



## Job Satisfaction of Hospitality Managers of the Department of Tourism Accredited Hotels in Baguio City Philippines

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### Abstract

This study aimed to determine the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City, Philippines according to the star classification of the hotels, their level of management, assigned departments and personal factors. By determining the level of satisfaction of managers according to the identified factors, management and owners of hospitality businesses would be able to focus on sustaining the factors which are perceived essential and will increase the manager's level of performance while creating sustainable human resource programs on areas needing improvements. A descriptive survey was used to gather the result of the study involving 91 managers of 4-Star and 3-Star hotels. The findings showed that the managers of the Department of Tourism accredited hotels in Baguio City are very satisfied with their jobs. Managers of 3-Star hotels are very satisfied while those who are in 4-Star hotels are satisfied. Middle managers are satisfied with their jobs while the top and lower-level managers are very satisfied with their jobs. Managers in the front offices have a higher level of satisfaction than the support departments. The varying levels of job satisfaction among managers are dictated by several factors other than the job. In the personal factors, Millennial managers are satisfied while the Baby Boomers and Generation X are very satisfied. In ranking the most dominant factor that affects the level of satisfaction of hospitality managers, salaries and wages, promotion chances, and company policies emerged as the top three factors.

**Keywords:** Job satisfaction, Job performance, Job factors, Accredited hotels, Hotel classification

### Introduction

Over the decades, tourism has experienced continued growth and deepening diversification to fastest growing economic become one of the sectors in the world. Tourism has become one of the major players in international commerce and represents at the same time one of the main income sources for many developing countries

In Baguio City, the summer capital and a major tourist destination in the Philippines, has recorded a 126 percent increase in tourist arrivals during the first quarter of 2017. According to the Department of Tourism-Cordillera Administrative Region (DOT-CAR), tourist arrivals in Baguio City has been consistently increasing over the past five years.

These increased in tourist arrivals put more pressure on managers of hotels to keep up with the guests and tourists' expectations in providing quality products and services. Hospitality managers must be satisfied with their jobs to be able to rally those people that they are working with and under their supervision.

In the interview with hotel managers and hospitality stakeholders of Baguio City, they all shared the same sentiments that many hospitality positions are seasonal in nature, where employees are hired during high seasons and retrenched during low seasons and this has a negative impact on the employee morale. The lack of a positive culture in the organization

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makes the work environment to be unpleasant. Poor leadership and especially the inability of the management to handle grievances fairly can impact negatively on staff morale. The labor pool for the hospitality industry is often untrained, unskilled workers. Many employees are young and are using hospitality jobs as a fallback or a stepping stone to other or better careers. This increases the chances of a turnover. Employees and managers walk a fine line between keeping their customers happy and supporting their employees. A good leader will be able to judge between customer service and abusive customers. Pay rates are often just above the minimum wage. The fresh graduates (the so-called generation Y) have their priorities and expectations at variance with those of the older employees. These older employees are more likely to be the ones occupying management positions and therefore they find themselves at loggerheads with the generation Y employees. For this reason, the younger employees choose to leave to avoid the unending squabbles. Hospitality workers often work for long hours in poor working environments and they feel that they are unappreciated by either the companies they work for or the patrons they serve, leading them to exit the industry to look for more personally fulfilling jobs. Some factors cannot be helped, but awareness of the issues can lead to better solutions. Most of the hotels have a very poor work-life balance since the facilities are often open on a 24-hour basis. The workers hardly get time to catch-up with their families and friends outside the job environment. This has created disillusionment among the staff who feel like they are over sacrificing for their jobs at the expense of their private lives.

In this regard, by determining the level of satisfaction of managers according to the identified factors, management and owners of hospitality businesses would be able to focus on sustaining the factors which are perceived important and will increase the manager's level of performance while

creating a sustainable human resource programs on areas needing improvements.

### Objectives

The main objective of the study is to determine the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City according to the star classification of the hotel, their level in management, assigned departments and personal factors. This study would help managers, owners and other stakeholders in the hospitality and tourism industry to determine the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City. Strategies and programs would be developed to address the areas where the employees are dissatisfied and further enhance job factors that satisfy them. Furthermore, this study identified the impact of selected factors on job satisfaction that would lead to satisfaction of employees and determined the most important factors that lead to job satisfaction. The result of this study would also become a vital data as a basis for further and related studies.

### Research Questions

In identifying the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City, the study seeks to answer the following questions:

1. What is the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City along:
  - a. organizational factors;
  - b. work environmental factors;
  - c. work itself; and
  - d. personal factors?
2. Is there a significant difference in the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City when grouped according to:
  - a. classification of the hotel;



- b. level of management;
- c. assigned department; and
- d. personal factors?

3. What are the most dominant factors that affect the satisfaction level of hospitality managers of the Department of Tourism accredited hotels in Baguio City?

### Literature Reviews and Research Frameworks

In the travel and tourism competitiveness report (Weforum.org), there were almost 280 million international tourist arrivals in 2015. The Asia-Pacific macro-region is second only to Europe in terms of travel and tourism market size. It is the most dynamic area globally with the largest percentage growth in arrivals and the most significant improvements in travel and tourism competitiveness performance, with the majority of countries in the region showing progress. The Asia-Pacific consists of some of the economies that have flourished most in recent years, thanks to the expansion of the middle class and increasing affordability and willingness to travel, particularly intra-regionally. The region's economic development, which started decades ago, continues to positively impact the travel and tourism sector.

According to the World Travel & Tourism Council (WTTC), the sector will double in the coming decade, reaching almost 1.2 trillion in 2026 from its current 650 billion.

In the Philippines, for the month of May 2017, visitor arrivals reached a total of 532,757, an increase of 19.60 percent compared to the May 2016 visitor count of 445,449. It could be noted that from 2012 to 2015, the month of May only generated more than 300,000 visitors while it produced more than 400,000 visitors last year. For the first time this year, visitor arrivals in May surpassed the 500,000 mark providing a bright outlook for Philippine tourism.

This positive growth in arrivals can be attributed to aggressive marketing efforts and

international events which included the ASEAN@50 meetings held in the country. (DOT.gov.ph). Baguio City, the summer capital and a major tourist destination in the Philippines, has recorded a 126-percent increase in tourist arrivals during the first quarter of 2017 (Baguio City Tourism Office, 2017). The report categorized arrivals by the numbers of domestic and foreign visitors with a total of 292,078 recorded from January to March, compared to the 129,121 during the same period last year. Domestic visitors reached 280,761 as compared to 89,046 last year while foreign visitors also increased from 208 to 11,317 on the same period.

Worldwide research projects have suggested that employee turnover is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees is about 50 percent and about 25 percent for management staff. Estimates of average annual employee turnover range from around 60 to 300 percent, according to research conducted by the Hotel and Motel Association in Britain (Gazioglu, S., & Tansel, A. 2006).

According to JobStreet.com Philippines' Job Satisfaction Report (September 2015), statistics showed that 70 percent of Filipino employees are happy with their jobs, this leaves only 30 percent who consider themselves unhappy. Among those who are pleased with their employment status, 15 percent classify themselves as "very happy" and 55 percent as "quite unhappy" and 5 percent "very unhappy" with their jobs. Further on the same report, it also revealed that the level of happiness among employees decreases as they climb the corporate ladder. Fresh graduates are happiest at 79 percent, followed by junior executives at 70 percent, supervisors at 67 percent, and directors up at 68 percent, while managers scored the lowest percentage of happy employees at 66 percent.

The most valuable asset available to an organization is its people, thus retaining staff in their jobs is essential for any organization. Indeed, there

is a paradigm shift from human resource to human capital which consists of the knowledge, skills, and abilities of the people employed in an organization which is indicative of their value (Armstrong, 2009). When employees leave their jobs, it is often a sign that something is going wrong. An unpublished Queensland hotel industry survey in 2003 of four-to five-star hotels, found that the lowest turnover for a hotel was 27.5% per annum with the highest being 59.4% per annum. The survey found that the 25 hotels surveyed employed 75,294 employees, and of these, 2,383 employees had resigned in the year prior to the survey, representing a significant average turnover rate of 44.9% per annum. This is an indicator that the hotel industry loses sometimes up to about a half of the total staff.

As such, the correlation between the job satisfaction and performance has been studied by many researchers because it is of key interest to the entire administration and human resource management in a global setting. Job satisfaction of employees plays a crucial factor in determining job performance. High performing individuals will be able to assist institutions to achieve their strategic aims, mission and vision thus sustaining the organization competitive advantage (Wilkin, 2013).

Hamdan (2011) revealed a strong link between job satisfaction and job performance. Further, the studies have established that satisfied employees show higher performance in their work. Consequently, employee's satisfaction leads to deliver better products for their customers who contribute to achieving customers' loyalty within a competitive environment.

Job satisfaction is defined in the literature with several theorists according to their own workable conditions. According to E.A. Locke (1969) cited by Saari, L.M.,(2004), "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.". According to Fieldman and Arnold (1983) cited by Olorunsola, E.O., (2013), "Job satisfaction is defined

as the amount of overall positive effects or (feelings) that individuals have towards their jobs.". According to Davis, K., & Newstrom (1997) cited by Daft, R., (2007), "Job satisfaction is the set of favorable or unfavorable feelings with which employees view their work".

Job satisfaction, therefore, is a result of employees' perception of how well their job provides those things which are viewed as important. In the field of organizational development, job satisfaction is considered the most important and frequently studied attitude.

There are various theories attempting to explain job satisfaction in the literature, among these theories, prominent ones are divided into two categories: content theories and process theories. Content theories identify factors leading to job satisfaction or dissatisfaction and suggest that job satisfaction come true when employees' need for growth and self-actualization are met by their job. Process theories attempt to describe the interaction between variables for job satisfaction and explain job satisfaction by looking at how well the job meets one's expectations and values. Each of two theory groups has been explored by many researchers. Content Theories are Maslow's Need Hierarchy Theory, Alderfer-ERG, Herzberg's Two Factor Theory, McClelland's Need Theory; and process theories are Vroom's Expectancy Theory, Locke's Goal- Setting Theory, Adams' Equity Theory and Job Characteristics Theory (Luthans, 2006).

Job satisfaction cannot be a substitute for motivation, but these are related concepts. Some of the theories on job satisfaction are based on the motivation theories, and, some of them can be perceived as job satisfaction theories. Therefore, both theories of job satisfaction and motivation are strongly related to each other (Saunders, 2012).

In this study, several variables that may influence the level of job satisfaction had been identified. Likewise, these were limited to the classification of a hotel, the manager's level of



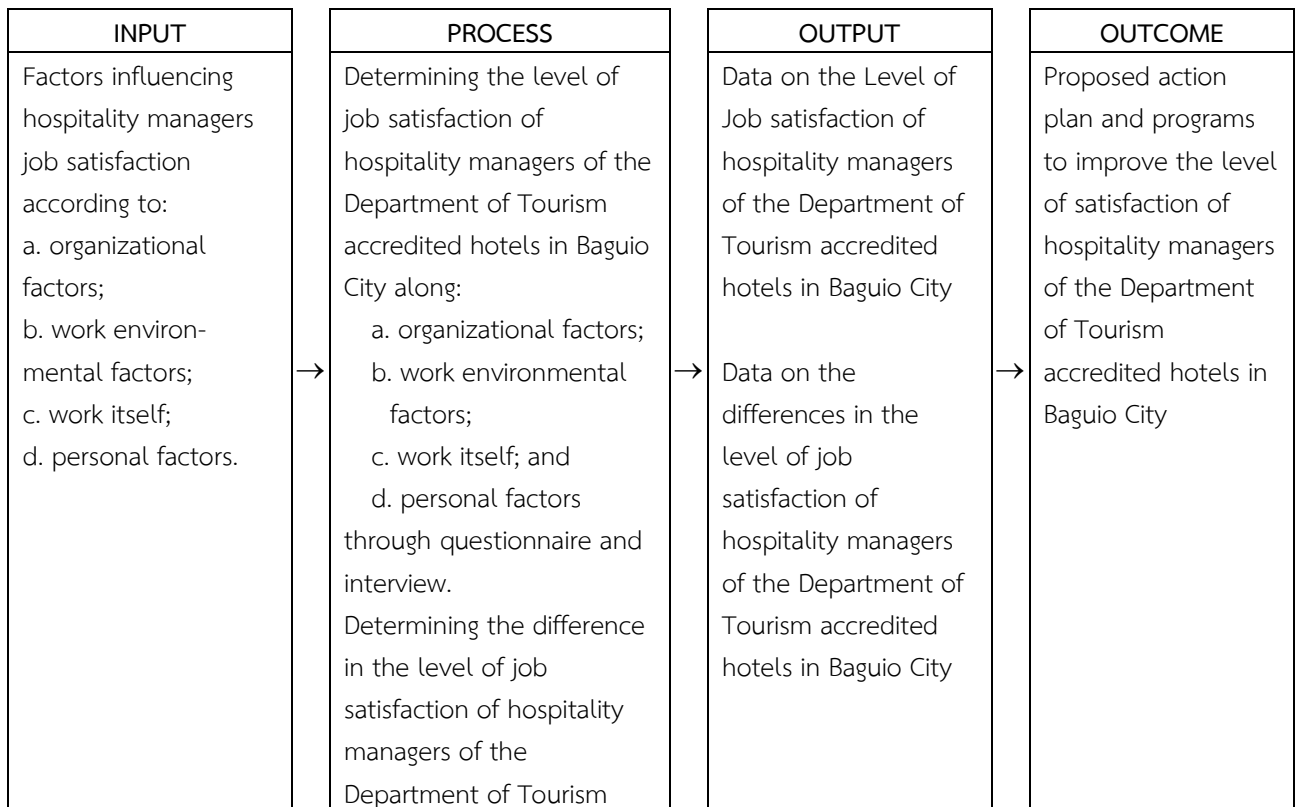
management, the assigned department where the manager belongs and personal factors.

In the rules and regulations to govern the accreditation of hotels, tourists inns, motels, apartels, resorts, pension houses, and accommodation establishments pursuant to the provisions of Executive Order No. 120 in relation to Republic Act. No. 7160, otherwise known as the Local Government Code of 1991 on the devolution of the Department of Tourism (DOT's) regulatory function over tourist establishments, and pursuant to the authority vested in the Department of Tourism (DOT) by Republic Act No. 9593 otherwise known as the Tourism Act of 2009 dated May 12, 2009, on the mandatory accreditation of primary tourism enterprises, the national tourism standards for accommodation sector – hotels, resorts and apartment hotels, the rules, and regulations to govern the accreditation of accommodation establishments are promulgated. Accommodation establishments are accredited and classified according to Star Classification. (Tourism.gov.ph).

Managers are leaders who play an integral role in the organizations for which they work. Managers of hotels have specific functions they fulfil within the management hierarchy. Within this hierarchy, managers typically have varying levels of power and responsibility. In most organizations, this hierarchy consists of three primary levels. The lower level managers would include supervisors, assistant managers and team leaders in an organization. Middle-level managers consist of the department heads while the Top level manager includes the general managers, executive directors, and director level.

The identified personal factors that may affect the level of job satisfaction of hospitality managers would include age, gender, and highest educational attainment.

Figure 1 shows the research paradigm in identifying the level of job satisfaction of the hospitality managers as well as an expected outcome that will improve their level of job satisfaction.



INPUT	PROCESS	OUTPUT	OUTCOME
	<p>accredited hotels in Baguio City when grouped according to:</p> <p>a. classification of the hotel;</p> <p>b. level of management;</p> <p>c. assigned department; and</p> <p>e. personal factors through questionnaire and interview.</p> <p>Determining the most dominant factors that affect the satisfaction level of hospitality managers of the Department of Tourism accredited hotels in Baguio City through questionnaire and interview.</p>	<p>Data on the most dominant factors that affect the satisfaction level of hospitality managers of the Department of Tourism accredited hotels in Baguio City</p>	

Figure 1. Research Paradigm

### Methodology

The study utilized a descriptive quantitative survey using an adapted and modified internationally accepted and tested job satisfaction questionnaires. A 4-point Likert Scale checklist type of questionnaire was used to gather the needed information in the study. The questions were made based on researches, literature and books. Specifically, some items found in the questionnaire were adapted from the “Overall Job Satisfaction” by Cammann, Fichman, and Klesh; “Job Descriptive Index (JDI)” developed by Smith, Kendall, and Hulin; and “Job Satisfaction Survey” developed by Spector Fields [13]. Reliability of the questionnaire has been pre-tested with 20 respondents from non-accredited hotels in Baguio, and a Cronbach's Alpha score of 0.891 has been established, showing high reliability of the questionnaire. The questionnaire has three parts. Part one contains the personal factors and demographic profile of the respondents. Part two

contains questions related to the level of job satisfaction. And the third part contains the factors affecting job satisfaction of managers and are ranked according to a level of importance. Interviews were conducted to supplement the information gathered from the questionnaires.

The study was endorsed by the Regional Director of the Department of Tourism-Cordillera Administrative Region. Questionnaires were floated upon approval of the management of the accredited hotels and an interview with some of the managers were also made to record responses and comments to corroborate the findings. The population and demographic profile of the study (Table 1) were limited to managers of 26 hotels in Baguio City is accredited by the Department of Tourism-Cordillera Administrative Region (DOT-CAR). Of the 26 DOT-CAR accredited hotels, 22 participated with 91 respondents. Of the 22 hotels participated, there were three 4-Star hotels and 19 3-Star hotels.



The study focused on the Baguio City hotels since Baguio City is considered as a prime tourist destination in the Cordillera Administrative Region and in the Philippines. The Department of Tourism accredited hotels enjoys government endorsements and

recognition. Furthermore, accreditation is perceived as adherence to the quality standards set by the Department of Tourism. Table 1 shows the population and locale of the study.

**Table 1** Population and Demographic Profile of the Respondents

	Frequency (f)	Percentage (%)
<b>Hotel Classification</b>		
4-Star Hotels	26	28.57
3-Star Hotels	65	71.43
Total	91	100.00
<b>Level of Management</b>		
Top Level Managers	16	17.58
Middle-Level Managers	27	29.67
Lower Level Managers	48	52.75
Total	91	100.00
<b>Department</b>		
Executive/Administrative	16	17.58
Front Office	22	24.17
Housekeeping	9	9.89
Food and Beverage	18	19.78
Accounting/Finance	14	15.38
Sales & Marketing	4	4.40
Human Resource	4	4.40
Engineering & Maintenance	4	4.40
Total	91	100.00
<b>Gender</b>		
Male	34	37.36
Female	57	62.64
Total	91	100.00
<b>Age</b>		
18-36 Years old (Millennials)	65	71.43
37-57 Years old (Generation X)	20	21.98
58 and above (Baby Boomers)	6	6.59
Total	91	100.00
<b>Highest Educational Attainment</b>		
High School	2	2.20
Technical/Vocational	3	3.30
Undergraduate/College	63	69.23
Graduate/Masters/Doctorate	23	25.27
<b>Total</b>	<b>91</b>	<b>100.00</b>

Using IBM SPSS, the data were treated to find the weighted means on the level of job satisfaction, t-test on differences according to the

classification of the hotel, ANOVA to test the level of significance of responses according to the manager's level in management, assigned department

and personal factors. Friedman Test was used to determine the mean rank of the most dominant job factors affecting the manager's level of job satisfaction.

## Results and Discussion

The overall level of job satisfaction of the hospitality managers of DOT accredited hotels in Baguio City is completely satisfied with an overall mean of 3.28 (Table 2). Based on the job factors affecting the level of job satisfaction of managers, the organizational factors are mostly satisfied (mean=3.10) while the work environmental factors (mean=3.34) and work itself factors (mean=3.36) showed a completely satisfied response from the

managers. The overall level of job satisfaction according to personal factors like age, gender, and educational attainment is completely satisfied (mean=3.33). It was noted however that the Millennial managers are mostly satisfied (mean=3.22) while the Generation X (mean=3.37) and Baby Boomers (mean=3.38) managers are completely satisfied. Male managers are completely satisfied (mean=3.34) while female managers are mostly satisfied (mean=3.22). Managers who finished high school (mean=3.96) and undergraduate studies (mean=3.31) are completely satisfied while those managers who finished technical/vocational (mean=3.10) and graduate studies (mean=3.12) are mostly satisfied.

**Table 2** Level of job satisfaction of hospitality managers of the DOT accredited hotels in Baguio City. (N=91)

Job Factors	Mean Rating	Descriptive Interpretation
<b>I. Organizational Factors</b>		
<b>1. Salaries and Wages</b>		
1.1 Appropriateness of salary as compensation for employment	3.24	Mostly Satisfied
1.2 Pay in relation to what it cost to live in this area	3.23	Mostly Satisfied
1.3 Salary for the work I do	3.03	Mostly Satisfied
Sub-Area Mean	3.17	Mostly Satisfied
<b>2. Promotion Chances</b>		
2.1 Merit system for promotion	2.99	Mostly Satisfied
2.2 Promotion opportunities are available to me	2.93	Mostly Satisfied
2.3 Participation in national / international trainings international training	2.65	Mostly Satisfied
Sub-Area Mean	2.86	Mostly Satisfied
<b>3. Company Policies</b>		
3.1 Liberal and fair policies	3.29	Completely Satisfied
3.2 Retention policy is clearly defined	3.26	Completely Satisfied
3.3 Appropriateness for employee benefits	3.24	Mostly Satisfied
Sub-Area Mean	3.26	Completely Satisfied
Total Mean	3.10	Mostly Satisfied





Job Factors	Mean Rating	Descriptive Interpretation
<b>II. Work Environmental Factors</b>		
<b>1. Supervision</b>		
1.1 Communication between superiors and co-workers	3.38	Completely Satisfied
1.2 Management involves people in decision that affect work environment	3.36	Completely Satisfied
1.3 Management involves people in decisions that affect their job	3.33	Completely Satisfied
Sub-Area Mean	3.36	Completely Satisfied
<b>2. Work Group</b>		
2.1 Communication with colleagues in the department	3.55	Completely Satisfied
2.2 Cooperation between departments	3.20	Mostly Satisfied
2.3 Competitiveness between department members	3.20	Mostly Satisfied
Sub-Area Mean	3.32	Satisfied
<b>3. Working Conditions</b>		
3.1 Clean and healthy working environment	3.51	Completely Satisfied
3.2 Consideration given to personal needs	3.32	Completely Satisfied
3.3 Adequacy of machines and equipment	3.23	Mostly Satisfied
Sub-Area Mean	3.35	Completely Satisfied
Total Mean	3.34	Completely Satisfied
<b>III. Work Itself</b>		
<b>1. Job Scope</b>		
1.1 Workload that could be completed in working hours	3.25	Mostly Satisfied
1.2 Job provides the appropriate amount of responsibility and	3.38	Completely Satisfied
1.3 Amount of work pace is appropriate to my position	3.38	Completely Satisfied
Sub-Area Mean	3.34	Completely Satisfied
<b>2. Autonomy and Freedom</b>		
2.1 Consideration given to your opinions	3.37	Completely Satisfied
2.2 Consideration given to your suggestions	3.40	Completely Satisfied
2.3 Autonomy over work methods and work pace	3.32	Completely Satisfied
Sub-Area Mean	3.36	Completely Satisfied
<b>3. Clarity of Roles</b>		
3.1 Accountability and responsibility are clearly defined	3.33	Completely Satisfied
3.2 Job functions expected are appropriate to my position	3.33	Completely Satisfied
3.3 Expected behaviors relative to my work are clearly	3.44	Completely Satisfied
Sub-Area Mean	3.37	Completely Satisfied
Total Mean	3.36	Completely Satisfied

Job Factors	Mean Rating	Descriptive Interpretation
<b>IV. Personal Factors</b>		
<b>1. Age</b>		
1.1 18-36 Years old (Millennials)	3.22	Mostly Satisfied
1.2 37-52 Years old (Generation X)	3.37	Completely
1.3 53 Years old and above (Baby Boomers)	3.38	Completely
Sub-Area Mean	3.32	Completely
<b>2. Gender</b>		
1.1 Male	3.34	Completely
1.2 Female	3.22	Mostly Satisfied
Sub-Area Mean	3.28	Completely
<b>3. Highest Educational Attainment</b>		
1.1 High School	3.96	Completely
1.2 Technical-Vocational	3.10	Mostly Satisfied
1.3 Undergraduate (College)	3.31	Completely
1.4 Graduate (Masters/Doctorate)	3.12	Mostly Satisfied
Sub-Area Mean	3.37	Completely
Total Mean	3.33	Completely
<b>Overall Mean</b>	<b>3.28</b>	<b>Completely</b>

The overall mean (Table 3) of the 4-Star hotel managers is 3.24 (mostly satisfied) while the 3-Star hotel managers have 3.28 (completely

satisfied). 3-Star hotel managers have slightly lower expectations overall in job factors than those managers of 4-Star hotels.

**Table 3** Mean differences in the level of job satisfaction according to the classification of the hotel.

Job Factors	4-Star		3-Star	
	MR	DI	MR	DI
I. Organizational Factors	3.09	MS	3.10	MS
II. Work Environmental Factors	3.34	CS	3.34	CS
III. Work Itself	3.28	CS	3.39	CS
Overall Mean	3.24	MS	3.28	CS

Legend: MR – Mean Rating

DI – Descriptive Interpretation

CS – Completely Satisfied

MS – Mostly Satisfied

Using a 2-tailed test on the differences of equality of means between groups in SPSS (Table 4), showed no significant differences at 0.05 level of significance since the value is higher (P=.484).

Therefore, there is no significant difference in the level of job satisfaction of hospitality managers according to the classification of the hotel.



**Table 4** t-test on the differences in the job satisfaction of hospitality managers according to classification of hotel

		T-test for Equality of Means		
		t	df	Sig. (2-tailed)
Classification of the Hotel	Equal variances assumed	.703	89	.484

*P=0.05 Level of significance*

The level of job satisfaction (Table 5) of top-level managers (mean=3.48) and lower level managers (3.26) are completely satisfied while the middle-level managers are mostly satisfied

(mean=3.14). Middle-level managers often receive more of job pressures from top management and lower level managers resulting in the lower level of job satisfaction.

**Table 5** Mean differences in the level of job satisfaction according to level in management

Job Factors	TOP		MIDDLE		LOWER	
	MR	DI	MR	DI	MR	DI
I. Organizational Factors	3.32	CS	2.98	MS	3.09	MS
II. Work Environmental Factors	3.49	CS	3.23	MS	3.36	CS
III. Work Itself	3.64	CS	3.22	MS	3.34	CS
Overall Mean	3.48	CS	3.14	MS	3.26	CS

*Legend: MR – Mean Rating*

*CS – Completely Satisfied*

*DI – Descriptive Interpretation*

*MS – Mostly Satisfied*

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to level in management (Table 6) in the following specific job factors at the P=0.05 level of significance. These

identified factors become an avenue for management to address variances in perceptions of managers since they are all present in the three categories of job factors.

**Table 6** Analysis of Variance (ANOVA) in the level of job satisfaction of hospitality managers according to level in management

ANOVA According to Level in Management						
Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Retention policy is clearly defined (Company Policies)	Between Groups	1.902	2	.951	3.01	.054
Appropriateness for employee benefits (Company)	Between Groups	3.931	2	1.966	6.01	.004
Clean and healthy working environment (Working)	Between Groups	2.201	2	1.100	3.94	.023
Consideration is given to personal needs (Working)	Between Groups	3.177	2	1.589	4.57	.013
Workload that could be completed in working hours	Between Groups	3.106	2	1.553	5.24	.007
Autonomy over work methods and work pace	Between Groups	3.177	2	1.589	5.68	.005
Accountability and responsibility (Clarity of Roles)	Between Groups	3.564	2	1.782	3.86	.025



ANOVA According to Level in Management

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Job functions expected appropriate to position (Clarity)	Between Groups	3.786	2	1.893	4.58	.013
Expected behaviors relative to work (Clarity of Roles)	Between Groups	2.121	2	1.061	3.84	.025

*P=0.05 level of significance*

The level of job satisfaction of managers according to their assigned department (Table 7) showed that Sales and Marketing managers have the highest mean of 3.72 (completely satisfied), Housekeeping managers at 3.47 (completely satisfied), and Engineering and Maintenance at 3.43

(completely satisfied) while Human Resource managers mean of 3.09 and Executive or Administrative managers mean of 3.11 have the lowest respectively (mostly satisfied) since they cater mostly to the needs of the other support departments in the hotel.

**Table 7.** Differences in the level of job satisfaction according to assigned department

Job Factors	EA		FO		HK		FB		AF		SM		HR		EM	
	MR	DI	MR	DI	MR	DI	MR	DI	MR	DI	MR	DI	MR	DI	MR	DI
I. Organizational	3.06	MS	3.15	MS	3.06	MS	2.99	MS	3.05	MS	3.50	CS	3.06	MS	3.33	CS
II. Work Environmental	3.05	MS	3.35	CS	3.64	CS	3.37	CS	3.37	CS	3.78	CS	3.00	MS	3.50	CS
III. Work Itself	3.23	MS	3.37	CS	3.71	CS	3.30	CS	3.19	MS	3.89	CS	3.22	MS	3.44	CS
<b>Overall Mean</b>	3.11	MS	3.29	CS	3.47	CS	3.22	MS	3.20	MS	3.72	CS	3.09	MS	3.43	CS

*Legend: EA – Executive/Administrative    FO – Front Office  
 HK – Housekeeping    FB – Food & Beverage  
 AF – Accounting and Finance    SM – Sales and Marketing  
 HR – Human Resource    EM – Engineering and Maintenance  
 MR – Mean Rating    CS – Completely Satisfied  
 DI – Descriptive Interpretation    MS – Mostly Satisfied*

It was also noted that there were significant differences in the level of job satisfaction of hospitality managers according to assigned department (Table 8) in the following specific job factors at the P=0.05 level of significance.

Management should carefully evaluate company policies on security of tenure, improvement in communication among departments, and consideration in autonomy over decision making.



**Table 8** Analysis of Variance (ANOVA) in the level of job satisfaction of hospitality managers according to the assigned department

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Retention policy is clearly defined (Company Policies)	Between Groups	5.306	7	.758	2.582	.019
Management involves people in decision- work	Between Groups	6.527	7	.932	2.243	.039
Management involves people in decision-job (Sup.)	Between Groups	5.826	7	.832	2.281	.036
Communication with colleagues in the department	Between Groups	4.728	7	.675	2.571	.019
Competitiveness between department members	Between Groups	10.560	7	1.509	3.927	.001
Job provides the appropriate amount of	Between Groups	5.817	7	.831	2.488	.023
Consideration is given to opinions (Autonomy and	Between Groups	7.985	7	1.141	3.230	.004
Consideration is given to suggestions (Autonomy and	Between Groups	6.509	7	.930	3.319	.004

*P=0.05 level of significance*

The level of job satisfaction of Generation X (mean=3.37) and Baby Boomer (mean=3.38) managers are completely satisfied with their jobs while Millennial (mean=3.22)

managers are mostly satisfied (Table 9). Younger managers are less satisfied with their jobs than older managers.

**Table 9.** Differences in the level of job satisfaction of hospitality managers according to age (Personal Factor)

Job Factors	18-36 YO		37-52		53 above	
	MR	DI	MR	DI	MR	DI
I. Organizational Factors	3.04	MS	3.21	MS	3.30	CS
II. Work Environmental Factors	3.33	CS	3.35	CS	3.41	CS
III. Work Itself	3.29	CS	3.54	CS	3.44	CS
Overall Mean	3.22	MS	3.37	CS	3.38	CS

*Legend: MR – Mean Rating*

*CS – Completely Satisfied*

*DI – Descriptive Interpretation MS – Mostly Satisfied*

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to age (Table 10) in the following specific job factors at the P=0.05 level of significance. Managers, especially the millennials,

believe that their salaries are not enough in relation to the work that they perform in the organization. Likewise, clarity of roles and better communication with colleagues are needed to increase the manager's job satisfaction.

**Table 10** Analysis of Variance (ANOVA) in the level of job satisfaction of hospitality managers according to age (Personal Factor)

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Appropriateness of salary as compensation	Between Groups	3.333	2	1.666	3.926	.023
Salary for the work I do (Salaries)	Between Groups	3.264	2	1.632	3.449	.036

Job Factors		Sum of Squares	df	Mean Square	F	Sig.
Communication with colleagues in the	Between Groups	2.174	2	1.087	3.927	.023
Expected behaviors relative to work are known	Between Groups	2.330	2	1.165	4.257	.017

*P=0.05 level of significance*

The level of job satisfaction of hospitality managers according to gender (Table 11) showed that male managers are more satisfied (mean=3.34) than female managers (mean=3.22).

**Table 11.** Differences in the level of job satisfaction of hospitality managers according to gender (Personal Factor)

Job Factors	Male		Female	
	MR	DI	MR	DI
I. Organizational Factors	3.07	MS	3.11	MS
II. Work Environmental Factors	3.44	CS	3.28	CS
III. Work Itself	3.51	CS	3.26	CS
Overall Mean	3.34	CS	3.22	MS

Legend: MR – Mean Rating

CS – Completely Satisfied

DI – Descriptive Interpretation MS – Mostly Satisfied

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to gender (Table 12) in the following specific job factors at the P=0.05 level of significance. Work environmental factors and work itself has to be improved to increase the level of job satisfaction of managers

**Table 12.** T-test in the level of job satisfaction of hospitality managers according to gender (Personal Factor)

Job Factors		T-Test for Equality of Means		
		t	df	Sig.
Communication with colleagues (Work Group)	Equal variances assumed	4.021	89	.000
Workload that could be completed in work hours (Job Scope)	Equal variances assumed	2.508	89	.014
Job provides the appropriate amount of responsibility (Job Scope)	Equal variances assumed	2.530	89	.013
Amount of work pace is appropriate to position (Job Scope)	Equal variances assumed	2.530	89	.013
Consideration is given to your suggestions (Autonomy)	Equal variances assumed	2.542	89	.013
Accountability and responsibility are defined (Clarity of Roles)	Equal variances assumed	2.480	89	.015
Expected behaviors are clearly known (Clarity of Roles)	Equal variances assumed	2.058	89	.043

*P=0.05 level of significance*



The level of job satisfaction of hospitality managers varies according to their highest educational attainment (Table 13). High School (mean= 3.96) and College (mean=3.31) graduate

managers are completely satisfied while those who finished Technical/Vocational courses (mean=3.10) and postgraduate studies (mean=3.12) are mostly satisfied.

**Table 13** Differences in the level of job satisfaction of hospitality managers according to highest educational attainment (Personal Factor)

Indicators	HS		Tech/Voc		College		Graduate	
	MR	DI	MR	DI	MR	DI	MR	DI
I. Organizational Factors	4.00	CS	3.04	MS	3.11	MS	2.99	MS
II. Work Environmental Factors	3.89	CS	3.22	MS	3.41	CS	3.13	MS
III. Work Itself	4.00	CS	3.04	MS	3.40	CS	3.23	MS
Overall Mean	3.96	CS	3.10	MS	3.31	CS	3.12	MS

Legend: MR – Mean Rating

CS – Completely Satisfied

DI – Descriptive Interpretation

MS – Mostly Satisfied

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to highest educational attainment (Table 14) in the following

specific job factors at the P=0.05 level of significance. Promotion opportunities need to be revisited and organizational communication should be improved among managers.

**Table 14** Analysis of Variance (ANOVA) in the level of job satisfaction of hospitality managers according to highest educational attainment (Personal Factor)

Job Factors		Sum of Squares	df	Mean Square		
				F	Sig.	
Promotion opportunities are available to me (Promotion Chances)	Between Groups	7.286	3	2.429	3.285	.025
Communication between superiors and co-workers (Supervision)	Between Groups	3.395	3	1.132	3.766	.014
Cooperation between departments (Work Group)	Between Groups	10.046	3	3.349	10.261	.000
Competitiveness between department members (Work Group)	Between Groups	6.527	3	2.176	5.270	.002
Expected behaviors to work are clearly known (Clarity of Roles)	Between Groups	2.237	3	.746	2.683	.052

*P=0.05 level of significance*

The top three most dominant job factors that affect the level of satisfaction of hospitality managers (Table 15) are salaries and wages (rank 1; mean=2.41); working conditions (rank 2; mean=4.40); and promotion chances (rank 3; mean 4.83). This shows that the organizational factors play a major

role in retaining and increasing the level of job satisfaction of managers regardless of the moderator variables. Management should, therefore, put emphasis on these factors in organizational development to increase the level of satisfaction.

**Table 15** Rank of the most dominant job factors that affect the level of satisfaction of hospitality managers

Job Factors	Mean	Rank
Salaries and Wages	2.41	1
Working Conditions	4.40	2
Promotion Chances	4.83	3
Job Scope	4.97	4
Work Group	5.27	5
Clarity of Roles	5.32	6
Company Policies	5.33	7
Supervision	6.21	8
Autonomy and Freedom	6.26	9

**Note:** Ranking of items in order of importance with #1 being the most important factor to #9 being the least important factor

### Conclusions

The findings showed that the managers of the Department of Tourism accredited hotels in Baguio City are completely satisfied with their jobs. Managers of 3-Star hotels are completely satisfied while those who are in 4-Star hotels are mostly satisfied. Middle managers are mostly satisfied with their jobs while the top and lower level managers are completely satisfied with their jobs. Middle managers believed that they deserve more in compensation in relation to the work that they do. 53 percent of the respondent managers are lower level followed by 30 percent from middle managers and top-level managers at 17 percent. Sales and Marketing, Housekeeping, Engineering and Maintenance, and Front Office managers are completely satisfied while Food and Beverage, Accounting and Finance, Executive and Administrative and Human Resource Department managers are mostly satisfied with their jobs. The varying levels of job satisfaction among managers of the hotel departments are dictated by several factors other than the job. In the personal factors, Millennial managers are mostly satisfied while the Baby Boomers and Generation X are completely satisfied. Millennial managers also comprise 71 percent of respondents while 22 percent from Generation X and 7 percent from Baby Boomers. The level of job satisfaction according to gender is higher among male managers who are completely

satisfied while female managers are mostly satisfied. It was also noted that 63 percent of managers are females and 37 percent are males. In terms of highest educational attainment, high school and college graduate managers are completely satisfied while technical-vocational and postgraduate managers are mostly satisfied. 69 percent of the respondents are college graduate while 25 percent are graduate of master's degree program. In ranking the most dominant factor that affects the satisfaction level of hospitality managers, salaries and wages, promotion chances and company policies emerged as the top 3 factors. Most of the identified job factors had met the requirements and expectations of the managers as provided by the establishments. Nonetheless, continuous improvement is necessary to sustain the ever-increasing expectations among managers in the organization.

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