

JOB SATISFACTION AND WORK PERFORMANCE IN A CULTURALLY DIVERSE HOTEL INDUSTRY TOWARDS SUSTAINABILITY OF QUALITY SERVICE PROVISION

Eunice Mareth Q. Areola, PhD HSG/Switzerland

College of Business Administration and Accountancy

Colegio de San Juan de Letran-Manila

eunicemareth.areaola@letran.edu.ph

ABSTRACT

The volatility of the labor market in the hospitality industry, particularly in hotels, continues. This situation puts a strain on the hiring and retention efforts of employers. The hospitality industry is where effectively performing service providers are key to company's sustainability to provide quality service; therefore, work performance is no longer solely dependent on traditional job satisfaction drivers of hygiene and motivation. Currently where strong workforce mobility and attraction to global employment opportunities, it is noteworthy to consider the cultural diversity in the form of social demographic profile of the job market. This appreciation of diversity by both employees and employers can help to create better workspaces that steer job satisfaction to higher levels and at the same time propel work performance to its optimum state. This study has explored the role of cultural diversity as mediating factors in the job satisfaction and work performance of hoteliers. It aims to build and test a theoretical model to identify the mediating factors in the linkage between job satisfaction and work performance. A total of 421 questionnaires were utilized out of the 450 survey sheets that were distributed to six similarly categorized hotels. The Job Satisfaction Scale of Spector (1994) for job satisfaction was adapted while Yousef's (2000) instrument was used for determining work performance. Analysis of Variance (ANOVA) was used to analyze job satisfaction and work performance across specific diversity factors that were considered for this study. Regression Analysis was used to determine the relationship between job satisfaction and work performance as mediated by six selected demographic parameters identified as cultural diversity. The study strongly reveals that age is the primary factor affecting job satisfaction and work performance.

Keywords: Social Demographic Factors as Cultural Diversity, Job Satisfaction, Work Performance, Sustainability, Quality Service Provision

The hotel industry is characterized by the presence of unique individuals in both service provision and service utilization. Each of these individuals possess talents and skills required in the world of hospitality to cater to the needs of their multi-cultural clientele who demand different services oftentimes unique to their respective taste. While numerous literature speaks about how job satisfaction affects work performance, it is noteworthy to establish how variations in the level of demographic diversity influence the employee's satisfaction over his or her job. Similarly, it is also interesting to determine how inclination towards different demographic diversity factors affect efficiency in work performance.

It is important to assess how the diversity characteristics of the workforce in the employ of hotels affect their job satisfaction and the status of their work performance. Understanding this peculiarity will generate substantial information to guide human resource managers in the tours and travel business,

hospitality professionals and hotel leaders in their efforts on employee capacity building towards the sustainable provision of quality service.

Demographic Diversity as a Construct of Cultural Diversity in the Hotel Industry

Culture is multi-faceted, and for the purpose of this paper, only the social demographic factors were considered to ascertain the diversity profile of hotel employees. While there are also some other known parameters of cultural diversity, only social demographic characteristics were used to differentiate the cohorts of this study in the analysis of job satisfaction and work performance relationships. And while employees in the hotel industry are expected to be culturally sensitive given the nature of their clientele, some given factors are already inherently brought to

the workplace at the onset of employment.

It is posited that the social demographic features of workers affect their satisfaction in the performance of their tasks (Saifudin and Nawaz, 2010). Previous studies strongly suggest the effect of social demographic profile such as age, gender, educational attainment and length of service on the overall condition of employees' work satisfaction (Khalizani, Hamisah, Siew-Phaik, 2011; Sattar, Khan, Nawaz, 2010). Age and educational attainment determine the capacity of an individual for a certain work classification, the type of assignment and the potential for work advancement. Therefore, it can be purported that seasoned and educated employees have greater propensity to achieve job satisfaction.

On the other hand, gender and marital status may impede the performance of some tasks and therefore could be considered as inhibitors to fully accomplishing some roles in the workplace. In fact, researchers argue that most women are found to be satisfied with their jobs more than their men counterparts (Sauza-Poza and Sauza-Poza, 2007). Meanwhile, tenure and regular workspace are also most likely to determine the efficient execution of task assignments, leading to greater job satisfaction and therefore positive work performance.

Job Satisfaction as a Critical Driver of Positive Work Performance

It is the 36-item Job Satisfaction Survey developed by Spector in 1994, based on Herzberg's determinants, and validated by Van Saane, N., J. K. Sluiter, J. H. A. M. Verbeek and M. H. W. Frings-Dresenin 2003 thatwas popularly utilized for ascertaining job satisfaction. The same tool which has been validated by MacDonald and MacIntyre was used as a good representative of the general evaluation areas of job satisfaction (1997). Work performance appraisal on the other hand was generally based on the 8-factors of Campbell (1990) which was also used by Yousef (2000).

While job satisfaction and work performance has been proven time and again to be directly associated with each other based on evidences presented in previous literature, the underpinning of the relationship was also considered using job design and job

characteristics. More significantly, the relationship between job satisfaction and work performance has been tested to be positive regardless of industry type, the population of employees, type of work performed and demographic characteristics of the workers being studied (Gazioglu and Tansel, 2006).

There are studies that suggest that job satisfaction comes as a result of good work performance. On the other hand, there are also studies arguing that work performance is a driving force behind job satisfaction. The two mutually exclusive, one-way relationship was followed by another position that suggests a mutually influencing connection between job satisfaction and work performance. This paper basically follows the school of thought that job satisfaction results to good work performance. Employees who work effectively do so because they are satisfied with the various factors and conditions that are attached to the performance of their roles in the company (Toker, 2007). Factors of related nature drive employees' job satisfaction, retention, and performance (Albanese, 2004; Solnet, 2007). Motivation and hygiene factors have the reinforcing nature to encourage workers to perform effectively and consistently. The deepening of this inquiry lies in the possible mediating factors on this relationship that comes with the demographic diversity found in the hotel industry.

Following Herzberg's Two-Factor Theory, two elements of job satisfaction are naturally and predominantly present. These are motivation and hygiene factors. Collectively, these include achievement, recognition, work scope, responsibility and advancement and hygiene factors of pay, promotion, supervision, colleagues, nature of work and communication (Herzberg, 2008). While it is easier to explain the inherent inclination to hygiene factors when job satisfaction is ascertained, the motivation factors that can be identified with the way employees perform their work could not be ignored.

Factors such as built-in prestige of the job based on the international status of the hotel, perception on the positive leadership sense of management, the reputation of the hotel on workload, work flexibility and training and development benefits, as well as opportunities for advancement that are provided to employees have to be factored in when assessing the level of job satisfaction of hotel employees. And while determining job satisfaction appears to be complex, it is generally the metric for employee retention. Retaining employees for whom training and development investment has been poured into, even prior to actual employment is key to achieve consistency in quality service provision (Farh, Seo, and Tesluk, 2012).

55 Job Satisfaction and...

Job satisfaction is based on greater autonomy and independence, greater power of decision making, flexible schedules, better working conditions, and training. Whereas, it is perhaps beyond argument to say that dissatisfaction can arise due to reduced benefits and unjustified wages. In a general sense, it can be argued that a highly satisfied employee, performs well and stays in his job. However, there is a caveat on the notion that good performing employees stay because they are satisfied. Even the less efficient employee would stay on the job if the work environment patronizes mediocrity. High level of job satisfaction leads to better work performance.

This is the argument posited by this research. This statement is supported by evidence that link these two constructs as valuable areas to consider when determining company performance. Will job satisfaction as a prelude to good work performance continue to hold water in a sector with inherent diversity parameters as the hotel industry? Afterall, regardless of industry, dissatisfied employees would fail to deliver the quality of work expected of them. This is the disconnect in job satisfaction and positive work performance that is sure to plunge any company to an ill fate.

Social Demographic Diversity Affects Job Satisfaction and Work Performance

Literature reveals that most of the decision to work and to perform well in a job tends to be age-biased (Wang and Chen, 2006). Arguably, older workers are more likely to exhibit greater satisfaction in the performance of their jobs compared to the younger set of individuals (Kanfer and Ackerman, 2004; Brunet and Sabiston, 2011). Maturity and a more responsible view of situations seem to be the explanation for this tendency. As individuals develop an affinity with the nature of their work and the people in their workplace, petty concerns were no longer constraints in the performance of their assignments.

Meanwhile, educational attainment is also a contributor to the way an individual exhibits efficiency or inefficiency in the conduct of his or her work (Gubruz, 2007). Gender is similarly a contributing factor towards exhibiting good job performance. Females are more likely to find stability as important in cultivating a satisfying job environment. Males are more adventurous and risk takers in such a way that shifting from job to the next is relatively normal. Educated individuals tend to express greater job satisfaction, arguing that part of the educational process is

to develop in an individual the capacity to tolerate workplace nuances and irritants specifically, and unexpected life occurrences, generally. While a higher educational attainment does not necessarily mean higher intelligence quotient, at the very least, it is the emotional quotient of the individual that is purported to have developed over the course of his or her attainment of a professional degree.

Marital status may be a factor for exhibiting poor or excellent work performance, as responsibilities that go with being married may impede the performance of certain assigned tasks. While literature does not fully explore the effect of marital status on the condition of hotel industry employment, one study reveals that marital status has no bearing on the level of job satisfaction among employees in general, in Bangladesh (Azim, Haque and Chowdhury, 2013). On the other hand, religion or faith may also contribute to the level of job satisfaction of employees. While there are certain religions that are not tolerant of specific hotel facilities or does not encourage activities such as gambling or drinking, very limited information is available on how religious affiliations determine job satisfaction and work performance.

Lastly, general job conditions provided by the assigned work area may also contribute to job satisfaction. Physical space, its design, the layout, the smooth flow of movements, the challenges and perks of the work itself are factors that motivate individual employees and causes them to find fulfillment in their jobs. This state of expectation and wants, relative to what is being provided by the company creates the satisfaction towards a job, which ultimately translates to how employers assess the performance of the workers (Al-Kahtani and Allam, 2013).

Social Demographic Diversity, Job Satisfaction and Work Performance Results to Sustained Provision of Quality Work

While many factors may account for an individual's level of job satisfaction and consequent work performance, social demographic realities may contribute to a person's general attitude, productivity and commitment to an assigned task. In the workplace, job satisfaction is a personal emotional state, yet it largely determines the consequent behavior and disposition of the worker as observed and rated by immediate superiors. Social

of individuals hired by an organization. These differences contribute to the general organizational tempo and identifies the peculiarities of people in their satisfaction towards the tasks given to them and in the manner they perform their respective roles.

Even if the workplace promotes equal opportunity towards obtaining recognition, achievement and higher compensation, a unilateral application is not possible at all. Job satisfaction levels for every single employee is always unique even in similar workspaces. Likewise, though people may exhibit similar a level of job satisfaction, it is still possible that work performance may differ as motivation levels may be

distinct between people. Likewise, diversity in social demographic conditions may also determine job satisfaction. Age, gender, religion, nationality, educational attainment and type of work may affect job satisfaction in more ways than one. Older individuals may exhibit the commitment that is oftentimes lacking with the younger age set. A greater sense of responsibility may also be an impetus to strive harder at work, poor workplace conditions, notwithstanding. This paper suggests that perhaps, social demographic diversity is a factor in the relationship between job satisfaction and work performance relationships, particularly in the dynamic hotel industry.

Conceptual Framework

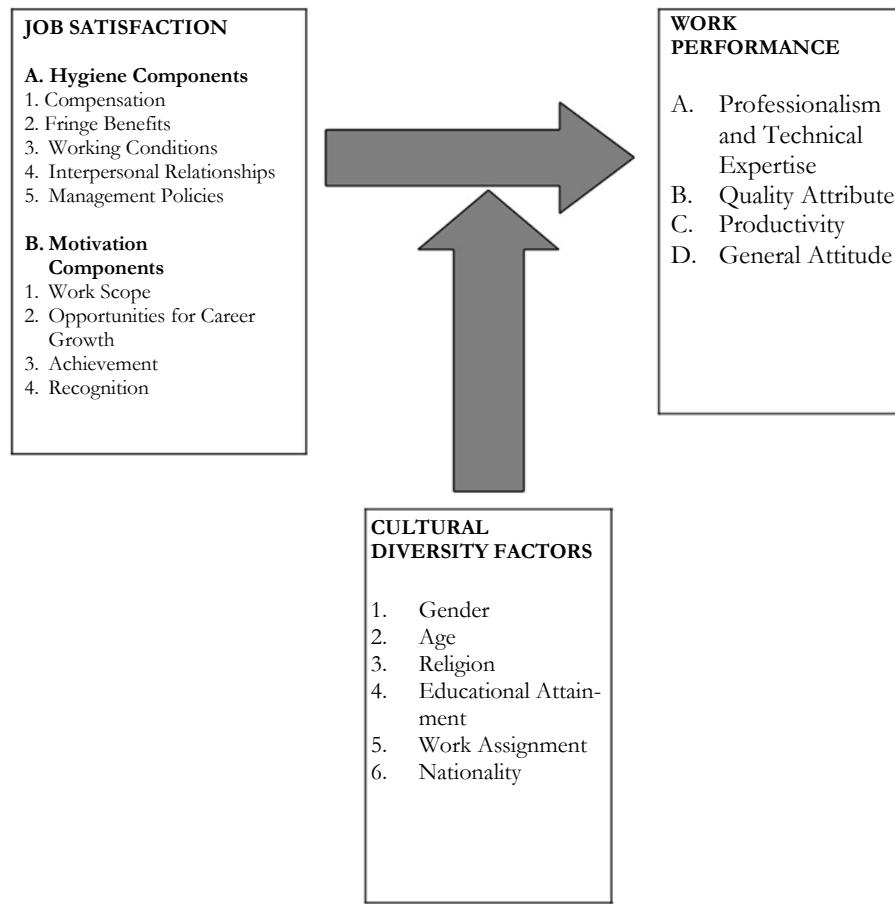


Figure 1. Conceptual Framework

Synthesis

Demographic diversity as a construct of cultural diversity exists in the workplace, and it contributes to the level of job satisfaction and in the quality of work performed. A satisfied employee exhibits a positive work performance. Length of employment, gender, educational attainment, and age are areas of differences that may also affect the way an employee looks at what is satisfying and what is not in the context or work environment. Similarly, diversity can affect the way work is performed particularly in the hotel environment. Consequently, one cannot discount the growing interest on the possible effects of fundamental diversity factors that exist in some industries on the extent of job satisfaction and work performance relationships. These factors are assumed to create an enhanced or reduced job satisfaction and a greater engagement or disengagement in the required level of performance for a job.

The competitive and exciting world of hospitality poses a continuous challenge amongst employers to keep incentive tools in check to ensure the cultivation of a highly motivated and satisfied workforce that would consistently display outstanding performance in their jobs (Aksu, 2005). The heightened interest among young people to enter the hotel industry for their professional practice offers novelty to inquire about the role of diversity appreciation on satisfaction towards a job and the quality of work rendered. As a service entity, the default in hotel operation is the emphasis on people management. Cultural diversity has its pluses and minuses in determining job satisfaction and influencing positive work performance. Hence, it is imperative for employers in the hotel business to keep their employees satisfied, ensure a consequent positive work performance and be able to survive the market competition.

The influence of cultural diversity in the form of social demographic differences, to job satisfaction and work performance, is a contribution to the literature. The study shows that diversity appreciation enhances employees' job satisfaction, which converts to better work performance in the hotel industry. This may help to explore the black box in the relationship of cultural diversity appreciation in enhancing job satisfaction and in sustaining positive work performance in similarly characterized industries

Methodology

This inquiry investigated the results of four hundred twenty-one (421), conveniently sampled and valid questionnaires out of the 450 purposively sampled respondents that were originally surveyed. The questionnaire was created by combining publicly available survey statements on the three main literature components of cultural diversity in the form of social demographic differences, job satisfaction, and work performance. Four hundred fifty employees were strategically sampled from six identified hotels which are all Philippine-based. The hotel cohort belongs to the same category, all with international accreditation and provides full-service operation.

The combination survey instrument was adopted from stand alone, standard and validated work which was unified to a common 4-point Likert Scale. The instrument used a combination of twenty job satisfaction statements from Spector (1994) and twenty work performance evaluation statements from Campbell, McCloy, Oppler, and Sager (1993) and international profiling items such as gender, age group, nationality, work assignment, religion and educational attainment.

The combination of questions under one survey instrument was considered reliable based on a Cronbach alpha result of 0.82. Below is the table of the Likert-scale interpretation for the different cultural diversity, job satisfaction, and work performance components.

To determine the best fit between the variables considered, a correlation analysis was made. Regression was thereafter conducted, with computed t-values and p-values.

		Scale Interpretation			
Factors		1	2	3	4
Job Satisfaction	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	
Work Performance	Needs Improvement	Fair	Good	Outstanding	

Table 1. Scale Interpretation of Survey Responses

This study progressed to answer the following questions; 1. What is the cultural diversity profile based on social demographic differences of employees in the hotel industry?; 2. What is the status of job satisfaction of employees in the hotel industry?; and 3. What is the status of work performance of employees in the hotel industry? Consequently, major objectives would be to answer the following research questions:

1. Is there a significant difference in the level of job satisfaction among employees in the hotel industry when social demographic factors were considered?
2. Is there a significant difference in the level of work performance among employees in the hotel industry when social demographic factors were considered?
3. Is there a significant relationship between job satisfaction and work performance among employees in the hotel industry?

The following statements anchor the statistical component of this inquiry:

Hypothesis 1: There is no significant difference in the level of Job Satisfaction among employees in the hotel industry when social demographic factors were considered.

Hypothesis 2: There is no significant difference in the level of Work Performance among employees in the hotel industry when social demographic factors were considered.

Hypothesis 3: There is no significant relationship between Job Satisfaction and Work Performance among employees in the hotel industry.

Results and Discussion

	Frequency	Percentage
Gender		
Male	174	41%
Female	247	59%
<i>Total</i>	421	100%
Nationality		
Foreigner	181	43%
Local (Filipino)	240	57%
<i>Total</i>	421	100
Age Groups		
21- 30	101	24%
31- 40	184	44%
41-50	136	32%
51- above	0	0
<i>Total</i>	421	100%
Work Assignment		
Food and Beverage	284	67%
including Banquet		
Room and	110	26%
Housekeeping		
Kitchen	27	7%
<i>Total</i>	421	100%
Religion		
Catholics	291	69%
Muslim	15	4%
Christian	88	21%
Others	27	6%
<i>Total</i>	421	100%
Educational Attainment		
College Graduate or	200	47%
Higher		
College Level	167	40%
High School Graduate	54	13%
<i>Total</i>	421	100%

The existing employees in the hotel industry as represented by the four hundred twenty-one individuals coming from six hotels, is predominantly female (59%); mostly between the age group of 31 – 40 (44%); with locals edging the foreigners in number

(57%); majority are assigned in the food and beverage area including banquet service (67%); predominantly Catholics (69%) and have attained collegiate instruction or graduates of collegiate/university level degree programs (87%).

Table 3. Analysis of Employee Job Satisfaction

	1 (Frequency and %)	2 (Frequency and %)	3 (Frequency and %)	4 (Frequency and %)	Total
Hygiene Components	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	
Compensation	0	0	0	421 (100%)	421
Fringe Benefits	0	0	85 (20%)	336 (80%)	421
Working Conditions	0	0	169 (40%)	252 (60%)	421
Interpersonal Relationships	0	0	178 (42%)	243 (58%)	421
Management Policies	0	0	41 (9.7%)	380 (90.3%)	421
Motivation Components					
Work Scope	0	0	0	421 (100%)	421
Opportunities for Career Growth	0	0	0	421 (100%)	421
Achievement	0	0	0	421 (100%)	421
Recognition	0	0	262 (62.24%)	159 (37.76%)	421

The level of job satisfaction is rated as “very satisfied” and highest for hygiene components of Compensation and Fringe Benefits (100% and 80%, respectively). The lowest rating was found under the component of Management Policies, though the rating was still under “satisfied” as viewed by 9.7% of the respondents. While Interpersonal Relationships was still rated by the

majority to be 4 or “very satisfied”, the same was lowest under hygiene components. Whereas, for motivation components, factors such as work scope, opportunities for career growth and achievement were all rated as 4 or “very satisfied” by all of the respondents. Recognition as a motivation component was rated as more “satisfied” than “very satisfied” by the respondents (62.24% compared to 37.76%).

Table 4. Analysis of Employee Work Performance

Work Performance	Needs Improvement (Frequency and %)	Fair (Frequency and %)	Good (Frequency and %)	Outstanding (Frequency and %)	Total
Professionalism and Technical Expertise	0	0	133 (31.59%)	288 (68.41%)	421
Quality Attributes	0	0	0	421 (100%)	421
Productivity	0	0	100 (23.75%)	321 (76.25%)	421
General Attitude	0	0	118 (28%)	303 (72%)	421

Work performance as indicated in the response of the direct superiors were rated to be generally “outstanding”, in all the components namely professionalism and technical expertise (68.41%), quality attributes (100%), productivity (76.25%) and general attitude (72%). The lowest rating with most frequency was under the score of 3 indicating “good”, for general attitude at 28%.

In order to generate the model of best fit, the demographic variable and the variables considered in the study were subjected to Correlation. Results generated are summarized in the table below.

61 *Job Satisfaction and...*

Table 5. Correlation Results between and among Selected Demographic Variables, Work Performance (WP) and Job Satisfaction (JS)

		Age Group	Educational Attainment	WP	JS
Age Group	Pearson Correlation	1	-.018	-.059	-.350(**)
	Sig. (2-tailed)	.	.717	.228	.000
	N	421	421	421	421
Educational Attainment	Pearson Correlation	-.018	1	.019	.086
	Sig. (2-tailed)	.717	.	.696	.079
	N	421	421	421	421
WP	Pearson Correlation	-.059	.019	1	-.020
	Sig. (2-tailed)	.228	.696	.	.677
	N	421	421	421	421
JS	Pearson Correlation	-.350(**)	.086	-.020	1
	Sig. (2-tailed)	.000	.079	.677	.
	N	421	421	421	421

The generated Pearson Correlation Coefficients revealed a significant relationship between Job Satisfaction and the Age of the respondents. As observed, the two variables have a correlation coefficient of - 0.350 and p-value of 0.000.

Given the results of the correlation, a model between Job Satisfaction and Age was generated.

Job Satisfaction = 3.963	-	0.057 Age Group
t-statistics	240.756	- 7.640
p-value	0.000	0.000
f-ratio	=	58.369
p-value		0.000
r-squared	=	0.122

Results relate that the respondent's age group can predict his or her level of Job Satisfaction. Figures particularly showed that as the respondents' age increase by one group (group pertains to the age grouping or level used in the study), his or her level of Job Satisfaction decreases by 0.057 units or points.

All regression coefficients generated t-statistics with p-values less than the level of significance of 0.05. This relates that the coefficients in the model are significant.

The overall significance of the model is measured through the p-value of the F-ratio. As observed, the F-ratio generated a p-value less than the level of significance of 0.05. This relates that the entire regression model is statistically significant.

The goodness of fit of the model is determined by the value of the R-squared. The computed R-squared is 0.122 or 12.2%, which relates that 12.2% of the variation in Job Satisfaction is explained by age.

Table 6: Summary of Findings

Hypotheses	Results
Hypothesis 1	Accept Ho
Hypothesis 2	Accept Ho
Hypothesis 3	Accept Ho

Conclusion and Directions for Future Study

This study intended to highlight the possible differences in the relationship between job satisfaction and work performance when social demographic variations representing cultural diversity in the hotel industry were taken into consideration. The findings did not show a statistically significant effect caused by social demographic factors other than age. The study reveals that the propensity for job satisfaction diminishes in the increase of age of the sample. This underscores the tendency of older employees to compare work-related situations and find irritants when their status are affected and develop a level of comfort in the environment they have been accustomed to. This also amplifies the condition of the new hires to be more versatile, more adaptable and more accepting of work situations despite some annoyances for lack of comparison in previous work and the dearth of employment options due to their little experience.

Generally, cultural diversity is beneficial because it allows for the entry of different ideas, expands the source of innovation and amplifies the varying ways by which to solve workplace problems. However, cultural diversity is only good when the prevailing atmosphere in the company is that of commitment, open communication, tolerance and respect. Otherwise, cultural diversity can weaken the company, undermine the necessary industrial harmony and may even create awkwardness and hostility. While the factors that affect job satisfaction and job performance remain the same such as monetary benefits, working conditions, job security, opportunities for advancement and other motivational factors, the demographic implication differs when gender, age, educational attainment, religion, type of work and nationality is considered.

If companies were to base their continued provision of quality service from their satisfied employees and bank on these employees' efficient work performance, then it is logical to say that keeping employees happy regardless of their social demographic differences is the key to company success and sustainability. In an ever-changing world of work, there are certain principles that would remain true over time. As companies take care of the individual satisfaction of their employees, its quality work performance is assured. Employee development and human up building programs that would address variations in the social demographic situation, need to be kept in check and made relevant over time. From this study, it can be purported that valuing of extrinsic and intrinsic factors differ largely based on age groups. It is suggested that in future studies, variables such as location, size; major client served, hotel category and its accreditation status be considered to find differences in the level of job satisfaction and ultimately work performance status in the hotel industry and in similarly, service-intensive industries.

References

- Aksu, A.A. (2005). Defining training needs of five star hotel personnel: An application in the Antalya region of Turkey. Managerial Auditing Journal, 20 (9), 945-953.
- Albanese, R. (2004). Managing Toward Accountability. Irvin, Inc. USA.
- Al-Khatani, N.S. & Allam, Z. (2013). A comparative study of job burnout, job involvement, locus of control and job satisfaction among banking employees of Kingdom of Saudi Arabia. Life Science Journal. 10 (4), 2135 - 2144.
- Azim, M.T., Haque, M.M. & Chodhury, R.A. (2013). Gender, marital status and job satisfaction: An empirical study. International Review of Management. 2(2), 488 – 498.
- Bedi, A.S. (2016). Hofstede's Model: Cultural differences in hospitality sector and experiences of migrants. Journal of Tourism and Hospitality, 5:5, 1-3.
- Brunet, J. & Sabiston, C.M. (2011). Exploring motivation for physical activity across the adult lifespan. Psychology of Sports and Exercise. 12, 99 – 105.

63 Job Satisfaction and...

- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette& L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (pp. 687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance: In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organizations* (pp. 35-70). San Francisco: Jossey-Bass.
- Farh, C. C.; Seo, Tesluk (2012). Emotional intelligence, teamwork effectiveness and job performance: The moderating role of job context. *Journal of Applied Psychology*. 97: 890-900.
- Gazioglu, S., & Tansel, A. (2006). Job satisfaction in Britain: Individual and job-related factors. *Applied Economics*, Taylor and Francis Journals, 38 (10), 1000-1170.
- Gubruz, A. (2007). Assessment on the effect of educational level on the job satisfaction from the tourism sector point of view. *DogusUniversitesiDegassi*. 8 (1), 36 - 46.
- Herzberg, F. (2008). One more time: How do you motivate employees. Harvard Press.
- Kanfer, R., & Ackerman, P.L. (2004). Aging, adult development and work Motivation. *Academy of Management Review*. 29 (3), 440 – 458.
- Khalizani, K., Hamisah, M.S., @ Siew- Phaik, L. (2011). Demographic profiling on job satisfaction in Malaysian Utility Sector. *International Journal of Academic Research*. 3 (4), 192 -198.
- Kiruthiga, V. & Magesh, Dr. R. (2015). Gears of job satisfaction among star hotel employees. *International Journal of Innovative Research in Science, Engineering and Technology*. Vol. 4 (1), ISSN Print2347-6710/ISSN On-line 2319 – 8753, 18563 – 18567.
- MacDonald, S. & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, Vol. 13 (2), The Haworth Press, 1 – 15.
- Saifudin, Z.K. & Nawaz, A. (2010). Impacts of demographic variables on job satisfaction of academicians in universities of NWFP. *Bulletin of Research and Development*. 32 (1), 53 – 68.
- Sattar, A., Khan, S. & Nawaz, A. (2010). Predictor of job satisfaction: A survey of district executives in NWFP, Pakistan. *Gomal University Journal of Research*. 26 (1), 107 – 122.
- Sauza – Poza, A. & Sauza – Poza, A.A. (2007). The effects of job satisfaction on labour turnover by gender: An analysis for Switzerland. *The Journal of Socio-Economics*. 36, 895 – 913.
- Solnet,D. (2007). Employee-customer linkages: A social identification perspective in a hotel industry context. *Journal of Hospitality and Tourism Management*, Vol 14 (2), 132 – 140.
- Spector, P. E. (1994). Job satisfaction survey. Department of Psychology, University of South Florida.
- Toker, B. (2007). The effects of demographic factors on job satisfaction. *DogusUniversity Jornal*, Vol 8 (1), 92- 107.
- Van Saane, N., J. K. Sluiter, J. H. A. M. Verbeek & M. H. W. Frings-Dresen (2003). Reliability and validity of instruments measuring job satisfaction: A systematic review. *Occupational Medicine*, Vol. 53(3): 191-200.
- Wang, M. & Chen, Y. (2006). Age difference in attitude change: Influence of cognitive resource and motivation on responses to argument quantity. *Psychology and Aging*. 21(3), 377 – 395.
- Yousef, D.A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*. 15(1), 6-24.