale, since this is a research study and it is strictly confidential. This should take less than 5 minutes of your time. Your co-operation is greatly appreciated.

Read each statement carefully and circle your choice.

AS - Agree Strongly  
A - Agree  
U - Uncertain  
D - Disagree  
DS - Disagree Strongly

- |   |                     |
|---|---------------------|
| 1. A manager should have a feeling of self-esteem in his position.  | AS   A   U   D   DS |
| 2. A manager's amount of effort on the job should be considered important.  | AS   A   U   D   DS |
| 3. A manager's contribution to the knowledge of his organization should be considered important.                      | AS   A   U   D   DS |
| 4. A manager should have the feeling of being well-informed by his superiors.   | AS   A   U   D   DS |
| 5. A manager's company training should be important for advancement up the managerial career ladder.                  | AS   A   U   D   DS |
| 6. A manager should gain prestige being in his position.  | AS   A   U   D   DS |
| 7. A manager should be responsible for making sure his subordinates are rewarded and recognized for outstanding work. | AS   A   U   D   DS |
| 8. A manager's level of responsibility should be reflected by his level of pay.                                       | AS   A   U   D   DS |
| 9. A manager's productivity on the job should be reflected by his level of pay.                                       | AS   A   U   D   DS |
| 10. A manager should exercise cooperativeness with other department managers in order to achieve company success.     | AS   A   U   D   DS |

- |     |  |    |   |   |   |    |
|-----|--|----|---|---|---|----|
| 11. | A manager's position should allow opportunity for personal growth and development.                                     | AS | A | U | D | DS |
| 12. | A manager should have the opportunity for participation in the determination of organizational methods and procedures. | AS | A | U | D | DS |
| 13. | A manager's prior job related experience should be important for advancement up the managerial career ladder.          | AS | A | U | D | DS |
| 14. | A manager should exercise tactfulness in the supervision of his subordinates.  | AS | A | U | D | DS |
| 15. | A manager's seniority should be important for advancement up the managerial career ladder.                             | AS | A | U | D | DS |
| 16. | A manager should have a feeling of security in his position.   | AS | A | U | D | DS |
| 17. | A manager should be mentally challenged.   | AS | A | U | D | DS |
| 18. | A manager should have a feeling of self-esteem from being in his position.   | AS | A | U | D | DS |
| 19. | A manager should have the feeling of worthwhile accomplishment in his position.  | AS | A | U | D | DS |
| 20. | A manager should have the opportunity for participating in the setting of goals for his department.                    | AS | A | U | D | DS |
| 21. | A manager should use independent judgment when making decisions.   | AS | A | U | D | DS |
| 22. | A manager should follow the policies and procedures established by the company.  | AS | A | U | D | DS |
| 23. | A manager should have opportunities for advancement.   | AS | A | U | D | DS |
| 24. | A manager's pay should be an important motivator.  | AS | A | U | D | DS |
| 25. | A manager's quality of job performance should be important for advancement up the managerial career ladder.            | AS | A | U | D | DS |
| 26. | A manager should be responsible for motivating his subordinates.   | AS | A | U | D | DS |
| 27. | A manager should have absolute authority supervising his subordinates.   | AS | A | U | D | DS |
| 28. | A manager's age should be a factor for promotional purposes.   | AS | A | U | D | DS |

29.	A manager's special skills, if used, should be reflected by additional pay.	AS	A	U	D	DS
30.	A manager's position should allow opportunity for independent thought and action.	AS	A	U	D	DS
31.	A manager should gain prestige in his position.	AS	A	U	D	DS
32.	A manager's salary is a form of recognition for a job well done.	AS	A	U	D	DS
33.	A manager should have the feeling of continued learning and growth.	AS	A	U	D	DS
34.	A manager's education should be important for advancement up the managerial career ladder.	AS	A	U	D	DS
35.	A manager's level of authority should be related to his level of responsibility.	AS	A	U	D	DS
36.	A manager should feel a sense of achievement in his position.	AS	A	U	D	DS
37.	A manager's administrative skill should be important for advancement up the managerial career ladder.	AS	A	U	D	DS
38.	A manager should feel pressure from being in his position.	AS	A	U	D	DS
39.	A manager's position should allow for some creativity.	AS	A	U	D	DS
40.	A manager's raises should indicate rewards for high levels of performance.	AS	A	U	D	DS
41.	A manager should be recognized for his achievements.	AS	A	U	D	DS
42.	A manager should seek subordinate's ideas.	AS	A	U	D	DS

## APPENDIX D

### THE MANAGEMENT WORK ATTITUDE SCALE FINAL STUDY

# THE MANAGEMENT WORK ATTITUDE SCALE

## FINAL STUDY

DIRECTIONS: On the following pages will be listed several characteristics or qualities connected with a management position that make up a management work attitude. Circle one response for each item. Please do not write your name on this scale, since this is a research study and it is strictly confidential. This should take less than 5 minutes of your time. Your cooperation is greatly appreciated.

Read each statement carefully and circle your choice.

AS - Agree Strongly  
A - Agree  
U - Uncertain  
D - Disagree  
DS - Disagree Strongly

- |   |                     |
|---|---------------------|
| 1. A manager should have a feeling of self-esteem in his position.  | AS   A   U   D   DS |
| 2. A manager's amount of effort on the job should be considered important.  | AS   A   U   D   DS |
| 3. A manager's contribution to the knowledge of his organization should be considered important.                      | AS   A   U   D   DS |
| 4. A manager should have the feeling of being well-informed by his superiors.   | AS   A   U   D   DS |
| 5. A manager's company training should be important for advancement up the managerial career ladder.                  | AS   A   U   D   DS |
| 6. A manager should gain prestige being in his position.  | AS   A   U   D   DS |
| 7. A manager should be responsible for making sure his subordinates are rewarded and recognized for outstanding work. | AS   A   U   D   DS |
| 8. A manager's level of responsibility should be reflected by his level of pay.                                       | AS   A   U   D   DS |
| 9. A manager's productivity on the job should be reflected by his level of pay.                                       | AS   A   U   D   DS |
| 10. A manager should exercise cooperativeness with other department managers in order to achieve company success.     | AS   A   U   D   DS |



- |  |    |   |   |   |    |
|--|----|---|---|---|----|
| 11. A manager's position should allow opportunity for personal growth and development.                                     | AS | A | U | D | DS |
| 12. A manager should have the opportunity for participation in the determination of organizational methods and procedures. | AS | A | U | D | DS |
| 13. A manager's prior job related experience should be important for advancement up the managerial career ladder.          | AS | A | U | D | DS |
| 14. A manager should exercise tactfulness in the supervision of his subordinates.  | AS | A | U | D | DS |
| 15. A manager's seniority should be important for advancement up the managerial career ladder.                             | AS | A | U | D | DS |
| 16. A manager should have a feeling of security in his position.   | AS | A | U | D | DS |
| 17. A manager should be mentally challenged.   | AS | A | U | D | DS |
| 18. A manager should have a feeling of self-esteem from being in his position.   | AS | A | U | D | DS |
| 19. A manager should have the feeling of worthwhile accomplishment in his position.  | AS | A | U | D | DS |
| 20. A manager should have the opportunity for participating in the setting of goals for his department.                    | AS | A | U | D | DS |
| 21. A manager should use independent judgment when making decisions.   | AS | A | U | D | DS |
| 22. A manager should follow the policies and procedures established by the company.  | AS | A | U | D | DS |
| 23. A manager should have opportunities for advancement.   | AS | A | U | D | DS |
| 24. A manager's pay should be an important motivator.  | AS | A | U | D | DS |
| 25. A manager's quality of job performance should be important for advancement up the managerial career ladder.            | AS | A | U | D | DS |
| 26. A manager should be responsible for motivating his subordinates.   | AS | A | U | D | DS |
| 27. A manager should have absolute authority supervising his subordinates.   | AS | A | U | D | DS |
| 28. A manager's age should be a factor for promotional purposes.   | AS | A | U | D | DS |

29.	A manager's special skills, if used, should be reflected by additional pay.	AS	A	U	D	DS
30.	A manager's position should allow opportunity for independent thought and action.	AS	A	U	D	DS
31.	A manager should gain prestige in his position.	AS	A	U	D	DS
32.	A manager's salary is a form of recognition for a job well done.	AS	A	U	D	DS
33.	A manager should have the feeling of continued learning and growth.	AS	A	U	D	DS
34.	A manager's education should be important for advancement up the managerial career ladder.	AS	A	U	D	DS
35.	A manager's level of authority should be related to his level of responsibility.	AS	A	U	D	DS
36.	A manager should feel a sense of achievement in his position.	AS	A	U	D	DS
37.	A manager's administrative skill should be important for advancement up the managerial career ladder.	AS	A	U	D	DS
38.	A manager should feel pressure from being in his position.	AS	A	U	D	DS
39.	A manager's position should allow for some creativity.	AS	A	U	D	DS
40.	A manager's raises should indicate rewards for high levels of performance.	AS	A	U	D	DS
41.	A manager should be recognized for his achievements.	AS	A	U	D	DS
42.	A manager should seek subordinate's ideas.	AS	A	U	D	DS

## APPENDIX E

### WORK ATTITUDE SCALE RESULTS

NO. SUBJECTS = 50. =170.48  
 MEAN OF RAW SCORES  
 STANDARD DEVIATION OF RAW SCORES = 12.50

ATTITUDE SCALE RESULTS FOR PRELIMINARY STUDY

ITEM	ANS. KEY	ITEM MEAN	ITEM S.D.	ITEM CORR.	REL. INDX.	PERCENT IN EACH ALTERNATIVE	4	5	6	7	8	9
1	8	4.50	1.65	.27	20	0	40	56	0	0	0	0
2	8	4.52	.85	.25	30	2	32	64	0	0	0	0
3	8	4.44	.54	.22	31	2	52	46	0	0	0	0
4	8	4.64	.59	.21	16	0	36	68	0	0	0	0
5	8	4.32	.58	.21	15	6	56	38	0	0	0	0
6	8	4.90	.98	.43	19	12	48	68	0	0	0	0
7	8	4.60	.47	.35	18	10	32	40	0	0	0	0
8	8	4.30	.24	.41	15	14	36	68	0	0	0	0
9	8	4.90	.72	.49	22	0	28	42	0	0	0	0
10	8	4.40	.45	.46	20	2	28	72	0	0	0	0
11	8	4.20	.72	.40	22	10	28	42	0	0	0	0
12	8	4.34	.29	.43	20	12	48	34	0	0	0	0
13	8	4.55	.61	.30	31	12	42	36	0	0	0	0
14	8	4.18	.45	.33	21	14	20	54	0	0	0	0
15	8	4.98	.75	.30	12	5	66	30	0	0	0	0
16	8	4.18	.99	.23	20	8	56	28	0	0	0	0
17	8	4.40	.49	.35	30	4	58	42	0	0	0	0
18	8	4.50	.61	.42	27	0	46	54	0	0	0	0
19	8	4.42	.65	.33	30	4	56	44	0	0	0	0
20	8	4.54	.57	.43	25	0	54	44	0	0	0	0
21	8	4.32	.97	.38	26	0	46	54	0	0	0	0
22	8	4.42	.50	.35	29	0	54	46	0	0	0	0
23	8	4.42	.50	.35	29	0	54	46	0	0	0	0
24	8	4.56	.50	.42	25	0	46	54	0	0	0	0
25	8	4.80	.50	.42	25	0	46	54	0	0	0	0
26	8	4.92	.88	.42	22	0	46	54	0	0	0	0
27	8	4.98	.73	.45	22	0	46	54	0	0	0	0
28	8	4.98	.73	.45	22	0	46	54	0	0	0	0
29	8	4.98	.73	.45	22	0	46	54	0	0	0	0
30	8	4.98	.73	.45	22	0	46	54	0	0	0	0
31	8	4.98	.73	.45	22	0	46	54	0	0	0	0
32	8	4.98	.73	.45	22	0	46	54	0	0	0	0
33	8	4.98	.73	.45	22	0	46	54	0	0	0	0
34	8	4.98	.73	.45	22	0	46	54	0	0	0	0
35	8	4.98	.73	.45	22	0	46	54	0	0	0	0
36	8	4.98	.73	.45	22	0	46	54	0	0	0	0
37	8	4.98	.73	.45	22	0	46	54	0	0	0	0
38	8	4.98	.73	.45	22	0	46	54	0	0	0	0
39	8	4.98	.73	.45	22	0	46	54	0	0	0	0
40	8	4.98	.73	.45	22	0	46	54	0	0	0	0
41	8	4.98	.73	.45	22	0	46	54	0	0	0	0
42	8	4.98	.73	.45	22	0	46	54	0	0	0	0

ALPHA RELIABILITY = .85

NO. SUBJECTS = 43. = 173.74  
 MEAN OF RAW SCORES = 13.55  
 STANDARD DEVIATION OF RAW SCORES = 13.55 ATTITUDE SCALE RESULTS FOR FINAL STUDY - FIRST-LINE MANAGERS

ITEM	ANS. KEY	ITEM MEAN	ITEM S.D.	ITEM CORR.	REFL. INDX.	PERCENT IN EACH ALTERNATIVE	6	7	8	9
1	1	4.42	.60	.51	34	0	0	0	0	0
2	1	4.49	.90	.58	33	0	0	0	0	0
3	1	4.58	.54	.51	34	0	0	0	0	0
4	1	4.70	.67	.49	32	0	0	0	0	0
5	1	4.40	.78	.53	35	0	0	0	0	0
6	1	4.07	.90	.47	32	0	0	0	0	0
7	1	4.67	.47	.47	30	0	0	0	0	0
8	1	4.95	1.20	.37	38	0	0	0	0	0
9	1	4.79	.46	.40	38	0	0	0	0	0
10	1	4.53	.66	.45	30	0	0	0	0	0
11	1	4.93	.54	.55	31	0	0	0	0	0
12	1	4.56	.59	.53	33	0	0	0	0	0
13	1	4.26	.62	.53	34	0	0	0	0	0
14	1	4.00	.85	.28	39	0	0	0	0	0
15	1	4.26	.10	.25	41	0	0	0	0	0
16	1	4.08	.73	.50	36	0	0	0	0	0
17	1	4.45	.75	.37	46	0	0	0	0	0
18	1	4.51	.52	.34	21	0	0	0	0	0
19	1	4.67	.64	.41	20	0	0	0	0	0
20	1	4.86	.49	.42	53	0	0	0	0	0
21	1	4.65	.53	.64	22	0	0	0	0	0
22	1	4.60	.57	.45	31	0	0	0	0	0
23	1	4.63	.48	.42	26	0	0	0	0	0
24	1	4.63	.53	.52	28	0	0	0	0	0
25	1	4.63	.53	.52	28	0	0	0	0	0
26	1	4.63	.53	.52	28	0	0	0	0	0
27	1	4.63	.53	.52	28	0	0	0	0	0
28	1	4.63	.53	.52	28	0	0	0	0	0
29	1	4.63	.53	.52	28	0	0	0	0	0
30	1	4.63	.53	.52	28	0	0	0	0	0
31	1	4.63	.53	.52	28	0	0	0	0	0
32	1	4.63	.53	.52	28	0	0	0	0	0
33	1	4.63	.53	.52	28	0	0	0	0	0
34	1	4.63	.53	.52	28	0	0	0	0	0
35	1	4.63	.53	.52	28	0	0	0	0	0
36	1	4.63	.53	.52	28	0	0	0	0	0
37	1	4.63	.53	.52	28	0	0	0	0	0
38	1	4.63	.53	.52	28	0	0	0	0	0
39	1	4.63	.53	.52	28	0	0	0	0	0
40	1	4.63	.53	.52	28	0	0	0	0	0
41	1	4.63	.53	.52	28	0	0	0	0	0
42	1	4.63	.53	.52	28	0	0	0	0	0

ALPHA RELIABILITY = .85

NO. SUBJECTS = 38.  
MEAN OF RAW SCORES = 174.11  
STANDARD DEVIATION OF RAW SCORES = 11.27

900
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**ALPHA RELIABILITY = .84**

NO. SUBJECTS = 27. = 172.00  
 MEAN OF RAW SCORES OF  
 STANDARD DEVIATION OF RAW SCORES = 11.93

ATTITUDE SCALE RESULTS FOR FINAL STUDY - TOP  
 MANAGERS

ITEM	ANS. KEY	ITEM MEAN	ITEM S.D.	ITEM CORR.	REL. INDX.	PERCENT	IN EACH	ALTERNATIVE	7	8	9
1	8	4.48	.63	.46	.32	0	2	0	0	0	0
2	8	4.30	.94	.42	.42	0	7	56	0	0	0
3	8	4.37	.67	.58	.27	0	11	56	0	0	0
4	8	4.63	.48	.54	.31	0	0	48	0	0	0
5	8	4.04	.79	.20	.21	0	19	30	0	0	0
6	8	4.85	.36	.24	.16	0	0	15	0	0	0
7	8	4.30	.94	.14	.37	11	0	52	0	0	0
8	8	4.09	.31	.26	.17	19	0	49	0	0	0
9	8	4.33	.12	.14	.20	0	7	44	0	0	0
10	8	4.37	.67	.28	.23	0	11	44	0	0	0
11	8	4.37	.94	.28	.23	0	11	41	0	0	0
12	8	4.59	.49	.09	.02	4	0	19	0	0	0
13	8	4.59	.03	.39	.40	11	22	41	0	0	0
14	8	4.04	.84	.42	.16	47	14	30	0	0	0
15	8	4.19	.67	.19	.16	0	14	30	0	0	0
16	8	4.04	.64	.16	.15	0	14	29	0	0	0
17	8	4.56	.47	.59	.35	0	0	53	0	0	0
18	8	4.63	.83	.40	.12	0	0	63	0	0	0
19	8	4.58	.59	.25	.12	0	15	52	0	0	0
20	8	4.58	.43	.25	.14	0	0	56	0	0	0
21	8	4.96	.50	.25	.30	26	0	33	0	0	0
22	8	4.55	.60	.25	.14	0	15	52	0	0	0
23	8	4.55	.50	.45	.24	0	0	53	0	0	0
24	8	4.78	.50	.45	.24	0	0	53	0	0	0
25	8	4.32	.16	.48	.24	0	0	53	0	0	0
26	8	4.02	.16	.43	.24	0	15	30	0	0	0
27	8	4.02	.16	.43	.24	0	15	30	0	0	0
28	8	4.02	.16	.43	.24	0	15	30	0	0	0
29	8	4.02	.16	.43	.24	0	15	30	0	0	0
30	8	4.02	.16	.43	.24	0	15	30	0	0	0
31	8	4.02	.16	.43	.24	0	15	30	0	0	0
32	8	4.02	.16	.43	.24	0	15	30	0	0	0
33	8	4.02	.16	.43	.24	0	15	30	0	0	0
34	8	4.02	.16	.43	.24	0	15	30	0	0	0
35	8	4.02	.16	.43	.24	0	15	30	0	0	0
36	8	4.02	.16	.43	.24	0	15	30	0	0	0
37	8	4.02	.16	.43	.24	0	15	30	0	0	0
38	8	4.02	.16	.43	.24	0	15	30	0	0	0
39	8	4.02	.16	.43	.24	0	15	30	0	0	0
40	8	4.02	.16	.43	.24	0	15	30	0	0	0
41	8	4.02	.16	.43	.24	0	15	30	0	0	0
42	8	4.02	.16	.43	.24	0	15	30	0	0	0

ALPHA RELIABILITY = .85

NO. SUBJECTS = 108. =173.44  
 MEAN OF RAW SCORES  
 STANDARD DEVIATION OF RAW SCORES = 12.41 ATTITUDE SCALE RESULTS FOR FINAL STUDY - ALL THREE  
 MANAGEMENT GROUPS COMBINED

ITEM	ANS. KEY	ITEM MEAN	ITEM S.D.	ITEM CORR.	REL. IND.	PERCENT	IN EACH	ALTERNATIVE	7	8	9
1	8	4.46	5.8	.45	.28	0	2	47	0	0	0
2	8	4.44	5.8	.47	.34	1	4	31	0	0	0
3	8	4.56	5.4	.50	.29	0	5	60	0	0	0
4	8	4.68	5.3	.50	.31	0	1	70	0	0	0
5	8	4.25	7.3	.36	.30	0	6	39	0	0	0
6	8	4.98	9.0	.39	.40	1	8	28	0	0	0
7	8	4.71	5.1	.38	.38	0	0	73	0	0	0
8	8	4.86	5.7	.38	.38	0	3	48	0	0	0
9	8	3.81	1.2	.27	.34	6	4	39	0	0	0
10	8	4.81	4.4	.27	.33	0	2	82	0	0	0
11	8	4.44	6.6	.47	.34	0	6	52	0	0	0
12	8	4.44	5.8	.32	.22	0	5	49	0	0	0
13	8	4.49	5.4	.32	.27	0	6	29	0	0	0
14	8	4.62	5.4	.24	.15	0	0	64	0	0	0
15	8	4.81	5.4	.24	.18	1	8	11	0	0	0
16	8	4.27	7.9	.22	.34	3	1	17	0	0	0
17	8	4.07	9.3	.25	.40	9	6	33	0	0	0
18	8	4.07	7.9	.25	.40	5	8	28	0	0	0
19	8	4.49	6.3	.30	.21	0	2	47	0	0	0
20	8	4.65	5.1	.30	.29	0	1	19	0	0	0
21	8	4.37	5.8	.24	.15	0	5	62	0	0	0
22	8	4.40	5.9	.24	.24	0	1	37	0	0	0
23	8	4.64	4.3	.24	.24	0	1	53	0	0	0
24	8	4.50	4.5	.24	.24	0	1	35	0	0	0
25	8	4.55	4.5	.24	.24	0	1	44	0	0	0
26	8	4.89	5.0	.24	.24	0	1	30	0	0	0
27	8	4.50	5.0	.24	.24	0	1	18	0	0	0
28	8	4.11	7.6	.24	.24	0	1	30	0	0	0
29	8	4.13	9.5	.24	.24	0	1	19	0	0	0
30	8	4.35	5.4	.24	.24	0	1	25	0	0	0
31	8	4.35	5.4	.24	.24	0	1	40	0	0	0
32	8	4.31	5.4	.24	.24	0	1	40	0	0	0
33	8	4.39	5.4	.24	.24	0	1	45	0	0	0
34	8	4.29	5.6	.24	.24	0	1	50	0	0	0
35	8	4.44	5.6	.24	.24	0	1	42	0	0	0
36	8	4.44	5.6	.24	.24	0	1	42	0	0	0
37	8	4.44	5.6	.24	.24	0	1	42	0	0	0
38	8	4.44	5.6	.24	.24	0	1	42	0	0	0
39	8	4.44	5.6	.24	.24	0	1	42	0	0	0
40	8	4.44	5.6	.24	.24	0	1	42	0	0	0
41	8	4.44	5.6	.24	.24	0	1	42	0	0	0
42	8	4.44	5.6	.24	.24	0	1	42	0	0	0

ALPHA RELIABILITY = .84



## ABSTRACT

### A STUDY OF SELECTED HOTEL OFFICIALS AND MANAGERS WITH RESPECT TO ASSESSMENT OF JOB ATTITUDES

The purpose of this study was to identify those characteristics which make up an appropriate work attitude among officials and managers in a Resort Industry setting. Upon identification of these management characteristics, acceptable guidelines would be followed to develop an objective instrument to assess management work attitudes which might help reduce job turnover, thereby reducing the costs incurred in replacing key executives.

An attitude scale was chosen because instruments which measure intelligence, aptitude and achievement favor those individuals with more formal education than found among managers in the resort industry. In addition, research indicated that an appropriate work attitude increases work performance at all management levels. .

The study was conducted in one of America's largest privately-owned corporations, Summa Corporation. The sole owner, Howard Hughes, controlled everything through Summa Corporation, headquartered in Las Vegas, Nevada. The Recreational Group, one of Summa's divisions, was selected as the population to be sampled, since it is responsible for

managing all the hotels/casinos throughout Nevada and the Bahamas.

A pilot study was conducted among 50 managers to evaluate the instrument's usability before administering the instrument to a 28% random sample of 511 possible management level positions. The reliability of the inventory was found to be .85 using Cronbach's Coefficient Alpha.

The inventory was administered to a 21% sample of first, middle, and top managers. Coefficient Alpha's for all groups were above .80. In addition, a one-way Analysis of Variance of the three management groups indicated no significant differences (at the .05 level) in management work attitude between first, middle, and top managers.

The findings of this investigation suggested the following possibilities:

1. Administer this instrument to all potential incoming managers and compare their scores with the scores achieved by the managers in this study.
2. Do a follow-up study on management group in this study to ascertain if management work attitude had an appreciable change.
3. Administer the instrument to management groups in other resort corporations to determine any difference between such managers and those tested at Summa Corporation.