

**SÉRGIO JORGE PEREIRA DA BORRALHA**

**SATISFACTION OF HOTEL PROFESSIONALS  
STUDY OF THE RELATIONSHIPS WITH PERSONAL AND  
ORGANIZATIONAL VARIABLES**



**UNIVERSIDADE DO ALGARVE  
FACULDADE DE PSICOLOGIA**

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ORGANIZATIONAL VARIABLES**

**Doutoramento em Psicologia**

**Trabalho efectuado sobre a orientação de:**

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**UNIVERSIDADE DO ALGARVE  
FACULDADE DE PSICOLOGIA**

2017



# SATISFACTION OF HOTEL PROFESSIONALS. STUDY OF RELATIONSHIPS WITH PERSONAL AND ORGANIZATIONAL VARIABLES

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(Sérgio Jorge Pereira da Borralha)

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*What we are about to undertake in an expedition together, a journey of discovery  
Into the most secret recesses of our consciousness.  
And for such an adventure we must travel light, we cannot burden ourselves  
with opinions, prejudice, conclusions that is, with all the baggage we have collected  
over the past two thousand years or more. Forget everything you know about yourself;  
Forget everything you have thought about yourself;  
We are going to set off as if we know nothing.*

*Thames & Hutson (2004m p. 5<sup>th</sup> March)  
In Indian Wisdom 365 days.*





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## **Abstract**

Tourism on a global scale has become one of the main drivers of the economy and of economic activities. It is one of the sectors that has the highest growth rates globally (BPI, 2016). In this context, hospitality is one of the main tourism products and probably one of the largest industries in the world. Therefore, the understanding of the factors that directly or indirectly cause the employee to be satisfied may have implications for the entire process of service delivery, return of the tourist (loyalty), as well as on the sustainable and healthy growth of the hotel units. Based on this information, and in the existence of a large number of published studies with several variables in the scope of the organizations in general, we carried out four studies with very specific sequential objectives.

The first two studies carried out were a systematic review of the literature and had the specific purpose of making an evaluation of what has been published in terms of tourism variables and satisfaction with work itself. These were followed by two other empirical studies, with the specific aim of creating practical and functional models that would be of value to hotel managers and directors, as well as to human resources departments. We intended to create two models that could be implemented in the hotel work environment and that would substantially improve workers' satisfaction and productivity, translating into a win-win strategy for both managers and hotel employees.

In general the results of the studies show the importance of studying the variable satisfaction with work within Algarve hotel workers and also create two empirical models that can be used by directors and managers of hotel units and human resources departments, with the objective to increase workers' satisfaction, motivation, and engagement. Subsequently, the implications of the results are discussed.

**Keywords:** Hospitality, individual variables, organizational variables, work satisfaction, motivation, engagement.

## **Resumo**

O turismo à escala global tornou-se num dos principais impulsionadores da economia, sendo das atividades económicas uma das que apresenta maiores taxas de crescimento a nível global (BPI, 2016). Em todo o mundo aumenta o número de turistas internacionais e Portugal não é exceção, tornando-se, no panorama nacional, na maior atividade exportadora de bens e serviços. De igual forma, os estudos prospectivos são indicadores de crescimento continuado nesta área, traduzindo-se, ao nível global, por valores muito significativos do PIB mundial.

Portugal registou no ano de 2015, 16,3 milhões de hóspedes e 46,5 milhões de dormidas, um acréscimo de 8,6% e 7,0% respectivamente, face ao ano homólogo (Instituto Nacional de Estatísticas, 2015). De igual forma registou-se no primeiro semestre de 2016 um crescimento de hóspedes de 10,8% e do número de dormidas de 11,2%, face ao ano anterior (Instituto Nacional de Estatísticas, 2016). Em particular, no mês de Junho de 2016, a hotelaria registou 1,9 milhões de hóspedes e 5,5 milhões de dormidas. Valores que indicam face ao mês homólogo, um crescimento de 10,3% e 9,6%, respetivamente (INE, 2016).

Neste contexto, a hotelaria, sendo um dos principais produtos turísticos e provavelmente uma das maiores indústrias mundiais, assume um papel de relevo. Sendo cada vez mais procurada, a hotelaria gera receitas elevadas e concorre para a criação de mais postos de trabalho em comparação com outras indústrias turísticas. Numa tentativa de definir a hotelaria, será correto afirmar que esta se baseia na relação que se estabelece entre quem presta o serviço, o serviço em si e quem o recebe - o turista. Um dos principais fatores que sedimentam esta relação é o emocional e caracteriza-se pela relação que se estabelece entre os intervenientes do processo, concorrendo esta para que os clientes sintam maiores índices de satisfação com o produto e, dessa forma, voltem ao destino.

Este regresso ao destino está direta e indiretamente relacionado com o crescimento e sucesso das organizações hoteleiras. Desta forma, estudar a hotelaria, ou melhor, o comportamento de variáveis que se relacionam com o resultado hoteleiro, implica uma tomada de posição em relação ao que se pretende estudar.

À medida que a indústria se desenvolve têm sido realizados vários estudos sobre as variáveis envolvidas no processo, quer seja da perspectiva do funcionário, do serviço ou do turista. Faz-nos sentido estudar estas variáveis do ponto de vista do funcionário de hotelaria, visto ser um dos principais intervenientes no processo turístico, bem como a pessoa que está por detrás do serviço prestado. Assim, a compreensão dos factores ou causas que, direta ou indiretamente, fazem com que o funcionário esteja satisfeito poderá ter implicações em todo o processo da prestação de serviços, e concomitantemente, no regresso do turista (fidelização) à unidade hoteleira bem como no crescimento sustentável e saudável das unidades hoteleiras. Com base nesta informação e na existência de um número elevado de estudos publicados com diversas variáveis no âmbito das organizações em geral, realizamos quatro estudos com funcionários algarvios de hotéis de 4 e 5 estrelas, com objectivos sequenciais muito específicos.

Os primeiros dois estudos, de revisão sistemática da literature, foram realizados com o objectivo específico de fazer uma avaliação do que foi publicado sobre as principais variáveis estudadas em turismo bem como sobre a satisfação com o trabalho. A estes seguiram-se dois estudos empíricos com o objectivo específico de criar modelos práticos e funcionais que fossem uma mais-valia para os directores e gestores hoteleiros, bem como para os responsáveis dos departamentos de recursos humanos. Pretendíamos a criação de dois modelos que pudessem ser implementados no âmbito do trabalho hoteleiro e que permitissem melhorar substancialmente a satisfação e produtividade dos trabalhadores, traduzindo-se numa estratégia *win win*, quer para gestores como funcionários dos hotéis.

No primeiro estudo enumeramos as principais variáveis estudadas em turismo, da perspectiva dos funcionários de hotelaria, entre 2000 e 2014, tendo os resultados apurado que a principal variável estudada no âmbito dos funcionários de hotelaria foi a satisfação com o trabalho, seguida do stress, exaustão emocional e burnout. Este primeiro estudo permitiu, para além de enumerar as principais variáveis estudadas, contemplar algumas das principais variáveis que concorrem direta e indiretamente para a importância do seu estudo. De igual forma, esta revisão permite verificar qual das variáveis têm sido menos estudadas, e, nesse sentido, alertar para a importância do seu estudo futuro.

Com base na variável mais estudada no primeiro estudo de revisão da literatura, a satisfação com o trabalho, fizemos um segundo estudo, com o objectivo de identificar os factores que promovem a satisfação e a insatisfação nos funcionários hoteleiros, bem como quais as principais variáveis preditoras das mesmas. Este estudo permitiu concluir e agregar as principais variáveis associadas ao constructo da satisfação com o trabalho, aspecto que poderá ajudar os gestores a implementar ações que permitam o aumento da satisfação em funcionários de hotelaria.

Suportado pelos resultados do estudo anterior, criamos um terceiro estudo com o objectivo de propor um modelo empírico que permitisse aumentar a satisfação nestes trabalhadores. Este modelo foi testado com um conjunto de variáveis individuais (personalidade criativa e capital psicológico) e organizacionais (saúde organizacional e suporte organizacional), no sentido de criar um modelo que possa ser replicado pelas organizações que pretendem aumentar a satisfação dos seus funcionários. Este modelo é suportado numa amostra hoteleira recolhida no Algarve e que é representativa da população que pretendemos estudar. Os resultados apontam a existência de um modelo que indica que uma intervenção ao nível das variáveis personalidade criativa, capital psicológico, saúde organizacional e suporte organizacional poderá ter um efeito positivo no aumento da variável satisfação com o trabalho.

Com base nos resultados do terceiro estudo (e porque as variáveis com menor poder preditivo no modelo foram as individuais), deixamos cair estas variáveis individuais e criamos um novo modelo (quarto estudo), agora com as variáveis organizacionais enquanto preditoras da satisfação, ao qual acrescentamos duas variáveis consequentes da satisfação; a motivação e o *engagement*.

Os resultados do quarto estudo apontam a existência de um modelo que indica que uma intervenção ao nível das variáveis saúde organizacional e suporte organizacional poderá ter um efeito positivo no aumento da variável satisfação com o trabalho, e ainda que um aumento na satisfação poderá ter um impacto positivo significativo no aumento da variável motivação intrínseca e *engagement*.

Em geral, os resultados dos estudos evidenciam a importância do estudo da variável satisfação com o trabalho em funcionários hoteleiros algarvios, e de igual forma, criam

dois modelos empíricos que podem ser usados pelos diretores e gestores de unidades hoteleiras e departamentos de recursos humanos, com o objectivo de aumentar a satisfação, a motivação, e o *engagement*. Posteriormente são discutidas as implicações dos resultados encontrados.

**Palavras-chave:** Hotelaria, variáveis individuais, variáveis organizacionais, satisfação com o trabalho, motivação, *engagement*.





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## List of main used acronyms and symbols

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<i>%</i> - Percentage	<i>CRS</i> - Composite reliability coefficients
<i>UNTWO</i> - World touristic organization	<i>AVE</i> - Average variance extracted
<i>EUROST</i> - General board of education and science statistics	<i>CR</i> - Composite Reliability
<i>INE</i> - National statistics institute	<i>Alpha/CR</i> - Alpha coefficients
<i>n</i> - Sample	<i>p</i> - Significance
<i>MSQ</i> - Minnesota satisfaction questionnaire	<i>t</i> = t of Student
<i>H1</i> - Hypothesis 1	<i>IFI</i> - Incremental fit index
<i>H2</i> - Hypothesis 2	<i>PCFI</i> - Parsimonious comparative fit index
<i>H3</i> - Hypothesis 3	<i>CRS</i> - Composite reliability coefficients
<i>H4</i> - Hypothesis 4	<i>AVE</i> - Average variance extracted
<i>PSYCAP</i> –Psychological Capital	
<i>PCQ12</i> - Psychological capital Scale	
<i>SPOS</i> - Survey of perceived organizational support	
<i>EPSaO</i> - Escala de percepção de saúde organizacional	
<i>UWES</i> - Utrecht work engagement scale	
<i>IMQ</i> - Intrinsic motivation questionnaire	
<i>M</i> - Mean	
<i>M/D</i> - Standard deviation	
<i>SEM</i> - Structural equation modelling	
<i>AMOS</i> - Software	
$\chi^2/df$ - Relative chi-square	
<i>RMR</i> - Root mean square residual	
<i>RMSEA</i> - Root mean square error of approximation	
<i>GFI</i> - Goodness of fit index	
<i>AGFI</i> - Adjusted goodness of fit index	
<i>CFI</i> - Comparative fit index	
<i>TLI</i> - Tucker-Lewis index	

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## **GENERAL INTRODUCTION**



## **1. General introduction**

### **1.1 Context**

The importance of tourism as a phenomenon of world growth has become in the XXI century, indisputable. In 2016, the World Tourism Organization (WTO) refers that tourism in 2016, compared to the previous year, showed a growth of 50 million international tourists in the world. Likewise, the year 2015 compared to 2014, showed a growth of 1.184 million tourist arrivals, more than 50 million than in 2014 (BPI, 2016). In Portugal, and in 2016, the Portuguese bank of investment (BPI) carried out a study, where it was mentioned that tourism is the largest export activity of national goods and services. Based on a prospective study, the tourism of Portugal office (2017) estimated an average annual growth of 2.4% per year in hotel accommodation between 2015 and 2020, with a total increase of more than 50 million stay overs. The same study mentioned that, in this context, the hotel industry is a great generator of economic activities, employment and regional development (BPI, 2016). At the same time, an average annual growth of 3.6% of international tourist revenue was estimated at €13.4 billion (Turismo de Portugal, 2017), representing 9% of world GDP (BPI, 2016).

Based on the importance of tourism and of hospitality as a tourism product (Ariffin, Maghzi & Aziz, 2011), it is essential to understand how individuals are important to organizations, both by their influence to the organizations and by the level of exposure in the organizations that they are submitted to. A number of studies have been carried out attempting to understand the importance of the relationships established between individuals and organizations.

Some have been carried out in the sense of trying to understand from the individual perspective, what are the set of individual variables / characteristics that employees have in their relation with work, and that makes them more desirable for organizations: (a) commitment (Hrebibiak & Alutto, 1972), (b) personality (Vakola, Tsaousis & Nikolau, 2004), (c) gender (Kalleberg & Leicht, 1991), (d) satisfaction and motivation (Tella, Ayeni & Popoola, 2007), (e) leadership (Boga & Ensari, 2009), (f) creativity (Gumusliogu & Iisev, 2007), (g) innovation (Roffe, 1977), (h) psychological capital (Avey, Luthans & Jensen, 2009).

Others have been carried out in order to understand, from the perspective of organizations, which organizational variables exist and how they influence the individuals: (a) Organizational health (DeJoy & Wison, 2003), (b) organizational culture (O'Reily, Chatman & Cadwell, 1991), (c) organizational innovation, (Damanpour, 1991), among others. In general, the studies point to a broad set of variables indicating the importance they have for the functioning of individuals, for the functioning of individuals in organizations and also for the functioning of the organizations themselves (Hechanova, Alampay & Franco, 2006; Hon & Lu, 2010; Hon, Chan & Lu, 2013).

Based on the importance of the constructs, the study of how these variables interact with the individual in an organizational context is crucial for the hotel sector. Interconnected by the relationship established between the individual and the organizations, satisfaction with work is one of the most studied variables in the organizational landscape. Either because it is thought that greater satisfaction corresponds to greater productivity, or because it becomes necessary to understand how increasing or decreasing satisfaction might contribute to the increase of the subjective well-being of the individual in particular of Algarve hotel workers.

Although the studies are not all concordant in the sense that higher satisfaction corresponds to higher productivity (Miller & Monge, 1986), a meta-analysis carried out based on 9,939 business units from 36 different companies, establishes a positive relation in the relation between satisfaction and engagement, and productivity and profit levels in business units (Harter, Schmidt & Hayes, 2002). Another study (Koys, 2001) goes in the same direction, since it establishes a positive relation between a positive attitude of satisfaction with work and business results. Another author (Loveman, 1998) carried out a study in which he tried to establish a positive relationship between job satisfaction, customer satisfaction and financial performance in bank employees, with the results slightly supporting the hypotheses.

Based on the assumptions presented above, we propose to make a survey of the most studied variables in hospitality and based on these develop empirical programs that help managers to create platforms / guidelines allowing them the development of human resources and simultaneously organizations.

## 1.2 Thesis goals

When working with a sample of Algarve hotel employees, composed of different professional categories of workers of 4 and 5 star hotels, we propose to carry out 4 studies. These are interconnected, have specific objectives and hypotheses, and are organized according to concrete ideas, namely: (a) analyse the main variables studied with hotel workers, (b) aggregate and condense the available information resulting from studies carried out with the variable satisfaction with work in hotel workers, in order to ascertain the state of the art of the construct as well as its relations with other major constructs, (c) create an empirical model whose goal is to understand the behaviour between the variables creative personality and psychological capital, psychological capital and satisfaction with work, organizational support and organizational health and organizational health and satisfaction with work, (d) create an empirical model in order to deepen the influence of organizational variables (organizational health and organizational support) on satisfaction with work, adding to the model two variables resulting from the satisfaction with the work itself; motivation and engagement.

Each of these objectives of the thesis results in one of the 4 studies carried out. Studies 3 and 4 (articles 3 and 4) are also intended to answer some questions: (a) what is the relation between creative personality and psychological capital, (b) what is the relation between psychological capital and satisfaction with work, (c) what is the weight of each of the constructs of psychological capital in the relation established with the proposed model, (d) what is the importance of organizational support for organizational health, (e) what is the importance of organizational health to job satisfaction, (f) what is the relationship between organizational support, organizational health and satisfaction with work and lastly, (g) what is the importance of satisfaction for engagement and motivation in hotel staff in 4 and 5 star hotels in the Algarve.

The first study has an exploratory goal and intends to make a systematic review of the literature on which variables are most studied in the context of hotel staff. For this study we used the *Web of Knowledge*, *Web of Science (Social Science Index, Medline)* and *Science Direct databases*. The aim of this study is: (a) to collect information on the main variables studied in the hotel industry, (b) to be able to list them in descending order based on the number of published studies, (c) to make a chronological analysis of their study and (d) to deepen knowledge about the impact of constructs on hotel staff.

The second study is based on the results found in the first one. Also with an exploratory objective, it intends to make a systematic review of the literature on the variable satisfaction with work in hotel employees using the same databases of *Web of Knowledge*, *Web of Science* (*Social Sciences Index*, *Medline*) and *Science Direct*. Although there are several studies with different samples that attempt to understand the variable satisfaction in the work context, there are fewer studies in the hotel context and the systematic reviews with this variable are unknown in the particular context that is intended to be studied.

The third study has an empirical character and aims to create a model that can be used by directors and managers of hotel units, as well as by human resources managers, in the sense of enhancing satisfaction with work in hotel staff. This study empowers the creation of an empirical model that will study the relationship between individual variables (creative personality and psychological capital), organizational variables (support and organizational health) and satisfaction with work in the Algarve hotel context.

The fourth study is also empirical and is based on the development of the model proposed in the previous study. It intends to deepen the model by dropping the variables that present a weaker relation with the variable satisfaction with work, namely the individual variables in the organization (creative personality and psychological capital). The new empirical model integrates organizational variables (organizational support and organizational health) and integrates two new variables, considered to be job satisfaction outcome variables (engagement and motivation).

All studies present some limitations, suggestions for future studies and whenever possible practical applications that should be implemented in order to increase employee satisfaction in a hotel setting.

### **1.3 Clarifications of Constructs**

In the specific context of hotel workers and based on the objectives we propose, a set of central constructs are addressed in the thesis. These constructs are more in-depth in the thesis than in the body of the articles, since their publication in the articles complies with publication standards. The main constructs addressed in the thesis are: (a) the creative

personality, (b) psychological capital, (c) organizational support, (d) organizational health, (e) job satisfaction, (f) motivation, (g) and engagement.

### **1.3.1 Creative Personality**

Creativity has not been an easy-to-define construct (Garcês, Pocinho & Jesus, 2013) and it has come a long way from the initial definitions of divine inspiration (Sternberg & Lubard, 2009) to the more recent theories that understand it as multidimensional construct (Henessey & Amabile, 2009).

One of the first models of creativity dates back to 1926 and is due to the work of Wallas. However, with Guilford's work in 1950, the concept is more projected, based on the idea that creativity can be studied on the basis of convergent and divergent thinking.

There are several definitions of the word creativity, namely: (a) creativity or the creative individual is the result of the ability to create products of social value, (b) creativity is itself an intrinsic value of the individual not being related to social production, (c) creativity results from the degree of achievement recognized as creativity, and (d) creativity understood as a disposition or attitude.

Similarly, two of the largest categories of definition of creativity used in research are: creativity as a recognized social realization process, resulting in the creation of new products or things, e.g. inventions, and creativity as a manifested ability to perform tasks being evaluated, e.g., tests. (Barron & Harrington, 1981).

The studies carried out with different types of professions in order to understand the characteristics of the individuals most associated with creativity, have been carried out with students of various degrees of education, particularly in the fields of literature, music, science, technology and even multiple domains, having the results pointed out a set of typical characteristics of creative people and creative creation. Such characteristics are; interests, attractiveness to complexity, high levels of energy, autonomy, self-confidence, ability to integrate opposites in the creation of an object or idea, not to value judgment by third parties, and a self-perception of being creative (Bergum, 1973; Domino, 1974; Gough, 1979; Khatena, 1971).

Creativity is measured by divergent thinking, creative activities and personality traits (Hennessey & Amabile, 2009) and considered equally, as an essential characteristic for the development of individuals, organizations and societies (Liu, Wang & Yang, 2015).

The authors define creative personality: (a) as the trait characteristics of creative individuals (Hennessey & Amabile, 2009), (b) openness to new experiences and affective involvement with work (Helson & Srivastava, 2001) and (c) the psychological characteristics of the individuals who make them more predisposed to the creative process (Jesus, Morais, Pocinho, Imaginário, Duarte et al., 2011). Regardless of the underlying theory of the construct, as well as of the very definition of creativity, we can mention that the creative process is directly related to the creation of something new and that has value or utility.

One of the authors who contributed to the development of the construct was Rhodes (1961), who after finding that there was an enormous amount of ideas about what creativity is creates one of the first conceptualizations of the construct based on four aspects: (a) the person, (b) the process, (c) the product (d) and the creative environment (Garces et al., 2013). In this framework: (a) the person is the individual who creates, (b) the process translates into the relation that is established / occurs between the person and the product, (c) the product is the result of creative production, and finally, (d) the place translates into the existence of conditions for the process to happen (Jesus et al., 2011).

The creative personality has been studied over time, from a psychological perspective, according to three lines of study: (a) the measurement of creativity (Kaufman, Baer, Cole & Sexton, 2008), (b) the study of cognitive and motivational processes leading to creative ideas (Amabile, 1979) and finally (c) the study of the relation between creative personality and creativity (Simonton, 2000). This last line of study has had great adherence by the authors since it tries to understand which personality traits are based on high levels of creativity (Liu et al., 2015). In other words, it tries to understand who is the creative person.

### **1.3.2 Psychological Capital**

Positive psychological capital arises in the twenty-first century involved in the movement of positive psychology. The main objective of positive psychology was to offer a new paradigm in which the individual starts to be studied from the perspective of a positive analysis (of the potential of individuals and groups), rather than a negative analysis (traditional approach in



disease) (Antunes & Cunha, 2014, Seligman & Csikszentmihalyi, 2000). Martin Seligman was at the basis of this movement and created a current in psychology whose main objective was to redirect the focus of the movement to the growth and development of healthy individuals (as opposed to the sick individuals of World War II), helping them to be more productive and happy (Carr, 2004; Luthans, Avolio, Avey & Norman, 2007).

At the same time, the positive psychology movement is transposed to organizations and positive organizational behaviour emerges (Wright, 2003), of which psychological capital is the main construct (Antunes & Cunha, 2014). According to the authors (Luthans, Youssef & Avolio, 2007), any variable to be studied under positive organizational behaviour must present a set of characteristics, namely: (a) to be a positive variable, (b) measurable, (c) unique and (d) impact individual development. Initially, several positive psychological capacities were studied in order to integrate psychological capital (eg, wellness / happiness, emotional intelligence) (Caetano & Silva, 2011; Luthans, 2002). Nowadays, psychological capital is currently defined by 4 positive psychological capacities (self-efficacy, optimism, hope and resilience), which integrate and articulate creating a new psychological construct (Antunes & Cunha, 2014; Norman, Avey, Nimnicht & Graber, 2010). It should also be noted that although psychological capital is constituted by these four psychological capacities, it is greater than the sum of its parts.

The construct is defined as a psychological state of positive development, characterized by: (a) the existence of trust and self-efficacy, (b) the individual's ability to make positive assignments about situations, (c) the ability to achieve objectives and redirect strategies when necessary and (d) in being resilient (Luthans et al., 2007). Psychological capital is considered a second-order positive construct, insofar as it encompasses the four positive psychological capacities by assigning it a new meaning, although each of the constructs can be identified and worked individually (Luthans et al., 2007). Thus, self-efficacy is directly related to the capacity to mobilize resources as well as to take action in order to achieve / succeed in the task at hand (Bandura, 1997; Luthans et al., 2007), being directly related with motivation, thinking and feeling (Martinez & Salanova, 2006), as well as with performance, in particular, of the fact that the achievement of simpler tasks corresponds to higher levels of self-efficacy (Stajkovic & Luthans, 1998). To know the self-efficacy of a given individual is to know what degree of confidence he has in himself, it is the probability that he thinks he has about the ability to perform a certain task. The existence of self-efficacy, or rather the existence of

higher levels of self-efficacy, is the basis of behaviours more oriented toward pursuit of objectives and challenges, investment of time and work and perseverance in the face of obstacles (Luthans et al., 2007).

Optimism is related to the way in which the individual perceives the cause of the situations and events in which he is involved. When perception is negative it is attributed to external, situational and temporary causes; when perception is positive, it is directed to internal, dispositional and permanent causes (Luthans, 2002, Luthans et al., 2007). A positive attribution style is positively associated with greater pro-activity at work (Lopes & Cunha, 2005). In other words, how to interpret events condition the individual in the following way: (a) optimism is an explanatory style that attributes positive events to the personal and permanent causes of the individual, and attributes to negative events, causes or specific factors to the situation, that are external to the individual; (b) in a contrary way, a pessimistic explanatory style interprets positive events based on external and temporary factors, and interprets negative events based on internal causes of the individual (Seligman, 1998). Based on this idea, optimistic individuals gain control over the positive events of their lives and perceive them as a consequence of their work, developing positive notions of control and power over their behaviours and consecutively about the results obtained. These employees internalize the positive aspects of their lives not only in relation to the past but also to the present and to the future (Luthans et al., 2007).

Hope is a multidimensional construct related to the individual's ability to set goals, establish ways of achieving them and still be prepared to restructure their plans if they fail to pursue those goals (Antunes & Cunha, 2014, Snyder 1995, Luthans et al., 2007). One of the most well-known researchers on hope as a psychological force was C. Rick Snider who defined hope as a positive motivational state resulting from the interaction between the energy that is directed toward achieving an objective and the ways to achieve it (Snider, 1995).

It is a cognitive state characterized by the individual's ability to set realistic goals to achieve his/her goals and expectations, using their determination and energy, and alternatively, to generate ways to achieve these goals if the paths initially mapped may fail (Snyder, Rand & Sigmon, 2002).

A number of studies have been carried out to prove the importance of studies of the hope dimension, particularly in the areas of physical and mental health, adaptive beliefs and abilities, academic and athletic development, and other areas of life and positive well being.

In the same way, several studies have recently been carried out in order to understand the relationship between the construct and the performance in the work places, with results presenting a positive relation between the employees' hope and the profitability of the organizations, and also between levels of expectation between entrepreneurship and satisfaction in having a business of their own (Jensen & Luthans, 2002). The authors Peterson and Byron (2008) found in their studies positive relations between hope and better performance at work.

Finally, it is a construct that involves positive psychological aspects and everyday skills of individuals. Resilience is defined as the individual's ability to cope with adversity, allowing him/her to succeed in situations of failure, by reorganization and focus on the objectives to be achieved (Luthans et al., 2007).

The idea is introduced that resilience is not only linked to the ability to overcome difficult moments and situations, but also to overcome positive moments and situations, as well as the desire to go further, to break down barriers and to cross the equilibrium point (Avolio & Luthans, 2006). To know the resilience of an individual is to know the qualities of the individual as well as the risk factors that the same presents, and that are of vulnerability for the resilience.

Nowadays psychological capital it is a construct that it is very much associated to the performance of the employees as more and more companies look for talented employees. In the sense of talent retention, psychological capital as an operable construct has been used by companies, as a promoter of growth opportunities, in the design of work profiles, and in the creation of programs aimed at promoting a better balance between employees work and life spheres (Luthans et al., 2007). Still according to the authors, employees are now looking for workplaces that allow them to have greater opportunities, more resources, greater flexibility and more planned, sustained and balanced career growth (Luthans et al., 2007).

In a more classical perspective of human resource management, business methods that were based on concentration and accumulation of resources such as financial, economic capital and

technological advances are no longer sufficient for the vital success of enterprises. Once enough, they have become limiting methods for growth and competitive advantage. The authors point out that this advantage can be gained through the investment, development and management of psychological capital (Drucker, 1994).

Increasingly, psychological capital has gained room for growth, based on the idea that companies do not develop their employees' resources more deeply and consistently. Likewise, there is disbelief and disinvestment in these resources, that is hands in hands with a more difficult approach to staff management and development (Avolio, 2005), resulting in an inconsistent, incoherent and resource-dependent policy of human resources management (Pfeffer, 1998). The authors also point out that psychological capital is directly related to more authentic leadership styles. When efforts are made to implement and develop psychological capital in positive organizational contexts, developing leaders have the potential to increase self-awareness, self-regulation, and self-development. The same logic applies to other employees (Avolio, Gardner, Walumbwa, Luthans & May, 2004).

### **1.3.3 Organizational Support**

The concept of organizational support has its basis in organizational support theories. From the perspective of social exchange theory, workers get involved in their work in order to maximize their gains (Bilgin & Demirer, 2012). In this way, organizational support satisfies the social, emotional, affiliation, esteem and approval needs of workers (Rhoades & Eisenberg, 2002), based on the principle of reciprocity (Gouldner, 1960), which translates into the idea that employees help those who help them (Paschoal, 2008).

Individuals, who perceive greater support from organizations have greater satisfaction with their work, feel more connected to the organization and objectives of the organization, interpret these objectives as their own, are more loyal and committed to the organization. In this perspective companies should reward the increase of employee productivity, as a greater perception of support implies workers' greater commitment and productivity (Gouldner, 1960).

In this context, perceived organizational support represents the relationship of social exchange between the individual and the company (Cropanzano & Mitchell, 2005; Rhoades &

Eisenberg, 2002). The perception of organizational support (Eisenberg, Huntington, Hutchinson & Sowa, 1986) is the overall belief that the employee develops, on how the company perceives his/her performance and contribution, cares about his/her wellbeing and values his/her efforts (Paschoal, 2008). It is the perspective that the employee develops from the existence of a predisposition on the part of the company to see them positively or negatively, based on the behaviours the companies present towards their employees. This employee perception can vary in a continuum, where, on the one hand, he/she can be seen as exemplary and indispensable employee and, on the other, someone to whom the company at the first opportunity gets rid of it (Eisenberg, Malone & Presson, 2016).

According to some authors, the employees only develop a perception of positive organizational support when they feel that the retributions on the part of the companies are based on sincerity and good intentions (Oliveira-Castro, Borges-Andrade & Pillati, 1999). This is reflected in the praise, approval and rewards that companies give their employees (Paschoal, 2008). According to authors Eisenberg and colleagues (1986), employees see the actions of the responsible directors / people in charge, as actions of the organization itself and, in this context, react to their behaviour (more or less favourable), as an indicator of how the company perceives their importance. When perception is positive, employees feel compelled to reward the company through greater dedication, commitment and effort (Allen & Shanock, 2013).

The perception of social support brings benefits both to individuals (increase in job satisfaction) and to companies (increase of affective commitment by workers, which translates into greater dedication) (Rhoades & Eisenberg, 2002). It is a construct that can be directly related to the existence of satisfaction, commitment and performance with the work (Rhoades & Eisenberg, 2002). Other authors report that employees with a higher level of perceived organizational support are subject to less stress, and when in the absence situation due to an incident of work, they return to work more quickly when compared to employees with low perceived organizational support, likewise the present more creative suggestions with the aim of improving services (Eisenberg et al., 2016). Based on these factors, organizations must create mechanisms that increase employees' positive beliefs and attitudes toward institutions. Some mechanisms pass through: (a) create support and discretionary working groups, (b) implement fair and equitable management practices, (c) apply fair objectives and rewards, (d) provide individual benefits according to the needs of each

employee, (e) to support section leaders so that they can foster the perception of organizational support to their staff, (f) train subordinates to build a support network towards peers, (g) promote partner networks between staff, and finally, (h) create strategies that allow employees to start organizational support before they enter the company's service (Eisenberg et al., 2016). These ideas will be discussed further in the implications for managers and human resources directors part of the thesis.

#### **1.3.4 Organizational Health**

The concept of organizational health emerged initially in the 1960s and became an important construct within organizations (Jesus, Lobo, Orgambidez-Ramos, Moura, Santos et al., 2016). Since its creation, the definition of the construct has undergone several changes (Jesus et al., 2016). The concept emerges in the mid-1960s and is based on the idea of mental health. According to the construct, an organization is considered healthy if it presents three characteristics: (a) be adaptable to the environment (solve problems and be flexible in relation to the integration of new knowledge), (b) presents the reality test (be able to accept the changes of the exterior that surrounds it), (c) has an individual identity (identity and goals that aims to achieve and how it intends to achieve them) (Bennis, 1962/2002).

Up to the 1990s, several authors propose changes to the initial definition of Bennis, being organizational health somehow related to the idea of organizational effectiveness and psychological health of workers and translating itself by the decrease or absence of psychopathology indexes (Jesus et al., 2016).

Several authors have defended different definitions of the construct, namely to understand the impact of certain organizational variables on workers' organizational health (Wilson, Dejoy, Vandenberg, Richardson & MaCrath, 2004), in particular the impact of culture and organizational climate on employees' health indicators. This idea shared by several authors was widely studied in psychology and argues that organizational health as a construct results from the way the organization works and the impact of this functioning on employee health.

The authors indicate that the promotion of organizational health would reduce the costs associated with the health of employees, creating production and development programs

whose objective was the reduction or elimination of aspects that could be considered negative to motivation and productivity, enhancing its maximization (Dejoy & Wilson, 2003).

Nevertheless, two of the most current and consensual theories of organizational health are the following: (a) the one proposed by Jaffe (1995), (b) and the other proposed by Gomilde Júnior, Moura, Cunha and Sousa (1999).

The first one focuses on the physical and psychological health of workers, defending that organizations with higher rates of mental health present conditions favourable to the physical and psychological development of their workers, enhancing their work performance (Jaffe, 1995). The second is a more inclusive theory, being an integrative theory, integrates aspects of theories of other important authors in the study of organizational health, and is based on two distinct ideas: (a) one of a more external nature in which the company develops a relationship with the external environment, being adaptable and flexible to the requirements of the environment, (b) a more internal one insofar as the company must promote the integration of its employees and work teams (Gomilde et al., 1999).

### **1.3.5 Job Satisfaction**

Job satisfaction, being a multidimensional construct characterized as an attitude towards work (Carlotto & Braun, 2014), is probably the most important variable studied in organizational behaviour (Cunha, Rego, Cunha & Cabral-Cardoso, 2007). It results from the idea that the employee has about how he/she relates to work and associated factors, as well as from the comparison that he/she makes with reality. From this comparison come a certain value judgment and an associated attitude, making him/her feel more or less satisfied (Peiró, Luque, Meliá & Los Certales, 1991). It is a variable that is associated with the performance, the productivity of the company and the personal fulfilment of the employees (Silva, 1998). In spite of the studies between performance and productivity not always been unanimous (Cunha et al., 2007).

Although this association is interesting, other authors propose an association of satisfaction with affective and cognitive components, in which case cognition is an explanatory factor of productivity (Locke, 1976; Thierry & Koopman-Iwena, 1984).

To understand satisfaction from the process perspective implies understanding it as an individual process that oscillates around a concept of normality of a given situation. A set of changes in work may contribute to the increase or decrease of this (dis) satisfaction. When the situation is regularized, the levels of satisfaction return to the initial position. In other words, satisfaction is not watertight and is constantly changing (Cunha et al., 2007).

Several authors point to several models of satisfaction with work. The authors (Peiró, 1997) indicate the existence of three models for the study of job satisfaction. A first model considers satisfaction as a general attitude and the objective is the satisfaction of the needs of the individual in the context of work; the second model analyses satisfaction based on the norms of the social group in which the individual is inserted, as well as the way in which the characteristics of the work are more or less in accordance with the norms of the group; and the third model combines different internal and external satisfaction factors (perceived work and individual values).

We can also understand satisfaction based on its causes. This involves studying satisfaction according to 3 different types of causes: (a) individual causes, (b) work causes (c) and interaction between the individual and the work (Cunha et al., 2007). This articulation translates into different explanatory models of job satisfaction (Table 1.1).



**Table 1.1**

Models that explain *Satisfaction* as a construct (Cunha et al., 2007).

<b>Models</b>	<b>Sub models &amp; research trends</b>	<b>Study of the variables</b>	<b>Results of studies found</b>
<b>Individual-centred models</b>	Models of specific personal effects	<i>Individual variables</i> (e.g., positive or negative affect)	Individual differences have inconsistent results (Although individual differences may explain with some reservation the satisfaction construct). The content of the work itself may also be explanatory.
		Demographic variables (e.g., age, gender)	Demographic variables present poor explanatory results
<b>Situation-centred models</b>	Models of non-specific personal effects	Personal variables (without being specified)	Results aren't very explanatory
		Organizational climate (e.g., set of variables related to the employees of a company)	Moderate relationship between job characteristics and satisfaction (higher in workers with higher development needs)
		Characteristics of the work	In general, situation-centred models are more explanatory of satisfaction than individual-centred models
<b>Interactions-centred models</b>	Research chain based on congruence	Congruence (attribution of works in accordance with the expectations and needs of the employees)	It seems to be the best perspective for the study of satisfaction
	Current research based on dynamic interactions	Dynamic interaction (active individuals who create their own working conditions)	Behaviour is a function of the person and the context and this in turn is a function of the person and behaviour. The relationship is dynamic.

One of the main objectives of the study of satisfaction has been the knowledge of the causes that empower it, as well as of the consequences of the absence of satisfaction for both the employee and the companies (Cunha et al., 2007). Causes that enhance satisfaction can be grouped into personal (e.g., gender, age, ethnicity, positive affect & negative affect) and organizational (e.g., peers, physical conditions, benefits, salary, job characteristics). With regard to the consequence of dissatisfaction, this can be translated into the intention of the employee to express his/her discontent, to become passive and disinterested and ultimately leave the company (Cunha et al., 2007).

Regarding the correlation of satisfaction with productivity, the results of the studies are not clear with authors pointing out contradictory results: (a) the results are confirmed (Miller &

Monge, 1986) and (b) modest correlation between the variables (Iffaldano & Muchinsky, 1985). Differences in the studies are pointed out based on the methods of analysis of the variables considered and the way the studies are performed (Iffaldano & Muchinsky, 1985). It is also mentioned that satisfaction can be a cause and not a consequence of performance (Cunha et al., 2007), to which the authors Judge, Thoresen, Bono & Patton, (2001) add the idea that between satisfaction and performance there are reciprocal influences.

Other authors (Staw & Barsade, 1993), from a more optimistic perspective, indicate that more satisfied workers are those ones who produced the most, yet performance in this context acquires a predisposition basis based on positive affect. Thus, individuals with higher positive affect index are the ones who perform better on several types of tasks.

### **1.3.6 Motivation**

Motivation being one of the main constructs studied in organizational behaviour is associated with productivity. Without motivation employees are seen as ineffective and unnecessarily costly (Contiu, Gabor & Oltean, 2012). Motivation is seen as a construct that plays a very important role for companies, is a transforming construct of organizations (Carlotto & Braun, 2014), allows to increase its competitiveness and increase loyalty, to improve creativity and in general to make them feel more satisfied with their work (Helou & Vitala, 2007). The definition of motivation arises most often associated with the following factors: (a) stimulus, (b) action and effort, (c) movement and persistence (d) and finally the existence of reward (Cunha et al., 2007).

Motivation can be considered as a movement of the individual that is intentional, which drives him/her and gives him/her energy to achieve his/her goals or objectives (Afonso & Leal, 2009). This process is influenced by a series of variables that determine the direction of action, persistence, and involvement of the individual in the task (Campbell & Pritchard, 1976). Understanding motivation as a process, involves discovering the stimulus that initiates and sequentially activates the satisfaction of needs. As a result of this satisfaction of needs, the individual actively seeks a path in the sense of being able to fulfil his/her objectives or needs.

Based on the characteristics of each individual, although the process is more or less the same, the results obtained may be different. Positive results lead to the satisfaction of the initial need, while negative results lead the individual to seek alternative ways to meet these same needs (Hersey & Blanchard, 1977).

Vergara and Branco (2001) states that motivation is a construct that differs from individual to individual and that what motivates one at a particular time may not motivate another. It is necessary to understand the individual as an all in order to access the factors that, for that same individual, have an important role and, subsequently motivate him/her in a given action.

Based on this understanding of motivation, it seems important to reinforce the idea that if we want to motivate a group of employees, we must create individualized plans, avoiding at all costs, organized actions for groups. Understanding motivation in this way allows managers of organizations and human resources departments a greater capacity for planning and intervention of actions, whose main objective is the development of the individual motivation of each employee. Motivation thus acquires an individualized and unique character.

There are several definitions of motivation: (a) the authors George and Jones (1999) define it as "*the internal psychological forces of an individual that determine the direction of their behaviour, their level of effort and their persistence in the face of obstacles*" but it can also be defined (b) as a complex set of actions with an impact on the intensity, quality and direction of the movement (Carlotto & Braun, 2014). Motivation can be studied from a variety of approaches, namely through a set of content and process theories, which are organized according to their specificity (general or organizational), as well as through a system of rewards. Content theories lead to the study of motivation through explanatory factors, i.e. what motivates people, while process theories try to understand how motivation happens (Carlotto & Braun, 2014; Cunha et al., 2007). The theories are said to be more general or more organizational depending on the focus of the study focusing more on individuals in different contexts or in work context. In table 1.2 we can see some of the main theories of motivation (Carlotto & Braun, 2014; Cunha et al., 2007).

**Table 1.2**

Main *Motivation Theories*

	<b>Overall theories</b>	<b>Organizational Theories</b>
<b>Content theories</b>	Maslow's Theory of Needs Alderfer's Theory of Needs Maccllelland motif theory	Herzberg bifactorial theory Hackman e Oldham model of function characteristics
<b>Process theories</b>	Adams Equity Theory Theory of organizational behaviour modification of Luthans and Kreitner	Locke and Latham's goal-setting theory Theory of Vroom Expectations Deci's cognitive evaluation theory

Another way of referring to the motivational construct is through the concept of intrinsic and extrinsic motivation. Intrinsic motivation explains behaviour based on the satisfaction that the individual feels when performing a given task (Carlotto & Braun, 2014), it makes him/her feel happy, gives him/her a feeling of development (Castro, 2002), it associates with self-efficacy, and greater likelihood of success (Afonso & Leal, 2009). On the basis of internal motivation are conscious and unconscious factors of the individual (feelings, thoughts, experiences, patterns and beliefs) (Carlotto & Braun, 2014).

Intrinsic motivation is associated with the individual's perception of himself, namely how he interprets and values his thoughts and behaviours, allowing himself a broader sense of development (Castro, 2002).

On the other hand, the extrinsic motivation implies the existence of a certain reward or avoidance of punishment associated with a certain behaviour (Cunha et al., 2007). It is based on the equilibrium established between a work environment and the individuals that performed in it. It is intended that individuals be able to respond appropriately to environmental stimuli in order to produce satisfactory results for the process members (Castro, 2002). Particularly in companies, other important aspects of extrinsic motivation are associated with cause and effect actions between the behaviour of the individual and the results that the company expects to achieve. For this reason, this type of motivation, is in the various organizations, directly affected by the management styles, leadership, and recruitment and team development. The authors report that extrinsic motivation is more easily manipulated and presents faster results, but these may not be very long lasting (George & Sabapathy, 2011).

The authors are unanimous in pointing out that both types of motivation are important and coexist simultaneously and that not being permanent, intrinsic motivation is more likely to be more stable over time (Cunha et al., 1999).

In order to link motivational theories and types of motivation (intrinsic or extrinsic), the authors (Herzberg, Mausner & Snyderman, 1959) report that intrinsic motivation is more related to internal factors and, when present, it competes for greater satisfaction with work, while extrinsic motivation are more related to external factors and contribute to greater job dissatisfaction. At present, the directors of hotel units still adopt motivational practices and financial incentives that are often ineffective. On the basis of these practices, may be factors such as organizational culture, lack of knowledge of more current practices or even issues related to the implementation of new behaviours that generate resistance (Contiu et al., 2012).

### **1.3.7 Engagement**

Work engagement, based on the positive psychology movement (Schaufeli & Bakker, 2010), is a positive work-related psychological state which indicates that workers who work harder and persist despite difficulties are more involved and are more satisfied with what they do (Schaufelli & Bakker, 2010).

When evaluating some of the key behaviours of employees who engage in engagement, they believe in the organization for which they work. When exist high employee engagement levels, we can spot the following situations: (a) higher levels of belief in the organization for which they work, (b) a desire to work to make things better, (c) understanding of the workplace in a broader and more comprehensive perspective, (d) present more respect and greater positive interaction with colleagues, (e) who are willing to give a little more of themselves to work, and (f) are always informed about the latest developments in the company for which they work.

It is a concept that often overlaps with the concepts of commitment and behaviour of organizational citizenship, differing from these in the sense that it is a construct that works in two distinct ways. On the one hand, organizations must articulate themselves in order to contribute to the employee's feeling of being more engaging. They, in turn, have the option of

choosing the level of engagement they want to give back to the organization (Robinson, Perryman & Hayday, 2004).

The concept of engagement has undergone several changes throughout the ages: (a) it resulted from the combination of existing notions of commitment, satisfaction, motivation among others, (b) resulted from three specific behaviours on the part of the employees (speaking well of the organization, wanting to be a member of the organization, effort to contribute to the success of the company), (c) reflects satisfaction, inspiration, and affirmation in belonging to a particular firm (Schaufeli, 2013), and more recently, has been based on studies carried out in several publications (Schaufeli, 2013). Four different approaches / models to the definition of the concept of engagement were identified.

The first model is the “needs satisfaction model” (challenging and meaningful work, secure social environment, and the existence of personal resources satisfy the need for meaning and safety, contributing to engagement). The second model is the “antithesis model of burnout” (Kahn, 1990) and it refers that on the one hand, engagement and burnout are opposites of the same continuum, since its three main categories (energy, involvement and efficacy) are the opposite of the main categories of burnout (exhaustion, cynicism and ineffectiveness) (Maslach & Leister, 1997; Maslach, Schaufeli & Leiter, 2001), on the other hand, it refers that engagement is seen in a different way from burnout, defined as a positive and persistent psychological state characterized by vigour, dedication and absorption (Schaufeli & Bakker, 2010; Schaufeli, Salanova, González-Roma & Baker, 2002). The third model is the “model of affective change” (related to involvement, satisfaction and enthusiasm for work) and finally the last model is the “multidimensional approach”, directly related with the theory of social exchanges (engagement is constituted by the cognitive, emotional and behavioural components associated with the performance of the function) (Harter et al., 2002).

Of the four approaches/models, mentioned above, each focuses on a different aspect of engagement. The first approach emphasizes the relation with the performance of the task, the second on the welfare of the workers as opposed to the malaise / burnout, the third on the focus with the ingenious works and the last one on the relation with the work as with the organizations. Of the four approaches, one of the most studied was the approach that fits the engagement model, in the job demands-resources model, i.e. the second approach (antithesis of burnout) (Schaufeli, 2012), namely from the perspective that engagement is different from

burnout and is characterized by a positive psychological state of vigour, dedication and absorption.

Each of these three dimensions has particular characteristics (vigour, dedication and absorption): (a) the vigour dimension is related to the high levels of energy and resilience that the worker feels while working, (b) the dedication dimension relates to how the employee engages with his or her work, in particular how he inspires himself/herself (c) and finally the absorption dimension is related to the ability of the employee to focus on his work, not paying attention to the time and difficulty in stopping doing what he is doing (Schaufeli et al., 2002).

As a footnote, we would like to point out that a number of studies have been carried out that refer to the fact that engagement as a concept is not a static concept and has on its core a set of personal characteristics, work and experiences that influence it's levels.

Some key factors that can influence engagement are: (a) the age of the employees (more advanced ages imply lower levels of engagement, except from the age of 60 onwards, where the levels begin to rise again), (b) ethnic minorities present more engagement, (c) the levels of engagement fall as the years of work of the workers increase, (d) harassment at work or incidents, lead to a decrease in levels of employee engagement, (e) levels of engagement are higher in employees who have a development plan and also in those which during the last year were subject to a performance evaluation.

On the basis of these results, companies should pay more attention to avoiding negative experiences by employees, thus boosting their growth needs so that their levels of interest remain high. Some strategies for enhancing engagement are involving employees in the decision-making process of the company, evaluating employees' ideas, creating opportunities for them to develop their jobs, and enhancing their physical well-being and overall well-being (Robinson et al., 2004).

## **1.4 Methodology**

### **1.4.1 Setting**

The Algarve is one of the main holiday destinations in Europe and the most important in Portugal. In 2016 it had its best year presenting 18.1 million overnight stays, more than 9% over the previous year (Turismo do Algarve, 2017). In the same year it was elected in the world travel award as the best beach tourist destination in Europe. In this context, says the same source, the Portuguese hotel industry won 4 distinctions: (a) best Portuguese family resort, (b) best hotel suite in Portugal, (c) best resort in Portugal, (d) best village resort in Portugal. In the same way, the Algarve won: 8 statuettes in the class of the best hotels and resorts in Europe: (a) best beach resort, (b) best boutique hotel, (c) best family resort, (d) best hotel villas, (e) best resort and luxury SPA, (f) best MICE hotel, (best new resort (h) and most romantic resort (Terra Ruiva, 2016).

In order to promote the product "Turístico Algarve", the tourism region of the Algarve was present at the largest tourism fair in Portugal (BTL) in order to promote the region through a series of new products: (a) an innovative product entitled "Algarve 360°" based on 7 virtual reality videos whose objective is to share the tourism product based on the sun, sea, golf, gastronomy & wines, and nautical tourism, (b) a product called Algarve "Nature week" based on outdoor activities (c) and a product entitled "365 Algarve" based on the dissemination of the Algarve's cultural identity (Turismo do Algarve, 2017).

Based on this scenery, it is understood how the study of hospitality is important and in this sense the study of organizational variables and individual variables in the organization that can sustainably promote a healthy hotel growth: (a) through the physical, psychological and social well-being of the workers, (b) the healthy growth of companies and (c) the return of customers that directly or indirectly reflects the economic growth of companies and ultimately region. Our premise is that the individual is at the centre of this universe and that enhancing his subjective wellbeing is directly and indirectly equivalent to making the companies more competitive. For this reason we propose to make a survey of the variables most studied in tourism, as well as the factors that contribute to its increase and decrease, and also the construction of empirical models that can improve the performance of these variables.



### **1.4.2 Data collection and analyses**

For empirical studies 3 and 4, 40 hotels of 4 and 5 stars were contacted in the Algarve. In an initial phase, interviews were held with the directors of the respective hotel units or with the human resources directors. In these interviews we explained the objectives of the study as well as the procedures for the collection of the information. The aim would be to collect information from all hotel employees regardless of the professional categories and professions exercised, by completing a self-answer questionnaire to which they would have access.

These questionnaires were delivered to the employees according to the perspectives of the respected directors / managers of human resources. Some directors decided to give those questionnaires to their human resources departments to follow up on the process, while others decided to hand them over directly to their head of department staff at the weekly meetings, asking them to give the questionnaires to the staff. In either cases, the questionnaires were delivered with the indication that they should be returned in a sealed envelope in order to minimize bias in the responses. All participants were informed of the suitability of the participation, as well as of non-compulsory participation.

Of the 40 hotels contacted, 18 agreed to participate in the study. Of these, 8 were 4 star hotels and 10, 5 star hotels. In total, 1675 questionnaires were given away and, from these, 567 were collected (an average response of 33.85%). In addition, all the questionnaires that were poorly completed were excluded in order to avoid any type of statistical bias (Shafer & Graham, 2002), with the final number of well-completed questionnaires being 504.

The protocol presented included a section on demographic information, created for this purpose (gender, age, literacy, years of work in the company, profession, professional category and household), as well as a set of measures validated for the Portuguese population whose objective was evaluate the intrinsic motivation, satisfaction with work, organizational health, organizational support, creative personality, psychological capital and finally engagement, with the aim of creating a model that allows the understanding of the relationships between individual variables and organizational variables, from the perspective of increasing satisfaction with work. Similarly, we aimed to create a model that allows understanding and increase the relationship between satisfaction, motivation and engagement

based on organizational variables. A more detailed description of the instruments used for the collection of information is found in the respective sections of articles three and four.

Table 1.3 shows the types of analyses performed for each type of study performed.

**Table 1.3**

Table with the *Diferent Study Analysis*.

Studies	Goals	Study type	Variables	Analysis
Study1	Identify the most studied variables in the field of Tourism	Literature review study	All variables found in studies published in the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct, between 2000 and 2014	Literature review
Study 2	Based on the most studied variable (work satisfaction), we aim to list the main conclusions of the studies	Literature review study	Satisfaction with work - Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct, between 2000 and 2014	Literature review
Study 3	To propose an empirical model that allows to increase the satisfaction based on variables of the individual in the organization and based on variables of the organization	Empirical study	Variables of the individual in the organization (creative personality and Psychological Capital), and organizational variables (organizational health and support)	Descriptive statistics and structural equations model with latent variables
Study 4	To propose an empirical model, based on organizational variables, to increase satisfaction and develop attitudes at work	Empirical study	Organizational variables (health and organizational support), and attitudes at work (engagement and intrinsic motivation)	Descriptive statistics and structural equations model with latent variables

### 1.5 Thesis Structure

The thesis is divided in 6 chapters. The first chapter presents the general framework as well as the presentation of the study that we intend to make. Chapters 2, 3, 4 and 5, respectively, represent studies 1, 2, 3 and 4 of the thesis. The first study represents a bibliographical review of the literature on the main variables studied in hotel industry based on a set of filters placed.

The second study is also a bibliographical review of the literature based on the same filters, and has as main objective to deepen the knowledge about the variable most studied in hospitality, namely the main factors that promote satisfaction and dissatisfaction in hotel staff. The third study aims at the empirical creation of a model to understand satisfaction with work in these workers, based on individual variables in the organization (creative personality and psychological capital) and organizational variables (health and organizational support). The fourth and final study has as main objective the creation of an empirical model of satisfaction, now supported in the variables that present greater weight to job satisfaction (organizational variables) and also to study the relation of this model with two consequent variables of workers satisfaction, namely intrinsic motivation and engagement.

The last chapter summarizes the results found in the studies carried out and summarizes a set of actions suggested to managers and directors, whose objective is to enhance job satisfaction. The limitations of the studies carried out as well as the main guidelines for future studies are also pointed out. Below, figure 1.1 summarizes the work carried out in the various chapters of the thesis.

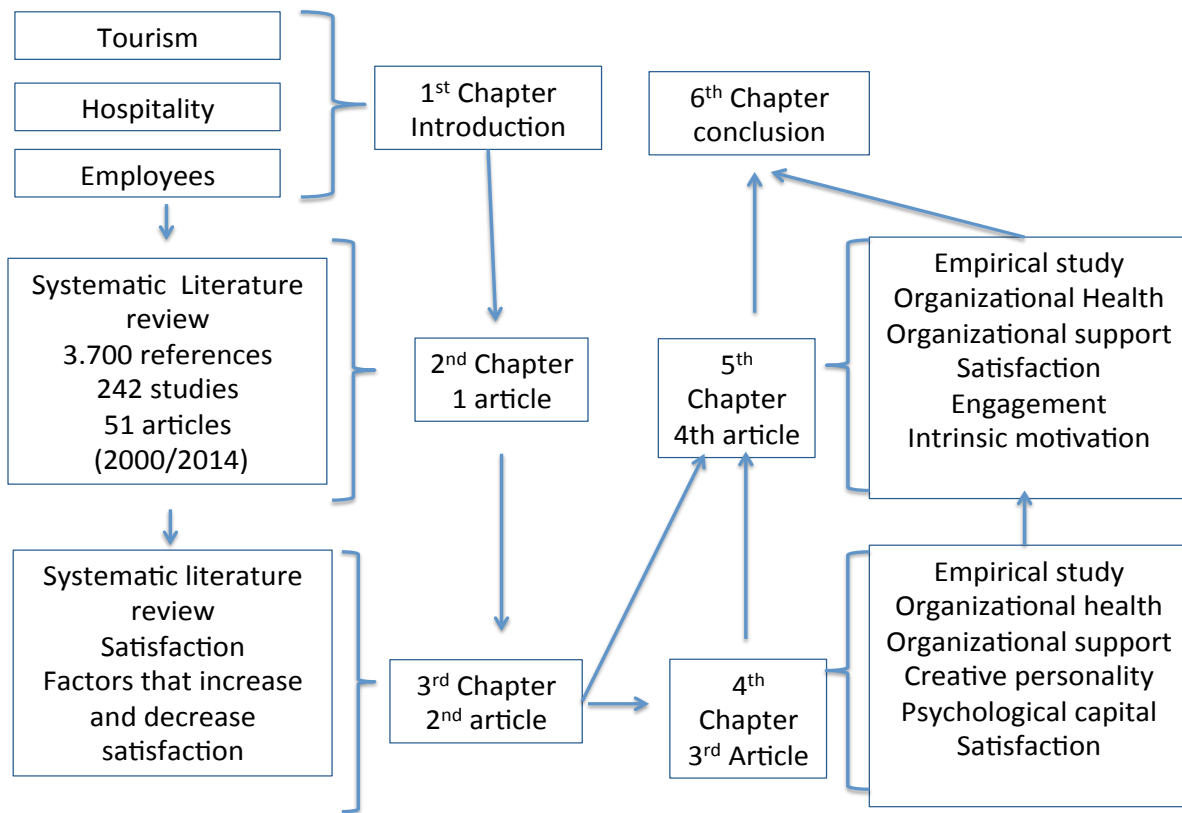


Figure 1.1 - Thesis organization figure.



**PART 1**

**THEORETICAL REVIEW STUDIES**



**STUDY 1 - HOTEL EMPLOYEES:  
A SYSTEMATIC REVIEW OF THE LITERATURE**

Based on the published article:

Borralha, S., Jesus, S. N., Pinto, P., & Viseu, J. (2016). Hotel employees: A systematic literature review. *Tourism & Management Studies*, 12(1), 120-126. Doi:10.18089/tms.2016.12112





## **2. Study 1 - hotel employees: a systematic review of the literature**

### **Abstract**

With the increase of studies on hospitality professionals over the years, it is essential to perform a review on those works. This review was conducted through the databases Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct. We searched for articles published between 2000 and 2014, crossing the keywords “hospitality”, “tourism”, and “hotel” with the keywords “professionals”, “employees”, and “workers”. Our aim was to identify the most studied variables on hospitality employees. The search process resulted on 3700 initial references, being selected 242. We verified that work satisfaction was studied in 51 articles and stress, burnout, and mental exhaustion in 31. For that reason, this review aggregates and analyses these results. This study has implications for the understanding of the roll of these variables in hospitality and tourism economic profitability, as well as in human resources management policies and individual wellbeing.

**Keywords:** Systematic review, hospitality, professionals, attitudes.

## 2.1 Introduction

Tourism is responsible for a high number of trips around the world having a positive impact on the economy of recipient countries (Cunha, 2013; Eurostat, 2013<sup>a</sup> 2013b; Monterrubio & Mendoza-Ontiveros, 2014; Santos, Ferreira, & Costa, 2014). From all economic activities, tourism has the highest global growth rate. In 2012, the World Tourism Organization (UNWTO, 2012a, 2012b) predicted a drive of 285 million tourists, a 5.4% increase comparatively to 2011. The importance of tourism in the global economic recovery was recognized, implying facilitated travel, demand stimulation, and creation of new jobs. The UNWTO (2013) predicted, for 2012, an income of €837 billion of tourism worldwide, added the cost of travel, this amount would rise to €1 trillion. In 2013 (UNWTO, 2014), 52 million more tourists travelled the world than in previous years, with an increase of 5% for 2014 and 3.8% more each year until 2020.

According to the UNWTO (2013), based on the study “Tourism towards 2030”, the growth of tourism worldwide will be 3.3% per year until 2030. In Europe, between 2006 and 2010, the European Commission Statistics (Eurostat, 2012) found an average of one billion travels; this value increased 0.5% in 2011, 5 million holidays more than in 2010. Spending on holidays increased by 7% in 2011, on average €64 per night, €50 in domestic travel, and €82 in trips abroad. In 2013 (Eurostat, 2014), the number of nights spent in tourism establishments rose to 2.6 billion, an increase of 2.6% compared to 2012. The value of arrivals (UNWTO, 2013) was estimated at €356 billion. Europe (UNWTO, 2014) remains the world’s most visited region with 29 million arrivals.

In Portugal (Eurostat, 2013a), in 2008, €8.82 million were spent by tourists. In 2009, 444.717 jobs were generated in the tourism sector. In 2011 (Eurostat, 2012), in comparison with 2010, there was an increase of 11096-vacation travel. In 2012 the National Statistics Institute (INE, 2012) stated that tourism revenues showed a balance of €5660 million against €5172 million in 2011, an increase of 9.4%. According to the Eurostat (2014), the number of nights spent in tourism establishments was 47.9 million, 31.1 and 16.8 for non-residents by residents. The UNWTO (2013) stated that Portugal was one of the countries that experienced the largest increase in the number of arrivals (4%). The latest report from this organization (2014) showed that in 2013 there was a growth of 52 million tourists, the number of arrivals

worldwide reached a record of 1.098.700 foreseeing further growth of 4.5% for 2014 and 3.5% by 2020.

Hospitality, a product of tourism, is defined by the relationship between the service provider, the service itself, and the guest, being characterized by offering a range of services that include the satisfaction of physiological and psychological needs (Revés, 2011). Ariffin (2013) incorporated in this concept the social, cultural, private, and commercial context, noting that hospitality is possibly the world's largest industry. The author stated that the key feature of hospitality is the emotional relationship established with costumers, this calls for hotels to be more competitive and for employees to create value in the development and success of companies (Ariffin, 2013). In turn, Ariffin and colleagues (2011) reported that in hospitality an excellent service leads to customer satisfaction, causing an emotional sense of memorable experience, which in turn makes the guest loyal to the company, contributing to its' robustness and financial growth.

The increase of studies about hospitality calls for a review on the works in this field, in order to understand the key studied variables and comprehend their relevance for individuals and hotels. Until this date there is a gap in the literature on hotel employees, since there are no reviews, that the authors are aware of that synthesize the individual and organizational constructs that influence these professionals. With this review we aimed to assess the articles published on hotel employees and get an overview of the most studied concepts. Given that there are no other literature reviews on this issue, our study had an exploratory objective. Our approach will shed some light on this theme, which will help hotel managers to identify the factors that are related with the performance of these organizations and help improve them. This review possesses three sections. The following addresses the methods and procedures regarding the study's selection. Subsequently, the results from the sample of studies are presented. Also in the aforementioned section, the concepts most frequently studied are underlined and the main results of the selected documents are integrated. Lastly, the conclusions of this review are presented, as well as its' academic implications, limitations, and suggestions for future studies.

## 2.2 Method and procedures

In the present literature review, conducted on the *Web of Knowledge*, *Web of Science* (*Social Sciences Index Expanded*, *Social Sciences Citation Index*, *Medline*), and *Science Direct databases*, we crossed the keywords “*hospitality*”, “*tourism*”, and “*hotel*” with the keywords “*professional*”, “*employees*”, and “*workers*”. This review was performed in December 2014, for the studies published between 2000-2014. The inclusion criteria were: (a) studies analysing issues from the perspective of hospitality workers, (b) studies including hospitality workers, either as a dependent or independent variable, (c) studies where these constructs were assessed using validated questionnaires and performed in accordance with the underlying theories, (d) studies including the necessary information to be evaluated and (e) articles that addressed work-related variables in hospitality workers. In turn, the exclusion criteria were: (a) studies with workers from other occupations, (b) studies addressing hospitality from the customer’s perspective, (c) studies that portrayed hotels as a unit without regard to workers and (d) non empirical studies.

In a first phase we collected the total number of published studies. In a second phase, based on the title, abstract, and application of the inclusion and exclusion criteria, we selected the studies to be taken into account. In a third phase, based on further reading and assessment of repeated references, we selected the final sample, 242 articles.

## 2.3 Results and discussion

In Table 2.1 we can observe the keyword crossings and the number of studies obtained.

**Table 2.1**

Resulting Studies from the Crossing of *Keywords*

<b>Variables</b>	<b>Crossings</b>	<b>N° references<sup>a</sup></b>
<b>Hospitality</b>	Professionals	134
	Employees	407
	Workers	282
<b>Tourism</b>	Professionals	517
	Employees	313
	Workers	304
<b>Hotel</b>	Professionals	313
	Employees	894
<b>Total</b>	Workers	536
		3700

*Note.* <sup>a</sup> Number of references.

The title and abstract of the 3700 references were analysed. Of these, 450 were selected based on the inclusion and exclusion criteria. The repeated studies were subsequently removed, as well as those that checked the exclusion criteria. Thus, the final number of works was 242. These were then categorized by the authors' name and concept addressed.

The following results were obtained: (a) job satisfaction (51 studies), (b) stress, burnout, and emotional exhaustion (31), (c) work involvement and performance (26), (d) intention to leave (23), (e) commitment (18), (f) conflicts (16), (g) interpersonal relations (12), (h) innovation and creativity (11), (i) general attitudes (10), (j) physical health (10), (k) life quality and well-being (9), (l) organizational citizenship behaviours (9), (m) leadership, engagement, individual characteristics, and personality (8), (n) culture and substance use (7), (o) affectivity, life satisfaction, empowerment, and career skills (6), (p) intention of staying and knowledge sharing (5), (q) coping, flexibility, emotional intelligence, wages, and employee retaining (4), (r) service and customer orientation, psychological contract, organizational support and confidence, leisure, and multiculturalism (3), (s) competence, confidence, brand awareness, and generational differences and similarities, work-life balance, team spirit, practices, feature and work results, trust, organizational cynicism, and perception of change (2) and (t) competitiveness, gender, absenteeism, improper supervision, values, organizational policy, initiative, marital satisfaction, self-assessment, organizational justice, working conditions, beliefs, status, occupational health, loyalty, experience, strength and work value,

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seasonality, work practices, training, goal orientation, aggression, emotional dissonance, disability, learning, image, feedback, unemployment, tourism language, capacity, work integration, job control, deviant behaviours, psychological capital, entrepreneurship, personal resources, service orientation, work-family role, behavioural intention, mood, tourist involvement, alienation, counter-productivity, openness to change, career satisfaction, corporate social responsibility, productivity, harassment and sexual discrimination (1).

In Table 2.2 we identify the studies related with the satisfaction of hospitality professionals, as well as stress, burnout, and emotional exhaustion. These concepts were selected given their importance to the organizational context. Job satisfaction is the most important work attitude, satisfied employees bring benefits to their organizations (Lease, 1998). The malaise factors (i.e., stress, burnout, and emotional exhaustion) may harm organizational performance, since they contribute to its decrease, so these concepts must deserve special attention from researchers and practitioners (Jesus, Miguel-Tobal, Rus, Viseu, & Gamboa, 2014).

**Table 2.2***Most Studied Variables and studies in which they appear*

N° of studies <sup>a</sup>	Variables	References
51	Work satisfaction	Almeida, Faisca, & Jesus, 2012; Arasli & Baradarani, 2014; Bilgin & Demirer, 2012; Brown & Lam, 2008; Cheng, Yang, Wang, & Chu, 2013; Chi & Gursoy, 2009; Chiang, Birtch, & Cai, 2014; Dawson, Abbott, & Shoemaker, 2011; Duygulu & Kurgan, 2009; Fisher & McPhail, 2011; Fisher, McPhail, & Menghetti, 2010; Fock, Chiang, Au, & Hui, 2011; Gallardo, Sánchez-Cañizares, López-Guzmán, & Jesus, 2009; Gu & Siu, 2009; Gunlu, Aksarayli, & Perçin, 2009; Hechanova et al., 2006; Hon & Lu, 2010; Ineson, Benke, & László, 2013; Jang & George, 2012; Karadal & Arasli, 2009; Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006; Karatepe & Sokmen, 2006; Kim & Brymer, 2011; Kim, Murrmann, & Lee, 2009; Kong, 2013; Lam, Zhang, & Baum, 2001; Lee, Magnini, & Kim, 2011; Lee & Ok, 2012; Lee, Song, Lee, Lee, & Bernhard, 2013; Lee & Way, 2010; Liao, Hu, & Chung, 2009; Lee, Chen, Tsui, & Yu, 2014; Lin, Wong, & Ho, 2013; Madera, Dawson, & Neal, 2013; Mazler & Renzl, 2007; Nadiri & Tanova, 2010; Namasivayam & Zhao, 2007; Ogaard, Marnburg, & Larsen, 2008; O'Neil & Davis, 2011; Pelit, Öztür, & Arslantürk, 2011; Qu & Zhao, 2012; Sledge, Miles, & Coppage, 2008; Tian & Pu, 2008; Upchurch, Davies, & Sverdlin, 2000; Yang, 2008, 2010; Yeh, 2013; Zhao & Namasivayam, 2012; Zhao, Qu, & Ghiselli, 2011; Zhen & Jie 2009; Zopiatis, Constanti, & Theocharous, 2014
31	Stress, burnout, and emotional exhaustion	Almeida & Davis, 2011; Chiang, Birtch, & Kwan, 2010; Choi, Kim, Lee, & Lee, 2014; Hwang, Hyun, & Park, 2013; Jung & Yoon, 2013; Jung, Yoon, & Kim, 2012; Hon, et al., 2013; Karatepe, 2011; Karatepe & Aleshinloye, 2009; Karatepe & Baddar, 2006; Karatepe, Beirami, Bouzari, & Safavi, 2014; Karatepe, Babakus, & Yavas, 2012; Karatepe & Sokman, 2006; Karatepe & Uludag, 2008; Krause, Scherzer, & Rugulies, 2005; Kim, 2008; Kim et al., 2009; Lee & Ok, 2012; Lee, Kim, Shin, & Oh, 2012; Lin, Huang, Yang, & Chiang, 2014; Loi, Ao, & Xu, 2014; McNamara, Bohle, & Quinlan, 2011; O'Neil & Davis, 2011; O'Neil & Xiao, 2010; Pienaar & Willemse, 2008; Shen & Huang, 2012; Shiu & Tsai, 2006; Whiting, Donthu, & Baker, 2011; Wong & Huang, 2014; Tsauro & Tang, 2012; Yang, 2010

*Note.* <sup>a</sup> Number of studies.

We verified, based on the results in table 2.2 that in the last 15 years, among the variables that were assessed, job satisfaction was the most studied variable, followed by stress, burnout, and emotional exhaustion. In Table 2.3 we present a chronological analysis of the studies. We observed that most of the studies were performed since 2010.

**Table 2.3***Chronological Analysis of the Studied Variables*

<b>Year</b>	<b>Job Satisfaction</b>	<b>Stress, Burnout, and Emotional Exhaustion</b>
2000	1	0
2001	1	0
2002	0	0
2003	0	0
2004	0	0
2005	0	1
2006	3	3
2007	2	0
2008	6	3
2009	8	2
2010	5	3
2011	8	5
2012	6	6
2013	7	3
2014	4	5
Total	51	31

Most studies emphasize the role of job satisfaction. We found that the variables related to satisfaction were: (a) the type of work (Sledge et al., 2008), (b) socialization (Gallardo et al., 2009; Pelit et al., 2011; Yang, 2008), (c) self-esteem, performance, independence, and initiative-taking (Gunlu et al., 2009), (d) ethical behaviour (Cheng et al., 2013; Lee et al., 2013), (e) commitment (Yeh, 2013), (f) personal satisfaction, social involvement, salaries, and benefits (Lam et al., 2001; Mazler & Renzl, 2007; Qu & Zhao, 2012), (g) directors entrepreneurial behaviour (Duygulu & Kurgan, 2009; Kim & Brymer, 2011), (h) training and support (Bilgin & Demirer, 2012; Kong, 2013; Gu & Siu, 2009), (i) openness to innovation (Lee et al., 2014), (j) competitiveness, self-efficacy, and effort (Karatepe et al., 2006), (k) organizational justice (Nadiri & Tanova, 2010); (l) empowerment (Pelit et al., 2011), (m) growth opportunities and security (Tian & Pu, 2008), (n) affective commitment, clear work roles, and autonomy (Yang, 2010; Zopiatis et al., 2014), (o) leadership (Arasli & Baradarani, 2014), (p) the organization itself (Ogaard et al., 2008) and (q) age and gender (Tian & Pu, 2008).

Some of the factors that promote dissatisfaction were: (a) conflicts (Namasivayam & Zhao, 2007; O'Neil & Davis, 2011; Zhao et al., 2011; Zhao & Namasivayam, 2012), (b) absence of professional training (Lam et al., 2001), (c) policies, management, and security (Sledge et al., 2008), (d) turnover (Pelit et al., 2011), (e) low wages (Gallardo et al., 2009; Pelit et al., 2011; Sledge et al., 2008) and (f) high variability in labour demand (Chiang et al., 2014).



Based on these results we can conclude that several aspects promote satisfaction and dissatisfaction among hotel employees. Hotel management must address these issues, given that there is: (a) a positive association between job satisfaction and financial performance (Fisher et al., 2010), (b) a direct link between customer satisfaction and financial performance and (c) the existence of a relationship between customer and employee satisfaction (Chi & Gursoy, 2009). With regard to the second largest variable studied, stress, burnout, and emotional exhaustion, we observed that factors, such as: (a) less flexibility (Almeida & Davis, 2011), (b) work responsibility, conflict and low task control (Chiang et al., 2010; Hwang et al., 2013), (c) work environment (Jung & Yoon, 2013), (d) reduced leisure time (Tsaur & Tang, 2012), (e) interpersonal relationships and workload (O'Neil & Davis, 2011) and (f) extended work schedule (Wong & Huang, 2014), contributed to increased malaise. These factors weaken financial and work performance, which will have a negative impact on hotels.

Intervention programs must be developed, at an individual and organizational level, to reduce the incidence of stress, burnout, and emotion exhaustion, and improve hotel functioning. The obtained data demonstrated that job satisfaction is highly relevant for hotel employees. This concept has great importance both for individuals and organizations. We found that satisfaction relates to security (Fisher & McPhail, 2011), work schedules, wages, and type of contract (Gallardo et al., 2009) and is decisive for financial competitiveness, satisfied employees are more productive and involved with work (Fisher et al., 2010).

Stress, burnout, and emotional exhaustion may contribute markedly to either the psychosocial discomfort or company imbalance. Some of the variables that contribute to the increased incidence of these aspects are: (a) conflicts, (b) excess of responsibility, (c) negative work environment and (d) adverse interpersonal relationships. This situation may result in: (a) reduced employee wellbeing, (b) unsatisfactory service providing and (c) low organizational competitiveness. In sum, job satisfaction is associated with several work-related aspects meaning that it must be analysed meticulously. On the other hand, stress, burnout, and emotional exhaustion are aspects that impair organizational functioning. Human resource management must design strategies (e.g., intervention programs focused on individual strengths) for their elimination. These may improve employee health and consequently hotel performance.

## 2.4 Conclusions

Based on the analysed studies, job satisfaction, stress, burnout, and emotional exhaustion were the most studied variables in hotel employees. It is relevant to perform further researches on these variables, to ensure that the knowledge is adequate to the needs of hotels managers when it comes to boost employee's performance and hotel growth, and avoid mismanagement and uncertainty. More knowledge provided from these variables would help to implement better and new working conditions and specific staff training programs.

We can affirm that it is possible to increase the knowledge about the importance of satisfaction in the hotel industry to further knowledge about the mechanisms that are at its' base, in order to promote individual and organizational satisfaction. This might promote direct and indirect growth and profitability to hotels.

We suggest the study of this variable in this context to confirm the positive impact of job satisfaction in the performance and results of hotels. In terms of human resource management, studies would allow changes in the functioning and organization of services, increasing employee satisfaction and, consecutively, hotel profitability. Regarding stress, burnout, and emotional exhaustion, we suggest that an in-depth study of these variables would result in companies being able to implement a set of measures that may reduce their incidence and increase productivity and employees' wellbeing.

It appears, based on the studied variables, that although the tourism workers are crucial elements in the tourism context in general and hotels in particular, few studies were conducted in the last 15 years, which can lead to the occurrence of mismanagement errors and low efficiency in terms of human resources and hotel operation. Also, future studies should seek to deepen the research on the presented variables in this review, in order to determine the state of the art, by conducting a meta-analysis and equally developing studies with other relevant variables for the hotel context.

This review possesses some limitations worth considering. Firstly, the period of time considered. Choosing a longer time period would give a more accurate picture of the considered issues. The option for the period between 2000-2014 may have skewed our results. The selection of the most studied concepts might have excluded other variables that, although less studied, are equally relevant. However, given the lack of reviews on this subject, the

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authors chose to synthesize the variables with greater relevance, using the frequency of studies to assess this aspect. Given the importance of maintaining a satisfied workforce and the need to reduce malaise symptoms, which will negatively affect organizational performance, hotel managers must adopt measures to promote satisfaction and reduce ill-being, these will benefit hotel bottom-line and service providing (Moura, Orgambidez-Ramos, & Jesus, 2015).



## **STUDY 2**

# **JOB SATISFACTION IN HOTEL EMPLOYEES: A SYSTEMATIC REVIEW OF THE LITERATURE**

Based on the published article:

Borralha, S., Jesus, S. N., Valle, P., & Viseu, J. (2016). Job satisfaction in hotel employees: A systematic review of the literature. *Journal of Spatial and Organizational Dynamics*, volume IV, Issue 1.



### **3. Study 2 – Job satisfaction in hotel employees: A systematic review of the literature**

#### **ABSTRACT**

Job satisfaction of hotel employees is very important for their performance. In a systematic review of previous literature, performed on employees of the hotels, it was found that the most studied variable was job satisfaction; there were no other systematic reviews on the topic. In this review, performed in the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline) and Science Direct, between 2000 and 2014, 51 studies were found. These studies indicate that satisfaction is crucial to the financial performance and prosperity of hotels and is a customer satisfaction mediator. Contribute to greater satisfaction, factors such as greater autonomy and independence, greater power of decision-making, flexibility with schedules, better working conditions and training. Factors that promote dissatisfaction are wages and reduced benefits.

Studies also indicate that higher job satisfaction can have a direct impact on the increase of the financial performance of the hotel. Implications of this study for hoteliers directors relates to the creation of adequate working conditions to increased job satisfaction and greater sense of subjective well-being, of hotel employees.

*Keywords:* Systematic review, hotel workers, job satisfaction

### 3.1 Introduction

In 1976, Locke defined job satisfaction as a positive state, resulting from the evaluation that an individual makes of its' work or work experiences. In 1997, Spector claimed that job satisfaction is a general feeling or a set of attitudes about the various aspects of work, based on the attention given to cognitive processes. In 2000, Currivan indicated that job satisfaction is a multidimensional concept based on cognitive and affective states, integrating individual factors (Bettencourt & Brown, 1997; Cunha et al., 2007; Currivan, 2000), based on the work itself or on the individual's interaction with it. This concept is explained by characteristics such as age, gender, salary, work content (Padmakumar, Swapna, & Gantasala, 2011), promotions, supervision, characteristics of colleagues, physical spaces (Cunha et al., 2007), self-esteem, self-efficacy, internal control locus, emotional stability (Judge & Bono, 2001), and emotional intelligence (Kafetsios & Zampekatis, 2008).

Studies have been performed in order to understand the relationship between satisfaction: (a) and addictive behaviours (Santos & Paiva, 2007), (b) service (Rebouças, Legay, & Abelha, 2007), (c) physical health (Leite & Carvalho, 2011), (d) performance (Bernhardt, Donthu, & Kenett, 2000; Bowling, 2007; Gu & Siu, 2009; Valdés-Flores & Campos-Rodriguez, 2008), (e) empowerment (Harris, Wheeler, & Kacmar, 2009; Hechanova et al., 2006; Laschinger, Finegan, Shamian, & Wilk, 2004; Pelit et al., 2011), (f) individual factors or general job satisfaction (Almeida et al., 2012; Karatepe et al., 2006; Mazler & Renzl, 2007; O'Neil & Davis, 2011), (g) work-family conflict (Calvo-Salguero, Carrasco-González, & Lecea, 2010; Karatepe & Sokmen, 2006; Qu & Zhao, 2012; Padmakumar et al., 2011), (h) organizational commitment (Chen, 2006; Currivan, 2000; Feather & Rauter, 2004), (i) hospitality (Aksu & Aktlas, 2005; Fisher & McPhail, 2011; Fisher et al., 2010; Gallardo et al., 2009; Gunlu et al., 2009), (j) workers, customers, and financial performance (Chi & Gursoy, 2009; Donovan, Brown, & Mowen, 2004), (k) work and intention to quit (Chang, Jiang, Klein, & Chen, 2012; Chen, 2006), (l) self-esteem, self-efficacy, and emotional stability (Judge & Bono, 2001), (m) national culture (Sledge et al., 2008), (n) flexibility (Lee et al., 2011) and (o) virtual work (Golden & Veiga, 2008).

Other studies attempted to understand the importance of satisfaction in the workplace in general. In 1995, Thomas and Ganster mentioned that job dissatisfaction could have consequences for psychological wellbeing. Later, in 2001, Judge and colleagues, on a



literature review composed by 301 articles, indicated the existence of a moderate correlation between satisfaction and work performance, and that satisfaction was a predictor of performance. Other authors (e.g., Judge & Watanabe, 1994; Saari & Judge, 2004; Tait, Padgett, & Baldwin, 1989), underlined that satisfaction was directly associated with life satisfaction and that this relationship can be reciprocal. In 2004, Saari and Judge reported that job satisfaction could be strongly influenced by working conditions, which is why organizations should continue to work on a set of measures, aiming to increase satisfaction and preventing that job dissatisfaction could influence an individual's life satisfaction and well-being.

In hotels in particular, satisfaction was associated with less effort, acceptance of the existing policies, best possible salary (Locke, 1976), working hours (McNamara, Pitt-Catsoupes, Matz-Costa, Brown, & Valcour, 2013), employees behaviours, service excellence (Bettencourt & Brown, 1997), and even family conflict (Namasivayam & Zhao, 2007), with some results indicating that organizational justice (Nadiri & Tanova, 2010), affective commitment (Namasivayam & Zhao, 2007; Lee et al., 2013), emotional intelligence and intellectual capital (Kafetsios & Zampetakis, 2008), working conditions (Poggi, 2010) and type of organization (Ogaard et al., 2008), were directly associated with higher job satisfaction. Similarly its' absence leads to negative behaviours, such as wanting to leave the company (i.e., turnover intention), showing an attitude of indifference and passivity, and, in extreme cases, exhibiting a total lack of interest in the work context (Cunha et al., 2007).

As pointed by Dawson and colleagues (2011), companies know the importance of satisfaction in hotel workers. Furthermore, in a previous systematic review (Borralha, Jesus, Valle, & Viseu, in press), from which were collected, in the *Web of Knowledge*, *Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline)*, and *Science Direct databases* between 2000 and 2014, studies about hotel professionals, it was noticed that the most studied variable in these professionals was job satisfaction. However, we have not identified any previous systematic reviews on the studies about the satisfaction of hotel workers.

It is important to study job satisfaction because as a general attitude that relates to the subjective well being, can influence the employee's performance as well as the work itself. While there is a range of other important variables in the context of hospitality workers, job

satisfaction gained a leading role, because of its complexity and result from the combination of so many other variables that play a very specific role in the individual's satisfaction. Being a variable that results from the combination of multiple factors, it is important to know these factors so that in a universe of subjectivity, managers can organize a set of objective measures that increase this satisfaction and play an important roll in each worker's need. That way it is important to understand what role job satisfaction plays for employees, what are their predictors, how it can translate into higher or lower quality of work, and even whether or not it relates to the increased of productivity and profitability for companies.

This article aims to collect and condense information about which variables are associated directly and indirectly with increasing satisfaction, condensing and grouping the main results presented in the articles collected in the systematic review. Our aim was to review the articles published on the satisfaction of hotel professionals, in order to understand how this construct is related to productivity, profitability, performance, overall satisfaction, and subjective well-being, condensing, gathering, and reducing the spread of information that exists on this issue and understanding how it mediates or is mediated by other constructs directly related with the health of organizations. With the collected information we hoped to contribute directly and indirectly to the increase of employees' subjective wellbeing, organizational health, and increase productivity by improving their performance.

A greater understanding of this variable, and the perception that the focus on satisfaction equates to better individual and organizational health, meaning more satisfied and committed individuals with work, will enable the managers of hotel properties to create a set of actions that can trigger this satisfaction. Condensing this information, pinpointing factors that promote and predict job satisfaction as well as job dissatisfaction, may be beneficial for managers in that it makes it clear, what role job satisfaction plays, and also how the management of human resources can be made, taking into account the healthy balance between employees, managers and the outcome of the hotel operation itself.

### **3.2 Methods and procedures**

This review was conducted in January 2015, based on the *Web of Knowledge*, *Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline)*, and *Science Direct databases*. We used the variables “*hospitality*”, “*tourism*”, and “*hotel*” and crossed

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them with “*professionals*”, “*employees*”, and “*workers*”. It was also placed a filter for the years of publication, in order to collect all the references published between 2000 and 2014. Table 3.1 indicates the number of references found from the crossing of variables.

**Table 3.1**Number of References resulting from the *Keyword Crossing*

<b>Variables</b>	<b>Crossings</b>	<b>N° references</b>
<b>Hospitality</b>	Professionals	134
	Employees	407
	Workers	282
<b>Tourism</b>	Professionals	517
	Employees	313
	Workers	304
<b>Hotel</b>	Professionals	313
	Employees	894
	Workers	536

In phase one, and resulting from the crossing of variables, 3700 references were collected. In phase two, all the references that did not portrait satisfaction from the perspective of hotel employer's were excluded. References that: (a) portrayed the reality of other professionals rather than hotel ones, (b) approached hoteliers from the perspective of customers and not workers, (c) addressed the theme of hotels, but without studying the employees perspective, (d) absence of an empirical approach and (e) did not focus on job satisfaction. In addition, the following inclusion criteria were taken into account: (a) presentation of the studied variables (i.e., job satisfaction), (b) studies conducted by using validated questionnaires for the populations concerned, (c) existence of information about what was studied, how it was studied, and what were the obtained results and (d) studies realized in several countries and in different contexts, so as to avoid the skewing of results.

The exclusion and inclusion criteria meant that the only studies contemplated were studies that addressed the variable job satisfaction directly from the perspective of hotel employer's and not others and also studies that addressed employees from the hotel industry and no others. Based on these criteria, 450 references were selected.

In phase three, after reading and eliminating the repeated references, we achieved a final sample of 242 articles about hotel employees. This procedure was performed in a previous study (Borralha et al., in press), in which we found that job satisfaction was the most studied variable. In the context of the researches conducted with hoteliers, we have identified 51 studies (phase four). We considered all the references that considered job satisfaction as a dependent, independent, or mediator variable (Figure 3.1).

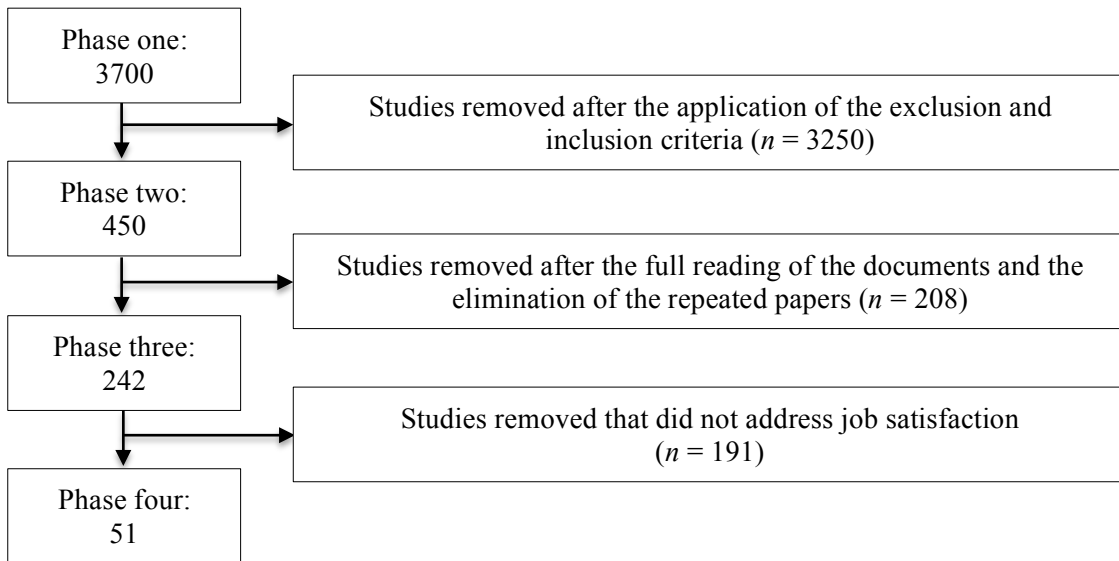


Figure 3.1 Flow of studies in each phase of the systematic review

Of each of the 51 articles that portrayed satisfaction, the following information was collected: (a) references, (b) sample, (c) methodology and (d) main results.

### 3.3 Results

This literature review on job satisfaction in hotel staff pointed to 51 articles realized in different countries, which met the inclusion criteria. Of the total of studies, 42 were conducted with employees, four with directors, four were mixed, and one was a meta-analysis. The most used measure was the Minnesota Satisfaction Questionnaire (MSQ) (eight studies). Of the 51 articles, the majority was published from 2008 onwards so we can infer that the knowledge of this variable, in this context, is recent. Table 3.2 indicates the main information of the collected studies.

**Table 3.2**Main Results of the Studies conducted about *Job Satisfaction in Hotel Workers*

References	Sample	Methodology	Main results
<b>Upchurch, R., Davies, R., &amp; Sverdlin, O. (2000)</b>	202	Experimental study; Descriptive statistics	Results indicated that wages, safety, and working conditions, are the basis of motivation and contributed to above-average satisfaction levels
<b>Lam, T., Zhang, H., &amp; Baum, T. (2001)</b>	287	Experimental study; ANOVA; T-test for independent samples	Employees with higher levels of education were not satisfied with work and presented higher levels of aggression. Higher education levels and working in the organization for over ten years were synonyms of dissatisfaction, especially when the leadership is autocratic and employees felt they did not have an important role at work. The main factors of satisfaction were maturity and promotion prospects
<b>Karatepe, O., &amp; Sokmen, A. (2006)</b>	723 (52.7% males)	Experimental study; Self-report questionnaires; Confirmatory factor analysis; Internal consistency analysis (Cronbach's Alpha); Correlation analysis	Work-family and family-work conflict, intention to leave, role conflict, and conflict of ambiguity; Ambiguity of paper, work-family and family-work conflicts were significant predictors of service recovery performance and intention to leave. Greater job satisfaction decreased the intention to leave the hotel. Stress with role and work-family conflict depicts a significant negative relationship with satisfaction of front office employees. This situation was not verified in the work-family conflict
<b>Hechanova, R., Alampay, R., &amp; Franco, E. (2006)</b>	954	Experimental study; Self-report questionnaires; Correlation analysis; Independence tests; ANOVA; ANCOVA	Psychological empowerment was positively correlated with job satisfaction and performance. Despite intrinsic motivation was associated with higher levels of empowerment and job satisfaction, it did not moderate the relationship with empowerment, job satisfaction, and performance. Males showed greater empowerment than females
<b>Karatepe, O., Uludag, O., Menevis, I., Hadzimehmedagic, L., &amp; Baddar, L. (2006)</b>	448 (63.8% males)	Experimental study; Self-report questionnaires; Confirmatory factor analysis; Correlation analysis	Competitiveness, self-efficacy, and effort were performance predictors. However, the direct effect of competitiveness in performance was stronger than the effect of effort. The direct effect of self-efficacy on job satisfaction was stronger than the effect of effort. Job satisfaction was negatively correlated with the intention of leaving, while performance was not
<b>Namasivayam, K., &amp; Zhao, X. (2007)</b>	93	Experimental study; Hierarchical linear regression	Family roles that interfere with work roles were negatively associated with satisfaction. The affective component of organizational commitment had a direct effect on satisfaction stronger than the normative component. Affective commitment moderated the effects of job roles on work satisfaction
<b>Mazler, K., &amp; Renzl, B. (2007)</b>	752	Experimental study; Exploratory factor analysis; Regression analysis	It was confirmed the existence of an asymmetric relationship between satisfaction involving individual and collective factors. Colleagues, managers, development, and content of work were not important if workers were satisfied, but if they started to be dissatisfied the abovementioned factors became important. Salaries and responsibility were positively correlated with satisfaction. Time and maturity were useful factors to increase satisfaction

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References	Sample	Methodology	Main results
<b>Tian, X., &amp; Pu, Y. (2008)</b>	413	Experimental study; Factor analysis	In China the satisfaction levels in the hotel industry were low and differ with age and gender. The factors that contributed to employees' satisfaction were the growth opportunities in the company and the growth of hotels
<b>Gu, Z., &amp; Siu, R. (2009)</b>	892 (52.9% males)	Experimental study; Self-report questionnaires; Descriptive statistics; Correlation coefficients; Regression analysis	Weak interpersonal skills were the biggest limitation of the labour force. Job satisfaction was correlated with performance. Training opportunities, wages, and benefits, as well as perceived support were important predictors of job satisfaction
<b>Ogaard, T., Marnburg, E., &amp; Larsen, S. (2008)</b>	734	Experimental study; Correlation analysis; Regression models	The perception that employees had of their work environment differed from the directors' perception. Employees perceived the organization less organically. Both perceptions were positively associated with the subjective evaluation of performance, commitment, and satisfaction
<b>Yang, J. (2008)</b>	428	Experimental study; Pearson correlation coefficients; Multiple regression models	Socialization of employees enabled the organization to benefit from increased commitment and satisfaction, and a decline in new professionals wanting to leave. Commitment determined the intention to leave, while satisfaction reinforced commitment
<b>Sledge, S., Miles, A., &amp; Coppage, S. (2008)</b>	81	Observational study; Observation; Structured interview	The results partially supported the theory and suggested that culture influences the degree of satisfaction. It reinforced the importance of the work itself in satisfaction. Hygiene factors that promoted job satisfaction were salary, company, and administration policies
<b>Brown, S., &amp; Lam, S. (2008)</b>	28	Meta-analysis	The perception of service quality by customers mediated the relationship between satisfaction and customer satisfaction
<b>Gallardo, E., Sanchez-Canizares, S., Lopez-Guzmán, T., &amp; Jesus, M. (2009)</b>	2064 (Andaluzia) 461 (Algarve)	Experimental study; Self-report questionnaires; T-test; Logistic regression; ANOVA	An acceptable level of job satisfaction in both regions was registered. It was not confirmed the importance of wages in reported satisfaction
<b>Chi, C., &amp; Gursoy, D. (2009)</b>	2023; 3346; 250	Experimental study; Self-report questionnaires; Structural equation modelling	Customer satisfaction had a positive impact on financial performance. Employee satisfaction had no significant direct impact on financial performance. The indirect relationship between employee satisfaction and financial performance was mediated by customer satisfaction
<b>Gunlu, E., Aksarayli, M., &amp; Perçin, N. (2009)</b>	123 (64% males)	Experimental study; Self-report questionnaires; Internal consistency analysis (Cronbach's Alpha); Exploratory factor analysis; T-test for independent samples; Correlation Analysis; Regression analysis	Overall, intrinsic and extrinsic work satisfaction had a significant effect on normative and affective commitment. The dimensions of job satisfaction did not have a significant effect on the directors continued commitment. When age was considered, wages and academic instruction established a significant relationship with extrinsic work satisfaction. Wages indirectly affected affective commitment

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References	Sample	Methodology	Main results
<b>Duygulu, E., &amp; Kurgan, O. (2009)</b>	293	Experimental study; Hierarchical regression analysis	A strong correlation between entrepreneurial behaviour and satisfaction was obtained. Entrepreneurial behaviour explained 75% of satisfaction
<b>Liao, S., Hu, D., &amp; Chung, H. (2009)</b>	303	Experimental study; Structural equation modelling	Satisfaction mediated the relationship between organizational commitment and leader-employee relationship
<b>Kim, B., Murrmann, S., &amp; Lee, G. (2009)</b>	320	Experimental study; Confirmatory factor analysis; Hierarchical regression analysis	The role of stress in satisfaction was significantly higher in females and supervisors, than in males and non-supervisor employees
<b>Zhen, L., &amp; Jie, J. (2009)</b>	218	Experimental study; Regression models; Kaiser-Meyer-Olkin test; Multiple regression analysis	Three factors were related to work satisfaction: (a) wages and organizational structure; (b) hotel direction; and (c) interpersonal relationships. It was not indicated a relationship between gender, education level, marital status, number of working hours, department, position, and satisfaction
<b>Karadal, H., &amp; Arasli, H. (2009)</b>	400; 1155	Experimental study; Confirmatory factor analysis	Employees perceived that their work environments were politically dominated and that there were limitations on issues related to growth, salary increase, and training, resulting in a reduction of their satisfaction and in negative attitudes and behaviours
<b>Yang, Y. (2010)</b>	671 (71.2% males; 28.8% females)	Experimental study; Self-report questionnaires; Descriptive analysis; Confirmatory factor analysis; Structural equation modelling	Role conflict, burnout, socialization, and autonomy at work were significant predictors of job satisfaction. The more job satisfaction, the greater commitment and less intention to quit
<b>Nadiri, H., &amp; Tanova, C. (2010)</b>	248	Experimental study; Correlation analysis; Hierarchical regression	Compared to procedural justice, distributive justice was the greatest predictor of all the studied variables. The sense of fair outcomes that employees had possessed more impact on the intention to leave, satisfaction, and organizational citizenship behaviours, than the perceived fairness of the firm's procedures. Although satisfaction was related with organizational citizenship behaviours, organizational justice was the factor that had the greatest impact on satisfaction and organizational citizenship behaviours
<b>Fisher, R., McPhail, R., &amp; Menghetti, G. (2010)</b>	3606; 7896	Experimental study; Self-report questionnaires; Internal consistency analysis (Cronbach's Alpha); T-test for independent samples; Measures of association; Cohen's d; Spearman correlation	Commitment, job satisfaction, and organizational citizenship behaviours were significantly associated with financial performance, but not with customer satisfaction
<b>Hon, A., &amp; Lu, L. (2010)</b>	286	Experimental study; Structural equation modelling	In expatriates, affective trust mediated satisfaction with organizational commitment. Affective trust mediated satisfaction with expatriates and altruism towards these



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References	Sample	Methodology	Main results
Lee, C., & Way, K. (2010)	359	Experimental study; Factor analysis; Multiple regression analysis	Different factors had different roles in measuring satisfaction and retention of employees, according to different work characteristics. Factors in work environment such as location, communication, results, and departments, might be studied independently of other work characteristics
Lee, G., Magnini, V., & Kim, B. (2011)	210 (52% females)	Experimental study; Self-report questionnaires; Structural equation modelling	Emotional intelligence and satisfaction served as antecedents of satisfaction with the flexibility of the working schedule. The intention to leave was a consequence of dissatisfaction with flexible working hours
Fisher, R., & McPhail, R. (2011)	1792; 3969	Experimental study; Self-report questionnaires; Internal consistency analysis (Cronbach's Alpha); T-test for independent samples; Regression analysis; ANOVA	The operation of an internal labour market was supported by effective human resource management policies and actions associated with high levels of commitment and job satisfaction, and lower intentions to quit
Pelit, E., Ozturk, Y., & Arslanturk, Y. (2011)	1854 (59.2% males)	Experimental study; Self-report questionnaires; Correlation analysis; Linear regression	The positive aspects that were more related to satisfaction were the relationships with colleagues and physical working conditions, and the most negative were low salaries. Psychological and behavioural empowerment had a significant effect on satisfaction; this effect was higher when these variables were considered together
O'Neill, J., & Davis, K. (2011)	98; 66	Experimental study; Structured interviews and questionnaires; Regression analysis; T-test for independent samples	The main stressors were interpersonal stress and workload. Hotel directors felt more stress than paid by the hour employees. Stressors of employees and colleagues were linked to symptoms of negative physical health. Interpersonal stress at work was linked to job satisfaction and intention to leave
Fock, H., Chiang, F., Au, K., & Hui, M. (2011)	564	Experimental study; Confirmatory factor analysis; Principal component analysis	The collectivist orientation raised the effect of self-determination in satisfaction
Dawson, M., Abbott, J., & Shoemaker, S. (2011)	741	Experimental study; Principal component analysis	Organizational factors taken into account: (a) management principles; (b) relationship with customers; (c) work variety; and (d) job satisfaction, as well as personal factors: (a) principles; (b) leadership; (c) risk taking; and (d) precision
Zhao, X., Qu, H., & Ghiselli, R. (2011)	121	Experimental study; Structural equation modelling; MANOVA; Confirmatory factor analysis; Estimation models of maximum likelihood	Work-family and family-work conflict had a significant negative association with job satisfaction. Only family-work conflicts decreased the cognitive evaluation of work. Affective reactions had a significant positive correlation with life satisfaction. Conflict situations, in which the family interferes with work, were negatively associated with life satisfaction
Kim, W., & Brymer, R. (2011)	305	Experimental study; Structural equation modelling	Ethic leadership was positively related to satisfaction and affective commitment. Satisfaction was positively related to organizational commitment

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References	Sample	Methodology	Main results
<b>Almeida, M., Faisca, M., &amp; Jesus, S. (2012)</b>	303 (65,1% females)	Experimental study; Self-report questionnaires; Pearson correlation coefficient; Hierarchical regression analysis	The effect of mediation clarified the importance of affective commitment, overall satisfaction, and satisfaction oriented to the client on work features (work motivation, perception of alternatives, and sacrifice perception) and how these aspects affect workers' behavioural intentions, as regards to leaving intention and recommendation of the organization
<b>Qu, H., &amp; e Zhao, X. (2012)</b>	121	Experimental study; Self-report questionnaires; Analysis of hierarchical regression; MANOVA; ANOVA	Employees subject to less conflict between work and family transported positive aspects of day-to-day activities for the workplace. There was a management effort to create a favourable organizational climate to employees' families
<b>Jang, J., &amp; George, R. (2012)</b>	609	Experimental study; Confirmatory factor analysis; Structural equation modelling	Perform more than one task simultaneously positively contributed to job satisfaction and negatively to turnover intentions
<b>Zhao, X., &amp; Namasivayam, K. (2012)</b>	284	Experimental study; Hierarchical regression analysis	Self-regulatory processes were moderators between work-family conflict and satisfaction. High levels of work-family conflict negatively influenced satisfaction in individuals with a focus on chronic promotion
<b>Lee, J., &amp; Ok, C. (2012)</b>	309	Experimental study; Structural equation modelling	Emotional intelligence had: (a) a direct and positive impact on emotional effort and personal development; and (b) a direct and negative influence on emotional dissonance and depersonalization. Indirectly, emotional intelligence affected satisfaction and emotional exhaustion through the mediation of personal accomplishment and emotional dissonance. Emotional dissonance affected, directly and indirectly, depersonalization and satisfaction, respectively, by emotional exhaustion. Emotional effort directly affected personal fulfilment and indirectly satisfaction through personal achievement
<b>Bilgin, N., &amp; Demirer, H. (2012)</b>	271	Experimental study; Correlation analysis; Regression analysis	Perceived organizational support had a positive effect both in commitment and satisfaction. Affective commitment had a positive effect on satisfaction
<b>Lee, C., Song, H., Lee, H., Lee, S., &amp; Bernhard, B. (2013)</b>	387	Experimental study; Structural equation modelling; Confirmatory factor analysis	Organizational trust positively affected satisfaction, which in turn had a positive effect on customer orientation
<b>Kong, H. (2013)</b>	1012	Experimental study; Structural equation modelling	There was a positive relationship between supervisors who support the work-family dynamic and career skills. Career skills contributed positively to satisfaction and job involvement
<b>Yeh, C. (2013)</b>	336	Experimental study; Structural equation modelling	There was a positive relationship between tourist involvement and satisfaction, and between tourist involvement and commitment to satisfaction. Commitment was a partial mediator between tourist involvement and satisfaction

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References	Sample	Methodology	Main results
<b>Lin, J., Wong, J., &amp; Ho, C. (2013)</b>	587	Experimental study; Confirmatory factor analysis	Work-leisure conflicts were negatively related with the quality of life. Satisfaction with leisure provision systems was positively related with the quality of life. The effect of leisure provision systems in satisfaction with leisure was higher than in satisfaction
<b>Madera, J., Dawson, M., &amp; Neal, J. (2013)</b>	130	Experimental study; Multiple regression models	Directors who positively perceived climate diversity showed less ambiguity and role conflict, and more satisfaction. Ambiguity and role conflicts were mediators of the relationship between satisfaction and climate diversity
<b>Cheng, P., Yang, J., Wang, C., &amp; Chu, M. (2013)</b>	377	Experimental study; Confirmatory factor analysis; Analysis of hierarchical regression; Mediated regression analysis	Ethical framework was a significant predictor of satisfaction and intention to leave. Work values and perceived organizational support moderated and mediated the relationship between the ethical context and working answers
<b>Ineson, E., Benke, E., &amp; Lászlo, J. (2013)</b>	622	Experimental study; Principal component analysis with varimax rotation; Pearson correlation coefficient	Personal satisfaction gained by participation and recognition, social involvement, career development, salaries, and benefits were identified as potential contributors to job satisfaction. For loyalty the following contributors were identified: (a) commitment to the directors and company; (b) working conditions; (c) benefits; (d) service; (e) location; (f) career; and (g) status. The way directors treat employees and the positive benefits of social involvement in the workplace had a greater impact on loyalty, than maturity
<b>Lee, Chiang-Sung, Chen, Yen-Cheng, Tsui, Pei-Ling, &amp; Yu, Tung-Han (2014)</b>	492	Structural equation modelling; Factor analysis; Correlation analysis; Regression analysis	A positive climate of innovation positively influenced satisfaction. Organizational level positively influenced both the innovation climate and satisfaction
<b>Chiang, F., Birtch, T., &amp; Cail, Z. (2014)</b>	302	Interviews; Confirmatory factor analysis; Hierarchical regression analysis	Work pressure decreased satisfaction. This relationship was mediated through work content, training, and rewards
<b>Zopiatis, A., Constanti, P., &amp; Theocharous, A. (2014)</b>	482	Structural equation modelling	A positive association between involvement and normative and affective commitment to satisfaction was registered, and between organizational commitment and satisfaction. Negative associations were found between affective commitment, satisfaction, and intention to leave
<b>Arasli, H., &amp; Baradarani, S. (2014)</b>	314	Structural equation modelling	Leadership, management by facts, employee orientation, and continued improvement were positively associated with satisfaction

### 3.4 Discussion

Satisfaction is one of the main requirements that companies seek in hotel workers (Dawson et al., 2011). Most studies agree on the factors that promote satisfaction. According to the literature (e.g., Lee & Way, 2010), several factors have different weights in satisfaction, depending on workers' individual characteristics, so this aspect makes it complex to address job satisfaction in hotel contexts. The most frequently mentioned factors were: (a) wages, benefits, training, workplace safety, working conditions, salaries, and promotions (Fisher & McPhail, 2011; Gallardo et al., 2009; Gu & Siu, 2009; Ineson et al., 2013; Lam et al., 2001; Mazler & Renzl, 2007; Upchurch et al., 2000; Zhen & Jie, 2009), (b) type of work and the feeling of doing things (Gallardo et al., 2009; Sledge et al., 2008), (c) socialization (Yang, 2008, 2010), (d) entrepreneurial behaviour (Duygulu & Kurgan, 2009), (e) organizational justice (Nadiri & Tanova, 2010), (f) relationship with colleagues and physical conditions at work (Gallardo et al., 2009; Pelit et al., 2011; Zhen & Jie, 2009), (g) leadership (Arasli & Baradarani, 2014; Kim & Brymer, 2011), (h) perception and support (Bilgin & Demirer, 2012; Fisher & McPhail, 2011), (i) flexible working hours (Gallardo et al., 2009; Lee et al., 2011), (j) tourist involvement and commitment (Yeh, 2013; Zopiatis et al., 2014), (k) working environment (Madera et al., 2013), (l) type of organization (Lee et al., 2014; Ogaard et al., 2008), (m) importance of work (Gallardo et al., 2009), (n) affective commitment and autonomy (Yang, 2010; Zopiatis et al., 2014), (o) empowerment (Hechanova et al., 2006), (p) innovation climate (Lee et al., 2014) and (q) financial results (Fisher et al., 2010). No studies were found that presented different results comparatively to the analysed ones.

Although most studies indicate a direct relationship between demographic factors and satisfaction (Tian & Pu, 2008), there is no consensus between researchers. In a study performed in 2009, Zhen and Jie did not establish any relationship between gender, education level, marital status, and number of working hours, department, position, and job satisfaction. However, these results were not the same in most of the realized studies. Apart from demographic characteristics, studies were consensual in identifying some predictors of job satisfaction, namely: (a) growth prospects within the organization and the hotel unit growth (Tian & Pu, 2008), (b) competitiveness, self-efficacy, and effort (Karatepe et al., 2006), (c) empowerment (Fock et al., 2011; Pelit et al., 2011), (d) ability to perform multiple tasks simultaneously (Jang & George, 2012), (e) feelings of collectivism (Fock et al., 2011), (f) ethical behaviour (Cheng et al., 2013), (g) emotional intelligence (Lee et al., 2011; Lee &

Okay, 2012), (h) personal satisfaction, social involvement, wages, and benefits (Ineson et al., 2013), (i) trust in the organization (Lee et al., 2013), (j) greater satisfaction with life (Qu & Zhao, 2012), (k) career skills and support from the supervisor (Kong, 2013), (l) low education (Gallardo et al., 2009) and (m) work on independent hotels (Gunlu et al., 2009).

Studies also indicated a number of factors that contribute to work dissatisfaction. These factors are: (a) the existence of conflicts and high levels of academic training (Karatepe & Sokman, 2006; Pelit et al., 2011; Lam et al., 2001; Lin et al., 2013; Namasivayam & Zhao, 2007; Qu & Zhao, 2012; Zhao et al., 2011), (b) low wages and job security, policies, and inadequate administration (Gallardo et al., 2009; Sledge et al., 2008), (c) problems with other colleagues (O'Neil & Davis, 2011), (d) existence of multiple stressors (Karatepe & Sokman, 2006), (e) rigid system of leadership and few growth opportunities (Karadal & Arasli, 2009); (f) pressure at work (Chiang, 2014), (g) low organizational commitment (Zopiatis et al., 2014), (h) reduced work prestige and advanced age (Gallardo et al., 2009) and (i) few tasks to accomplish (Jang & George, 2012).

The results of the intention to leave, the high staff turnover rate, and the consequences of such turnover, which affect profitability, all seem to be directly connected to low satisfaction (Cheng et al., 2013; Karatepe et al., 2006; Yang, 2010; Zopiatis et al., 2014) and stress felt at work (Kim et al., 2009). On the other hand, highest satisfaction levels increase the intention to stay and loyalty towards the business (Gu & Siu, 2009). Based on the results collected from studies conducted in various countries, so independent of the cultural context, it is understood that satisfaction is largely related to financial results (Fisher et al., 2010), this aspect underlines the necessity to improve subjective wellbeing in current hotel management.

Some of the major limitations presented by the studies were: (a) the sample representativeness (Almeida et al., 2012; Fisher et al., 2010; Gallardo et al., 2009; Gu & Siu, 2009; Gunlu et al., 2009; Pelit et al., 2011; Qu & Zhao, 2012), (b) measures used (Gu & Siu, 2009; Karatepe & Sökmen, 2006; Karatepe et al., 2006; Lee et al., 2011), (c) collection of data in different periods, possibly causing distortion in the perception of working conditions in each of the different regions studied (Gallardo et al., 2009), (d) use of few variables related to satisfaction (Almeida et al. 2012; Chi & Gursoy 2009; Lee et al., 2011), (e) use of satisfaction as a one-dimensional construct (Chi & Gursoy, 2009), (f) studies of satisfaction and other relatable concepts that can easily contribute to misunderstandings in the results interpretation (Qu &

Zhao, 2012) and (g) use of the same sample to evaluate all the constructs addressed (Karatepe & Sökmen, 2006; Karatepe et al., 2006).

The used of different measures to measure the same construct can interfere with the main results meaning that it is difficult to pinpoint what aspects of the construct indeed were evaluated, the same applies to the different country samples. Different country samples should be evaluated in the relationship they have with the variable job satisfaction before we include them all in the studies to be done. Another limitation of this work is that it should divide the employees into different categories; meaning general employees should come on a different category to managers and so on. In our paper 42 studies were done with employees, four with directors and another four were mixed. Different aspects of job satisfaction can have a different impact on the employee depending on his working category. Future studies should contemplate this reality. Because of this, the results presented must be interpreted with caution, meaning the generalization of results can be imprecise and skew the results making them difficult to generalize to other populations than the ones studied.

### **3.5 Conclusions**

Regardless of culture, satisfaction is one of the most important factors in profitability, financial performance, and efficiency of organizations (Yang, 2010), being a mediator between customer satisfaction and financial performance. Several factors contribute to satisfaction, organizations must adapt their methods of management in terms of human and financial resources, through the creation of mechanisms that allow their employees to have: (a) more autonomy and Independence, (b) decision making responsibilities, (c) safety, (d) flexibility with schedules and (e) better physical working conditions (Gunlu et al., 2009). Associated with increased satisfaction is the training given to employees. Managers should invest in training, allowing employees to address different personal work-related questions with implications for work results related to emotional intelligence, self-efficacy, stress, conflict resolution, and general satisfaction with life. Major difficulties in these areas are directly related to greater job dissatisfaction, and consecutively lower performance and efficiency of organizations. Results also indicate that wages and reduced benefits are determinants of dissatisfaction and poor performance. Thus, we suggest the realization of further studies, in order to enable the assessment of employees' performance, either using the

salary issue or offering a range of promising benefits, prompting organizations to the importance of more balanced wages and better benefits for hotel employees.

Future studies should be made taking into account different working classes employees as well as the relation between job satisfaction, productivity and profitability, once there are not enough studies promoting such information. From the perspective that satisfaction mediates customer satisfaction and their return to the hotel, this return reflects better financial performance, so it is extremely important that a detailed assessment of the cost analysis should be made. An evaluation comparing the costs of the implementation of a program to increase job satisfaction with increased company profitability figures is essential to provide information about the influence of this concept on hotel profitability. This analysis would highlight the importance and the benefit for staff and company, of the implementation of standards and rules for increasing employee satisfaction. Likewise, we suggest the realization of meta-analyses, in order to clarify the results.

Implications from this study to the professionals ahead of organizations are the responsibility to create better working environments, providing working conditions that facilitates the feeling of higher job satisfaction and well being. Managers and directors should address the issue of job satisfaction from a different perspective other than a cost and a factor that is no concern of their own, providing their staff with better working conditions and a set of benefits that beneficial to the working hotel staff. We believe a change in witch job satisfaction in seen in the Human resources management actual paradigm. As for academics implications, the results of this study may call for further studies in areas that will cross the study of variables directly related to job satisfaction as well as studies that comprehend and deepens the relation between staff job satisfaction and increate of productivity and profitability.





**PART 2**

**THEORETICAL REVIEW STUDIES.**



**STUDY 3 – HOTEL EMPLOYEES WORK SATISFACTION:  
THE INFLUENCE OF PERSONAL AND ORGANIZATIONAL  
VARIABLES**

Manuscript in preparation:

Borralha, S., Jesus, S. N., Valle, P., & Viseu, J. (2017). Hotel employees work satisfaction: The influence of personal and organizational variables. *International Journal of Hospitality Management*



#### **4. Study 3 – hotel employees work satisfaction: the influence of personal and organizational variables**

##### **Abstract**

As knowledge about the importance of job satisfaction increases, there is a need to create empirical operational models that serve as a guide to the implementation and development of the satisfaction in hotel employees. This study examines to what extent job satisfaction can be predicted by the following psychological variables: creative personality, psychological capital, organizational support and organizational health. Based on a sample of 504 employees of 18 hotels of 4 and 5 stars in the Algarve, results indicate that creative personality positively influences psychological capital. Moreover, organizational support has a positive effect on organizational health and psychological capital.

Results also show that organizational health positively influences satisfaction with work. The theoretical contributions are elucidated and the management implications are discussed.

**Key words:** hospitality, work satisfaction, creative personality, psychological capital, organizational health, organizational support, structural equation models.

## 4.1 Introduction

Tourism is one of the most important sectors of the world economic activity (Borralha, Jesus, Valle & Viseu, 2016a; Cunha, 2013; Marques, 2003; Nunkoo & Ramkissoon, 2009). In this context, the human resources seem to have gained a more important role in touristic organizations than the financial capital itself (Avey, Patera & West, 2016). Several studies have been conducted in order to understand the role of individual (Contiu et al., 2012; Kim & Lee, 2012) and institutional variables (Jian, Kwan, Qiu, Liu & Yim, 2012; Onsoyen, Mykletun & Steiro, 2009) in the best results for the individual, in terms of satisfaction and well-being, and for the company, in terms of growth and prosperity. Previous studies have analysed the importance of satisfaction within hotel staff (Borralha, Jesus, Valle & Viseu, 2016b; Dawson et al., 2011; Gu, & Siu, 2009), but few have tested how it can be explained by a set of psychological variables, personal and organizational. So the objective of this study is to propose an empirical model to better understand how professional satisfaction in the hospitality sector can be explained by these variables, in particular, the following: (a) creative personality, (b) psychological capital, (c) organizational support, and (d) organizational health. There is already some research on the relationship between psychological capital and job satisfaction (Karatepe & Karadas, 2015; Jung & Yoon, 2015; Paek, Schuckert, Kim & Lee, 2015). However, no studies could be identified about the influence of creative personality, organizational support and organizational health on professional satisfaction.

Given the importance of creative personality (Jesus, et al., 2011), psychological capital (Viseu, et al., 2012), organizational health (Phyllis et al., 2016) and organizational support (Catherine & Christian, 2015) for the wellbeing of individuals and organizations, we propose and test an empirical model to study these variables as predictors of work satisfaction, bridging the lack of hotel studies in this area. Data for this study were collected from hospitality professionals of 18 four and five star hotels in the Algarve, the most important Portuguese tourism destination.

## **4.2 Literature review**

### **4.2.1 Creative Personality**

Creativity is a complex theoretical construct. Mumford (2003) considers a creative product as a new, unique, necessary or adaptive one. Having been widely studied (Hui et al., 2014; Jesus, Rus, Lens & Imaginário, 2013; Jesus et al., 2011; Kaufman & Steinberg, 2010; Liu et al., 2015; Merrotsky, 2013; Rhodes, 1961; Wong & Lakdin, 2008), one of the most consensus definitions (Jesus et al., 2011) about creativity was designated in 1961, as the theory of the four "Ps" (Process, Product, Person & Place). These representing the nature of the person, the process used, the final product created and the environment where it takes place. As a concept it is vital for the labour market (Alencar, 2007); subsistence (Braia, Curral & Gomes, 2014); economic, technical development (Amabile & Khaire, 2008; Arakirim, 1998) and competitiveness of enterprises (Gehani, 2011).

### **4.2.2 Psychological capital**

Psychological capital is a second order construct defined as a positive psychological state oriented to obtain individual success. As proposed by Luthans and colleagues (2007), it is formed by four first order dimensions, namely self-efficacy, optimism, hope and resilience. Psychological capital highlights a number of features that are crucial to the employee's lives as well as to their lives in organizations and society in general (Viseu, et al., 2012).

#### **4.2.2.1 Psychological capital and the 1st order constructs**

Studies are not unanimous in the importance given to the different first order constructs of psychological capital when different variables intervene in the equation. For example, when addressing the variable creativity, the importance that each first order dimension of psychological capital assumes is different (Zubair & Kamal, 2015a). For instance Tierney and Farmer (2002) refer that higher levels of self-efficacy imply higher levels of creativity, a necessary condition for the creative process (Branco, 2012). Regarding the hope dimension Zhou and George (2003) refer that individuals with higher levels of hope tend to feel less conformed to reality and therefore express higher creativity. As for the optimism and resilience dimensions the authors Youssef and Luthans (2007) refer that higher levels of

optimism and resilience tend to enhance creativity. Other authors (Huang, Liu, Hsieh & Chang, 2015) indicate that self-efficacy, hope and optimism influences positively and significantly creativity, but do not establish the importance of resilience in this relationship. Studies done with psychological capital, for better understanding of the relation between the construct and satisfaction, seem to indicate that the most important constructs in this relationship is, in descending order of importance, optimism, resilience, self-efficacy and hope. The results are not unanimous. For example, the authors Jung and Yoon (2015) indicate that the most important dimensions in this relationship are hope and optimism.

#### **4.2.2.2 Creative personality and psychological capital**

The association between creativity and psychological capital results from studies with different samples (Branco, 2012; Rego, Sousa, Marques & Cunha, 2012; Xiao-Lin & Sheng-Lin, 2012; Zubair & Kamal, 2015a). These studies suggest a relationship between the variable psychological capital and creativity (Huang et al., 2015; Xiao-Lin & Sheng-Lin, 2012; Zubair & Kamal, 2015b) but do not analyse the inverse relationship (Abbas & Raja, 2015; Gupta & Singh, 2014; Lei & Fred, 2015; Xiao-Lin & Sheng-Lin, 2012). They also indicate a mediating effect from psychological capital between learning goal orientation and creativity (Lei & Fred, 2015) and from psychological capital and leadership and creative behaviour (Gupta & Singh, 2014; Lei & Fred, 2015; Xiao-Lin and Sheng-Lin, 2012), which enhances creativity (Rego et al., 2012.). Based on the existing gap in studies that analyse the relationship between creative personality and psychological capital in hospitality employees, we have created the following hypothesis:

**H1.** Creative personality positively influences the psychological capital in hospitality employees.

#### **4.2.3 Organizational support**

Organizational support is a construct that indicates the overall perception of the employee about how he/she feels he/she deserves to be treated by the organization (Allen & Shanock, 2013) and his/her set of beliefs about how the company values his/her contribution, concerns and contributes to this well-being (Eisenberg et al., 1986).



#### 4.2.4 Organizational health

Organizational health as a construct emerged in the fifties, associated with the concept of affectivity (Fernandes, Junior & Oliveira, 2011). One of its definitions was based on the idea that individual mental health could be applied as a concept to the organizations (Fernandes et al., 2011). Several authors have proposed the separation of organizational health concept from employee's health (Peterson & Wilson, 2002); others have defined the concept as the absence of stress in the organization (Cox & Howarth, 1990). One of the most current settings indicates that organizational health is related to two dimensions (Jesus et al., 2016; Lobo, Viseu, Jesus & Rus, 2013): (a) a more internal dimension relating to the integration of individuals and groups in organizations, and (b) a more external dimension relating to how the organization responds in terms of adaptability and flexibility to the demands of the environment in which it operates (Gomilde-Junior & Fernandes, 2008; Ho, 2000).

##### 4.2.4.1 Organizational support and organizational health

Due to the difficulty in operationalizing organizational health as a concept (Eduards & Peccei, 2010) we have only found studies linking organizational support with organizational health indicators, such as physical and psychological well being (Catherine & Christian, 2015; Grant-Vallone & Ensher, 2001; O'Neil, Vandenberg, Dejoy & Wilson, 2009; Phyllis et al., 2016). The authors (Catherine & Cristian, 2015) indicate that organizational support operates in organizations in the following manner: (a) reducing the symptoms of depression, anxiety and fatigue, (b) decreasing stress and burnout (Phyllis et al., 2016), (c) increasing job satisfaction, (d) relating positively and statistically with the intention to leave, (e) having confidence in the company (Edwards & Peccei, 2010) and (f) with the welfare and conflicts of workers (Grant-Vallone & Essher, 2001). Low organizational support is associated with greater anger, which is a partial mediator between intentions to leave, accidents, and risk behaviours in the company (O'Neil et al., 2009). Based on the absence of empirical studies of organizational support and organizational health of hotel employees, as well as studies that operationalize organizational health from the perspective of a solid construct, we propose the following hypothesis:

**H2.** Organizational support positively influences the organizational health in hospitality workers

## **4.2.5 Job satisfaction**

Job satisfaction results from the positive evaluation that the individual makes of his/her work (Locke, 1976), a set of factors and individual characteristics (Bettencourt & Brown, 1997), and the combination of emotions and cognitions of oneself (Currivan, 2000). It results from the individual's interaction with his/her work, and contributing to its existence is a set of variables (Borralha et al., 2016b).

### **4.2.5.1 Psychological capital and job satisfaction**

Several studies were conducted with the variables psychological capital and satisfaction in assorted samples (Abbas, Darr & Bouckennooghe, 2014; Bergheim, Nielsen, Mearns & Eid, 2015; Francis, So-Kum & Shumen, 2011; Hansen, Buitendach & Kanengoni, 2015; Lu, Liu, Sui & Wang, 2015; Luthans et al., 2007; Siu, 2013; Siu, Cheung & Lui, 2015; Williams, Kern & Waters, 2015) and hotel employee's samples (Karatepe & Karadas, 2015; Jung & Yoon, 2015; Pack et al., 2015). The results of studies for assorted samples indicate: (a) a positive and statistically significant association between psychological capital and satisfaction (Abbas et al., 2014; Hansen et al., 2015; Lu et al., 2015; Siu, 2013; Williams et al., 2015), (b) the four dimensions of psychological capital have a positive and statistically significant relationship with satisfaction (Luthans et al., 2007), (c) the existence of a mediating effect between job satisfaction and psychological capital and perception of safety (Berghmeim et al., 2015) and as well between job satisfaction and psychological capital and intention to leave (Siu et al., 2015) and (d) that psychological capital is moderator of associations with job satisfaction (Francis et al., 2011). The results of studies for hotel employee's samples go in the same direction (Jung & Yoon, 2015; Karatepe & Karadas, 2015).

Although in general, the authors indicate that the dimensions of psychological capital that have the most significant results are in descending order of importance; optimism, resilience, self-efficacy and hope, these results do not go against the results presented by Jung & Yoon (2015), that indicates that the most important dimensions are hope and optimism. The same authors indicate the existence of an indirect effect between psychological capital and satisfaction. The authors also suggest that, to improve job satisfaction, an investment should be made in the psychological capital of the company's employees (Lu et al., 2015). Based in this information we have created the following hypothesis:

**H3.** Psychological capital positively influences positively job satisfaction in hotel employees.

#### **4.2.5.2 Organizational health and job satisfaction**

There are several studies about this relationship conducted with different samples, other than hotel employees (Ranjdoust & Mrzarei, 2012; Savas & Toprak, 2013). The results indicate that organizational health has a direct relationship to the satisfaction (Heidari, Askary, Saedi & Gorjan, 2012; Ho, 2000; Mohammad, Seyyedali & Azizollah, 2012), explaining in teacher's samples as much as 48% of their satisfaction (Ranjdoust, & Mirzaei, 2012). The authors (Savas & Toprak, 2013) indicate that the variable stress with work is a moderating variable in the relationship between organizational health and job satisfaction, and that the perception of organizational health is a good predictor of satisfaction. The authors (Meng, Zhang & Huang, 2014) also state that the organizational health mediates the relationship between expectations and job satisfaction. Based on the absence of studies that analyse the relationship between organizational health and satisfaction in hotel employees, we propose the following hypothesis:

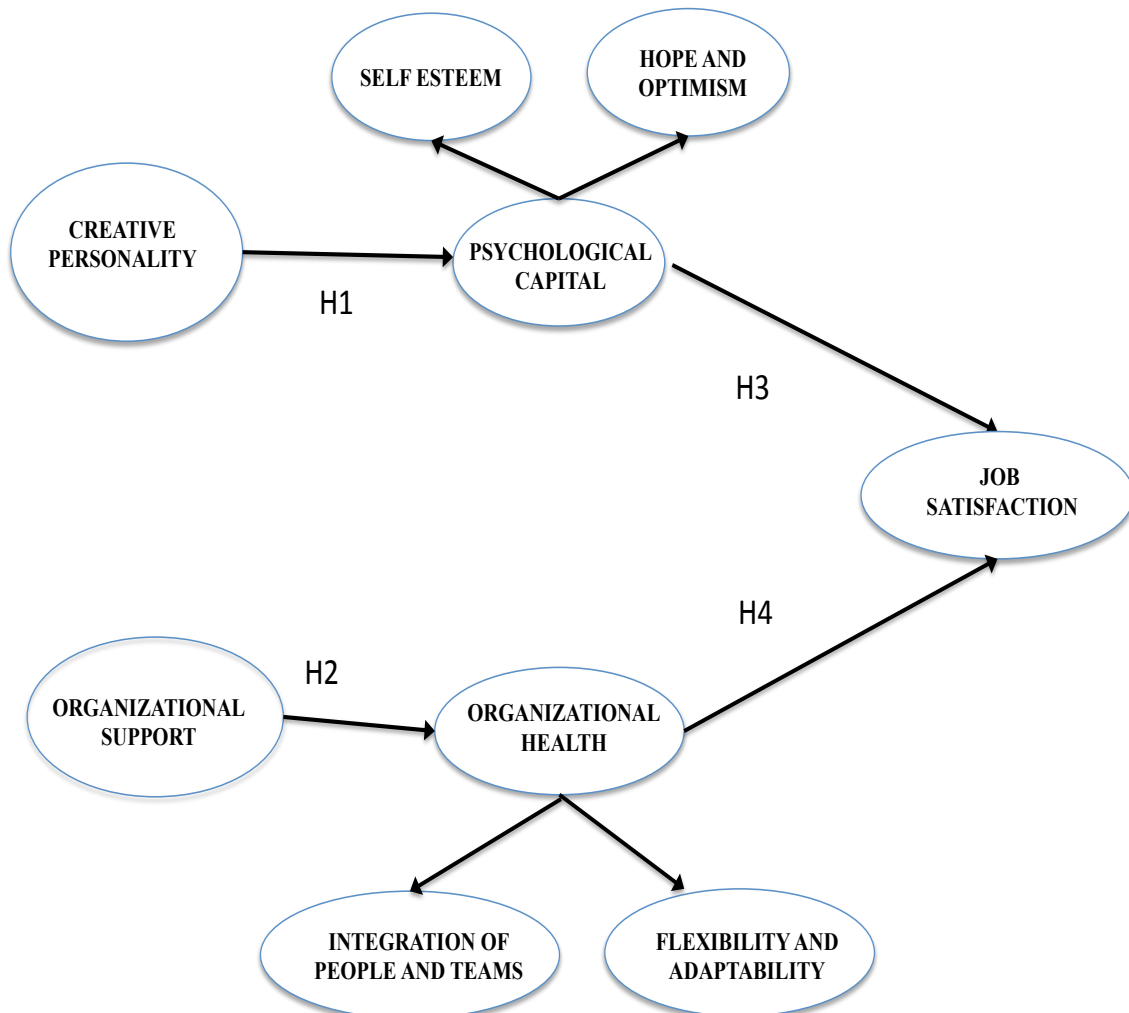
**H4.** Organizational health positively influences job satisfaction in hotel employees.

This study was designed to test the influence of potential subject variables (psychological capital and creative personality), and variables from the organization (organizational health and organizational support), in the individual variables in the organization context (job satisfaction) (figure 2). Studying creativity will allow us to understand the relation between creative people and company development (Alencer, 2007; Hui et al., 2014). Likewise, it is important to study the relationship between psychological capital and employee satisfaction. We expect to be able to confirm that higher psychological capital corresponds to greater satisfaction (Zubair & Kamal, 2015a). As regards the study of organizational support and organizational health, we expect to contribute with empirical results confirming the importance of these constructs in the relationship that is established with job satisfaction. Finally, it is important to develop a model that comprises the mentioned variables and aims to boost employee's job satisfaction. We believe that an operational empirical model planned to augment employee's satisfaction will support better human resources policies and conducts and increase hotel productivity and financial results. Thus, we aim to answer some questions:

What is the impact of creativity in psychological capital? What is the relationship between psychological capital and satisfaction in hospitality context? What is the load from each psychological capital constructs in the proposed model? What is the importance of organizational health in satisfaction in hospitality context?

To respond to these research questions, we propose the following conceptual model (Figure 4.1)

Fig 4.1 Conceptual model



### 4.3 Methods

#### 4.3.1 Data and participants collection

In the initial phase, the hotel directors were contacted to participate in this study by asking their employees to complete the questionnaire. Of the 40 hotels contacted, 18 agreed to participate (8 hotels of 4 stars and 10 hotels of 5 stars). Of the 1675 questionnaires that were distributed, 567 were returned (a response rate of 33.85%). To avoid statistical bias (Hair, Anderson, Tathan & Black, 2010; Shafer & Graham, 2002), questionnaires that were poorly filled were excluded, leaving us with 504 valid questionnaires for analysis.

Respondents (hotel employees) were equally distributed by gender: 50% male and 50% female. Age ranged from 16 to 69 years ( $M=39.48$ ;  $SD=11.98$ ) and distributes as follows: 16-25 years: 14.1%; 26-35 years: 27.6%; 36-45 years: 27.8%; 46-55 years: 18.1%; 56-65 years: 12.3%; 66-70 years: 6%, with most workers aged between 26 and 45 years of age (56%). As regards to educational qualification, 12.5% had the 9th grade, 26.2% the 12th grade and 19% a degree. From the sample, 17.3% workers live alone, 23.4% live with his / her companion, and 56.7% live with family. Regarding the professional situation, 18% work in the company for less than one year; 22.4% from 2 to 5 years; 19.6% from 6 to 10 years; 13.1% from 11 to 15 years and the remaining, 23.2%, from 16 to 50 years. On average, employees work for the company 11.13 years. The great majority distribute themselves through several different profession classifications. The professions with the greatest percentage of employees were waiters with 7.1%, maids with 8.1%, cooks with 8.9% and receptionists with 13.5%.

#### 4.3.2 Instruments

Data were collected using a survey instrument with questions to assess each construct in the model. To measure creative personality the Creative Personality Scale (EPC), proposed by Jesus et al. (2011), was applied. This scale consists in 30 items assessed on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). In the study conducted by Jesus et al., (2011), this scale reports a good internal consistency, with a Cronbach's alpha of 0.92. In a recent research (Garcês et al., 2015), a factor analysis confirmed the one-dimensionality of the scale.

To evaluate psychological capital, the short version of the psychological capital scale (PCQ-12) was used (Luthans et al., 2007). This is a 6-point Likert scale (1 = strongly disagree, 6 = strongly agree), resulting from the initial psychological capital questionnaire of 24 items "Psychological Questionnaire-24", proposed by Luthans and colleagues (2007). In the PCQ-12, 4 items measure hope, 3 measure self-efficacy, 3 measure resilience and 2 measure optimism. This scale was validated for the Portuguese population by Viseu and colleagues (2012), reporting a Cronbach's alpha of 0.95, with values above 0.70 for all the 4 subscales.

The organizational support was measured by the survey of perceived organizational support (SPOS) proposed by Eisenberg and colleagues (1986), constructed to assess how individuals perceive the support offered by the organization. Initially proposed with 36 items, it was subsequently validated for the Portuguese population by Santos and Gonçalves (2010), having been reduced to 8 items (cognitive and affective dimensions), in a 7-point response scale (1 = strongly disagree, 7 = strongly agree). In that study, when coding the responses, 4 of the 8 items needed to be reversed (items 2, 3, 5 and 7). This 8 items scale presented a Cronbach's alpha of 0.87. Separately, the affective dimension reports a reliability value of 0.91 and the cognitive dimension of 0.82 (Santos & Gonçalves, 2010).

Organizational health was measured using the organizational health perception scale (Escala de Percepção de Saúde Organizacional - EPSaO) (Gomilde et al., 1999). Firstly validated for the Portuguese population in 2013 (Lobo et al., 2013), it was validated again 2016, now on the basis of a more robust sample (Jesus et al., 2016). The scale consisted of 27 items, measured in a five points Likert scale (1 = strongly disagree, 5 = totally agree), and includes two dimensions; the integration of people and teams; and the company's flexibility and adaptability in response to the environment in which it operates. As initially proposed, these dimensions, with 20 and 7 items, respectively, showed good internal consistency with Cronbach's alpha values of .92 and .84. In a latter validation, two changes were introduced: the exclusion of item 19 and the integration of item 18 on the second dimension. Therefore, the latest version of the scale comprises 26 items, 18 in the first dimension (integration of people and teams) and 8 in the second one (flexibility and adaptability). With these changes, were obtained values of reliability of 0.95 and 0.91, respectively, were obtained (Jesus et al., 2016).

To measure job satisfaction we applied the satisfaction scale proposed by Lima, Vala and Monteiro (1994). This scale was constructed in order to evaluate the concept of general

satisfaction, also allowing identifying, which factors individually contribute to customer satisfaction. It comprises 8 items assessed on a 7-point Likert scale (1 = extremely dissatisfied, 7 = extremely satisfied). According to the authors (Lima et al., 1994), it presents values of adequate internal consistency (Cronbach's alpha = 0.81).

Finally, the survey instrument included questions on socio-demographic aspects, including gender, age, educational qualification, professional category and professional situation.

#### **4.4 Results**

SEM was used for testing the proposed model and the set of research hypotheses involving the constructs creative personality, psychological capital, organizational support, organizational health and work satisfaction. The software AMOS Graphic 21 was employed to estimate and test the model. Simulation studies show that the most applied estimation method in SEM, the maximum likelihood method, produces biased estimates when data significantly depart from a multivariate normal distribution, i.e., when the skewness and kurtosis coefficients are higher than 2 and 7, respectively (Finney & Distefano, 2006). In our study we verified that all items present absolute values for skewness and kurtosis inferior to 1.2 and 1.9, respectively. Before testing the hypotheses, an overall evaluation of the model was carried out. Then, the measurement and the structural models were individually assessed. Our model was first estimated with all items for the scales. However and after a first analysis, some of these items needed to be deleted in order to achieve acceptable levels of reliability and validity. Next subsections report the results regarding the final model.

##### **4.4.1 Overall model fit**

The chi-square test was used as the first adjustment index:  $\chi^2 = 3184.98$  ( $p = 0.000$ ). However, because it is very sensitive to sample size and model complexity, other indexes were observed. These were the relative chi-square ( $\chi^2/df$ ) ( $< 2$  suggest a good fit), the root mean square residual (RMR) ( $< 0.08$  suggest a good fit), the root mean square error of approximation (RMSEA) ( $< 0.05$  suggest a good fit), the goodness of fit index (GFI) and the adjusted goodness of fit index (AGFI) ( $> 0.80$  suggest an acceptable fit), the comparative fit index (CFI), the Tucker-Lewis index (TLI), the incremental fit index (IFI) (CFI, TLI, IFI  $> 0.90$  suggest a good fit) and the parsimonious comparative fit index (PCFI) ( $> 0.80$  suggest a

good fit). Overall, our results suggest an adequate data fit:  $\chi^2/df = 1.82$ ; RMR = 0.065; RMSEA = 0.040; GFI = 0.828; AGFI = 0.807; CFI = 0.928; TLI = 0.922; IFI = 0.928; PCFI = 0.857.

#### 4.4.2 Measurement model fit

Measurement model evaluation focuses on the reliability and validity of the constructs included in the model. Table 4.1 presents important results to evaluate the constructs' reliability and validity for the final set of items included to measure the constructs. An attempt at using all items in the original scales showed to compromise convergent validity. In the final model, the composite reliability coefficients (CRs), as well as the alpha coefficients, range from 0.80 to 0.98, all above the minimum required values of 0.70, suggesting good internal consistency (Bagozzi & Yi, 1988). Furthermore, the average variance extracted (AVE) of each construct is higher than the threshold value of 0.5, also suggesting strong association within the items included in each constructs. Regarding convergent validity, Table 4.1 shows that all loadings surpass 0.6 and are significant at the 0.01 level (all  $p = 0.00$ ). As for discriminant validity, the correlations between the constructs were compared with the constructs' AVEs (Fornell & Larcker, 1981). As Table 4.2 shows, the squared root of each AVE, in the principal diagonal, exceeds the correlation between each pair of variables, providing evidence for discriminant validity. To note that in the final model, the construct psychological capital was measured as a second order construct measured by two first order constructs: (1) self-efficacy and (2) hope and optimism. In the same way, the construct organizational health was measured also as a second order construct. This was measured by two first order constructs: (1) flexibility and adaptability and (2) integration of people and teams. These solutions ensure that these constructs report the adequate levels of reliability and validity.



**Table 4.1**  
Results for the *Measurement Model*.

<b>Constructs and scale items</b>	<b>Std. Loading*</b>	<b>Alpha/CR</b>	<b>AVE</b>
<b>Creative personality</b>		0.921/0.952	0.500
CP1 I like new ideas	0.68		
CP2 I am questioning person and enjoy giving suggestions	0.66		
CP3 I am a person open to new ideas	0.66		
CP4 I am not afraid of new situations	0.69		
CP5 I find motivation in everything that I do	0.68		
CP6 I am an optimist person	0.65		
CP7 I perceived environmental flaws and have new ideas to fix them	0.68		
CP8 Even when I make a mistake, I try new alternatives	0.71		
CP9 To solve problems in a different way is something that fascinates me	0.69		
CP10 I have the courage to initiate a new activity even when there is some risk involved	0.60		
CP11 I believe that for every problem there is a solution	0.68		
CP12 I like projects that allow me to have several ideas	0.76		
CP13 I have great enthusiasm for everything I do	0.65		
CP14 I am a spontaneous person	0.61		
CP15 I place a lot of energy in everything I do	0.70		
CP16 I use my imagination for professional and personal growth	0.69		
CP17 I enjoy improving my ideas until they become clear	0.73		
CP18 Even failing I enjoy and believe in the importance of what I do	0.64		
CP19 I can find several solutions for the same problem	0.69		
CP20 I have easiness in finding the beauty in things	0.65		
<b>Psychological Capital – Self efficacy</b>		0.866/0.869	0.689
PC1 I feel confident in presenting my work to administration meetings	0.80		
PC2 I feel confident in contributing for the debate concerning the strategy of the institution	0.85		
PC3 I feel confident to present information for a group of colleagues	0.82		
<b>Psychological Capital – Hope and Optimism</b>		0.801/0.838	0.510
PC1 If I found myself overloaded with work, I can think of several ways to solve the problems	0.62		
PC2 I currently see myself as a well succeed person at work	0.73		
PC3 I can think of several ways to achieve my professional goals	0.79		
PC4 I currently am achieving the professional goals that I set for my self	0.62		
PC5 I am optimistic to what's it is going to happen to me concerning work	0.67		
<b>Organizational support</b>		0.882/0.877	0.641
OS1 The institution treasures my contribution for the institutional well being	0.76		
OS2 My job doesn't allow absence for family reasons	0.86		
OS3 My family obligations interfere with my job	0.82		
OS4 Some of the tasks I want to do at work aren't done due to family obligations	0.75		
<b>Organizational health – Flexibility and adaptability</b>		0.94/0.986	0.501
OH1 People are aware of the goals that the organization pretends to achieve	0.64		

STUDY 3

<b>Constructs and scale items</b>	<b>Std. Loading*</b>	<b>Alpha/CR</b>	<b>AVE</b>
OH2 People work together for the organization to achieve its goals	0.70		
OH3 One can talk about the perceived problems directly with the people involved	0.73		
OH4 People have access to the necessary information to make decisions related to work	0.73		
OH5 Actions are team planned	0.73		
OH6 There is cooperation between people in task execution	0.73		
OH7 Problem resolution is search so that everyone involved can take part in the process	0.75		
OH8 Individual necessities are taken in consideration when it is needed to diagnose organizational problems	0.72		
OH9 Competition between teams is done in an honest way	0.73		
OH10 People search spontaneously to help their colleagues by means of proposing suggestions	0.69		
OH11 People search spontaneously to help their colleagues by means of concrete actions	0.72		
OH12 When there is a crisis people get together to work cooperatively in order to solve it	0.75		
OH13 People respect one another	0.68		
OH14 People regard their job as something important	0.60		
OH15 People regard their job Average variance extracted as something pleasurable	0.65		
<b>Organizational health – Integration of people and teams</b>		0.920/0.955	0.509
OH1 Bosses vary their administration styles depending on different work situations	0.60		
OH2 There is a general sense of freedom	0.68		
OH3 Politics are flexible, may adapting rapidly to the needs of change	0.75		
OH4 Procedures are flexible, may adapting rapidly to the needs of change	0.78		
OH5 Politics are established in order to help people to be effectively at work	0.80		
OH6 Procedures are established in order to help people to be effective at work	0.78		
OH7 Innovations are continuously searched	0.71		
OH8 People prepare themselves for the future, being aware of new working methods	0.67		
<b>Work satisfaction</b>		0.883/0.885	0.523
WS1 Regarding your promotion perspectives, you are:	0.65		
WS2 Regarding the organization and the department where you work, you are:	0.76		
WS3 Regarding cooperation and environmental relation with your working colleagues, you are:	0.68		
WS4 Regarding competence and functioning of your direct supervisor, you are:	0.68		
WS6 Regarding the work that you do, you are:	0.69		
WS7 Regarding competence and functioning of you co-workers, you are:	0.73		
WS8 Adding all up, and considering all aspects of your work and life in this institution, you are:	0.82		

**Note.** \*  $p = 0.000$ . Std loading = standard loading; Alpha/CV = Alpha coefficients; AVE= Average variance extracted

**Table 4.2***Correlations among Latent Variables.*

<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1. Creative personality	<b>0.707*</b>						
2. Psychological Capital – Self efficacy	0.435	<b>0.830*</b>					
3. Psychological Capital – Hope and Optimism	0.669	0.495	<b>0.714*</b>				
4. Organizational support	0.257	0.250	0.341	<b>0.801*</b>			
5. Organizational health – Flexibility and adaptability	0.244	0.310	0.378	0.569	<b>0.708*</b>		
6. Organizational health – Integration of people and teams	0.251	0.302	0.359	0.589	0.704	<b>0.713*</b>	
7. Work satisfaction	0.265	0.294	0.399	0.487	0.562	0.559	<b>0.723*</b>

*Note* \*Diagonal values correspond to the squared value of AVE for each latent variable in order to assess the Fornell-Larcker Criterion.

#### 4.4.3 Structural model fit and hypothesis testing

The research hypotheses **H1** to **H4** were assessed by observing the signal and statistical significance the estimated path coefficients (Table 4.3). In the four situations the corresponding path coefficient has the expected positive signal and is statistically significant (all  $t > 1.645$ ;  $p = 0.00$ ). So, the hypotheses **H1** to **H4** are supported by the data. **H1** stated a positive relationship between the creative personality and psychological capital ( $\gamma_1 = 0.802$ ;  $p = 0.000$ ), thus meaning that the more creative someone is, the higher his/her psychological capital is expected to be. This is the strongest direct path relationship in the model. In the same way the non-rejection **H2** means that a stronger organizational support is positively associated to a better perception about the organizational health ( $\gamma_2 = 0.713$ ;  $p = 0.000$ ). The validation of **H3** and **H4** are indicative that the higher the psychological capital and the perception about the organizational health, the higher too the work satisfaction ( $\gamma_3 = 0.220$ ;  $\gamma_4 = 0.589$ ;  $p = 0.000$ ).

**Table 4.3**

Structural Model Results.

Research hypotheses	Standardized coefficients	Z statistics*	Hypotheses
H1.Creative personality--->Psychological capital	0.802	9.661	H1 is supported
H2.Organizational support---> Organizational health	0.713	11.514	H2 is supported
H3.Psychological capital --->Work satisfaction	0.220	4.577	H3 is supported
H4.Organizational health ---> Work satisfaction	0.589	9.406	H4 is supported

*Note* \*  $p = 0.000$

AMOS also indicates the path estimates associated to the second order constructs, psychological capital and organizational health. Regarding psychological capital, results highlight the relevance of the dimension hope and optimism in forming the construct, in comparison to the weaker importance of the dimension self esteem ( $\gamma_6 = 0.943$ ;  $\gamma_5 = 0.610$ ;  $p = 0.000$ ). With respect to organizational health, the two dimensions, flexibility and adaptability, on one hand, and integration of people and teams, on the other hand, report similar weights ( $\gamma_7 = 0.917$ ;  $\gamma_8 = 0.954$ ;  $p = 0.000$ ). Also to mention the squared multiple correlation coefficients for the latent dependent constructs, psychological capital, organizational health and work satisfaction. These values were of 0.664, 0.509 and 0.475, respectively. In the later case, this means that 47.5% of the variance of the construct work satisfaction is explained by the proposed model. Total effects on work satisfaction can complement this analysis. These results are also produced by AMOS. Based on them we can verify that the strongest predictor of work satisfaction is organizational health ( $\beta_{T1} = 0.589$ ), followed by organizational support ( $\beta_{T2} = 0.420$ ), psychological capital ( $\beta_{T3} = 0.220$ ) and creative personality ( $\beta_{T4} = 0.176$ ).

#### 4.5 Discussion

Overall, the model reports a good fit and most proposed hypotheses are validated. The relationship between creativity and psychological capital is positive and well established, and counteracts other previous study results (Branco, 2012; Zubair & Kamal, 2015a). Creativity has an important impact in the psychological capital, meaning the greater the creativity the greater the psychological capital. This result is important because there are not other studies trying to understand the impact of creativity on psychological capital that we are aware of, especially within hotel employees.

Regarding the psychological capital as second order construct, it undergoes changes in the model, namely the removal of the resilience dimension and grouping of dimensions hope and optimism, with similar results to those presented by other authors (Hsiu-Chin, Lie-Wey, Huey-Hong & Chia-Ming, 2015). The established relations between psychological capital and the dimension self esteem, hope and optimism allow us to conclude the existence of a positive and statistically significant association between variables, which until now had not been found, also suggested by Zubair and Kamal (2015a).

Studies are not unanimous about the relationship between the dimensions of psychological capital in relation to creativity. Some authors say that the focus is on the dimension hope, but not in the remaining dimensions (Branco, 2012). In our model the dimension that presents the highest load on the formation of psychological capital is hope and optimism. For optimism this could mean that the employers should implement action to develop employee's creation of goals and expectations that are realistic and that can be achieved and that they can implement plans to aim for these goals. As for optimism, employees should be thought an optimistic explanatory style allowing them to develop a more positive approach to work overall. In the relationship found between organizational support and organizational health it is important to highlight that regardless of sample type no studies were found. These results establish a positive and statistically significant relationship between organizational support and organizational health in hospitality workers, and establish a relationship between the two constructs (directly measured by validated questionnaires for that purpose) from a sound scientific basis and not through inferred constructs.

Based on the results we conclude that the greater organizational support is perceived, the greater the organizational health is, meaning that, it is important for employees to perceive that the organizations values their contribution and cares for their well-being, creating politics and management policies that highlight employees physical and mental well being causing an increase in performance and productivity. These results seem to indicate that the organization has a great responsibility in what is the employee's vision and predisposition to work, increase productivity and to achieve company goals.

The hotel management can improve employees perception of organizational support: (a) by rewarding towards a better performance, (b) inquiring employees about needs and material needed to perform their tasks, (c) providing work flexibility and sense of freedom, (d)

supporting the employees in stressful times and overcoming difficulties and (e) implementing wages and benefits fairness. Regarding psychological capital and work satisfaction, studies done with random samples indicate a positive and statistically significant relationship between these variables (Abbas et al., 2014), when considering studies with hotel samples; there are few available (Karatepe & Karadas, 2015). The results indicate that psychological capital is positively and statistically associated with work satisfaction meaning that higher psychological capital is directly related to greater satisfaction (Jung & Yoon, 2015).

Considering that hope and optimism have the greater impact in psychological capital, than human resources programs should be created to boosted these dimensions. Regarding hope and optimism, the hotel management should help employees by: (a) creation specific programs to help employees establishing goals, (b) involving employees in the hotel operation, (c) helping them creating alternative plans to achieve goals when initial plans fails and, (d) providing opportunities to grown and seek future opportunities.

In lesser degree of importance, and regarding self-esteem, the hotel management should help employees: (a) by improving employees skills, (b) providing on the job training sessions and (c) seeking physical and psychological wellbeing. Regarding the relationship between organizational health and work satisfaction, the result allows us to fill a gap in the existing literature, presenting results for organizational health when measured as a proper concept. The results corroborate those found in studies with different sample groups (Heidari et al., 2012), indicating that organizational health has a positive statistical direct relationship with job satisfaction. The results seem to indicate that the greater organizational health is, the greater job satisfaction in hotel employees is.

When addressing organizational health as a second dimension construct, represented by integration of people and teams, flexibility and adaptability dimensions, we conclude that it has a good relationship in the proposed model. These two dimensions have similar load in the formation of organizational health, confirming the information given by the authors (Jesus et al., 2016), and meaning that the two dimensions have a great impact to the importance of organizational health in job satisfaction. This translates into higher integration of people and teams in the company, higher flexibility and adaptability of employees, greater perception of organizational health and better work satisfaction.

#### **4.6 Conclusions, limitations and recommendation for future studies**

When considering creative personality, psychological capital, organizational support, and organizational health as predictors of and work satisfaction, we obtain an empirical model congruent with the literature and with a good fit. All hypotheses were confirmed, meaning that creative personality positively influences psychological capital, organizational support positively influences organizational health, and both psychological capital and organizational support positively influence job satisfaction. This means that the more creative an employee is, the greater is psychological capital is; the more he/she perceives greater organizational support the more he/she perceives greater organizational health, and the greater the psychological capital and organizational health perception is, the greater the work satisfaction tends to be. When considering psychological capital as a second order construct, the dimension that has greater impact in its formation is hope and optimism. When considering organizational health, both dimensions give the same input, flexibility and adaptability and people and team integration. These findings mean that aiming an increase in work satisfaction, hotels should invest in a human resources management policy that augments employees psychological capital and organizational health, for example by boosting training programs and strengthening views on hope, optimism, flexibility, adaptability and integration of people and teams.

Based on the latent dependent constructs, psychological capital, organizational health and work satisfaction, we can observe that 47% of the variance of the construct work satisfaction is explained by the proposed model meaning that this model could be used as a good tool to augment work satisfaction in hotel work places. Results also show that the strongest predictor of work satisfaction is organizational health, followed by organizational support, psychological capital and creative personality. These results confirm that the variables that have the strongest impact in hotel employees' work satisfaction are those directly related to the company, such as organizational support and organizational health, rather than individual variables, such as psychological capital and creative personality. Most times, managers decline responsibility on their employee's job satisfaction, blaming them for their lack of enthusiasm and, at the same time, excluding the company's responsibility for this incapacity. These results indicate a shift in the paradigm, now pointing the focus on the managers and human resources manager's actions, making them accountable.

Theoretical contributions from this study are the fact that it contributes to the better understanding of work satisfaction, how it works and what are the variables that better explain its variance. There are several studies done with hotel employee's different variables, as well as with work satisfaction, but none so far presents a conceptual framework that allows understanding the relationship between the presented constructs and work satisfaction. Hotel managers have now useful information that can be incorporated in programs to boost employees' work satisfaction. The most important programs (based on organization variables) are the ones that focus on how the company can attend the outside demands, on how flexible it must be, as well as how it can promote and integrate employees and teams in the hotel environment. Moreover, training and assorted actions must be organized so that there is a shift in the employees' perception on how they are taken into account, and how the hotel contributes and cares for their overall well being. In this sense, should companies organized their staff programs based on organizational variables these could have higher impact on work satisfaction, in contrast with the existing management policies, whose focus on work satisfaction was purely employee's responsibility.

There are some limitations to this study: (a) the use of self-response questionnaires as well as the length of the protocol, since both can contribute to the bias in response, (b) the use of a sample that does not separate different work classes or hotel ratings. Accordingly, future studies should: (a) analyse the model based on employees of hotels with the same rating and job category, (b) conduct longitudinal studies with the same model and sample to see if the results still apply, (c) add other variables to the model to test if we can augment the existing 47% explained variance of work satisfaction proposed by the model, (d) further develop the model testing if job satisfaction has predicting power in well-being and motivation, as there are no studies analysing this inverse relation, since most analyse the predictive power of wellbeing and motivation in work satisfaction.



**STUDY 4**

**THE ANTECEDENTS AND CONSEQUENCES OF JOB  
SATISFACTION IN THE HOSPITALITY SECTOR. THE CASE  
OF ALGARVE, PORTUGAL**

Manuscript in preparation:

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**5. Study 4 - The antecedents and consequences of job satisfaction in the hospitality sector. The case of Algarve, Portugal**

**Abstract**

This study presents an empirical model on job satisfaction within hotel employees and aims to understand the relationship between organizational health and support and the satisfaction with work, as well as the relationship between work satisfaction and work engagement and intrinsic motivation. To achieve these aims, a structural equation model was proposed and tested using a sample of 504 employees of 4 and 5 stars hotels in the Algarve. The results indicate that organizational health and support are positively and significantly associated with satisfaction with work, and that satisfaction is positively and significantly related with intrinsic motivation and work engagement. Theoretical and practical contributions, limitations and suggestions for future studies are presented.

**Key words:** job satisfaction, work engagement, intrinsic motivation, structural equation models, hotel workers.

## 5.1 Introduction

The growing of tourism as an economic activity (Cunha, 2013, UNWTO, 2013) moves people around the globe and generates high rates of income (UNWTO, 2012<sup>a</sup>, 2012<sup>b</sup>). For this reason, all the intervenient that take part of its process should be taken into further consideration and study. This study tries to understand job satisfaction in the hospitality industry, by focusing on its antecedents, organizational support and organizational health, and consequences, motivation and engagement. When employees are more satisfied with their job, the tourists also feel more satisfied, which results in increased return rates and a greater financial performance (Ariffin, 2013; Ariffin et al., 2011).

In order to understand which variables have a preponderant role in the hotel context, several studies have were performed: (a) literature review studies (Borralha et al., 2016<sup>a</sup>, 2016<sup>b</sup>) which concluded that in the hotel industry job satisfaction was the most studied variable, and (b) studies in order to understand the role of individual and organizational variables, indicating that highest job satisfaction is associated with greater wellbeing, higher productivity and, consequently, the prosperity of hotels (Judge et al., 2001; Tait et al., 1989; Fisher et al., 2010). Lastly, and to reinforce the importance of studding job satisfaction in the tourism and hospitality context, job satisfaction is found to be a predictor of job performance (Judge et al., 2001), greater profitability, efficiency, and financial performance (Fisher et al., 2010).

Some definitions of job satisfaction have been proposed. Some studies argue that it results from: (a) a positive evaluation that an individual makes of his work (Locke, 1976), (b) organizational factors such as work supervision, pay rules, internal equity, pay level and pay administration (Bettencourt & Brown, 1997), (c) the combination of emotions and cognitions (Currivan, 2000), (d) and, the interaction between an individual and his work (Williams & Hazer, 1986). Thus, this construct is considered as a crucial variable for the hotel context and for work in general (Thomas & Gartner, 1995) and is strongly associated with salaries, promotions, supervision, colleagues, and work (Borralha, 2016b). Higher job satisfaction results from better wages, working conditions, schedules (McNamara et al., 2013), working environment with colleagues and supervisors, (Bettencourt & Brown, 1997), working policies, affective commitment (Lee et al., 2013), confidence, and greater perspective of

growth in the organization (Tian & Pu, 2008). Lower job satisfaction leads to greater turnover intentions and disinterest with work (Cunha et al., 2007).

Based on the importance of this construct, several studies conducted in organizational context indicate the importance of the variables creative personality, positive psychological capital, organizational health, and organizational support on job satisfaction (Catherine & Christian, 2015; Monaka, 1991; Phyllis et al., 2016; Viseu et al., 2012). However, no published studies could be identified that contemplate an empirical model for job satisfaction in a hotel sample. Based on this research gap, the aim of this study is to create a model that allows understanding the association between organizational variables (organizational support and organizational health) and job satisfaction, and, at the same time, between intrinsic motivation and work engagement variables.

The variables, intrinsic motivation and work engagement, have an established relationship with satisfaction: (a) motivation, resulting from a combination of several factors (e.g., career opportunities, benefits, recognition, and financial and non-financial factors), can contribute to increased satisfaction (Hotchkiss, Bnateyerga & Tharaney, 2015; Peters, Chakraborty, Malapatra, & Steinhardt, 2010), (b) work engagement, as a positive variable directly related to satisfaction (Vecina & Chacón, 2013; Yeh, 2013). Most of the studies performed with these variables used several samples and show that motivation is a predictor of satisfaction (Boumans, Jong & Janssen, 2011; Bright, 2008; Elias, Smith & Barney, 2012; Hotchkiss et al., 2015; Na & Li-Yan, 2010; Peters et al., 2010; Quilles, Moreno-Múrcia & Lacárel, 2015), few studies with hotel samples address this association (Sledge et al., 2008; Nurdalia, Radzi & Othamn, 2013). Thus, we want to assess this relationship, through the model we propose, advancing that satisfaction is a predictor of motivation. Already, some studies presented a positive relation between the variables satisfaction and motivation, from the perspective that satisfaction predicts motivation, but none in hotel samples. These studies indicate that autonomous support predicts work satisfaction and this, in turn, predicts work motivation (Arshadi, 2010), satisfaction with positive affect mediates work motivation (Randy, 2000), and lastly that satisfaction with autonomy skills and proximity has a positive effect on intrinsic motivation (Haivas, Hofman & Ppepermans, 2014). Specially, since intrinsic motivation is the type of motivation that is strongly associated with satisfaction (Lambrou, Kontodimopulos & Niakas, 2013), we argue that job satisfaction can predict intrinsic motivation.

Likewise, we intend to identify the magnitude of the association between satisfaction and work engagement in samples of hospitality employees, since recent studies with different samples seem to validate the relationship between constructs. In fact: (a) satisfaction is a mediator between safety climate and engagement (Huang et al., 2015), and associates positively with engagement (Calitz, Roux & Strydom, 2014), and that satisfaction contributes to the increase of engagement that in turn contributes to the increase of satisfaction (Guglielmi, Avanzi, Chiesa, Mariani, Bruni & Depolo, 2016), (b) engagement positively explains satisfaction (Vécina & Chacón, 2013). The one study found with tourism indicates that engagement relates positively with satisfaction. (Yeh, 2013).

Our aim is to create an empirical model that translates into a useful working tool for human resources and hotel managers, and for this matter, in our study we use a sample of hotel professionals of 4 and 5 star units in the Algarve.

## **5.2 Literature review**

### ***5.2.1 Organizational support***

Organizational support is a set of beliefs that the employee has: (a) concerning what he thinks to be the organization's acknowledgement of his work, (b) about how the organization cares about and values his performance (Eisenberg et al., 1986), and (c) on how well he deserves to be treated (Allen & Shanock, 2013). These beliefs are based on the frequency, intensity and sincerity of the praise, approval and rewards given by the organization (Paschoal, Torres & Porto, 2010), salary increase, assignment to more qualified functions and on greater involvement from what is the employee's relationship with the organization's policies (Frederico-Ferreira, 2008). At its origins is the idea that employees perceive the actions of managers as actions of the company itself, and, thus, when they perceive that the company cares about them, they feel a need to reward this attention and care with positive attitudinal and behavioural work-outcomes (Eisenberg et al., 1986). The employees interpret the favourable or unfavourable treatment of managers, as an indicator of the organizations own intentions and behaviours towards them (Rhoades, Eisenberg & Armeli, 2001).

A positive perception positively reinforces the relationship between effort and outcome, and the employee work commitment, translating into a greater effort to achieve organizational

goals (Eisenberg et al., 1986; Oliveira-Castro et al., 1999). A negative perception leads the individual to stop investing in the relationship, ceasing his moral obligation of retribution (Siqueira & Golmilde, 2004). Perception is related to the way in which one perceives others behaviours in social relations (Eisenberg et al., 1986). In terms of hospitality, this may mean that leaders or directors have a direct influence on how employees perceive the hotel (Valentine, Greller & Richmeyer, 2006).

### **5.2.1.1 Organizational support and job satisfaction**

Several studies were found that have analysed the relationship between perception of organizational support and other variables, such as: (a) burnout (Tramayio & Tróccoli, 2002), (b) work tenure (Allen & Shanock, 2013), (c) performance (Chiang & Hsieh, 2012), (d) coping strategies (Tamayio & Trocóllo, 2002), (e) justice perception (Siqueira, Costa & Filenga, 2012), among others.

Lesser have analysed this relationship with job satisfaction, with results showing a positive and statistically significant correlation between the two variables (Ahmad & Yekta, 2010; Dias, 2008; Erdogan & Enders, 2007; Gok, Karatuna & Karaca, 2015; Silva, Figueroa & Orellana, 2014; Eisenberg, Cummings, Armeli & Lynch, 1997) and indicating that the perception of social support is a predictive variables of satisfaction (Al-Hussami, 2008). Although studies with hotel samples are scarce, translating into little research available in this area, the results point out in the same direction (Bilgin & Demirer, 2012; McGuire, 2007). With regards to the study of the social support perception variable, we expect to contribute with empirical results that confirm its importance in the relationship established with satisfaction in a specific sample of employees. To reinforcing the existing knowledge about these variables in hotel samples, we propose the following hypothesis:

**H1.** Organizational support is positively associated with satisfaction in hotel workers.

### **5.2.2 Organizational health**

Various definitions of organizational health have emerged since the 1950s: (a) associated with the concept of organizational effectiveness, addressing issues related with various organizational domains (Fernandes et al., 2011), (b) studied as a mental health indicator, importing for companies the notion that a healthy company consists of adaptability, sense of

identity, and reality test (Bennis, 1966), (c) company's and employees health as separated constructs (Peterson & Wilson, 2002) and (d) as the absence of stress in the organization (Cox & Howarth, 1990). The main criticism to these definitions is the organization's lack of information about how companies deal with their constraints (Bennis, 2002). One current definition allows bridging this gap, by considering organizational health as a two-dimensional construct (Gomide-Júnior et al., 1999): (a) an internal dimension related to the integration of individuals and groups in the organizations (Jesus et al., 2016; Lobo et al., 2013) and (b) an external dimension, related to the way an organization responds in terms of adaptability and flexibility to the demands of the environment in which it operates (Gomide-Júnior & Fernandes, 2008; Ho, 2000).

### **5.2.2.1 Organizational health and job satisfaction**

When analysing studies with organizational health and satisfaction, two factors are evident: (a) there are several studies but few with hotel samples (Bilgin & Demirer, 2012); and (b) the existence of a positive relationship between organizational health and satisfaction (Heidari et al., 2012; Ho, 2000; Janice, 2000; Mohammad et al., 2012) in some cases explaining 48% of job satisfaction (Ranjidoust & Mirzaei, 2012), implying that a good management of this perception is crucial to increase employee satisfaction (Janice, 2000). Some authors refer that organizational health is a predictor of satisfaction (Savas & Toprak, 2013); others that organizational health mediates the relationship between job expectations and satisfaction (Meng et al., 2014).

With regard to organizational health, we expected to contribute with empirical results confirming the positive relationship established with satisfaction. Based on the scarcity of studies we develop the following hypothesis:

**H2.** Organizational health is positively associated with job satisfaction in hotel workers.

### **5.2.3 Work engagement as an indicator of wellbeing**

Psychology underwent a change from the mid-1990s with the focus of its study no longer on the negative aspects, but instead on the positive aspects and emotions of individuals and societies, promoting their abilities, helping them to develop, and be happier (Pinto, 2013).



From this, wellbeing at work emerges, focusing the attention of organizational psychology on the study of positive organizational behaviour, aiming at the daily improvement of individuals' (Luthans, 2002). This implies that positive emotions at work and the individual's perception of wellbeing develop abilities to achieve life goals. Thus, wellbeing at work is represented by the absence of tension (burnout) and by the presence of a positive state of which work engagement is representative (Schaufeli & Bakker, 2010).

In its relationship with satisfaction there are two ways of approaching engagement (Maslach et al., 2001): (a) directly opposed to burnout, characterized by energy, involvement and efficacy, concepts opposed to exhaustion, cynicism, and lack of efficacy (the three constituents of burnout), this perspective comprises engagement and burnout as extremes of the same continuum (Maslach & Leiter, 1997) and (b) as separate concepts, engagement is defined as a positive, persistent, affective, and cognitive state characterized by vigour (high levels of energy and resilience, investment in work, and persistence in more difficult work situations), dedication (sense of involvement, enthusiasm, pride, and challenge provided by work tasks), and absorption (concentration and involvement with work) (Maslach et al., 2001; Schaufelli & Bakker, 2003; Schaufeli et al., 2002). Recent studies indicate that vigour and dedication are the main constituents of engagement, and absorption is more related to work flow (Salanova, Llorens, Cifre, Martinez & Schaufeli, 2003).

### **5.2.3.1 Job satisfaction and work engagement**

Most studies are made up of non-hotel samples and indicate that engagement contributes to explain satisfaction (Giallonardo, Wrong & Iwasiw, 2010; Vecina, & Chacón, 2013; Yakin & Erdil, 2012) and, at the same time, satisfaction can be a predictor of engagement (Silman, 2014). Engagement can lead to satisfaction, and at the same time, recent studies indicate that it can also be a consequent of job satisfaction (Simbula & Guglielmi, 2013). The results indicate that, on one hand, satisfaction is a mediator of engagement (Huang, Lee, McFadden, Murphy, Robertson, Cheung et al., 2016) and, on the other, engagement, is mediator of satisfaction (Pérez-Zapata, Peralta-Montecinos & Fernández-Dávila, 2013). In an article with hotel workers, the results indicate that engagement is related to job satisfaction (Yeh, 2013). Based on the few studies found with tourist samples, and in order to corroborate the proposed model, we create the following hypothesis:

**H3.** Job satisfaction is positively associated with the work engagement of hotel workers

#### **5.2.4 Motivation**

Motivation is one of the most studied concepts in organizational behaviour (Cunha et al., 2007) and should be considered when we intend to understand an employee's performance (Contiu et al., 2012). There are several definitions of motivation: (a) it is an individual behaviour based on a set of internal and external energetic forces that determines the form, direction, intensity, and duration of work (Cunha et al., 2007), (b) it may also be intrinsic or extrinsic (Chiang and Jang, 2008; Cunha et al., 2007), and (c) as a phenomenon in the light of various theories, including general and organizational theories of content and process. Motivation can be intrinsic meaning the individual generates his own enthusiasm as he performs a certain task, or extrinsic when the task is done based on the reward an individual expects to obtain (Cunha et al., 2007). The studies indicate that it is a mediating variable of perceived organizational support, career plans, and performance (Ma & Chang, 2013) and also a determinant of job satisfaction (Sledge et al., 2008). Some of the factors that motivate an employee are: (a) the fact that his work is appreciated, (b) the feeling of being part of the organization and (c) having a stimulating job (Wong & Ladkin, 2008). Swong and Pang (2003) refer the existence of five dimensions of motivation that when perceived as positive contribute to the increase of motivation. These are training and development, support and motivation on the part of leaders, open policies, recognition and autonomy and flexibility (Swong & Pang, 2003).

##### **5.2.4.1 Satisfaction and motivation**

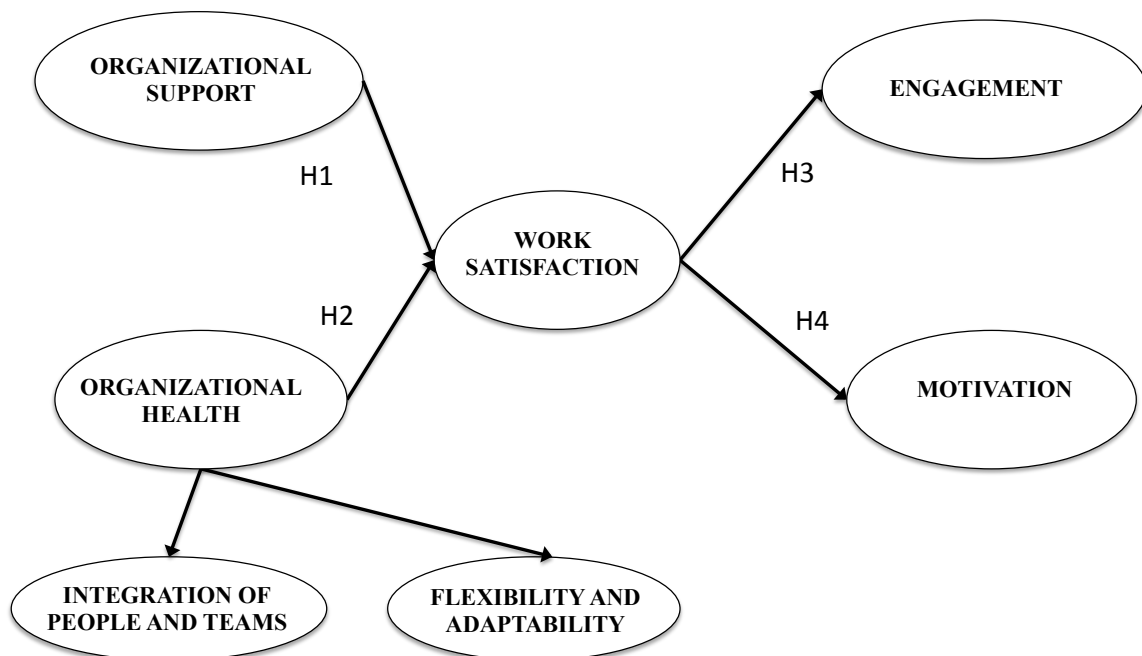
Several studies were performed with these variables using different samples. Regarding of the sample type, the vast majority of these studies assess how motivation predicts satisfaction (Li & Wang, 2014; Pool, 1997; Quilles et al., 2015) and indicate that there is a set of factors that competes for the existence of motivation and consequently for increased satisfaction. Some of these factors are: (a) benefits and recognition inherent to the function (Peters et al., 2010), (b) financial and nonfinancial factors (Hotchkiss et al., 2015), and (c) age of employees (Boumans et al., 2011). Few studies were found with hotel samples, with results confirming the same positive relationship between these variables and indicating a greater predictive power of intrinsic motivation to satisfaction. When considering the opposite relationship

between these variables, few studies with different samples were found, with results indicating that satisfaction is a mediator of the relationship between positive affect and motivation with work (Randy, 2000) and that there is a relationship between satisfaction and intrinsic and autonomous motivation (Haivas et al., 2012). No studies were found with hotel samples. Based on these results, as well as on the proposed model we place the following hypothesis:

**H4.** Job satisfaction is positively associated with the intrinsic motivation of hotel workers.

This study was designed to test the association between organizational variables (organizational support and organizational health) and an individual attitude towards work in the organization (job satisfaction), and the relationship between job satisfaction, intrinsic motivation and work engagement (Figure 5.1). We present the conceptual model in figure 5.1.

Figure 5.1 Conceptual model



### 5.3 Research methodology

#### 5.3.1 Sample and data collection

We contacted 40 hotels in the Algarve, of which 18 agreed to participate in the study (eight 4-star hotels and ten five-star hotels). The questionnaires were delivered to the directors who distributed them internally. From 1675 questionnaires delivered, 567 were collected and 504 were selected, based on their completion. Of the total respondents, 50% were men and 50% were women, aged from 16 to 69 years ( $M = 39.48$ ,  $MD = 11.98$ ). In particular 14.1% were aged between 16 and 25, 27.6% between 26 and 35, 27.8% between 36 and 45, 18.1% between 46 and 55, 12.3% between 56 and 65 years, and finally 6% between 66 and 70 years of age.

In terms of educational background, 12.5% of the respondents had the 9<sup>th</sup> grade, 26.2% had the 12<sup>th</sup> grade and 19% had higher education. Regarding job tenure 18% worked less than a year in the organization, 22.4% worked between 2 and 5 years, 19.6% worked between 6 and 10 years, 13.1% worked between 11 and 15 years, and 23% worked between 16 and 50 years, being the average job tenure of 11.13 years ( $MD=11,20$ ). The professional categories with the highest number of employees were: (a) receptionists (13.5%), (b) cooks (8.9%), (c) room maids (8.1%), and (d) restaurant staff (7.1%).

#### 5.3.2 Measurement Items

We used several instruments to evaluate the proposed constructs, as well as a sociodemographic section created to assess age, gender, qualifications and professional category. To measure organizational support we used the perceived organizational support scale (SPOS) proposed by Eisenberg and colleagues (1986). This scale was adapted for the Portuguese population (Santos & Gonçalves, 2010) and its items were reduced from the original scale from 36 to 8 items (e.g., the institution treasures my contribution for the institutional well-being), comprising an affective and a cognitive dimension. In the adaptation for the Portuguese population, the scale presents a seven-point response format (1=*strongly disagree*, 7=*strongly agree*) and a cronbach's alpha of 0.87 (affective and cognitive dimensions present respectively values of 0.91 and 0.82) (Santos & Goncalves, 2010).

Organizational health was measured by the organizational health perception scale (Escala de Percepção de Saúde Organizacional - EPSaO) (Gomide-Júnior et al., 1999), a scale that was adapted for the Portuguese population by Jesus et al. (2016). It presents 26 items (e.g., people are aware of the goals that the organization pretends to achieve), measured with a five point likert scale (1=*strongly disagree*, 5=*totally agree*) in which 18, measure the dimension integration of individuals, work teams and 8 the dimension of flexibility and adaptability to external demands. In the Portuguese adaptation, the scale presents, respectively, reliability values of 0.95 and 0.91 (Jesus et al., 2016).

To measure satisfaction we used the scale of satisfaction with work proposed by Lima et al. (1994). This scale assesses which individual factors contribute to satisfaction, as well as satisfaction as a one-dimensional concept. It possesses 8 items (e.g., regarding your promotion perspectives, you are:) evaluated with a seven point likert scale (1=*extremely dissatisfied*, 7=*extremely satisfied*). The scale proposed by Lima et al. (1994) presents adequate levels of reliability (cronbach's alpha of 0.81).

Engagement was measured with the reduced version of the Utrecht work engagement scale (UWES) (Schaufelli & Bakker, 2003). A likert scale with 9 items (e.g., in my work I feel full of energy) evaluated by a 6-point Likert scale, (1=*never*, 6=*always*) measuring vigour, dedication, and absorption. This scale presents adequate values of internal consistency (on average a cronbach's alpha of 0.90) (Schaufelli & Bakker, 2003).

Finally, to measure intrinsic motivation we used the validated Portuguese version of the Intrinsic Motivation Questionnaire (IMQ), a 4-item ( e.g., my work gives me a sense of accomplishment) measure with a 7-point likert scale (1=*strongly disagree*, 7=*strongly agree*), presenting values of reliability of 0.86 (Jesus, 1996).

### **5.3.3 Data analysis methods**

To test our theoretical model and hypotheses (organizational support, organizational health, work satisfaction, work engagement and intrinsic motivation), we used the structural equation modelling technique (SEM), using the software AMOS Graphics 21. Based on the maximum likelihood method, we verified that all items presented values of skewness and kurtosis below 1.2 and 1.9, respectively. Several steps were performed to achieve the final model: (a) we

conducted an overall evaluation of the model with all the items representing all scales and (b) an assessment of the measurement model and structural model was also performed. After our first model overall evaluation was done, it was clear that some items needed to be removed, so that reliability and validity achieved acceptable values. Being a model with reflexive measurements, the removal of some indicators did not affect the latent variable constructs.

## 5.4 Results

### 5.4.1 Overall model fit

Despite our findings show a significant Chi-squared adjustment index ( $\chi^2=2204.27$ ;  $p=0.000$ ), this index is very sensitive to sample size and model complexity, which means that other indexes should be considered when assessing the overall model fit. These include the following: (a)  $\chi^2/df$  (relative Chi-squared;  $< 2$  suggests a good fit), (b) RMR (root mean square residual;  $< 0.08$  suggests a good fit), (c) RMSEA (root mean square error of approximation;  $< 0.05$  suggests a good fit), (d) GFI (goodness of fit index;  $> 0.80$  suggests an acceptable fit), (e) AGFI (adjusted goodness of fit index;  $> 0.80$  suggest an acceptable fit), (f) CFI (comparative fit index;  $> 0.80$  suggests a good fit), (g) TLI (Tucker-Lewis index;  $> 0.90$  suggest a good fit), (h) IFI (incremental fit index  $> 0.90$  suggests a good fit), and (i) PCFI (parsimonious comparative fit index;  $> 0.80$  suggests a good fit). Based on the results we can conclude that we have an overall model fit:  $\chi^2=2204.27$  ( $p=0.000$ );  $\chi^2/df=2.06$ ; RMR=0.086; RMSEA=0.046; GFI=0.850; AGFI=0.827; CFI=0.935; TLI=0.928; IFI=0.936; PCFI=0.848.

### 5.4.2 Measurement model fit

The main focus of measurement model evaluation is the reliability and validity of the constructs used in the model. In terms of individual reliability, some indicators were eliminated from the initial set because their loadings were lower than 0.5. Table 5.1 show the final indicators in the estimated model. As can be observed, the composite reliability coefficients (Crs) and alpha coefficients range from 0.841 to 0.942, all above 0.70, meaning that the measurement model presents good construct reliability (Bagozzi & Yi, 1988). Regarding convergent validity, and apart from the construct of work satisfaction (0.49), each construct in the model shows an AVE (average variance extracted) higher than the threshold of 0.5, corresponding to a strong association between the items and its constructs. Still in

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terms of convergent validity, Table 5.1 shows that the loadings are all higher than 0.6 and are significant at the 0.01 level (all  $p=0.00$ ).

**Table 5.1**Results for the *Measurement Model*.

<b>Constructs and Scale Items</b>	<b>Std. Loading*</b>	<b>Alpha/CR</b>	<b>AVE</b>
<b>Organizational support</b>		0.883/0.878	0.645
OS1 The institution treasures my contribution for the institutional well being	0.75		
OS2 My job doesn't allow absence for family reasons	0.86		
OS3 My family obligations interfere with my job	0.83		
OS4 Some of the tasks I want to do at work aren't done due to family obligations	0.75		
<b>Organizational health – Flexibility and adaptability</b>		0.940/0.938	0.502
OH1 People are aware of the goals that the organization pretends to achieve	0.64		
OH2 People work together for the organization to achieve its goals	0.70		
OH3 One can talk about the perceived problems directly with the people involved	0.73		
OH4 People have access to the necessary information to make decisions related to work	0.73		
OH5 Actions are team planned	0.73		
OH6 There is cooperation between people in task execution	0.73		
OH7 Problem resolution is search so that everyone involved can take part in the process	0.75		
OH8 Individual necessities are taken in consideration when it is needed to diagnose organizational problems	0.72		
OH9 Competition between teams is done in an honest way	0.73		
OH10 People search spontaneously to help their colleagues by means of proposing suggestions	0.69		
OH11 People search spontaneously to help their colleagues by means of concrete actions	0.72		
OH12 When there is a crisis people get together to work cooperatively in order to solve it	0.75		
OH13 People respect one another	0.68		
OH14 People regard their job as something important	0.60		
OH15 People regard their job Average variance extracted as something pleasurable	0.65		
<b>Organizational health – Integration of people and teams</b>		0.905/0.900	0.532
OH1 Bosses vary their administration styles depending on different work situations	0.60		
OH2 There is a general sense of freedom	0.68		
OH3 Politics are flexible, may adapting rapidly to the needs of change	0.75		
OH4 Procedures are flexible, may adapting rapidly to the needs of change	0.78		
OH5 Politics are established in order to help people to be effectively at work	0.80		
OH6 Procedures are established in order to help people to be effective at work	0.78		
OH7 Innovations are continuously searched	0.71		
OH8 People prepare themselves for the future, being aware of new working methods	0.67		
<b>Work satisfaction</b>		0.883/0.873	0.497
WS1 Regarding your promotion perspectives, you are:	0.63		
WS2 Regarding the organization and the department where you work, you are:	0.72		



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<b>Constructs and Scale Items</b>	<b>Std. Loading*</b>	<b>Alpha/CR</b>	<b>AVE</b>
WS3 Regarding cooperation and environmental relation with your working colleagues, you are:	0.64		
WS4 Regarding competence and functioning of your direct supervisor, you are	0.66		
WS6 Regarding the work that you do, you are:	0.73		
WS7 Regarding competence and functioning of you co-workers, you are:	0.68		
WS8 Adding all up, and considering all aspects of your work and life in this institution, you are:	0.83		
<b>Motivation</b>		0.858/0.841	0.572
M1 My work gives me a sense of accomplishment	0.74		
M2 I feel great personal satisfaction when I'm working	0.87		
M3 Work increases my feelings of self-esteem	0.75		
M4 Work contributes to my personal development	0.63		
<b>Engagement</b>		0.942/0.939	0.632
PW1 In My work I feel full of energy	0.71		
PW2 I am strong and vigorous in my work	0.66		
PW3 I'm excited about my work	0.90		
PW4 My work inspires me	0.89		
PW5 When I get up in the morning, I want to go to work	0.78		
PW6 I'm happy when I'm involved in my work	0.86		
PW7 I'm proud of the work I do	0.77		
PW8 I'm immersed in my work	0.76		
PW9 I get carried away by my work	0.75		

**Note.** \*  $p = 0.000$  .Std loading =standard loading ; Alpha/CR = alfa coefficients ; AVE = average variance extrated

Our results also evidenced the existence of discriminant validity, as suggested by Fornell and Larcker (1981). As shown in table 5.2, the AVE values were compared with the correlations between the constructs, showing that the values in the principal diagonal of the table, which are the squared root of each AVE, are higher than the correlation between each pair of variables. In order to have adequate levels of reliability and validity in the final model, organizational health was measured as a second order construct measured by two first order constructs: (a) flexibility and adaptability, and (b) integration of individuals and teams.

**Table 5.2**

*Correlations among Latent Variables.*

<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>1.</b> Organizational support	<b>0.803</b>	-	-	-	-	-
<b>2.</b> Organizational health – Flexibility & adaptability	0.591	<b>0.709</b>	-	-	-	-
<b>3.</b> Organizational Health – Integration	0.569	0.704	<b>0.729</b>	-	-	-
<b>4.</b> Work satisfaction	0.487	0.552	0.562	<b>0.705</b>	-	-
<b>5.</b> Motivation	0.392	0.485	0.493	0.554	<b>0.756</b>	-
<b>6.</b> Engagement	0.410	0.416	0.441	0.556	0.578	<b>0.795</b>

**Note.** \*Diagonal values correspond to the squared value of AVE for each latent variable in order to assess the Fornell-Larcker Criterion.

### 5.4.3 Structural model fit and hypotheses testing

In Table 5.3, all 4 hypotheses were assessed having in consideration the estimated path coefficients signal and statistical significance. The results were positive and statistically significant (all  $t > 1.645$ ;  $p=0.00$ ), meaning all 4 hypotheses were supported by the data. **H1** states a positive relationship between organizational support and job satisfaction ( $\gamma_1=0.179$ ;  $p=0.000$ ), meaning that the higher the perception of organizational support perception, the higher job satisfaction will be. **H2** means that the more an employee perceives his organization as healthy, the higher his job satisfaction is expected to be ( $\gamma_2=0.570$ ;  $p=0.000$ ). **H3** and **H4** mean that the more satisfied an employee is with his/her work, the more engaged and motivated he/she is expected to be. ( $\gamma_3=0.720$ ;  $\gamma_4=0.725$ ;  $p=0.000$ ). These two final hypotheses present the strongest direct path relationship in the model.

**Table 5.3**

Structural Model Results

<i>Research Hypotheses</i>	<b>Standardized coefficients</b>	<b>Z statistics*</b>	<b>Hypotheses</b>
H1. Organizational support--->work satisfaction	0.179	2.910	H1 is supported
H2. Organizational health--> Work satisfaction	0.570	7.587	H2 is supported
H3. Work satisfaction --->Engagement	0.720	11.257	H3 is supported
H4. Work satisfaction ---> Motivation	0.725	10.805	H4 is supported

*Note.* \*  $p = 0.000$

The software also gives us the path estimate associated to the second order construct, organizational health. This construct has two dimensions, the first one is flexibility and adaptability and reports a weight of  $\gamma_5=0.922$  ( $p=0.000$ ), whilst the other is integration of individuals and teams and reports a slightly higher weight  $\gamma_6=0.954$  ( $p=0.000$ ). The latent dependent variables in the model are work satisfaction, work engagement and intrinsic motivation. These present square multiple correlation coefficients of 49.8%, 51.6%, and 52.6% respectively. In the case of engagement and motivation (the most important constructs in the model), it means that the 51.9% and 52.6% of the variance of the construct is explained by the model. Based on these results we can observe that satisfaction has great predictive power in work engagement ( $\beta_{T1}=0.720$ ), and even higher in intrinsic motivation ( $\beta_{T2}=0.725$ ).

## 5.5 Discussion

Based on the results we can argue that the proposed model adequately represents our data. The relationship between the perceived organizational support and work satisfaction corroborates the results found in other studies with other samples, i.e., organizational support is significantly and positively related with satisfaction (Al-Hussami, 2008; Ahmad & Yekta, 2010; Armstrong-Stassen, 2004; Gok et al., 2015; Harris, Harris & Harvey, 2007; Kim & Yang, 2016; Silva et al., 2014). Thus, we can infer that the higher the employee's perception of organizational support, the greater the degree of job satisfaction. In other words, the individual's feelings of being appreciated, cared for and validated by the company, increase their satisfaction with work.

Our model also allowed us to establish a positive relationship between organizational health and job satisfaction, which highlighted the importance of the association between these two variables in samples of hotel employees (Janice, 2000; Bilgin & Demirer, 2012) and corroborated the results found in studies with other occupational groups (Marjani & Rezaian, 2016; Ranjdoust & Mirzaei, 2012). When we interpret organizational health as a second-level construct consisting of the dimensions - integration of individuals and teams and flexibility and adaptability - we conclude that both have a very similar loading on the organizational health concept, although the dimension flexibility and adaptability presents a slightly higher loading. As such, issues related to flexibility and adaptability, as well as with the integration of individuals and teams, are important issues for the organizational health of a hotel unit.

Based on the results found, greater perception of organizational health corresponds to greater satisfaction with work. Regarding satisfaction and engagement, the results presented confirm the existence of a positive and statistically significant relationship between these variables. Most of the studies performed with these variables used different samples, so this study adds important information in the specific context of the hotel industry. Results found with these variables indicate that engagement can contribute to satisfaction (Rune, 2011; Song, Lee & Lee, 2007; Vecina & Chacón, 2013; Vecina, chacón, Sueiro & Barrón, 2012), with some more recent studies supporting the inverse (Abraham, 2012; Silman, 2014). The results in the proposed model indicates that, in the hotel context, satisfaction with work contributes to increased engagement, i.e., the more satisfied an employee feels, the greater will be his energy, contribution, vigour and dedication to work and hotel unit.

In the case of satisfaction and motivation, the literature confirms the existence of a large number of studies based on several occupational samples, in which one tries to understand how motivation predicts satisfaction (Hotchkiss et al., 2015). There are few studies that address the reverse relationship and we found none in the hotel context (Nurdallia et al., 2014; Randy, 2000). The results found, allow us to establish a positive and statistically significant relationship between the satisfaction and motivation in hotel employees. This means that, the more satisfied the hotel staff is, the more motivated they feel. Haivas and colleagues (2012), and Randy (2000), also indicated that greater satisfaction can lead to greater intrinsic motivation, despite this results go against the main stream results conducted with these two variables.

### **5.6 Conclusion, limitations and recommendations for future studies**

When we consider the constructs, organizational support and organizational health, satisfaction with work, work engagement, and intrinsic motivation, we obtain a valid model that is in agreement with existing literature. Based on the hypotheses proposed, organizational support and organizational health were positively associated with satisfaction with work. In turn, job satisfaction was positively related with intrinsic motivation and engagement. This means that the more the employee realizes the existence of support and organizational health, the more satisfaction he feels with his work. As well, more satisfaction corresponds to greater motivation (more satisfaction generates more enthusiasm to perform the task), and engagement. When we consider organizational health as a second-order construct, we have found that both dimensions (integration of individuals and teams, flexibility and adaptability) are very representative of organizational health. Our model consists of 3 latent variables, satisfaction with work, engagement, and motivation were, the most important, showing that the model explains 51.9% and 52.6% of the variance of these construct. This theoretical contribution of this study is related to the importance of understanding the satisfaction of employees of hotel industry in the Algarve.

The studies are unanimous in showing the importance of satisfaction with work (Borralha et al., 2016a), not only for the wellbeing of the individuals (Borralha et al., 2016b), but also for the organizations (Ariffin et al., 2011). Thus, the proposed model serves as a good guide to human resources management, not only because it states that organizational health and organizational support are predictors of job satisfaction, but also because it confirms that

increased satisfaction is associated with increase engagement and intrinsic motivation in the employees of the hotels in the Algarve.

Hotel managers and managers of human resources should invest in management policies that increase employee satisfaction, realizing that it increases their motivation and engagement. These policies involve the integration of individuals and teams in companies, as well as staff training, and, development of flexibility and adaptability policies, from the hotel, towards the surrounding environment.

Some limitations of this study are worth considering, namely the length of the research protocol employed, the fact that the protocol was mainly formed of self-response questionnaires, and the fact that the evaluation was done only in one moment in time. Future studies should continue to explore the model by adding other variables with the aim of giving more prominence to the satisfaction of hotel staff, contextualizing its importance along other factors, such as higher productivity and hotel profitability. Similarly, longitudinal studies should be performed to verify that the results obtained are stable over a longer time.



## **GENERAL CONCLUSION**





## 6.1 General conclusion

The current thesis intended to accomplish two major objectives. The first objective was directly related to the high number of studies published with several variables in the tourism field. We aimed to gather information on the most studied variables related to hospitality workers. In this sense, a bibliographical review of the literature was carried out with the objective of quantifying the most studied variables, both from the point of view of the individual and of the organizations themselves, aiming to quantify and better understand the relevance that each one of these variables assumes in the hospitality sector. Moreover, a survey was done of the publication dates of the two main studied constructs, work satisfaction and stress, burnout and emotional exhaustion, so that we have an idea of the importance attributed to them over time.

Using the same approach, and based on the results found in the former study (where work satisfaction assumes the position of the most studied variable), we conducted a second systematic review of the literature study, whose objective was to survey the studies carried out within the scope of the hotel industry with the variable satisfaction with work, in order to better understand which mechanisms are in its base, which promote it more, and how it relates to other important constructs in the hotel scene. Based on this information, it becomes easier to understand what role satisfaction plays for the individual, for his performance, for the work itself and for the productivity and development of hotels in the Algarve.

The second major goal of the thesis was directly related to the results found in the two previous studies and was based on the creation of two empirical models focused on the variable “satisfaction with work”. The construction of the first empirical model aimed to understand how the individual variables (creative personality and psychological capital), as well as the organizational variables (health and organizational support) influence the satisfaction with the work. We intended to create an empirical model that allows hotels to implement measures whose main objective is to increase satisfaction with work. Then, a second empirical model was created based on the result from the previous model, namely based on the results that the individual and organizational variables established with the satisfaction variable. In this sense, and because the variables with greater predictive power of satisfaction were the organizational variables (organizational health and organizational support), we proposed to create a new model with these same variables, whose objective

continues to be the increase in satisfaction with work, but now framing two new variables, motivation and engagement. These variables are a consequence of satisfaction with work and aim to understand how satisfaction itself contributes for their empowerment. The results of the empirical studies allow us to ascertain two statistically valid models, which can be useful: (a) to increase job satisfaction in the hospitality worker, (b) to understand how the variables that are part of the models interconnect, (c) to understand which variables have the greatest predictive power and finally (d) to understand in which forms satisfaction can be a predictive variable of motivation and engagement, variables that are important in the hotel context. In this sense, all the hypotheses created in both models were confirmed.

## **6.2 Theoretical contributions**

The first study allows us to fill a gap in the literature, in the sense that it synthesizes the main individual and organizational constructs that influence hotel professionals. It is an exploratory study that surveys the main variables studied in the hotel industry between 2000 and 2014, allowing to conclude that of 242 studies carried out, the main variables studied were: (a) 51 with the variable satisfaction with work, (b) 31 with stress, burnout and mental exhaustion, (c) 26 with involvement with work, (d) 23 with intention to leave the company, (e) 18 compromise, (f) 16 with conflicts, (g) 12 with interpersonal relationships, (h) 11 with innovation and creativity (i) and 10 with general attitudes and physical health. All other variables studied in a smaller number of articles are also listed. Based on the systematic review of the literature we can mention that most of the scientific production with the construct work satisfaction in hotel staff takes place after the years of 2008 and 2010.

This means that the knowledge and the importance attributed to this variable in the hotel context is still very recent and may result in little available scientific knowledge, despite the fact that it is considered a significant variable for the companies' financial competitiveness and also a variable that increases employee productivity (Fisher et al., 2010). Although the thesis is guided by a more positive approach to psychology, we cannot fail to mention that the second most studied variable was stress, burnout and emotional exhaustion, which are associated with a negative impact on individuals and organizations (AbuAlrub, 2004; D'Aquila, Brain & Willner, 1994), being some of the factors that associates with stress the following: less flexibility (Almeida & Davis, 2011), labour conflicts (Chiang et al., 2010) and the interpersonal relationships (O'Neil & Davis, 2011). More stress in organizations can result

in less satisfied employees, less service satisfaction and less organizational competitiveness (Borralha et al., 2016b).

The second study is also exploratory and its main objective was to collect and aggregate information about the main variables directly or indirectly associated with the variable satisfaction with work in hotel workers. The importance of the study of satisfaction is related to the fact that this is a work-related variable that can influence one's work, the individual's degree of productivity, the subjective well-being of the individual and, directly or indirectly, the success of the hotel. There are studies that try to understand the relationship between satisfaction and other variables, and likewise the role of satisfaction in the workplace, but it was not known, so far, the existence of a systematic review of the literature study, about the variable satisfaction variable with work in hotel workers. Based on the studies published in hospitality with the satisfaction variable, we intended to aggregate the available information in order to create a set of guidelines that could serve as a guide for the hotel and human resources department directors. These guidelines have the following purposes: (a) to allow a deeper understanding of the importance of satisfaction (for the individual, for the work and for the organization), (b) to know which variables are best associated with satisfaction and (c) to allow the creation of training programs to increase it. We also emphasized the fact that other authors carried out studies with the satisfaction variable based on several samples and several satisfaction models in the literature. Some of these models were based on individual characteristics variables - individuals-centred models (Padmakumar et al., 2011), others with variables that are characteristics of the situation - situational models (Cunha, Rego et al., 2007), and others with variables that are a characteristic of the interaction between the individual and the situation - models centred on interaction (Judge & Bono, 2001).

Based on this bibliographic review study of the satisfaction variable within hotel workers, the 51 articles found evidenced the study of variables that are directly related to existing models in the literature, although the great majority of studies emphasize situation-centred models (Gu & Siu, 2009; Ogaard et al., 2008) (e.g., organizational climate and job characteristics) and interaction centred models (Almeida et al., 2012) (the individual is proactive in seeking his / her own satisfaction). The literature review with the work satisfaction construct is indicative that satisfaction is largely related to financial results (Fisher et al., 2010) and the main factors that promote satisfaction are: (a) salaries, (b) benefits, (c) promotions, (d) training, (e) type of work, (f) socialization, (g) relationships with colleagues and working

## GENERAL CONCLUSION

conditions, (h) leadership, (i) perception and support, (j) flexible hours, (l) the importance of work, (m) the type of organization, (n) empowerment (o) and financial results. Likewise the main predictors of satisfaction are: (a) growth prospects at the hotel, (b) competitiveness, (c) self-efficacy, (d) ability to perform various tasks simultaneously, (e) feelings of collectivism, (f) ethical behaviour, (g) emotional intelligence, (h) personal satisfaction, (i) social involvement, (j) wages, (l) benefits, (m) trust in the organization, (n) greater satisfaction with life, (o) career competence, (p) low literacy (q) and work for independent hotels. Some of the key drivers of dissatisfaction; (a) are conflict, (b) low pay, (c) poor job security, (d) stressors, (e) rigid leadership, (f) pressure at work, (g) low organizational commitment, (h) few growth opportunities, (i) the intention to leave (j) and high employee turnover.

The third study intended to continue previous studies insofar as it presents an empirical model to better understand job satisfaction. Based on the importance that the variable satisfaction with work acquires (for the individual, for the work itself and for the hotel organizations themselves), a specific empirical model was proposed with the aim of implementing and developing satisfaction in hotel staff. This model fills a gap in the literature, since it is the only one; we have knowledge of, which tests the relationship between individual variables (psychological capital and creative personality) and organizational variables (organizational health and organizational support) with employee satisfaction in the hotel context, in order to understand how they are predictors of satisfaction. The variables were chosen because of their relevance to the well-being of individuals as well as organizations. Their study allows contextualizing their importance, as well as the relationship they develop with satisfaction. Likewise, it allows the development of empirical models in order to deepen the relationship between constructs. A more individual analysis of the variables allows to conclude that: (a) the creative personality is a vital variable for the companies' competitiveness (Alencar, 2007; Gehani, 2011), (b) that the psychological capital highlights a set of important characteristics for the employees wellbeing (Viseu et al., 2012), (c) that organizational support is perceived by employees as a result of how the company values their well-being (Eisenberg et al., 1986), (d) that organizational health is related to how the company integrates its individuals and reacts to the external environment (Jesus et al., 2016 ) and (e) that satisfaction with work results from a positive evaluation of the individual in relation to his work (Locke, 1976) based on a series of variables (Borralha et al., 2016b). It is also intended to fill some gaps in the literature, in particular in the relationship between creative personality and psychological capital, since studies are made of different types of variables (Branco, 2012), but not with

hotel variables. Similarly, the relationship between psychological capital and creativity (Zubair & Kamal, 2015a) is studied, but not the inverse relationship (Gupta & Singh, 2014). We intended to study the relationship between support and organizational health since there is an absence of studies with these variables in hotel samples. Likewise, we intended to study the organizational health variable based on a clear and objective definition of the construct (Eduards & Peccei, 2010), considering the importance of the two dimensions that integrate it. Another objective was to reinforce and deepen the existing knowledge between the variables psychological capital and job satisfaction, because although there are several studies based on hotel samples (Karatepe & Karadas, 2015) and non-hotel samples (Siu, 2013) that prove the existence of a positive relationship between the constructs, these are not unanimous in the dimensions of psychological capital that have the greatest impact on satisfaction (Jung & Yoon, 2015).

Finally, we intended to study the relationship between organizational health and satisfaction with work in hotel workers (Savas & Tropak, 2013), since studies with these variables in hotel samples were not found. In a global way, we intended: (a) to respond to the way in which individual variables are related, (b) to understand their relationship to the satisfaction variable, (c) to understand the relationship between organizational variables and (d) their relationship to the satisfaction construct. Ultimately, it was intended to understand the relationship between the variables with satisfaction and based on the results, to estimate which ones can most contribute to their increase. Based on a representative sample and validated instruments the results confirm that: (a) there is a positive relationship between creative personality and psychological capital, meaning that the greater creativity we associate with greater psychological capital, (b) there is a positive relationship between organizational support and organizational health, meaning that greater organizational support perception is associated with a greater perception of organizational health, (c) there is a positive relationship between psychological capital and satisfaction with work, meaning that higher indexes of psychological capital are associated with higher satisfaction rates and (d) finally, there is a positive relationship between organizational health and satisfaction with work, meaning that the higher perception of organizational health is associated with higher satisfaction rates with work in hotel workers.

For the second-order constructs, psychological capital and organizational health, the results indicate that: (a) for psychological capital, the first-order constructs that present the greatest

weight for the formation of the construct are hope and optimism and (b) for organizational health, both second-order constructs (integration of people and team, and flexibility and adaptability) have identical weights in the construct formation. For the constructs that correspond to the latent variables of the empirical model, namely psychological capital, organizational health and satisfaction, these have multiple correlation coefficients of 0.664, 0.509 and 0.475 respectively, which is equivalent to say that 47.5% of the variance of the satisfaction construct is explained by the proposed model. Based on the presented results we can affirm that the main predictors of satisfaction are, in descending order, organizational health, organizational support, psychological capital and finally the creative personality, which corresponds to say that the variables of greater weight in the proposed model are the organizational variables.

The fourth study intended to continue the previous study insofar as it drops the individual variables (creative personality and psychological capital) and studies the relation of organizational variables (organizational health and organizational support) in the relationship they establish with the variable satisfaction with work. To this model we have now added two consequential variables of work (motivation and engagement) and have tried to understand how satisfaction drives them. Although there are some studies with the variables organizational support and work satisfaction performed with different samples (Dias, 2008), few studies with hotel samples were found (Bilgin & Demirer, 2012), both results indicating that organizational support is one of the main predictors of satisfaction (Al-Hussami, 2008). Likewise, the importance of studying the relationship between organizational health and job satisfaction is related to the fact that there are many studies carried out with these constructs, but few done with hotel samples (Bilgin & Demirer, 2012), with results confirming the existence of a positive relationship between organizational health and satisfaction.

Regarding the relationship between the satisfaction and engagement variables, most of the studies are based on different samples; few are done with hotel samples. The results point to satisfaction as a predictor of engagement, but similarly they indicate that engagement can be a predictor of satisfaction (Simbula & Gugliemi, 2013). We intended to reinforce the relationship between variables, taking into account a hotel sample, in the sense that satisfaction predicts engagement.

Regarding the variables of satisfaction and motivation, there are several studies carried out with several samples that reinforce the idea that motivation contributes to increased satisfaction (Li & Wang, 2014). In hotel samples we found few studies, however the results point in the same direction. When one tries to study how satisfaction predicts motivation there are few, none with hotel samples. The results of these studies indicate that satisfaction has a relationship with intrinsic motivation and is a mediator of motivation (Randy, 2000; Haivas et al., 2012). The results of the proposed model confirmed the four hypotheses proposed in study 4.

Based on a representative sample and validated instruments the results confirm that: (a) there is a positive relationship between organizational support and work satisfaction, meaning that a greater perception of organizational support associates greater satisfaction with work, (b) there is a positive relationship between organizational health and satisfaction with work, meaning that a greater perception of social support associates greater satisfaction with work and (c) finally, there is a positive relation between satisfaction with work, engagement and motivation, meaning that higher satisfaction with work corresponds to higher rates of intrinsic motivation and engagement. The results also confirm that the variables in the model that present the strongest direct relationships are between satisfaction and motivation and engagement. Likewise, the results indicate that two dimensions with a very similar weight define organizational health construct, but the integration dimension of individuals and teams is the one that has a greater weight in the definition of the construct. For the constructs that correspond to latent variables of the model, namely satisfaction with work, engagement and intrinsic motivation, they have multiple correlation coefficients of 0.498, 0.516 and 0.526 respectively, which is equivalent to saying that in the case of engagement and motivation (the most important constructs in the model) 51.9% and 52.6% of the variance of the constructs are explained by the proposed model. Based on the results presented, we can say that satisfaction has greater predictive power in engagement and still slightly higher in intrinsic motivation.

### **6.3 Implications for managers and human resources directors**

Based on the results of the studies and confirmation of all the hypotheses formulated, as well as statistical confirmation that the two proposed models are significant for a better understanding of satisfaction with work, we propose two distinct approaches in order to boost

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the results found in the empirical studies (studies three and four). The managers should choose the best approach depending on their goals and working circumstances.

The first approach, is a more generalized one, and indicates a set of actions that can be taken into account by the hotel and human resources directors, in order to increase the importance that all variables assumed to the satisfaction of the working individual.

In this scenario we recommend, based on the fact that all hypothesis were supported in both studies, that specific training/actions directed to the robustness of all variables will have a of positive impact on the satisfaction of hotel workers. These actions involve strategies that aim to increase creative personality, psychological capital, organizational support and organizational health, since it is understood that these constructs are predictors of (greater or lesser) degree of satisfaction. If we consider psychological capital and organizational health as second-order constructs, the proposed actions will result from the constituents of these same constructs, which in the model, presented greater importance for their relevance.

The second approach focused on the more specific results obtained in the thesis, and highlights the fact that if we want to increase work satisfaction we need to boost the variables that have a greater weight on the construct, namely, organizational support and organizational health (both dimensions). Likewise, a set of actions is proposed whose objective is to directly increase satisfaction with work, based on the importance that the variable assumes in the hotel context. In the same way, we intend to highlight the idea that increased satisfaction is a predictor of greater intrinsic motivation and greater engagement, variables that literature considers important for organizational performance (Ferreira, Diogo, Ferreira & Valente, 2006).

Creating these two approaches to boost the work satisfaction and as well, intrinsic motivation and engagement in hotel workers, in the Algarve, we believe that the information bellow will provide solid grounds to boost each/all the constructs involved in the model.

Likewise, and to be more complete on the approach, we propose a set of measures that can be used as tips for managers to improve intrinsic motivation and engagement (although this is not required by the studies performed).



Next, we indicate a set of strategies that can be implemented (chosen depending on the preferred approach) and from the variables listed on the same order that they were studied.

### **6.3.1 Creative Personality / Creativity**

According to several studies (Clements, 1995; King & Pope, 1999), creativity plays an important role not only for the psychological wellbeing of individuals, but also for the economy and for society as a whole. In this sense we must find ways to encourage it thereby increasing employee satisfaction and personal fulfilment. Based on one of the main categorizations of creativity (Rhodes, 1961), on which the aspects of the individual, process, product and creative environment are at its base, the authors believe that it is possible to predict creativity (Garcês et al., 2013). On the basis of these factors (where one includes creative personality/the individual), there is a broad set of strategies that can be taken into account in order to develop creativity: (a) to create conditions to improve communicational skills and models of communication, (b) the participation of the employee in new work experiences and stimulating work, (c) design of training modules that allow the development of psychological capital by increasing self-stimulation and intrinsic motivation, (d) developing brainstorm enhancement meeting formats, (e) stimulating teamwork, (f) the creation of a set of activities that allow a greater affective involvement of the employee with the hotel (Helson & Srivastava, 2001), (g) creation of a set of activities that allow employees to participate in artistic activities (Lindauer, 2003), (h) the implementation of workplaces in the hotel that promote employee flexibility, (i) the creation of a set of practical scenarios that allow the employee to implement self-discovery behaviours, (j) the implementation of work environments characterized by absence of stress (Niu, 2007), (l) the promotion of relaxed work environments, fostering the sharing of different ideas and points of view (Anderson & West, 1998), (m) the implementation of work environments that foster a sense of individual autonomy and avoid conformism (Niu, 2007) and still (n) the implementation of candidate selection processes that allow us to gauge the psychological characteristics of the individuals that make them more prone to the creative process at work (Jesus et al. 2011).

### **6.3.2 Psychological Capital**

As far as psychological capital is concerned, existing studies with this variable allow us to list a number of advantages for organizations that implement actions with the aim of increasing it.

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Psychological capital as a state can be developed throughout the worker's life, and that is a great advantage. In addition to the benefits of job satisfaction, there is evidence that psychological capital allows the development of among others, individual performance (Luthans, Avolio, Walumbwa, & Li, 2005), commitment (Lifeng, 2007), organizational citizenship behaviour (Avey et al., 2009), welfare (Avey, Luthans, Smith & Palmer, 2010) and the lower intention to leave the company (Avey et al., 2009). In order to increase the psychological capital of employees, hotel and human resources managers must implement a set of strategies directed to each of the dimensions of psychological capital. Although in descending order of importance, the main dimensions for constructing the psychological capital construct were hope, optimism and self-efficacy, we will also propose a set of actions directed at the resilience dimension, leaving it up to the managers to implementation or not (table 6.1).

**Table 6.1***Actions aiming to Develop Psychological Capital*

<b>Dimensions</b>	<b>Actions</b>	<b>Descriptions</b>
<b>Hope</b>	Establishing objectives	Challenging, measurable, specific, concrete and thought out in the short term.
	Hotel initiatives aimed at employee involvement	Delegate tasks Empowerment Stimulating creativity Creation of contingency plans
	Contingency plans	To achieve alternative goals
	Focus on the past	Acceptance of the Past
<b>Optimism</b>	Focus on the present	Implement a set of actions aimed at guiding the employee in the present actions
	Focus on small achievements	Celebrate the small achievements of everyday life and guide the employee to the positive aspects of things.
	Focus on the future	Search for opportunities
	Experiences of mastery	Plan so that employees feel / experience successful experiences at work
<b>Self-efficacy</b>	Positive Feedback	Implement a system of praise and recognition whenever a task is well performed
	Modelling and vicarious learning	Introduction in the teams of people who serve as positive models, who have confidence in their own performance
	Mental simulation	In the absence of real models, work the same issues through mental simulation, encouraging employees to imagine themselves successful in a diverse set of work situations
	Risk-focused strategies	Seek to reduce risks to employees that increase the likelihood of undesirable outcomes - implementation of safety standards; Hygiene and safety programs; medicine at work.
<b>Resilience</b>	Strategies focused on capacities	Increase focus on positive outcome; Sharing of resources and experiences
	Strategies focused on the process	They increase the likelihood of success based on prior organizational capacity; strategic planning

*Note.* Adapted from Antunes & Cunha (2014), Lopes & Cunha (2005), Luthans & Youssef (2004), Luthans & Youssef (2007); Schneider (2001), Tugade & Fredrickson (2004).

### 6.3.3 Organizational Health

With respect to organizational health, and based on the ideas that support the main dimensions of the construct - (a) the beliefs the employee develops about the hotel's ability to share organizational goals and integrate members into work teams and (b) beliefs that the hotel is an organization with flexible working policies and procedures that aim its adaptation

to the surround environment (Gomide-júnior et al., 1999) - we propose a set of actions aimed at increasing these same beliefs.

In this sense, managers should: (a) take care to implement a set of actions that facilitate a work environment that facilitates trust and cooperation between employees (Hernandez, 2007), (b) develop a program that allows employees to know the reality of the work of colleagues, developing empathy and collaboration, (c) developing a set of activities that increase the proximity of colleagues inside and outside their own work teams, (d) develop a policy of integrating employees based on different competencies (Jesus et al., 2016), (e) develop a flexible set of techniques and policies that promote personal and organizational growth and reduce the incidence of psychosocial risks associated to work (DeJoy & Wilson, 2003; Jesus et al., 2016), (f) implementation of clear norms and rules on the management and valuation of human resources in the company (Fernandes et al., 2011; Jesus et al., 2016), (g) sharing company / hotel objectives with employees, (h) flexible policies to support workers, (i) information on goals that the company aims to achieve as well as what is important for the organization to achieve and (j) existence of wellbeing promotion programs and consequently reduction of negative symptoms (Lobo et al., 2013) .

#### **6.3.4 Organizational Support**

In relation to the organizational support construct, there is a set of measures that the authors indicate in order to increase organizational support and concomitantly satisfaction with work. These measures, in addition to affecting job satisfaction, also imply an increase in the employee's affective commitment to the hotel (Bilgin & Demirer, 2012). Based on the definition of the concept of social support that emphasizes the employee's perception of the way the company cares about him, we propose a set of measures: (a) measures to reward employees whose behaviour is of excellence, based on realistic expectations and with the aim of motivating the employee, (b) assessing the needs and material necessary for the performance of the tasks of the employees as well as creation of better working conditions (Bilgin & Demirer, 2012), (c) implementation of schedules that allow for greater flexibility, freedom and autonomy at work (Bilgin & Demirer, 2012), (d) implementation of policies that take into account career development, (e) implementation of policies and organizational support that have in consideration physical and psychological health of employees as well as the maintenance of negative symptoms associated with work (e.g., stress), (f) development of

policies for the attribution of salaries and benefits that are coherent and transparent and (g) creation of a system of positive reinforcement, praise and approval behaviours by the company (Bilgin & Demirer, 2012; Paschoal, 2008).

### **6.3.5 Satisfaction with Work**

Regarding the main construct of our study, several authors postulate several models and strategies in order to increase satisfaction with work. The authors Wright & Cropanzano, (2004) indicate 3 types of actions that allow to make the work places more harmonious: (a) harmonization (putting people to work on their own premises), (b) training (to support staff in training for job performance), and finally (c) situational engineering (which translates to matching work to the needs of workers). Others point to the existence of personal and organizational causes as responsible for satisfaction, assuming that working these causes will have a positive effect on satisfaction (Cunha et al., 2007). For these authors, personal causes (predictors) unfold in demographic factors and factors characteristic of the individual, whereas the organizational factors would be the work itself, the salary, the career perspectives, the leadership styles, the colleagues and physical working conditions (Cunha et al., 2007).

Based on several authors, increasing satisfaction involves creating mechanisms that allow employees to: (a) have greater autonomy, (b) have greater responsibility in decision making, (c) feel more secure in the workplace, (d) have more flexible schedules, (e) have better working conditions, (f) have more training, (g) receive better salaries, bonuses and benefits, (h) have more prospects for promotion, (i) work in an environment of mutual trust, respect, support, help and friendship and (j) be involved in empowerment and mentoring programs (Bilgin & Demirer, 2012; Borralha et al., 2016; Fisher & McPhail, 2011; Hechanova et al., 2006; Yang, 2010; Zhen & Jie, 2009). Imbued with a positive perspective on psychology, and aware that our study focuses only on how satisfaction predicts motivation and engagement (based on the importance these constructs assume for companies), we propose to indicate a set of guidelines in order to foster the growth of motivation and engagement variables.

### **6.3.6 Motivation**

In relation to motivation, it is thought that hotel managers should try to identify individually which stimuli are most appropriate to individuals by relating them to their specific work context (Ferreira et al., 2006). Identifying these stimuli, either individually or as a group, allows managers to plan actions based on the reality of the hotel. It is also suggested the creation of an individualized action plan with the aim of achieving the objectives of the target group for which it was designed. According to the authors Tamayo and Paschoal (2003), the key to working motivation in employees lies in the ability of managers to make an individual diagnosis, as well as to plan measures that in some way satisfy basic needs, physical or psychological characteristics of these workers.

### **6.3.7 Engagement**

Regarding the factors that are predictors of engagement and, therefore, must receive the manager's attention, are the following: (a) working colleagues social support, (b) feedback on performance, (c) autonomy at work, (d) variety of tasks, (e) ease of development, and (f) self-efficacy (Chambell, 2014; Demerouti, Bakker, Janssen, & Schaufeli, 2001).

In this sense, managers should pay attention to the way in which the teams are constituted as well as the type of tasks that each worker performs. Work environments should be created to foster feedback on performance on well-done tasks that enable employee development. Finally, it must be implemented situations that allow employees to have "mastery experiences" (sense of accomplishment), have positive feedback and still be surrounded by colleagues who are positive models of trust and performance (Salanova, Grau, Llorens & Schaufeli, 2001).

## **6.4 Limitations and suggestion for future studies**

When analysing the thesis as a whole, we find a set of limitations. These limitations are organized around each of the performed studies. The first study (article) was conducted between 2000 and 2014, based on a search in the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline) and Science Direct, crossing the Keywords "hospitality", "tourism" and "hotel" with the keywords

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"professionals", "employees" and "workers". The limitations are directly related to the temporal coverage (14 years) and also to the crossings made with the keywords. A larger time span could give more comprehensive results in terms of the number of variables studied. Another limitation of the study is that only the two main variables (satisfaction and stress) were analysed, and the rest were only referenced without being subjected to a more in-depth interpretation. In relation to the second study (article) and because it is supported in the search carried out in the previous study, temporal limitations apply in the same way. Regarding the third and fourth studies, some of the limitations result from the sample size. Although the sample used is a representative sample of the population to be studied, we thought that larger samples would give us greater stability in the results found. Another limitations in these last two studies were the type of protocol created. Being a self-filling protocol, the probabilities of some bias in the response are real, so the results should be interpreted with some restraint. Likewise, the size of the protocol, due its extension, can be a facilitator of bias in the responses.

In terms of suggestions for future studies, we recommend carrying out studies that have a larger time span, including other databases and allowing a greater analysis of the role of the remaining variables in the relationship they establish with satisfaction (e.g., conflicts, interpersonal relations, innovation and creativity, general attitudes). Equally, more studies should be performed with the least studied variables in the hotel industry, in the sense of developing scientific knowledge regarding the importance of the constructs within the scope of hotel workers in the Algarve. In relation to the second study it is recommended to carry out meta-analysis studies with the aim of clarifying the results found with the satisfaction variable.

Regarding the third and fourth studies, it is suggested to carry out studies that differentiate 4 and 5-star hotels, as well as professional categories. It is also suggested that longitudinal studies should be carried out in order to evaluate the results at different time points, as well as the inclusion of other relevant variables in the proposed empirical model.

With the inclusion of other variables in the model we suggest to compare if in relation with the empirical studies that we performed, the variance of the satisfaction construct, can be better represented, in terms of the percentage.

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Since the profitability in the hotel industry cannot be underestimated we further recommend studies to be made that show how implementing these models can have an effect on profitability, by measuring the impact of such models over a period of time comparing financial results.



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