



International Journal of Contemporary Hospitality Management

Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach

Jin-Soo Lee Ki-Joon Back Eric S.W. Chan

Article information:

To cite this document:

Jin-Soo Lee Ki-Joon Back Eric S.W. Chan , (2015), "Quality of work life and job satisfaction among frontline hotel employees", International Journal of Contemporary Hospitality Management, Vol. 27 Iss 5 pp. 768 - 789

Permanent link to this document:

<http://dx.doi.org/10.1108/IJCHM-11-2013-0530>

Downloaded on: 20 September 2015, At: 08:15 (PT)

References: this document contains references to 78 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 458 times since 2015*

Users who downloaded this article also downloaded:

Simon Chak-keung Wong, Jane Shiyin Li, (2015), "Will hotel employees' perception of unethical managerial behavior affect their job satisfaction?: A study of Chinese hotel employees in China", International Journal of Contemporary Hospitality Management, Vol. 27 Iss 5 pp. 853-877 <http://dx.doi.org/10.1108/IJCHM-06-2013-0253>

Margaret Deery, Leo Jago, (2015), "Revisiting talent management, work-life balance and retention strategies", International Journal of Contemporary Hospitality Management, Vol. 27 Iss 3 pp. 453-472 <http://dx.doi.org/10.1108/IJCHM-12-2013-0538>

Hyo Sun Jung, Hye Hyun Yoon, (2015), "The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel", International Journal of Contemporary Hospitality Management, Vol. 27 Iss 6 pp. 1135-1156 <http://dx.doi.org/10.1108/IJCHM-01-2014-0019>

Access to this document was granted through an Emerald subscription provided by emerald-srm:127310 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Quality of work life and job satisfaction among frontline hotel employees

A self-determination and need satisfaction theory approach

Jin-Soo Lee

*School of Hotel and Tourism Management,
The Hong Kong Polytechnic University, Kowloon, Hong Kong*

Ki-Joon Back

*Conrad N. Hilton College of Hotel and Restaurant Management,
University of Houston, Houston, Texas, USA, and*

Eric S.W. Chan

*School of Hotel and Tourism Management,
Hong Kong Polytechnic University, Kowloon, Hong Kong*

Abstract

Purpose – The purpose of this paper is to achieve three objectives: to investigate perceived quality of work life (QWL) need attributes among frontline employees in the lodging industry, to assess the asymmetric relationships between QWL attributes and job satisfaction (JS) and to prioritize QWL attributes for the effective management of JS.

Design/methodology/approach – Data were analyzed using exploratory factor analysis, impact range-performance analysis and impact-asymmetry analysis.

Findings – Each QWL attribute showed significant and various asymmetric or linear impacts on JS or job dissatisfaction (JDS).

Practical implications – Study results provided critical information for hotel managers to prioritize several attributes, such as safe work place, fair pay, empowerment and effective training, to enhance JS and reduce JDS for frontline personnel.

Originality/value – This study sheds light for identifying the underlying structure of QWL and further investigate the asymmetric relationship between QWL attributes and JS/JDS using need satisfaction, self-determination and three-factor theory in the lodging industry.

Keywords Quality of work life, Self-determination theory, Job satisfaction, Lodging industry, Need satisfaction, Three-factor theory

Paper type Research paper



1. Introduction

The lodging industry is characterized by notoriously poor wages, low job security, long working hours and shift works (Back *et al.*, 2011). Specifically, researchers argued that high turnover is a direct consequence of employee dissatisfaction with the organization providing what employees need in a place to work (Furnham, 2006). In the lodging

industry, employees want to work in a team-oriented, respective and collaborative environment so that they can achieve their own personal goals (Back *et al.*, 2011; Berger and Vanger, 1986). Also, they want to have a balance between their work and personal life (Deery, 2008). It is critical for organization to identify and understand specific needs of their employees to ensure that employees are satisfied, committed and productive with the job (Vansteenkiste *et al.*, 2007).

Recently, research finding awakes the notion of quality of work life (QWL) and its relation to employees' well-being in terms of job satisfaction (JS), organizational commitment and other types of work engagement (Mirkamali and Thani, 2011). In general human resource management studies, QWL has been regarded as the crucial construct for organization to attract and retain employees (Kiernan and Knutson, 1990; Sirgy *et al.*, 2001). Davis (1983) defined the QWL as the degree to which employees are able to fulfill important various personal needs thorough their performance in their workplace while achieving the organization's goals. Specifically, QWL is a variable that consists of their needs for health, safety, economy, family life, social life, esteem, self-actualization, knowledge and aesthetics (Sirgy *et al.*, 2001).

Several organizational behavior researchers have investigated the significant effects of QWL on JS (Boisvert, 1977; Kiernan and Knutson, 1990; Sirgy *et al.*, 2001). For example, Ference (1982) argued that employees' perception of QWL can be significantly improved by positively addressing their diverse needs, thereby boosting JS and lowering voluntary turnover. Although many QWL studies have been conducted in various disciplines, there is a paucity of QWL research in the lodging industry. Frontline personnel in the lodging industry play an important role in customer's positive service experience and generate profits for the organization (Rudez and Mihalic, 2007). According to the service profit chain model, satisfied employees provide quality service for their external customers and achieve customer satisfaction (Hestkett *et al.*, 1994). Consequently, satisfied customers tend to repeat patronage and result in increasing the firm's financial performance (Gallardo *et al.*, 2010). Numerous lodging researchers have identified significant antecedents of JS based on functional utility, such as perceived benefits (Karatepe and Uludag, 2007), empowerment (Lashley, 1995), communication satisfaction (Mount and Back, 1999) and work climate (Vallen, 1993). Those are common constructs that significantly influence overall JS. However, as the characteristics and work environment are significantly different from the manufacturing industry, there is a great need to further investigate how fulfilling global aspects of human needs in the lodging industry affects overall JS. The QWL theory describes that employees' overall JS will vary directly with the extent to which those needs of an individual are actually satisfied; the stronger the need, the more closely JS will depend on its fulfillment. By identifying the appropriate behavioral model of QWL in the lodging industry, employees could generate strong spirit and motivation, which further increases their satisfaction with their jobs.

Also, previous human resource (HR) studies have generally focused on the linear relationship between QWL and JS. For instance, Sirgy *et al.* (2001) confirmed the positive relationship between QWL and JS; however, their study emphasized intrinsic and extrinsic rewards as significant determining attributes of QWL for JS without considering their possible asymmetric relationships. Self-determination theory (SDT) suggests that intrinsic and extrinsic motivations have significantly different effects on JS (Deci and Ryan, 1985). In addition, using Kano's three-factor theory, many

satisfaction researchers stated that asymmetrical relationship may be observed between attribute performance and satisfaction (Cadotte and Turgeon, 1988; Oliver, 1997). Failure to understand the various ranges of impacts of QWL attributes on the overall JS with lack of theoretical supports inhibits hotel management from identifying attributes that have more (or less) impact on JS or job dissatisfaction (JDS).

Thus, the current study aims to attain three objectives:

- (1) to investigate perceived QWL need attributes among frontline employees in the lodging industry based on the concept of need satisfaction;
- (2) to assess the relationships between QWL attributes and the overall JS by classifying QWL attributes as dissatisfiers, hybrids and satisfiers from the concept of three-factor theory and SDT and their various ranges of impacts on JS (RIJS); and
- (3) to prioritize QWL attributes to enhance JS.

This study provides implications for industry practitioners and researchers in prioritizing QWL need attributes in the human resource management of the lodging industry.

2. Conceptual background

2.1 Quality of work life

QWL represents a construct that encompasses the well-being of employees at the workplace (Champoux, 1981; Kahn, 1981; Sirgy *et al.*, 2001). Previous studies defined QWL from diverse perspectives. Boisvert (1977) stated that QWL is a set of beneficial consequences of work life in the workplace, which includes other life domains (e.g. family, leisure and social domains). Moreover, Davis (1983) defined QWL as a complex entity influenced by multifaceted aspects of human dimensions of work environment. Nadler and Lawler (1983) specified QWL as a “way of thinking” for assessing the effect of work on employees and organization effectiveness. Furthermore, Carayon (1997) identified key variables of QWL, such as individual task, organizational factors, environment, tools and technology, and assessed their complex interrelationships.

In particular, Sirgy *et al.* (2001) conducted a study to understand the underlying dimensions of QWL based on need satisfaction and spillover theories. Building on the theories of Maslow (1956) and Herzberg *et al.* (1959), Sirgy *et al.* (2001) argued that individuals have basic needs they seek to fulfill through work. The argument of Sirgy *et al.* (2001) was consistent with the viewpoint of Porter (1961) who developed a QWL measure to assess need satisfaction in an organization. Employees strive to fulfill several needs at work, such as health and safety (need for protection from possible injury or mental harm), job requirements (e.g. need for recognition and appraisals through job characteristics and need for a reasonable workload), supervisory behavior (e.g. need for interpersonal interaction among employees, employers and customers, as well as among employees themselves) and ancillary programs (e.g. need for training and flexible work schedules) (Porter, 1961). Thus, if employees perceive that these needs at work are fulfilled or have exceeded their expectations, then they sense a favorable level of QWL, which will enhance the level of their JS (Champoux, 1981; Kahn, 1981; Sirgy *et al.*, 2001). Moreover, according to spillover theory, QWL influences not only JS but also other forms of life satisfaction, such as those concerning family, leisure and social aspects (Crohan *et al.*, 1989; Schmitt and Mellon, 1980; Sirgy *et al.*, 2001).

Accordingly, several recent studies explored QWL in the service industry (Janes and Wisnom, 2011; Manjunath and Kurian, 2011; Mirkamali and Thani, 2011). Although researchers have implemented various attributes to investigate the underlying structure of QWL, there are consensus about the multiple dimensions which are consistent with the six underlying dimensions of QWL reported by Sirgy *et al.* (2001). Health and safety needs, economic and family needs, self-actualization needs, esteem needs, social needs and knowledge and aesthetic needs were reviewed as key structure of QWL based on theory of need satisfaction.

As Table I summarizes the conceptual dimensions of QWL from various studies, *health and safety needs* were one of the common factors to represent QWL. Many hospitality HR researchers have argued that employees' JS is significantly affected by physical working conditions in terms of protection from ill health (i.e. air quality) and injury at work (i.e. standing long hours). The significance of physical working conditions cannot be overemphasized, given that a small change in the working environment, such as increased space or the addition of partitioning walls, enhances privacy and satisfaction (O'Neill and Carayon, 1993).

Economy and family needs can be interpreted as the balance between work and personal life in the lodging industry because frontline hotel employees are vulnerable to imbalance between their jobs and family life (i.e. irregular job shifts, long working hours and heavy workloads) (Deery, 2008; Karatepe and Uludag, 2007). The nature of the lodging industry necessitates hotels to be always open; hence, frontline staff members suffer from excessive working hours (Cullen and McLaughlin, 2006). Unsocial hours and workloads that characterize the lodging industry (Karatepe and Sokmen, 2006) are a major source of work-family conflict (Karatepe and Uludag, 2007). Karatepe and Uludag (2007) found that work-family conflict makes hotel frontline staff emotionally exhausted, thus leading to JDS. Industry norms and support systems designed to mitigate conflict with family and social life are essential in attracting and retaining competent staff, thereby increasing JS and reducing turnover rate.

Based on Maslow's (1956) theory, individuals need to be respected and to have self-esteem. The *self-esteem need* represents the desire of employees to be accepted and valued by others. Hence, employees are critically concerned about reward systems and company image. Employees strongly need to have their inputs recognized in the work environment. Similarly, Hallowell (1996) stated that the reward system is one of the most significant attributes of internal service quality that affects overall JS of employees. Kandasamy and Ancheri (2009) argued that a positive company image significantly influences the need for esteem of employees. Company image is characterized by specific areas of organizational distinction and strength (Highhouse *et al.*, 2009). For example, firms invest in social/human capital and product development/diversification (Petkova *et al.*, 2008) to exude a sound market and finance image (Highhouse *et al.*, 2009). O'Neill and Carayon (1993) suggested that hotel image is represented by the climate for compliance with a favorable public image.

Generally, routine work in the lodging industry is tedious and monotonous, thus lacking in personal self-actualization (Kandasamy and Ancheri, 2009). *Self-actualization needs* can be fulfilled by several strategic approaches in the lodging industry. First, empowerment can be implemented by allowing employees to practice discretion and authority in offering high-quality service to guests (Wan, 2010). Empowered employees work actively and achieve fulfillment (Kandasamy and Ancheri, 2009) by acting

		Attributes	
Maslow (1956), Herzberg <i>et al.</i> (1959), Porter (1961), and Sirgy <i>et al.</i> (2001)		Matzler <i>et al.</i> (2004)	Matzler <i>et al.</i> (2004), Sirgy <i>et al.</i> (2001)
Health and safety needs	Firm	The company provides enough working space	
		The workplace has good air quality	
		My work is at a physically safe place	
		The company provides good health benefits	
		My work environment is pleasant	
		Pay is fair and adequate	
		Pay is based on achievement	
Economic and family needs	Remuneration	My job allows time for social life	
		My job allows time for family life	
		My job is interesting	
Self-actualization needs	Job and responsibility	Workloads are reasonable	
		My job allows me to realize my full potential	
		My job matches with my skill set	
		My job has adequate decision-making power	
Esteem needs	Recognition	The company has fair performance appraisal policies	
		The company provides a good reward system	
	Firm	I feel appreciated at work	
		The company has a positive image in the society	
		The company is achievement oriented	
Social needs	Superior/supervisor	The company is socially responsible	
		The supervisor is supportive	
	Employees	The supervisor offers adequate chances for promotion	
		The supervisor is trustworthy	
Knowledge and aesthetic needs	Job	Employees are team oriented	
		Employees are cooperative	
		Employees are friendly	
		The company provides good orientation	
		The training program is effective	
The company provides opportunities for professional development			
Extensive creativity is involved in my job			
This job allows me to sharpen my professional skills			

Table I.
Conceptual summary
of QWL

responsibly and satisfactorily addressing the requests of customers, which, in turn, results in customer satisfaction (Lashley, 1995). Second, the match between the qualification of the employees (e.g. knowledge, skills, abilities and experiences) and their job are critical attributes to meet the self-actualization needs. Employees are likely to stay in their jobs/organizations if their qualifications fit their job characteristics (Starks, 2007). Furthermore, fair compensation and reward are significant motivators for

developing JS among employees (Wan, 2010). Reward climate is a major organizational climate because it signifies to employees behaviors considered critical to and rewarded by a firm (Schneider *et al.*, 1998). A fair reward climate motivates and stimulates intended employee conduct (Chiang and Birtch, 2008) and employee JS and retention (Arnett *et al.*, 2002).

Social need is the desire to develop cooperative relationships with others; when a staff has a strong social need, he/she is supportive of others (Stahl and Harrell, 1981). Loscocco and Spitze (1990) stated that supervisory behavior significantly affects overall satisfaction of employees. Teas *et al.* (1979) argued that the need for fulfillment of employees is directly influenced by performance feedback. Sirgy *et al.* (2001) confirmed the positive relationship between the level of performance feedback and that of JS. Therefore, a sound manager–subordinate relationship is crucial to successful management in the hospitality industry (Gill, 2008). Moreover, interpersonal relationships among colleagues are also critical in the lodging industry (Berger and Vanger, 1986). Katzenbach and Smith (1998) highlighted the importance of fulfilling social needs by benefiting from excellent teamwork. For instance, employees work together as a team to establish clear goals and communication. Better service is delivered when team members work together on challenges and develop trust among themselves. Cooperative culture enables employees to help one another and share knowledge/experience, thus resulting in JS and high-performance teamwork (Scott and Bruce, 1994).

Aesthetic needs refer to the desire to have beauty and balance in the form of appreciation of nature, arts and literature, whereas knowledge needs represent the desire to learn, based on the seven-level hierarchy of needs on the Maslow's motivation theory (Maslow, 1970). Sirgy *et al.* (2001) integrated these needs into the QWL model, wherein employees have needs to gain knowledge or make sense out of something to avoid misconceptions and erroneous beliefs as part of their cognitive needs. According to Sirgy *et al.* (2001), aesthetic needs, affected by knowledge needs, are treated as the desire to perform work in a creative and innovative way and seen as part of QWL sub-dimensions which significantly impacts overall JS. Sirgy *et al.* (2001) argued that several ancillary programs, such as full-time work-at-home, part-time work-at-home, flextime, compressed work week and regular work arrangements, are critical components of QWL which can be fulfilled by flexibility of work schedule, effective training and orientation and other creative ancillary programs. However, considering the nature of the lodging industry, a number of these arrangements are not easy to implement. Nevertheless, Back *et al.* (2011) suggested that several programs, such as flexible work schedules, trainings and orientation programs for employees, can have a positive effect on JS. For example, well-designed training programs can be an effective tool for motivating and retaining employees (Berry and Parasuraman, 1992) and a means for sharing corporate vision and mission (Kale, 2007). Furthermore, employees seek various ancillary programs for professional development, such as cross-training, certificate programs and tuition-assistance programs.

2.2 Job satisfaction

According to Oliver (1997), antecedents of JS deal with the cognitive evaluation of a job, given that affective evaluation follows cognitive assessment in terms of attitudinal development. Disconfirmation theory suggests that employees evaluate their jobs

positively or negatively by comparing job performance with job expectation. Positive disconfirmation results when perceived performance is greater than expectation, thereby generating satisfaction (Matzler *et al.*, 2004). On the other hand, negative disconfirmation happens if the perceived performance is below the expectation. If perceived performance meets expectation, confirmation is perceived to lead to mere satisfaction.

Numerous studies have investigated the determining factors of JS in various industries. For example, Driscoll *et al.* (1978) specified determining quality attributes of JS, including characteristics related to the job and the work environment (e.g. security, promotion, participation in decision making and salary). Employees evaluate overall JS based on logical and rational criteria of assessing JS attributes (Matzler *et al.*, 2004). In other words, employees exercise cognitive evaluation of working conditions without emotional judgments before reaching the affective state of JS (Back *et al.*, 2011). The present study builds on self-determination and three-factor theory to further understand the mechanism of cognitive evaluation of QWL attributes in developing JS.

2.3 Relationship between QWL and JS

The SDT refers to “When self-determined, people experience a sense of freedom to do what is interesting, personally important and vitalizing” (Ryan and Deci, 2000, p. 68). Chantal *et al.* (1995) used SDT to explain people’s need to feel self-determined and competent when interacting with their environment in terms of intrinsic and extrinsic needs. Intrinsic need occurs when the job inherently satisfies the needs for praise and appreciation of work done (i.e. self-actualization and esteem needs), feeling of being involved (i.e. social needs) and opportunities for advancement and development (i.e. knowledge and aesthetic needs). Intrinsic motivation is highly autonomous and self-determined (Deci and Ryan, 1985). Extrinsic need refers to behaviors or actions that enable the attainment of some outcomes separate from inherent satisfaction with the action itself, such as job security (i.e. health and safety needs) and benefits (i.e. economic and family needs) (Chantal *et al.*, 1995; Ryan and Deci, 2000). SDT suggest that intrinsic needs are associated with higher JS because they aim to fulfill the basic psychological needs for autonomy, competence and relatedness (Vansteenkiste *et al.*, 2007). As intrinsic and extrinsic needs share common nature of QWL based on need satisfaction, they provide more complete understanding of underlying structure of QWL and further explain the asymmetric relationship with JS by applying three-factor theory.

Kano (1984) introduced the three-factor model that distinguishes between various quality attributes (must-be, one-dimensional and attractive) and their different relationships with customer satisfaction. The relationship between performance of a quality attribute and subsequent satisfaction with the attribute can be symmetric, asymmetric or non-existent (Witell and Fundin, 2005). Due to the employees’ distinctive needs and intrinsic and extrinsic needs of QWL, the three-factor theory can be also applied to JS; the degree of employee satisfaction varies with the types of attributes (Kano, 1984; Matzler *et al.*, 2004).

2.3.1 Dissatisfiers (extrinsic needs). Dissatisfiers are basic set of conditions that prompt dissatisfaction if not fulfilled but do not generate JS of employees even if carried out. Employees view these attributes as basic and essential; however, these attributes do not influence satisfaction even when individuals are satisfied. Prior SDT studies have classified job attributes connected with intrinsic needs, including economic, health,

safety and some social needs, which are deemed as dissatisfiers (Furnham, 2006; Harris *et al.*, 2007; Vansteenkiste *et al.*, 2007). Physical working environment, such as space, lighting, ventilation and equipment (Herzberg *et al.*, 1959), are critical components of the health and safety needs of employees that may have a significant impact on JDS when they do not meet employee expectation. Furthermore, Furnham (2006) argued that if an employee does not perceive fairness of pay (i.e. economic needs) at his/her expectation level, then motivation and performance are negatively affected, thus resulting in JDS. Thus, economic needs must be considered with regard to JDS. In addition, supervision (Mardanov *et al.*, 2007) and social relationship (i.e. social needs) are considered as significant dissatisfiers. Negative perceptions of supervisor–employee relationship and collegiality have been shown to have a substantial influence on higher JDS (Harris *et al.*, 2007):

H1. Extrinsic needs are positively associated with JDS.

H1a. Health and safety needs of QWL have positive association with JDS.

H1b. Economic and family needs of QWL have positive association with JDS.

2.3.2 Satisfiers (intrinsic needs). Satisfiers increase JS if they are available, but they do not create JDS even when they are not provided. Intrinsic needs are seen as value-added and provide additional meaning for employees to perceive positive job outcome. Thus, compared with a negative evaluation, a favorable perception of satisfiers strongly affects overall JS. Previous studies refer to attributes associated with self-actualization needs, self-esteem needs and knowledge and aesthetics needs of employees (e.g. achievement, recognition, advancement and growth) as satisfiers, as they are considered to be intrinsic needs (Matzler *et al.*, 2004; Vansteenkiste *et al.*, 2007).

Feelings of accomplishment, such as completing a task or resolving an issue (Knight and Westbrook, 1999) and positive recognition for the accomplishment (i.e. self-esteem needs) (Richardson, 2003), significantly affect overall JS. Moreover, Dole and Schroeder (2001) argued that JS is enhanced as employees exercise increased empowerment over their job. Stein and Craft (2007) found that opportunities for growth and professional development (i.e. aesthetic need) are positively related to overall JS. In the hospitality research, Back *et al.* (2011) found that effective training, recognition of achievement and opportunities to grow were significant contributors for JS. Recently, Baard *et al.* (2004) confirmed that intrinsic needs exerted more explanation power for job outcome than extrinsic needs:

H2. Intrinsic needs are positively associated with JS.

H2a. Self-actualization and esteem needs of QWL have positive association with JS.

H2b. Social needs of QWL have positive association with JS.

H2c. Knowledge and aesthetic needs of QWL have positive association with JS.

2.3.3 Hybrids. Hybrids cause JS if fulfilled and JDS if not carried out. Hybrids proportionally impact satisfaction based on performance, thus observing linear relationships between performance factors and satisfaction. According to three-factor theory, only hybrids show symmetric relationship with JS, whereas dissatisfiers and satisfiers are associated with JS in an asymmetric manner. The symmetric of the relationship is determined by the extent to which the independent variable directly

influences the dependent variable. If a linear relationship between the two items is valued consistently, the association is symmetric; if the one variable is valued more than other variables, the relationship is asymmetric or nonlinear. Specifically, in asymmetric relationships, one variable (i.e. satisfier) provides a higher percentage of information for JS than the other (i.e. dissatisfier) (Kano, 1984).

3. Research design and methodology

3.1 Questionnaire and data collection

Based on extensive literature review, a questionnaire was developed to assess employee perceptions of QWL attributes. Measurements of studies by Sirgy *et al.*, (2001) and Kandasamy and Ancheri (2009) were adopted and refined through the QWL literature and their relevance to the lodging industry. A series of pilot tests was conducted after drawing items of each construct from the literature. After conducting the pilot test and focus group discussions, the number of QWL attributes was reduced to 24 measures that focus on health and safety needs (e.g. My work environment is pleasant), economic and family needs (e.g. Pay is fair and adequate), self-actualization needs (e.g. my job matches my skill set), esteem needs (e.g. the company has a positive image in society), social needs (e.g. employees are cooperative) and knowledge and aesthetic needs (e.g. the training program is effective). Consistent with prior research (Kandasamy and Ancheri, 2009; Sirgy *et al.*, 2001), each QWL dimension was considered as an independent construct. Three JS items (e.g. I am satisfied with my current job.) were derived from the study of Locke (1976). A five-point Likert scale (from 1 = strongly disagree to 5 = strongly agree) was used to measure all items. Demographic data on educational background, years of experience and duration of employment were collected.

Drawing on convenience sampling, the current study sampled frontline personnel from an upscale hotel in a metropolitan city in a southern US region. Prior to distribution, the questionnaire was translated into Spanish for Spanish-speaking employees using the back translation method (Mount and Back, 1999). A total of 203 questionnaires were distributed during regular employee meetings in two hotel properties under the same management, and responses were collected within one month. A total of 178 respondents returned their responses by dropping the completed questionnaires in designated boxes to ensure anonymity and confidentiality. The result was an 88 per cent response rate. The gender ratio of participants was 57 per cent (female) and 43 per cent (male). Most of them were of aged 20-39 years, and 32 per cent had worked for the organization for less than five years, mostly in the food and beverage (42 per cent), housekeeping (27 per cent) and front desk (23 per cent) areas.

4. Results

4.1. Exploratory factor analysis

Exploratory factor analysis (EFA) was performed to refine the 24 QWL attributes to avoid potential distortion resulting from multicollinearity issues. EFA was used instead of confirmatory factor analysis because the items were obtained from multiple resources in the literature. Table II showed that 19 attributes were retained with four factors (health and safety; economic; self-actualization and esteem; and social, knowledge and aesthetic needs). Cronbach's alpha values were above cut-off point for reliability (0.7) (Nunnally and Bernstein, 1994). Thus, results suggested acceptable reliability for the measures. In Table III, the average variance extracted (AVE) for each construct

Factor	Factor loading	Eigenvalue	(%) Variance explained	Cronbach's alpha	Factor mean	Quality of work life
<i>Factor 1: Health and safety needs</i>						777
Enough working space	0.70	8.27	38.26	0.84	4.02	
Good air quality	0.81					
Physically safe workspace	0.85					
Pleasant work environment	0.83					
<i>Factor 2: Economic needs</i>						
Fair pay	0.78	1.95	10.21	0.86	3.85	
Time for social life	0.80					
Time for family life	0.82					
<i>Factor 3: Self-actualization and esteem needs</i>						
Realized employee potential	0.75	1.41	8.03	0.81	3.90	
Job matches with employee skill	0.78					
Adequate decision-making power	0.80					
Fair appraisal policies	0.72					
Good reward system	0.68					
Appreciated at work	0.60					
<i>Factor 4: Social, knowledge and aesthetic needs</i>						
Supportive supervisor	0.62	1.09	6.15	0.82	3.99	
Cooperative employees	0.64					
Good orientation	0.85					
Effective training system	0.86					
Opportunities for professional development	0.70					
Opportunities for developing professional skills	0.74					
<i>Total variance explained</i>			62.65			
Notes: KMO measure of sampling adequacy = 0.81; Bartlett's test of sphericity = 0.00						

Table II.
Exploratory factor analysis of need-quality attributes
($n = 178$)

exceeded the corresponding squared correlations, thus supporting discriminant validity (Fornell and Larcker, 1981). Besides, all AVEs were greater than 0.5, supporting convergent validity.

4.2 Asymmetric relationships test using impact range-performance analysis and impact-asymmetry analysis

Mikulic and Prebezac (2008, 2011) developed impact range-performance analysis (IRPA) and impact-asymmetry analysis (IAA) for the testing of asymmetric relationships between quality items and satisfaction. The first step of IRPA is penalty-reward-contrast analysis that uses regression analysis with dummy variables (Brandt, 1987). According to three-factor theory, attributes should be classified,

depending on their impact on JS, JDS or neutral experience (hybrids). Some of QWL attributes were initially identified according to the previous literature (Sirgy *et al.*, 2001; Vesteenkiste *et al.*, 2007). Two sets of dummy variables were input for each attribute. The first set was created by coding the highest attribute performance score (APS) as 1 (if attribute = 5, then 1), while the remaining APS were input as 0 (if attribute = 1, 2, 3 or 4, then 0). In contrast, the second set was generated by coding the lowest APS as 1 (if attribute = 1, then 1), while the remaining ratings were input as 0 (if attribute = 2, 3, 4 or 5, then 0). The two dummy sets were then regressed on JS, thus resulting in two regression coefficients (penalty and reward indices) for each attribute. A reward index is used to identify attributes that positively impact JS, whereas the penalty index is used to identify attributes that negatively influence JS.

Table IV presents the relationships between the two indices of each QWL attribute and JS with unstandardized coefficients. Standardized coefficients are likely to mislead findings. Unless dummy variables have equal distributions and standard deviations (which is a rare case), standardized coefficients distort information from the original unstandardized coefficients (Mikulic and Prebezac, 2011). Therefore, unstandardized coefficients were most acceptable for the analysis.

The summation of the absolute values of penalty indices (PI) and reward indices (RI) of each attribute was used to produce a measure of the range of impact of an attribute on JS (RIJS). PI, RI and RIJS were then adopted to estimate the scores of impact-asymmetry (IA) which quantifies the extent to which an attribute has a satisfaction-generating potential (SGP) and a dissatisfaction-generating potential (DGP). Both SGP and DGP exhibited the proportion of reward and penalty indices to the entire range of impact scores on JS. For example, if an attribute had relatively similar values of SGP and DGP, then the attribute could be deemed as a hybrid because it likely affects JS and DJS. According to Mikulic and Prebezac (2008, p. 566), the equations are as below:

$$SGP_i = ri/RIJS_i \tag{1}$$

$$DGP_i = |pi|/RIJS_i \tag{2}$$

$$IA_i \text{ index} = SGP_i - DGP_i \tag{3}$$

Constructs	1	2	3	4	5	AVE ^a
Health and safety needs (1)	1.00					0.70
Economic needs (2)	0.38 (0.14) ^b	1.00				0.76
Self-actualization and esteem needs (3)	0.40 (0.16)	0.50 (0.27)	1.00			0.75
Social, knowledge and aesthetic needs (4)	0.56 (0.31)	0.54 (0.30)	0.41 (0.17)	1.00		0.81
Job satisfaction (5)	0.71 (0.50)	0.60 (0.36)	0.51 (0.26)	0.63 (0.40)	1.00	0.85
α	0.84	0.86	0.82	0.81	0.90	
Mean (SD)	4.02 (0.48)	3.85 (0.85)	3.90 (0.35)	3.99 (0.27)	4.08 (0.62)	

Notes: ^aAll AVE exceeded 0.50, thus exhibiting construct validity; ^b $p < 0.01$, all correlation coefficients were significant at the 0.01 level

Table III.
Measured correlations, squared correlations and AVE

Items	RI	PI	RIJS	SGP	DGP	IA	Factor
<i>Health and safety (R² = 0.48)</i>							
Enough working space	0.11	-0.13	0.24	0.46	0.54	-0.08	Hybrid
Good air quality	0.15	-0.17	0.32	0.47	0.53	-0.06	Hybrid
Physically safe workplace	0.37	-1.02	1.39	0.27	0.73	-0.47	Dissatisfier
Pleasant work environment	0.27	-0.58	0.85	0.32	0.68	-0.36	Dissatisfier
<i>Economic (R² = 0.42)</i>							
Fair pay	0.14	-0.78	0.92	0.15	0.85	-0.70	Frustrator
Time for social life	0.20	-0.31	0.51	0.39	0.61	-0.22	Dissatisfier
Time for family life	0.24	-0.47	0.71	0.34	0.66	-0.32	Dissatisfier
<i>Self-actualization and esteem (R² = 0.52)</i>							
Recognize employee potential	0.30	-0.19	0.49	0.61	0.39	0.22	Satisfier
Job matches with employee skill set	0.69	-0.19	0.88	0.78	0.22	0.57	Satisfier
Adequate decision-making power	0.22	-1.31	1.53	0.14	0.86	-0.71	Delighter
Fair appraisal policies	0.47	-0.20	0.67	0.70	0.30	0.40	Satisfier
Good reward system	0.40	-0.38	0.78	0.51	0.49	0.03	Hybrid
Feel appreciated at work	0.10	-0.13	0.23	0.43	0.57	-0.13	Hybrid
<i>Social, knowledge and aesthetic (R² = 0.59)</i>							
Supportive supervisor	0.16	0.10	0.26	0.62	0.38	0.23	Satisfier
Cooperative employees	0.22	-0.26	0.48	0.46	0.54	-0.08	Hybrid
Provides good orientation	0.32	-0.15	0.47	0.68	0.32	0.36	Satisfier
Effective training program	1.09	0.14	1.23	0.89	0.11	0.77	Delighter
Opportunities for professional development	0.42	-0.22	0.64	0.66	0.34	0.31	Satisfier
Opportunities for developing professional skills	0.31	0.12	0.43	0.72	0.28	0.44	Satisfier

Notes: Bold = unstandardized coefficients were significant at $p < 0.05$; RI = reward index; PI = penalty index; RIJS = range of impact on job satisfaction ($|p_i| + r_i$); SGP = satisfaction-generating potential ($r_i/RIJS_i$); DGP = dissatisfaction generating potential ($|p_i|/RIJS_i$); IA = impact-asymmetry ($SGP_i - DGP_i$); APS = attribute-performance score

Table IV.
IRPA and IAA
results

Where r_i is the reward index for attribute i , p_i is the penalty index for attribute i , $RIJS_i = |p_i| + r_i$ is the range of impact on JS and $SGP_i + DGP_i = 1$.

As Step 3, IAA was adopted in accordance with the model of Mikulic and Prebezac for identifying key determinants of JS among QWL attributes (2008, 2011). The grand mean values of IA (y-axis) and RIJS (x-axis) in IAA were used to present relative positioning along with the grid guidelines. IA was used as a criterion for categorizing different degrees of QWL attributes because the mathematical difference between SGP and DGP was minimal. For example, if an attribute has an SGP value higher than that of the DGP, then the attribute is more likely to generate employee JS than JDS. Thus, this attribute can be perceived as a satisfier and vice versa. An attribute becomes a hybrid if no significant difference is found between SGP and DGP, thus indicating that the attribute has no differential effect on JS and JDS.

According to the distribution and asymmetry range of attribute impact on overall JS, factors were categorized as follows: frustrators (high level of dissatisfiers) ($IA \leq -0.7$),

dissatisfiers ($-0.7 < IA \leq -0.2$), hybrids ($-0.2 < IA < 0.2$), satisfiers ($0.2 \leq IA < 0.7$) and delighters (high level of satisfiers) ($IA \geq 0.7$). Such criteria follow the distribution of IA levels of overall attributes (Mikulic and Prebezac, 2008, 2011).

Besides using IA scores in classifying JS or JDS, RIJS scores were also used to check the magnitude of the impact of each attribute on overall JS. RIJS values were broken down into the following three levels of impact scores based on distribution: high-impact attributes ($RIJS_{\text{health and safety}} > 1.20$; $RIJS_{\text{economic and social}} > 0.90$; $RIJS_{\text{self-actualization and esteem}} > 1.40$; $RIJS_{\text{knowledge and aesthetic}} > 1.15$), moderate-impact attributes ($0.35 < RIJS_{\text{health and safety}} < 1.20$; $0.30 < RIJS_{\text{economic and social}} < 0.90$; $0.44 < RIJS_{\text{self-actualization and esteem}} < 1.40$; $0.45 < RIJS_{\text{knowledge and aesthetic}} < 1.15$) and low-impact attributes ($RIJS_{\text{health and safety}} \leq 0.35$; $RIJS_{\text{economic and social}} \leq 0.30$; $RIJS_{\text{self-actualization and esteem}} \leq 0.44$; $RIJS_{\text{knowledge and aesthetic}} \leq 0.45$).

Figure 1 presents the overall results of IRPA and IAA. For the attributes of health and safety needs, Figure 1(a) shows that a “physically safe workspace” had the largest impact on RIJS, followed by “pleasant work environment” with moderate impact ($RIJS_{\text{physically safe workspace}} = 1.39$; $RIJS_{\text{pleasant work environment}} = 0.85$). Both attributes were categorized as dissatisfiers. “Good air quality” and “enough working space” had relatively low impact on JS, which were also categorized as hybrids. Thus, the result of this study partially supported *H1a*.

Figure 1(b) shows that “fair pay” had the highest impact on JDS ($RIJS_{\text{fair pay}} = 0.92$) as a frustrator, whereas “time for family life” and “time for social life” had moderate impact on JDS ($RIJS_{\text{time for family life}} = 0.71$; $RIJS_{\text{time for social life}} = 0.51$) as dissatisfiers in the economic need dimension of QWL, which supported *H1b*.

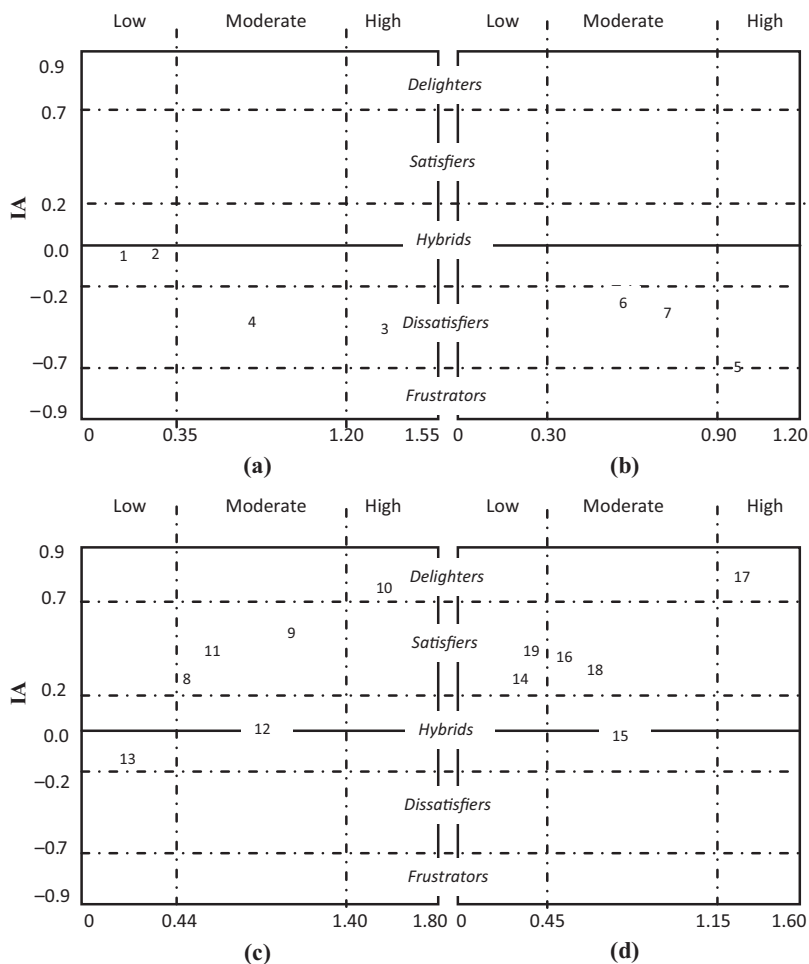
Figure 1(c) indicates that “adequate decision-making power” had the highest impact on JS ($RIJS_{\text{adequate decision-making}} = 1.53$) as a delighter in self-actualization and esteem needs. “Job matches with employee skill set” had a very low IA score and was categorized as a delighter. “Fair appraisal policies” and “recognize employee potential” were categorized as satisfiers which had moderate impacts on JS. Interestingly, “good reward systems” and “feel appreciated work” were categorized as hybrid, while “good reward systems” had high impact on JS. Based on the results in the self-actualization and esteem needs of QWL on JS, *H2a* was partially supported.

Figure 1(d) shows social, knowledge and aesthetic needs of employees with six attributes. Most of QWL attributes under social, knowledge and aesthetic needs were categorized as either satisfiers or delighter. “Effective training system” showed a relatively high impact score and was considered as a delighter ($RIJS_{\text{effective training system}} = 1.23$; $IA_{\text{effective training system}} = 0.77$). The remaining attributes had moderate to low impact on RIJS and were categorized as satisfiers, which supported *H2c*. However, “cooperative employees” was categorized as hybrid which had both significant moderate impacts on JS and JDS, which partially supported *H2b*.

5. Discussion and conclusion

5.1 Theoretical implications

This study identified underlying QWL dimensions among frontline personnel in the lodging industry. Utilizing previous QWL studies enabled us to understand comprehensively the needs of employees in their work life. The result of this study identified the following four specific QWL factors: health and safety needs; economic needs; self-actualization and esteem needs; and social, knowledge and aesthetic needs.



Notes:(a) Health and safety-impact (RIJS); (b) economic and social impact (RIJS); (c) self-actualization and esteem impact (RIJS); (d) knowledge and aesthetic impact (RIJS); 1. enough working space; 2. good air quality; 3. physically safe workspace; 4. pleasant work environment; 5. Fair pay; 6. time for social life; 7. time for family life; 8. recognized employee potential; 9. job matches with employee skill set; 10. adequate decision-making power; 11. fair appraisal policies; 12. good reward system; 13. appreciated at work; 14. supportive supervisor; 15. cooperative employees; 16. good orientation; 17. effective training system; 18. opportunities for professional development; 19. opportunities for developing professional skills

Figure 1.
IAA grid

These four dimensions were consistent with previous studies (Kandasamy and Acheri, 2009; Sirgy *et al.*, 2001). Employees strive to fulfill the needs for protection from possible injury or mental harm; positive interpersonal interactions among employees, employers and customers; recognition and appraisals through job characteristics; and training and flexibility of work schedules. If employees perceive that these needs at work are fulfilled, then they form a positive cognitive attitude toward their job in terms of QWL. Thus, the result of this study determined that QWL is a subjective construct, which involves interactions among the organization, as well as its employers and employees, to satisfy multiple needs.

This study also investigated the relationship between QWL and overall JS using several concepts. This study confirmed theory of need satisfaction and SDT which state that intrinsic and extrinsic needs have disincentive effects on overall JS of employees. In addition, this study specifically focused on classifying QWL attributes by using an extended model of IRPA and IAA based on three-factor theory. Mikulic and Prebezac (2008, 2011) used the IRPA and IAA methods to clearly analyze the asymmetric relationship between each QWL attribute and overall JS. The result of this study showed that each QWL attribute had different impacts on JS and JDS because they were considered as satisfiers, dissatisfiers or hybrids. Based on the findings of this study, each attribute was further classified as a delighter, satisfier, hybrid, dissatisfier or frustrator according to the discrepancy level between SGP and DGP. Table V indicates the category of each QWL attribute and shows the extent to which each attribute influences JS, as suggested by RIJS. Building on three-factor theory coupled with IRPA and IAA, the current study displays the asymmetric relationships between QWL attributes and JS; it signifies the differential classification of the relationships along with the impact range of each QWL attribute on JS and JDS, which is consistent with SDT theory. The aforementioned findings provide noteworthy implications in managing human resource from the QWL perspective.

5.2 Practical implications

As Table V summarizes, the findings of the current study clearly suggest which QWL attributes belong to delighters, satisfiers, hybrids, dissatisfiers or frustrators. The categorization of attributes enables industry practitioners to prioritize attributes in addressing areas of concern. Based on three-factor theory, the significance of dissatisfiers (e.g. time for family life and physically safe workspace) and frustrators (e.g. fair pay) cannot be overlooked because they induce JDS during their absence, although they do not create JS even when fulfilled. The aforementioned characteristic connotes that dissatisfiers and frustrators serve as a basic, minimum set of attributes for a working environment in terms of health, safety and economic needs of employees. In the current study, the absence of a physically safe workspace causes employees to feel dissatisfied, but their presence does not generate JS, given that employees treat them as an essential part of the working environment.

More importantly, employees' JDS were highly affected by perceived fair pay. As consistent with previous research, employees may perceive unfairness on their pay based on the gender, educational background and other variables (Skalpe, 2007). Fair compensation is closely associated with performance appraisal systems. Hotel employees are frustrated when their appraisal system lacks fairness and transparency (Kandasamy and Ancheri, 2009). Kale (2007) stated that employee loyalty is reinforced

Health and safety needs	Low RIJS	Moderate RIJS	High RIJS
Hybrids	Enough working space Good air quality		
Dissatisfiers		Pleasant work environment	Physically safe workspace
<i>Economic needs</i>			
Dissatisfiers		Time for social life Time for family life	
Frustrators			Fair pay
<i>Self-actualization and esteem needs</i>			
Delighters			Adequate decision-making power
Satisfiers		Job matches with employee skill Realized employee potential Fair appraisal policies	
Hybrids	Appreciated at work	Good reward system	
<i>Social, knowledge, and aesthetic needs</i>			
Delighters	Opportunities for developing professional skills		Effective training system
Satisfiers	Supportive supervisor	Good orientation Opportunities for professional development	
Hybrids		Cooperative employees	

Table V.
Summary of findings

when the performance measurement system generates fair rewards. Thus, the development of an effective performance measurement system is needed to enhance employee motivation and performance.

Hybrids (e.g. good reward system and cooperative employees) are important categories of JS. These attributes cause satisfaction when present; however, dissatisfaction occurs when they are absent. For example, employee satisfaction or dissatisfaction can be evoked depending on whether a good reward system is implemented. Hospitality employees suffer from being undervalued, unappreciated and less rewarded because of a low prestigious job image (Kusluvan *et al.*, 2010). A reward climate, represented by employee perception of what values and actions are deemed critical and rewarded by the firm (Schneider *et al.*, 1998), is determined to guide and encourage employee behavior in pursuit of an organizational goal (Chiang and Birtch, 2008). Chiang and Birtch (2011) argued that when a hotel establishes a service reward climate, wherein employees are recognized, valued and rewarded for their work, JS and commitment are generated. An effective reward climate builds on articulate work criteria, fair and transparent appraisal of employee performance against these criteria and constructive feedback for employee motivation and development. Considering inadequate work scheduling, overworking and insufficient pay in the hotel industry, a positive reward climate that satisfies employee self-esteem and promotes the message

that employees are respected and valued will enhance employee satisfaction and performance.

Similar to hybrids, delighters (e.g. adequate decision-making power and effective training system) and satisfiers (e.g. time for social/family life and good orientation program) generate JS. However, even if they are not implemented, JDS does not occur because employees perceive them as value-added factors. Employees do not often have high expectations with regard to value-added attributes, such as time for social/family life and an excellent training program. Thus, they are not dissatisfied when such attributes are not available. However, when these attributes are implemented, employees feel very excited and satisfied. Previous studies already confirmed that employee empowerment enhances not only JS but also employee self-esteem and commitment toward the organization (Back *et al.*, 2011). Thus, firms should respect the ideas of employees and their desire to take responsibility in improving organizational procedures so that they can further engage in broad-based thinking and envisioning in their career development. An effective training system should not be neglected as a significant QWL attribute. Lynton (1984) argued that organizations can improve the quality of human resources and productivity through the educational attainment of employees. An effective training program should be designed to prevent employees from experiencing role conflict and role ambiguity, thus enhancing job security and satisfaction.

Also, a work–life balance program can be one of the value-added factors. Time for social/family life of hotel employees is likely sacrificed because of long and unsociable working hours, thus a growing number of hotels pay more attention to the issue of work–life balance. The social/family life of hotel employees can be improved by a work–life balance program, including flexible working hours, compressed work weeks and child-care leaves (Kusluvan *et al.*, 2010). For example, Castle Green Hotel in Kendal, UK, introduces maternity and paternity leave programs, under which male employees are eligible for a two-week paternity leave upon the birth of their child. Hotel Holiday Inn in Coventry, UK, also has a work–life balance program available to their employees. To enhance a healthy family/social life, the hotel offers employees child-care vouchers, counseling services for private/work issues, discounted access to the hotel gym and social events for fun and relaxation with colleagues and family. A work–life balance program becomes instrumental in lowering employee turnover and strengthening JS.

Furthermore, job match is particularly critical to the lodging industry, which requires staff members to exert emotional labor through interpersonal relations and emotional intelligence. Therefore, a comprehensive staffing process should be implemented to ensure that positions are filled in with individuals who fit into the required qualities for the jobs. Kusluvan *et al.* (2010) advocated the use of personality tests in the hospitality industry, apart from structured interviews and cognitive ability tests, to measure service-oriented traits of job applicants, such as extroversion, emotional stability, empathy, conscientiousness and so on. The effectiveness of staffing screening tests can be further boosted by involving regular guests in the selection process, given that recruited staff members should cater to the needs of guests.

5.3 Limitations and suggestions for future study

The present study has limitations. Results may not be generalized to all lodging employees because of the characteristic of the convenience sample in two hotel

properties in this study. Thus, future research should explore different segments of hotels to rigorously capture QWL attributes. Also, the current labor market is diverse in terms of generation and ethnic cultural background; thus, cross-cultural studies among different age groups (e.g. baby boomers vs generation Y or X) or ethnic backgrounds are highly recommended for future research. Additionally, the said research can generate richer implications if a longitudinal study is adopted using continual monitoring and evaluation of the relative importance scores of employees for each attribute.

The asymmetric and nonlinear effect of attribute performance on satisfaction is reported in the business literature (Anderson and Mittal, 2000; Oliver, 1997). Nevertheless, only little research (Back, 2012) explored the dynamic relationships between attribute performance and satisfaction in the hospitality literature. Given that understanding asymmetric aspect of attribute performance–satisfaction link is prerequisite for satisfaction management, future hospitality research is recommended to investigate the asymmetric and nonlinear relationships in the hotel and restaurant industry using the three-factor theory.

References

- Anderson, E. and Mittal, V. (2000), "Strengthening the satisfaction-profit chain", *Journal of Service Research*, Vol. 3 No. 2, pp. 107-120.
- Arnett, D.B., Laverie, D.A. and McLane, C. (2002), "Using job satisfaction and pride as internal-marketing tools", *Cornell Hotel and Restaurant Administration*, Vol. 43 No. 2, pp. 87-96.
- Baard, P., Deci, E. and Ryan, R. (2004), "Intrinsic need satisfaction: a motivational basis of performance and well-being in two work settings", *Journal of Applied Social Psychology*, Vol. 34 No. 10, pp. 2045-2068.
- Back, K. (2012), "Impact-range performance analysis and asymmetry analysis for improving quality of Korean food attributes", *International Journal of Hospitality Management*, Vol. 31 No. 2, pp. 535-543.
- Back, K., Lee, C.K. and Abbott, J. (2011), "Internal relationship marketing: Korean casino employees' job satisfaction and organizational commitment", *Cornell Hospitality Quarterly*, Vol. 52 No. 2, pp. 111-124.
- Berger, F. and Vanger, R. (1986), "Building your hospitality team", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 26 No. 4, pp. 82-90.
- Berry, L.L. and Parasuraman, A. (1992), "Services marketing starts from within", *Marketing Management*, Vol. 1 No. 1, pp. 24-34.
- Boisvert, M. (1977), *La qualité de vie au travail*, Ecole des Hautes Etudes Commerciales, Montreal, QC.
- Brandt, R.D. (1987), "A procedure for identifying value-enhancing service components using customer satisfaction survey data", in *Add Value to Your Service*, American Marketing Association, Chicago, IL, pp. 61-65.
- Cadotte, E.R. and Turgeon, N. (1988), "Key factors in guest satisfaction", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 28 No. 4, pp. 45-51.
- Carayon, P. (1997), "Temporal issues of quality of working life and stress in human-computer interaction", *International Journal of Human Computer Interaction*, Vol. 9 No. 4, pp. 325-342.
- Champoux, J.E. (1981), "A sociological perspective on work involvement", *International Review of Applied Psychology*, Vol. 30 No. 1, pp. 65-86.

- Chantal, Y., Valleranda, R.J. and Vallières, E.F. (1995), "Motivation and gambling involvement", *Journal of Social Psychology*, Vol. 135 No. 6, pp. 755-763.
- Chiang, F. and Birtch, T.A. (2008), "Achieving task and extra-task related behaviors: a case of gender and position differences in the perceived role of rewards in the hotel industry", *International Journal of Hospitality Management*, Vol. 27 No. 4, pp. 491-503.
- Chiang, F. and Birtch, T.A. (2011), "Reward climate and its impact on service quality orientation and employee attitudes", *International Journal of Hospitality Management*, Vol. 30 No. 1, pp. 3-9.
- Crohan, S.E., Antonucci, T.C., Adelman, P.K. and Coleman, L.M. (1989), "Job characteristics and well-being at midlife: ethnic and gender comparisons", *Psychology of Women Quarterly*, Vol. 13 No. 2, pp. 223-235.
- Cullen, J. and McLaughlin, A. (2006), "What drives the persistence of presenteeism as a managerial value in hotels? Observations noted during an Irish work-life balance research project", *International Journal of Hospitality Management*, Vol. 25 No. 3, pp. 510-516.
- Davis, L.E. (1983), "Design of new organizations", in Kolodny, H. and Beinum, H.V. (Eds), *The Quality of Working Life and the 1980s*, Praeger Publisher, New York, NY.
- Deci, E.L. and Ryan, R.M. (1985), *Intrinsic Motivation and Self-Determination in Human Behavior*, Plenum Publishing, New York, NY.
- Deery, M. (2008), "Talent management, work-life balance and retention strategies", *International Journal of Contemporary Hospitality Management*, Vol. 20 No. 7, pp. 792-806.
- Dole, D. and Schroeder, R. (2001), "The impact of various factors on the personality, job satisfaction, and turnover intentions of professional accountants", *Managerial Auditing Journal*, Vol. 16 No. 4, pp. 234-245.
- Driscoll, J., Israelow, M. and McKinnon, P. (1978), "Cooperative problem-solving between union and management: an exploratory study", paper presented at meetings of Academy of Management.
- Ference, E.A. (1982), "Human resources development: toward a definition of training", *Cornell Hospitality Quarterly*, Vol. 23 No. 3, 25-31.
- Fornell, C. and Larcker, D.F. (1981), "Structural equation models with unobservable variables and measurement error: algebra and statistics", *Journal of Marketing Research*, Vol. 18 No. 3, pp. 382-388.
- Furnham, A. (2006), "Pouring money down the drain?", *British Journal of Administrative Management*, Vol. 53 No. 3, pp. 26-27.
- Gallardo, E., Sanchez-Canizares, S.M., Lopez-Guzman, T. and Jesus, M.M.N. (2010), "Employee satisfaction in the Iberian hotel industry: the case of Andalusia (Spain) and the Algarve (Portugal)", *International Journal of Contemporary Hospitality Management*, Vol. 22 No. 3, pp. 321-334.
- Gill, A.S. (2008), "The role of trust in employee-manager relationship", *International Journal of Contemporary Hospitality Management*, Vol. 20 No. 1, pp. 98-103.
- Hallowell, R. (1996), "The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study", *International Journal of Service Industry Management*, Vol. 7 No. 4, pp. 27-42.
- Harris, J., Winskowski, A.M. and Engdahl, B. (2007), "Types of workplace social support in the prediction of job satisfaction", *The Career Development Quarterly*, Vol. 56 No. 2, pp. 150-256.
- Herzberg, F., Mausner, B. and Snyderman, B.B. (1959), *The Motivation to Work*, Wiley, New York, NY.

- Hestkett, J.L., Jones, T.O., Loveman, G.W., Earl Sasser, W. Jr. and Schlesinger, L.A. (1994), "Putting the service profit chain to work", *Harvard Business Review*, Vol. 72 No. 2, pp. 164-174.
- Highhouse, S., Brooks, M.E. and Gregarus, G. (2009), "An organizational impression management perspective on the formation of corporate reputations", *Journal of Management*, Vol. 35 No. 6, pp. 1481-1493.
- Janes, P. and Wisnom, M. (2011), "Changes in tourism industry quality of work life practices", *Journal of Tourism Insights*, Vol. 1 No. 1, p. 13.
- Kahn, R. (1981), *Work and Health*, Wiley, New York, NY.
- Kale, S.H. (2007), "Internal marketing: an antidote for Macau's labor shortage", *UNLV Gaming Research & Review Journal*, Vol. 11 No. 1, pp. 1-11.
- Kandasamy, I. and Ancheri, S. (2009), "Hotel employees' expectations of QWL: a qualitative Study", *International Journal of Hospitality Management*, Vol. 28 No. 3, pp. 328-337.
- Kano, N. (1984), "Attractive quality and must be quality", *Hinshitsu (Quality)*, Vol. 14 No. 2, pp. 147-156.
- Karatepe, O.M. and Sokmen, A. (2006), "The effects of work role and family role variables on psychological and behavioral outcomes of frontline employees", *Tourism Management*, Vol. 27 No. 2, pp. 255-268.
- Karatepe, O.M. and Uludag, O. (2007), "Conflict, exhaustion, and motivation: a study of frontline employees in Northern Cyprus hotels", *International Journal of Hospitality Management*, Vol. 26 No. 3, pp. 645-665.
- Katzenbach, J.R. and Smith, D.K. (1998), *The Wisdom of Teams*, McGraw Hill, London.
- Kiernan, W.E. and Knutson, K. (1990), "Quality of work life", in Schallock, R.L. and Begab, M.J. (Eds), *Quality of Life: Perspectives and Issues*, American Association of Mental Retardation, Washington, DC, p. xii.
- Knight, P.J. and Westbrook, J. (1999), "Comparing employees in traditional job structures vs telecommuting jobs using Herzberg's hygiene and motivators", *Engineering Management Journal*, Vol. 11 No. 1, pp. 15-20.
- Kusluvan, S., Kusluvan, Z., Ilhan, I. and Buyruk, L. (2010), "The human dimension: a review of human resources management issues in the tourism and hospitality industry", *Cornell Hospitality Quarterly*, Vol. 51 No. 2, pp. 171-214.
- Lashley, C. (1995), "Towards an understanding of employee empowerment in hospitality Services", *International Journal of Contemporary Hospitality Management*, Vol. 7 No. 1, pp. 27-32.
- Locke, E. (1976), "The nature and causes of job satisfaction", In Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-1349.
- Loscocco, K.A. and Spitze, G. (1990), "Working-conditions, social support, and the well-being of female and male factory-workers", *Journal of Health and Social Behavior*, Vol. 31 No. 4, pp. 313-327.
- Lynton, E.A. (1984), *The Missing Connection between Business and the Universities. American Council on Education/Macmillan Series on Higher Education*, Macmillan Publishing, New York, NY.
- Manjunath, S.J. and Kurian, S. (2011), "Impact of quality work life of the hotel employees in customer satisfaction – a study on star hotels in Bangalore", *South Asian Journal of Tourism and Heritage*, Vol. 4 No. 2, pp. 78-92.

- Mardanov, I., Sterrett, L. and Baker, J. (2007), "Satisfaction with supervision and member satisfaction in leader-member exchange: an empirical study in the restaurant industry", *Journal of Applied Management and Entrepreneurship*, Vol. 12 No. 3, pp. 37-56.
- Maslow, A.H. (1956), *Motivation and Personality*, Harper & Row, New York, NY.
- Maslow, A.H. (1970), *Motivation and Personality*, Harper & Row, New York, NY.
- Matzler, K., Fuchs, M. and Schubert, A.K. (2004), "Employee satisfaction: does Kano's model apply?", *Total Quality Management and Business Excellence*, Vol. 15 Nos 9/10, pp. 1179-1198.
- Mikulic, J. and Prebezac, D. (2008), "Prioritizing improvement of service attributes using impact range-performance analysis and impact-asymmetry analysis", *Managing Service Quality*, Vol. 18 No. 6, pp. 559-576.
- Mikulic, J. and Prebezac, D. (2011), "A critical review of techniques for classifying quality attributes in the Kano Model", *Managing Service Quality*, Vol. 21 No. 1, pp. 46-66.
- Mirkamali, S.M. and Thani, F.N. (2011), "Study on the quality of work life (QWL) among faculty members of University of Tehran (UT) and Sharif University of Technology (SUT)", *Procedia – Social and Behavioral Sciences*, Vol. 29, pp. 179-187.
- Mount, D.J. and Back, K.J. (1999), "A factor-analytic study of communication satisfaction in the lodging industry", *Journal of Hospitality & Tourism Research*, Vol. 23 No. 4, pp. 401-418.
- Nadler, D.A. and Lawler, E.E. III. (1983), "Quality of work life: perceptions and direction", *Organizational Dynamics*, Vol. 11 No. 3, pp. 20-30.
- Nunnally, J.C. and Bernstein, I.H. (1994), *Psychometric Theory*, McGraw-Hill, New York, NY.
- Oliver, R.L. (1997), *Satisfaction: A Behavioral Perspective on the Customer*, McGraw-Hill, New York.
- O'Neill, M.J. and Carayon, P. (1993), "The relationship between privacy, control and stress responses in office workers", in *Proceedings of Human Factors and Ergonomics Society 37th Annual Meeting*.
- Petkova, A.P., Rindova, V.P. and Gupta, A.K. (2008), "How can new ventures build reputation? An exploratory study", *Corporate Reputation Review*, Vol. 11 No. 4, pp. 320-334.
- Porter, L.W. (1961), "A study of perceived need satisfaction in bottom and middle management job", *Journal of Applied Psychology*, Vol. 45 No. 1, pp. 1-10.
- Richardson, M. (2003), "Rewards, recognitions that make sense", *California CPA*, Vol. 71, pp. 12-13.
- Rudez, H.N. and Mihalic, T. (2007), "Intellectual capital in the hotel industry: a case study from Slovenia", *International Journal of Hospitality Management*, Vol. 26 No. 1, pp. 188-199.
- Ryan, R.M. and Deci, E.L. (2000), "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being", *American Psychologist*, Vol. 55 No. 1, pp. 68-78.
- Schmitt, N. and Mellon, P.A. (1980), "Life and job satisfaction: is the job central?", *Journal of Vocational Behavior*, Vol. 16 No. 1, pp. 51-58.
- Schneider, B., White, S.S. and Paul, M.C. (1998), "Linking service climate and customer perceptions of service quality: test of a causal model", *Journal of Applied Psychology*, Vol. 83 No. 2, pp. 150-163.
- Scott, S.G. and Bruce, R.A. (1994), "Determinants of innovative behavior: a path model of individual innovation in the work place", *Academy of Management Journal*, Vol. 37 No. 3, pp. 580-607.

- Sirgy, M.J., Efraty, D., Siegel, P. and Lee, D. (2001), "A new measure of quality of work life (QWL) based on need satisfaction and spillover theories", *Social Indicators Research*, Vol. 55 No. 3, pp. 241-302.
- Skalpe, O. (2007), "The CEO gender pay gap in the tourism industry-Evidence from Norway", *Tourism Management*, Vol. 28 No. 3, pp. 845-853.
- Stahl, M.J. and Harrell, A.M. (1981), "Evolution and validation of a behavioral decision theory measurement approach to achievement, power and affiliation", *Journal of Applied Psychology*, Vol. 67 No. 6, pp. 744-751.
- Starks, G. (2007), "The effect of person-job fit on the retention of top college graduates in federal agencies", *Review of Public Personnel Administration*, Vol. 27 No. 1, pp. 59-70.
- Stein, C.H. and Craft, S.A. (2007), "Case managers' experiences of personal growth: learning from consumers", *Canadian HR Reporter*, Vol. 15, pp. 11-13.
- Teas, R.K., Wacker, J.G. and Hughes, R.E. (1979), "A path-goal analysis of causes and consequences of salespeople's perceptions of role clarity", *Journal of Marketing Research*, Vol. 16 No. 3, pp. 335-369.
- Vallen, G.K. (1993), "Organizational climate and burnout", *Cornell Hotel and Restaurant Administration*, Vol. 34 No. 1, pp. 54-59.
- Vansteenkiste, M., Neyrinck, B., Niemiec, C., Soenens, B., De Witte, H. and den Broeck, Van (2007), "On the relations among work value orientations, psychological need satisfaction and job outcomes: a self-determination theory approach", *Journal of Occupational and Organizational Psychology*, Vol. 80 No. 2, pp. 251-277.
- Wan, Y.K. (2010), "Exploratory assessment of the Macao casino dealers' job perceptions", *International Journal of Hospitality Management*, Vol. 29 No. 1, pp. 62-71.
- Witell, L.N. and Fundin, A. (2005), "Dynamics of service attributes: a test of Kano's theory of attractive quality", *International Journal of Service Industry Management*, Vol. 16 No. 2, pp. 152-168.

Corresponding author

Jin-Soo Lee can be contacted at: jinsoo.lee@polyu.edu.hk

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com