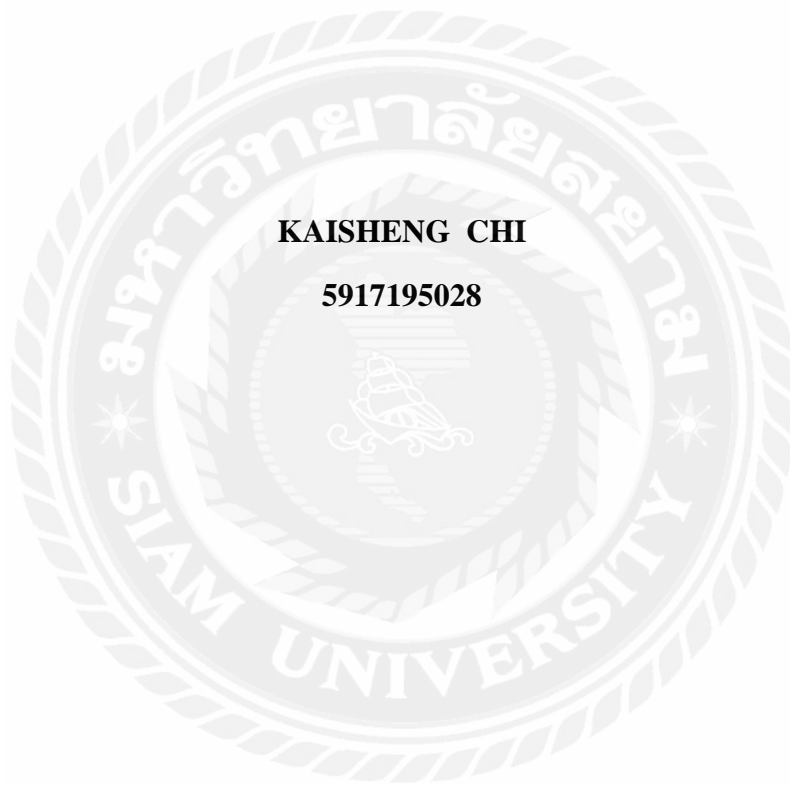




**STUDY ON EMPLOYEE SATISFACTION OF FOUR-STAR
HOTEL IN CHINA**

KAISHENG CHI

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS**

SIAM UNIVERSITY

2017



**STUDY ON EMPLOYEE SATISFACTION OF FOUR-STAR
HOTEL IN CHINA**

Thematic Certificate

To

KAISHENG CHI

This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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Abstract

Title: Study on Employee Satisfaction of Four-star Hotel in China

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Degree: Master of business Administration

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With empirical approaches, survey research and statistical analysis, the author combined accurate qualitative research and quantitative research. Next, the author set up an evaluation mode for employee satisfaction of Huai'an Chuyun Hotel based on explaining the importance of employee satisfaction to corporate development and the theoretical foundation of employee satisfaction at home and abroad. Through the general situation of Huai'an Chuyun Hotel, the author conducted research and statistical analysis to find out the status quo of employee satisfaction in the hotel. The author then re-researched the demand characteristics of and differences between different employees in Huai'an Chuyun Hotel and analyzed main factors affecting employee satisfaction. Lastly, the author proposed countermeasures to improve the employee satisfaction degree of Huai'an Chuyun Hotel and achieve research objectives.

The thesis selects Huai'an Chuyun Hotel as its research object. Based on referring to domestic and foreign theoretical research on employee satisfaction, the author especially designed Questionnaire on Employee Satisfaction of Huai'an Chuyun Hotel. Next, the author adopted systematic methodology to find out the main factors affecting the employee satisfaction of Huai'an Chuyun Hotel, In this paper, data were analysed via principal component analysis, factor analysis and one-way ANOVA. There are close and essential connections between employees and hotels.

The success of all hotels depends on employees. Employees play a crucial role in determining the survival and development of a hotel. By analyzing the statistical data of questionnaire research, the employees of Huai'an Chuyun Hotel have high affirmations of working rewards and work. In addition, most employees are also highly affirmed of their subordinates. In addition, employees are also satisfied with salary and welfare. Furthermore, hotel leaders affirm employees' work. Conversely, employees have controversies about self-actualization, hotel values and hotel image. As a service industry, however, the hotel industry has unique natures. Hence the employees of Chuyun Hotel generally have bigger working pressure. Employees who have higher requirements on working challenges and capacity improvement have a lower satisfaction degree.

Keywords: Four-star hotel; Employee satisfaction; Staff turnover; Human resource management; Motivation

摘 要

题目：中国四星级饭店员工满意度研究

作者：迟凯升

学位：工商管理硕士

专业：工商管理

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2018, 1, 1, 2

本文运用实证研究法，通过调查研究和统计分析，一方面做好定性研究，另一方面做好定量研究，并且将二者紧密结合起来，在阐明提高员工满意度对于企业发展重要性以及国内外关于员工满意度的相关理论基础上，构建楚韵大酒店员工满意度评价模型，了解酒店概况并对楚韵大酒店员工满意度进行调查研究和统计分析，从而真实得知该酒店员工的满意度现状，对楚韵大酒店不同员工的需求特点与差异性进行重点研究，深入分析了影响员工满意度的重点因素，从而有针对性地提出提升楚韵大酒店员工满意度的对策，从而更好地实现本课题的研究目标。

本文以淮安楚韵大酒店为研究对象，在研究国内外员工满意度的有关理论的基础上，通过访谈、问卷等方式调查研究，有针对性地设计了《淮安楚韵大酒店员工满意度调查问卷》，本文通过主成分分析，因子分析和单因素方差分析对数据进行分析。最后紧密联系淮安楚韵大酒店的实际管理实践，提出相应的对策建议，帮助酒店提高向心力，从而降低员工的离职率，进一步降低人力资源成本，提高了人力资源投资回报率，切实提高了酒店的综合效益。员工与酒店之间存在必要的联系。任何酒店的成功都离不开员工，员工对酒店的生存发展起着非常重要的

作用。本文通过对问卷调查所统计得出的数据进行研究分析发现，淮安楚韵大酒店员工对于该酒店的工作回报和酒店工作本身等是比较认可的，大多数员工对自己的上司也十分认可。同时，也可以看出，他们对于酒店的薪酬待遇以及酒店领导对自己的工作认可也是比较满意的。员工在自身价值实现情况、酒店价值观和酒店形象等方面存在着一定的争议。但是，由于酒店作为服务行业所具有的特殊性质，淮安楚韵大酒店员工的工作压力普遍较大，对工作挑战度和自身能力提升有较高要求的员工对酒店的满意度较低。

关键字：四星级酒店；员工满意度；员工流失；人力资源管理；动机



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In my past two years' of postgraduate life, my supervisor not only creates a favorable environment for me to make scientific research and learning, but also offers me the space to soar in MBA. In addition, my supervisor has offered me instructions in thinking, life attitudes, will and qualities, which will encourage me to strive forward in the future. My sincere thanks also go to all teachers and classmates, who help me in life and teach me much knowledge.

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Sincerely yours

KAISHENG CHI

Siam University

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CHAPTER I

INTRODUCTION

1.1 Research Background

In its development process, corporate human resource management gradually shifted its priority from cost consideration to profit consideration. As an increasing number of enterprises propose the human-oriented concept, the importance of talent resources becomes increasingly prominent. All corporate profits are directly created by employees. Hence how to improve employee satisfaction has attracted wide attention from all enterprises. Employees' attitudes are crucial for managers to determine the behaviors of people in organization work. The common judgment of employee is: "A satisfactory employee is a production worker". If an employee is satisfied, he will create an agreeable atmosphere in the organization and complete tasks more efficiently. Hence how to improve employees' satisfaction towards work has been a major research theme.

Foreign scholars are ahead in researching the employee satisfaction of the hotel industry and applying theoretical achievements. Globalized chain hotels, including InterContinental Hotels Group and Hilton Hotel, have set up exemplars for us to study hotel employees' job satisfaction. By contrast, Chinese research on hotel employees' job satisfaction lags far behind. In recent years, the Chinese corporate circle has been paying increasing attention to employee satisfaction. As market demands are expanded, the competition in the hotel industry is also accelerated. To seek further development, a hotel needs more than a brand, product or strategy. In essence, it is the competition between humans. Since the 1970s, earthshaking changes have taken place in the external economic environment of enterprises. Amid globalized competition, fast-developing information technology, diversified clients' demands and industrialized knowledge economy, hotels should pay attention to developing and managing their extant human resources.

Huai'an Chuyun Hotel is one of the few 3-star hotels in Fuxing Town, Huai'an District. As the hotel market in Fuxing Town develops, there inevitably occurs increasingly fierce competition between hotels. In this context, Huai'an Chuyun Hotel should improve its competitiveness, increase hotel employees'

satisfaction and create a sense of belongings for employees, so as to lower the turnover rate and improve the its economic benefits.

1.2 Research Objectives

With empirical approaches, survey research and statistical analysis, the author combined accurate qualitative research and quantitative research. Next, the author set up an evaluation mode for employee satisfaction of Huai'an Chuyun Hotel based on explaining the importance of employee satisfaction to corporate development and the theoretical foundation of employee satisfaction at home and abroad. Through the general situation of Huai'an Chuyun Hotel, the author conducted research and statistical analysis to find out the status quo of employee satisfaction in the hotel. The author then re-researched the demand characteristics of and differences between different employees in Huai'an Chuyun Hotel and analyzed main factors affecting employee satisfaction. Lastly, the author proposed countermeasures to improve the employee satisfaction degree of Huai'an Chuyun Hotel and achieve research objectives.

1.3 Research Significance

An employee's job satisfaction plays a crucial role in ensuring good corporate performances in an enterprise. Corporate managers thus should find out what means satisfies employees and makes them willing to stay, so as to encourage employees to achieve outstanding performances. The objectives and achievements of a corporate are determined by employee satisfaction, which contributes to corporate success and growth. On the one hand, improving employee satisfaction is equal to improving productivity. On the other hand, it improves work quality. It is an indispensable component for a corporate to understand employees' feelings, opinions and wishes sincerely. This practice helps to find out problems in a corporate and make corresponding improvement strategies and improve employees' loyalty by fulfilling employees' commitments. On the whole, this measure serves multiple purposes, including improving corporate performances, enhancing production efficiency and fulfilling organization commitments. Improving employees' job satisfaction is thus a crucial and important factor determining whether a corporate will be successful.

With the constant development of the service industry, the competition in

the hotel industry becomes increasingly fierce. In this context, the thesis researched employee satisfaction to prevent problems and solve problems in the human resource management, marketing management and operating management of Huai'an Chuyun Hotel. In addition, the author found out the problems in human resource management of Chuyun Hotel and provided corresponding countermeasures and advice for hotel management, which helps to enhance hotel cohesion and reduce human resource waste.

By researching the topic, the author concluded the employee satisfaction of Huai'an Chuyun Hotel. On the other hand, the author found out main factors affecting employee satisfaction and proposed countermeasures for the hotel to improve its human resource management and increase comprehensive hotel benefits. In addition, the research provides reference for the management and operation of other hotels.

1.4 Research Theoretical Framework

The thesis consists of six parts.

The first part is introduction, which expounds on the research background and significance, research thinking and methodology, as well as thesis structure and basic framework.

The second part introduces the basic theories on employee satisfaction. It expounds on the definition and relevant theories of employee satisfaction, including Marlow's hierarchy of needs, two-factor theory, equity theory, target setting theory and expectation theory.

The third part sets an evaluation system for the employee satisfaction of Huai'an Chuyun Hotel. Based on in-depth knowledge of Huai'an Chuyun Hotel, the author analyzed and concluded main factors affecting the employee satisfaction to determine and set up an evaluation indicator system for employee satisfaction degree.

The fourth part researches and analyzes the employee satisfaction of Huai'an Chuyun Hotel. It then explains research objectives and methods. Next, the thesis lists all research questionnaires designed by the author and carries out the credibility testing of such questionnaires. Lastly, the thesis analyzes and concludes research results to find out the problems in Chuyun Hotel and relevant causes.

The fifth part introduces the author's countermeasures for improving the

employee satisfaction of Chuyun Hotel, including setting up a complete hotel culture, perfecting regulations and systems, enhancing employees' career planning and management, strengthening non-material factor incentive and setting up a more scientific salary and welfare system.

The sixth part is the conclusion, which makes a comprehensive summary of the research process and draws conclusions for improving research on the employee satisfaction of Chuyun Hotel.



CHAPTER II

LITERATURE REVIEW

2.1 Theories on Independent Variables

The extant definitions of job satisfaction are divided into three categories:

Comprehensive Definitions: Represented by Locke and Robbins, scholars who put forward comprehensive definitions think employee satisfaction is a single concept and represents an employee's emotional feelings and overall state in work.

Expectation Discrepancy Definitions: Represented by Vroom, Porter and Lawler, the scholars who put forward such definitions think employee satisfaction is determined by the differences between employees' psychological expectation and what they truly obtains. All employees have their unique expectation standards in the working process. An employee feels satisfied if his work expectation exceeds anticipated expectations. Otherwise, the employee is dissatisfied.

Reference Framework Definitions: Represented by Simon, Homans and Morse, the scholars who put forward reference framework definitions think employee satisfaction is a multi-dimensional concept showing whether one employee's job is affected by several factors, including salary & welfare, promotion space, working environment and corporate culture. Due to huge individual differences between employees, it is difficult to measure the expectation value. In addition, there is no specific or unified standard for the reference framework. Instead, the reference framework classifies employee satisfaction into different categories to measure the satisfaction degree at all levels, which is targeting and practical.

Different people have different opinions. That's why scholars have different understandings of employee satisfaction. In conclusion, the thesis thinks employee satisfaction is a comprehensive state and refers to an employee's overall state after comparing his real expectations with actual work or working experience according to different reference structure systems.

2.2 Theories on Dependent Variables

American psychologist Maslow divided human needs into five levels in *Motivation and Personality*, including physiological needs, safety needs, social

belonging needs, esteem needs and self-actualization needs.

Physiological Needs

Physiological needs include the demands for clothing, food, accommodations and transportation, which are the lowest and basic needs. As is known to all, many fellow Chinese fail to meet their most basic physiological demands even today. In essence, employees work for salaries and make a living. Hence managers should try to increase salaries and improve welfare as primary incentive means to meet employees' demands in this regard.

Safety Needs

Safety needs include the demands for economic, psychological and physical security. Managers should pay attention to employees' safety needs, offer employees a sense of security and emphasize regulations and systems to provide occupational guarantees and prevent employees from unemployment. In addition, managers should provide medical insurances, unemployment insurances and retirement welfare to employees.

Social Belonging Needs

Different from physiological needs and safety needs, social belonging needs are at a higher level. One's social belonging needs only occur after the needs at former two levels are met. Otherwise, an employee's emotions will be affected and have dissatisfaction towards work, which cause absenteeism and slackness.

Esteem Needs

Esteem needs refer to one's demands for self-esteem and confidence. To meet such needs, one should have certain abilities and knowledge to achieve success, status and honor, so as to win approval and respect from others. According to Maslow, one will be greatly confident if his respect is met and thus have strong enthusiasm for life and work. In addition, Maslow believed such motivation effect was significant.

Self-actualization Needs

Self-actualization needs refer to one's demands for achieving their highest potential. They are a human's highest needs and have been elevated from material needs to spiritual needs, including ideal, aesthetics, personal ambition and realizing one's highest potential.

These five types of needs are ordered in a pyramid hierarchy—a pressing need would need to be mostly satisfied before someone would give their attention to the next highest need. Maslow also put forward: "One adopts different means for self-

actualization, because everyone's individuality characteristics, talent and conditions differ."

The two-factor theory is also called motivator-hygiene theory. It is an incentive theory put forward by American psychologist and behaviorist Frederick Herzberg, who thought motivation and hygiene factors cause employee dissatisfaction in work. Hygiene factors are caused by the external environment, including factors that fail to satisfy employees even when conditions are improved. Hygiene factors are represented in corporate policies and management, working conditions, salary, status and sense of security. The other type of factors related to work or work contents is called by Herzberg as motivator factors, including achievement, affirmation, work, responsibility and improvement.

Hygiene factors are not curative, but preventive. If one's salary decreases to an unacceptable level, the employee will have resentment and dissatisfaction towards work. According to Herzberg's research findings, a manager should realize that hygiene factors are indispensable, which motivate employees to work harder and obtain better work effects. Conversely, motivation factors only cause satisfaction, rather than dissatisfaction. Hence motivator factors and hygiene factors are independent.

The equity theory was put forward by American psychologist John Adams in 1956 to research whether one's devotion is fair to his rewards after comparing with others and its impact on initiative.

According to Adams, an employee's initiative is affected by two factors: absolute return and relative return. After receiving the salary, everyone compares his salary-input ratio with that of other employees unconsciously. If an employee thinks his returns are fair, he will retain his original work input; if the employee is psychologically imbalanced, he will feel dissatisfied, which triggers motives. Corresponding, the employee will try every means to eliminate such psychological imbalance and seek the so-called fairness and rationality. From the perspective of equity theory, managers should realize that both the absolute return and relative return affect the incentive effect. Hence leaders should ensure equity and try to reduce the errors in subjective judgments. In addition, an enterprise should pay attention to internal and external equity and design a scientific salary system to connect performance evaluation and salary.

The goal-setting theory was first put forward by American psychologist

Locke in 1968. According to much research, Locke and his colleagues eventually found out a goal not only guides an employee's work orientation, but also exerts a positive impact on their hard efforts. To some extent, one's incentive is achieved through his goals. Hence managers should realize the role played by a goal in the incentive process. The theoretical precondition of goal setting theory is that employees affirm and accept this goal.

Different from the equity theory, the goal-setting theory offers different guidance to managers. According to the requirements of Locke's theory, managers should set up clear and specific goals for employees' performances. In addition, such goals should be difficult, allowing all members to participate in and create a sense of affirmation and belonging among employees. In this way, employees will accept such goals more easily.

The expectancy theory was first put forward by a reputed North American psychologist and behavioral scientist Victor Vroom in 1964 in his *Work and Motivation*. An employee's job satisfaction depends on whether the comparison of one's performances achieved through diligent work is consistent with his labor rewards and returns. If the expectancy value is lower than the real value, the employee will have negative and dissatisfied sentiments and lower satisfaction. Conversely, the employee's satisfaction will improve.

2.3 Research Hypotheses

Assumptions mode: personal effort → personal performance → organization reward → personal goal. In other words, whether one has motivation is related to the employee's individual effort, working performances, individual performances and organization rewards? whether in performance management, an enterprise should set up attainable performance goals for employees, rather than unreachable ones.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Designing

Literature research method. By collecting, identifying and arranging domestic and foreign literature, the author reviewed theoretical knowledge on the research topic and pointed out the topic framework based on predecessors' experience.

Case study method. Taking Huai'an Chuyun Hotel as the research object, the author analyzed the problems in the hotel's human resource management through interview and questionnaire research and found out factors affecting the hotel's employee satisfaction. The author also proposed countermeasures for improvement.

Combining qualitative analysis and quantitative analysis. Based on the qualitative analysis, the author adopted the quantitative analysis to make research more scientific and persuasive.

3.2 Research Tools

Huai'an Chuyun Hotel currently has 124 employees. 38% of employees are males, while 62% employees are females. The number of females is significantly higher than that of males (See Figure 1).

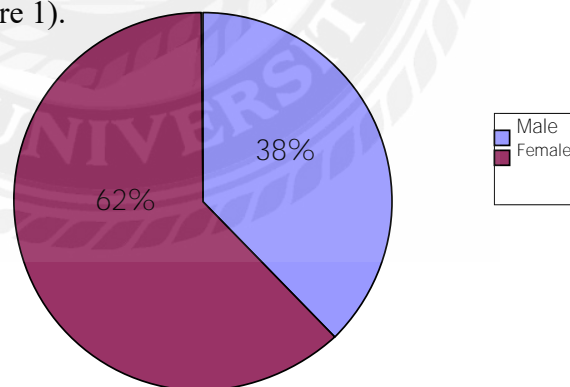


Figure 1 Gender distribution of employees in Huai'an Chuyun Hotel

Regarding the age distribution, 55% of employees are aged below 25 years old; 26% of employees are aged between 26 and 35; 15% of employees are aged between 36 and 45; 4% of employees are aged over 46. The age distribution shows CHuyun Hotel has a young employee structure. (See Figure 2)

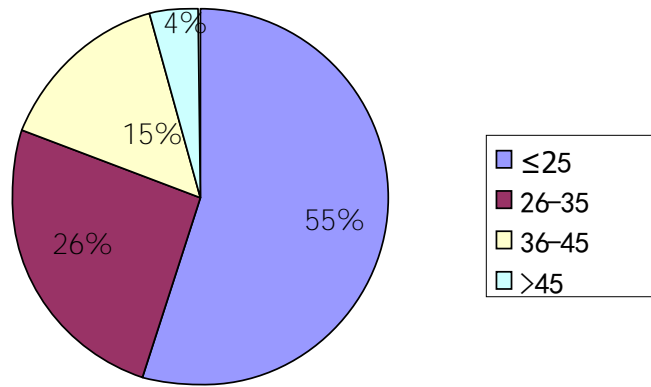


Figure 2 Age distribution of employees in Huai'an Chuyun Hotel

Regarding the education level distribution, 61% of employees only received junior high school education and below; 26% of employees received vocational high school education or senior high school education; 11% of employees received undergraduate education; 2% of employees received master education and above. On the whole, the employees of Chuyun Hotel have a low education level. (See Figure 3)

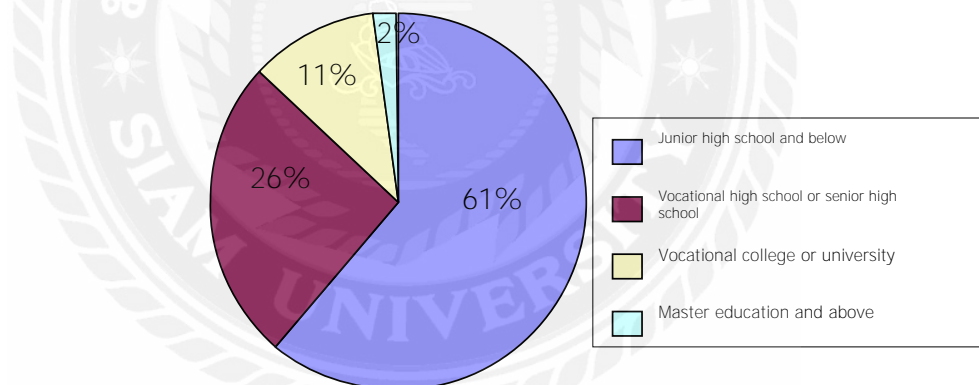


Figure 3 Education level distribution of employees in Huai'an Chuyun Hotel

Regarding the years of working in the hotel industry, 52% of employees have only worked for less than a year; 28% of employees have worked for 1~3 years; 15% of employees have worked for 4~6 years; 5% of employees have worked for seven years. The data shows Huai'an Chuyun employees have only worked in the hotel industry for a short time and need further improvement in capacities (See Figure 4).

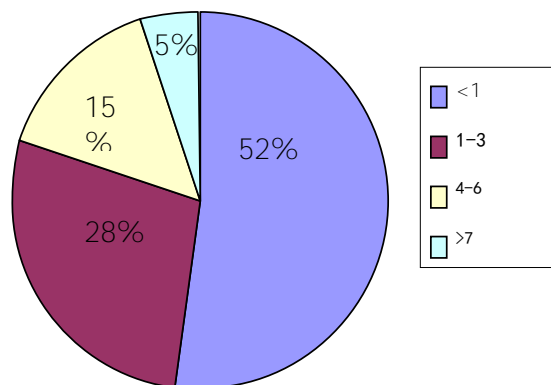


Figure 4 Working year distribution of employees in Huai'an Chuyun Hotel

Regarding the salary level distribution, 48% of employees receive a salary of 2,000~3,000 yuan; 32% of employees receive the salary of 3,001~4,000 yuan; 17% of employees receive the salary of 4,001~5,000 yuan; 3% of employees receive the salary of over 5,001 yuan. It shows the salary level of Huai'an Chuyun Hotel is low and imbalanced. (See Figure 5)

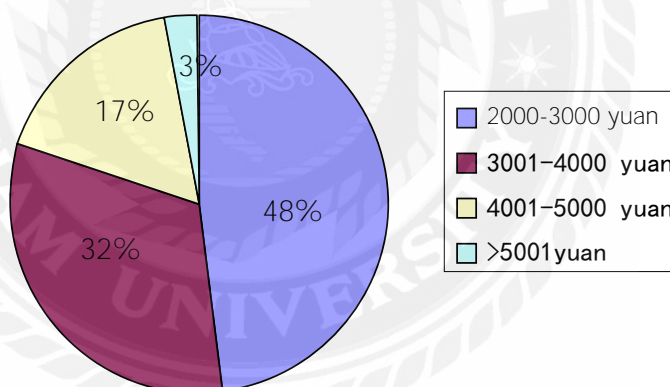


Figure 5 Salary level distribution of employees in Huai'an Chuyun Hotel

Regarding the position level distribution, 60% of employees are grassroots employees; 23% of employees are grassroots managers; 13% of employees are medium-level managers; 4% of employees are senior managers. It shows over half of employees in Chuyun Hotel are grassroots employees and managers. On the whole, the overall occupation level of employees is low. (See Figure 6)

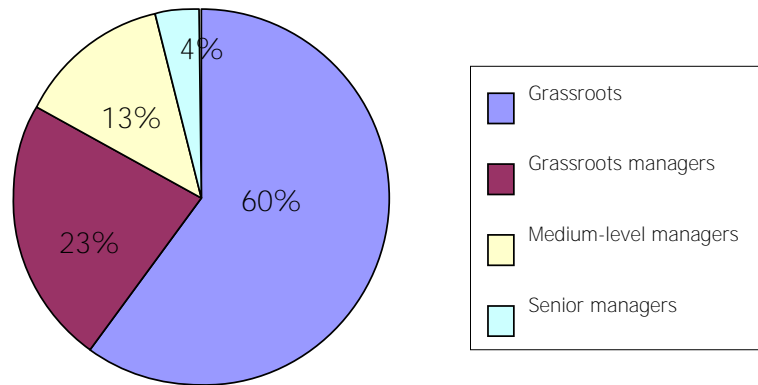


Figure 7 Position level distribution of employees in Huai'an Chuyun Hotel

Regarding the marital status distribution, 62% of employees are married, while 38% of employees are unmarried. It shows the majority of employees in Huai'an Chuyun Hotel are married. (See Figure 7)

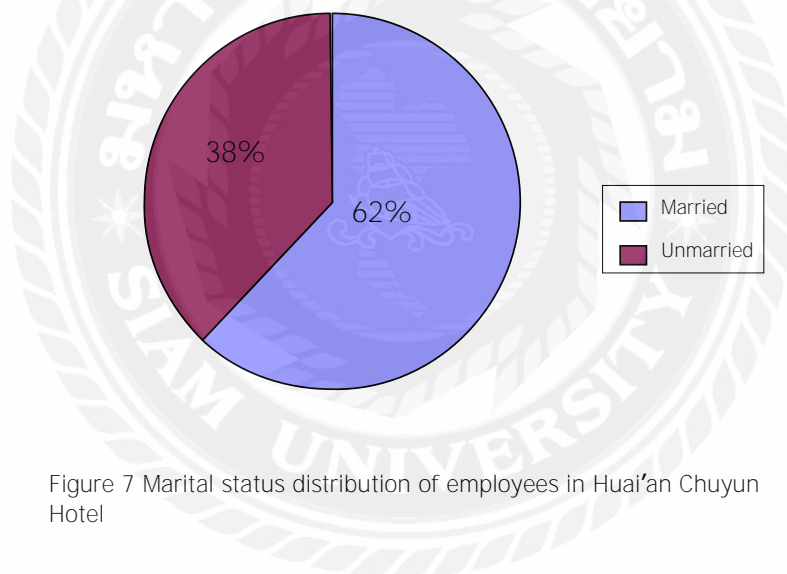


Figure 7 Marital status distribution of employees in Huai'an Chuyun Hotel

3.3 Data Analytical Methods

For the past years, domestic and foreign scholars have been taking the specific composition factors of the employee satisfaction degree as their research priorities. Foreign scholars Friedman and Amoco think work, leadership, team, management economic return, promotion and work environment are important factors affecting the employee satisfaction degree. Xiaoming Shao (2013) researched and found out social concepts, work, salary, incomplete social security, the lack of reasonable career planning and backward management system are important factors

affecting the employee satisfaction degree. In addition, Shao emphasized the importance of talent incentive mechanism. Based on referring to predecessors' research, the author researches the employee satisfaction degree from four dimensions, including capacity development, work, working rewards and corporate entirety.

3.3.1 Capacity Development

Capacity development includes the opportunity for an employee to participate in work independently, give play to one's working capacities and work for others. Hence whether an organization offers training or position rotation affects employees' job satisfaction substantially. Through corporate training, an employee improves his personal qualities and development potential, which eventually improves overall corporate performances.

3.3.2 Work

As an important component of an employee's life, work affects the employee's emotions substantially. An employee wishes his work to match his major, be in line with his interest and hobbies and consistent with his character. That is to say, work difficulty and workload should be acceptable and challenging to improve the employee's satisfaction degree.

3.3.3 Working Rewards

According to research, salary and welfare are the most important or secondly most important among all problems related to working rewards. Effective implementation of salary management not only provides reliable economic guarantees to employees, but also attracts and retains excellent employees, making it favorable for stimulating employees. Most employees avoid risks and pursue income stability. Hence welfare stability is undoubtedly attractive. If an enterprise provides abundant welfare, it will increase the appeal to employees. In addition, it lowers turnover rate and improves corporate performances.

3.3.4 Corporate Entirety

In essence, management serves humans. Hence managers should manage centered on humans. As interpersonal relations are connected by human emotions,

good subordinate-superior relations ensure employees have a healthy and full-spirited mental state and make it favorable for internal corporate unity. In addition, corporate regulations and systems, corporate image & values, the implementation of corporate policies and managers' decision-making abilities exert different impact on the employee job satisfaction.

3.3.5 Personal Factors

Gender. Mason (2001) thought male employees have significantly higher satisfaction towards working environment and salary & welfare than female employees. In other aspects, however, female employees have significantly higher satisfactions than male employees. Fazhan Wang, et al (2002) researched and showed female employees generally have higher job satisfaction than male employees; Zhenglei Pan (2003) conducted statistical analysis and thought there are more significant differences between female employees and male employees in welfare and salary.

Age. Boame (1982) analyzed age factors affecting the employee job satisfaction and found out positive correlations between employee satisfaction degree and age, namely employees with a young age tend to have lower job satisfactions than older employees. Xianyong Huang (2005) conducted detailed research and found out employees' satisfaction experiences U-curved changes as their ages advance. The older one gets, the more unwilling one is to leave his current position. Conversely, the employee increasingly cherishes his current position and improves his satisfaction degrees more easily.

Education level. Yixia Sun, Ning Xv and Lifeng Gao (2013) researched and found out there are significant differences between employees' job satisfaction due to different education levels—The employees who received undergraduate education and above have the highest satisfaction degree; employees who received vocational high school education or senior high school education have the second highest employee satisfaction degree; employees who received vocational college education have the lowest satisfaction degree.

Marital status. Marriage may means one needs to take on the responsibilities for a family, which makes a steady-fast job extremely important and

more valuable. Generally speaking, married employees cherish current positions more and can improve their satisfaction more easily.

Position level. The differences between position levels also exert huge impact on the employee satisfaction degree. Generally speaking, employees with higher position levels also have a higher job satisfaction degree. Conversely, grassroots employees do not have high job satisfaction due to various limitations.

Working age. Boning Ruan (2013) researched front-line employees' satisfaction degrees and found out employees of longer working years have higher satisfaction than employees with shorter working years. In addition, Ruan found out negative correlations between employees' working age and turnover rate and positive correlations between employees' working ages and satisfaction degrees.

The author especially designed a set of employee satisfaction degree evaluation systems by analyzing the factors affecting the satisfaction degrees of hotel employees. The system is divided into primary and secondary indexes. Primary indexes include capacity development, work, working rewards and other aspects. Capacity development is subdivided into training, position rotation, career planning and management, quality expansion, in-service ability improvement and personal skill. Work is subdivided into work suitability and responsibility matching, working conditions and environment, working challenges and self-actualization. Work rewards are subdivided into salary and welfare, sense of working achievements, work affirmation and promotion. Other aspects are subdivided into regulations and systems, managers' quality and ability, hotel image, hotel value and internal communications (see Figure 1).

Form 1 Employee satisfaction index system of Huai'an Chuyun Hotel

	Level-I Indexes	Level-II Indexes
Hotel Employee Satisfaction Degree	Capacity Development	Training
		Position Rotation
		Career Planning and Management
		Quality Expansion
		In-service Capacity Improvement
		Individual Capacity Representation
	Work	Work Suitability and Responsibility Matching
		Working Condition and Environment
		Working Challenges
		Self-actualization
	Working Rewards	Salary & Welfare
		Sense of Working Achievements
		Work Affirmation
		Promotion
	Other Aspects	Regulations and System
		Managers' Qualities and Capacities
		Hotel Image
Hotel Values		
Internal Communications		

CHAPTER IV

RESEARCH RESULTS AND ANALYSIS

4.1 Descriptive Statistics

The thesis adopts a questionnaire research and makes statistical analysis through employee satisfaction research questionnaire. The author aims to find out employees' real opinions of hotel management. By listening to employees' opinions and advice and enhancing the active communications and concern between managers and employees, the research helps the hotel to diagnose potential problems in its management process, know things to be improved and provide reference for improving hotel management performances. In addition, researching employee satisfaction enhances employees' owner awareness, set up employees' sense of belongings and affirmation of the hotel and reaches the goal of attracting and attaining talents.

All research questionnaires adopted by the thesis are divided into two parts.

The first part includes questionnaires on interviewees' basic information, including gender, marital status, working years, age, education level, salary level and position level.

The second part consists of employee satisfaction measurement forms, which are sub-divided into four dimensions.

Capacity development. It includes six questions related to interviewee's evaluation of hotel training, hotel position rotation, career planning management, quality expansion, in-service ability improvement and personal skill.

Work. It includes four questions related to the interviewee's evaluation of work suitability and responsibility matching, self-actualization, working conditions & environment and working challenges.

Working rewards. It includes four questions related to the interviewee's evaluation of promotion opportunity in work, salary and welfare, sense of working achievement and work affirmations.

Other aspects. It includes five questions related to the interviewee's evaluation of hotel regulations and systems, hotel leaders' leadership capacities, hotel values, hotel image and hotel internal communications. In the calculation of average

scores, “Very Dissatisfied” is one mark; “Dissatisfied” is 2 marks; “Common Satisfied” is 3 marks; “Satisfied” is 4 marks; “Very Satisfied” is 5 marks.

In the research, 125 questionnaires were released on the site, with 115 recycled questionnaires and 100 valid questionnaires. The questionnaire recycle rate was 92%. After being recycled, all questionnaires were processed for data statistics through SPSS19.0.

This thesis adopted professional statistical analysis software—factor analysis method in SPSS (19.0 version) to analyze the validity and reliability of questionnaires.

4.2 Reliability Analysis of Research Questionnaires

Firstly, the reliability analysis works out the Cronbach α values of questions in each part to find out the consistence of questionnaire scores. Next, the reliability analysis of the total questionnaire and four dimensions is conducted, including capacity development, other aspect, work and working rewards. The analytical results are shown in Form 2. The α coefficients of capacity development, other aspects, work and working rewards are 0.902, 0.893, 0.869 and 0.859 respectively, which are all higher than 0.80. The α coefficient of the overall sample is 0.859. According to common statistics, the standards of reliability coefficient of a total scale are: 0.8 and above is the best; 0.7~0.8 is acceptable. For the reliability coefficient of a sub-scale: 0.7 and above is the best; 0.6~0.7 is acceptable. It shows the questionnaires on employee satisfaction degree of Huai’an Chuyun Hotel represent high reliability, stability and internal consistence. It means such questionnaires are worthy to be adopted.

Research Scale	Cronbach's Alpha Cronbach's Alpha Coefficient Value	Number of Entries
Total Data	0.859	19
Capacity	0.902	6
Development	0.893	5
Other Aspects	0.869	4
Work	0.859	4
Working Rewards		

Table 2 Results of Reliability Analysis

Before the factor analysis of employee satisfaction degree, the KMO value and Bartlett value are analyzed first. As is shown in Table 2, the KMO testing value of data is 0.720 and higher than 0.7, meaning it is suitable for conducting the factor analysis. According to the testing results of Barlett sphericity analysis, the approximate Chi-square value is 1,374.428 and the significance probability is 0.000 ($P < 0.01$). Hence the Barlett sphericity testing's zero hypothesis is rejected. It is thought the job satisfaction of the research is good, making it suitable for the factor analysis (see Form 3).

Form 3 Validity analytical Results

KMO Testing and Bartlett Testing

Kaiser-Meyer-Olkin.		.720
Take adequate Kaiser-Meyer-Olkin measurement		
Bartlett	Approximate Chi-square	1374.428
Barlett sphericity test	df	171
	Sig.	.000

4.3 Factor Analysis

In the factor analysis process, the principal component analysis is adopted. Through the orthogonal method (variance maximum oblique crossing), the factor is rotated and factors with characteristic values bigger than 1 are selected. According to the results, there are four public factors whose characteristic values are bigger than 1. According to the results of Form 4, the total variance explanation rate is 71.182% and higher than 60%. The Scree plot of factor analysis in Figure 8 also shows the original 19 single factors are realized through four factors.

Form 4 Analytical results of total variance interpretation rate

Factor	Characteristic Root	Contribution Rate (%)	Cumulative Contribution Rate (%)
1	5.477	28.824	28.824
2	3.187	16.771	45.595
3	2.893	15.225	60.820
4	1.969	10.361	71.182

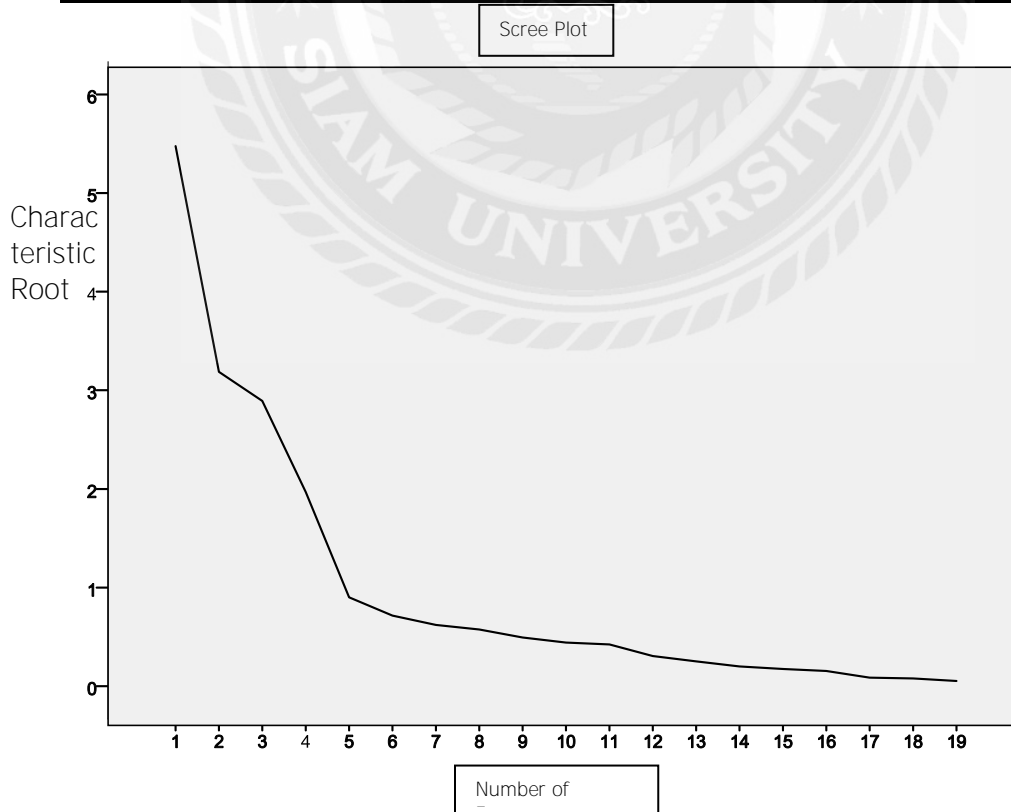


Figure 8 Scree plot of factor

Form 5 Rotated factor load matrix of questionnaire on employee satisfaction of
Huai'an Chuyun Hotel

Variable	Component			
	1	2	3	4
a9	<u>.871</u>	.164	.139	.008
a10	<u>.842</u>	.138	.170	.040
a13	<u>.820</u>	.123	.042	.108
a2	<u>.802</u>	.039	.061	-.022
a16	<u>.753</u>	-.117	-.068	.148
a4	<u>.745</u>	.024	.237	.122
a7	.029	<u>.907</u>	-.061	.052
a17	.018	<u>.885</u>	-.081	.038
a5	-.058	<u>.825</u>	.121	.107
a12	.304	<u>.766</u>	-.001	.009
a3	.083	<u>.762</u>	.174	.107
a11	.047	.000	<u>.849</u>	.210
a18	.038	-.003	<u>.845</u>	.117
a6	.172	.085	<u>.813</u>	.062
a1	.183	.048	<u>.789</u>	.147
a15	.101	.052	.088	<u>.910</u>
a19	.125	.056	.066	<u>.877</u>
a14	.003	.030	.152	<u>.754</u>
a8	.099	.162	.226	<u>.736</u>

The factor structure form is formulated based on the factor analysis of research data and variance maximum oblique rotation. The results of four factors abstracted in the factor analysis are introduced in the following (see Form 5).

In Factor 1, Item 2, 4, 9, 10, 13 and 16, namely sub-items of Capacity Development have a higher load. This dimension exerts the biggest impact on hotel employees' satisfaction degrees. In Factor 2, Item 3, 5, 7, 12 and 17, namely sub-items of Other Aspects have a higher load. This dimension exerts a smaller impact on hotel employees' satisfaction degrees. In Factor 3, Item 1, 6, 11 and 18, namely sub-

items of Work have a higher load. This dimension exerts the third largest impact on hotel employees' satisfaction degree. In Factor 4, Item 8, 14, 15 and 19, namely sub-items of Working Rewards have a higher load. This dimension exerts the lowest impact on hotel employees' satisfaction degrees.

4.4 Correlation Analysis

Regarding the gender distribution, 65% of employees in Huai'an Chuyun Hotel are females, which far exceed male employees. This phenomenon is consistent with the actual situation that female employees account for the majority of employees in the hotel industry. Regarding the marital status distribution, 62% of employees in Huai'an Chuyun Hotel are married, while 38% of employees are unmarried. Regarding the age distribution, employees aged below 25 account for 54% of all employees in Huai'an Chuyun Hotel. Regarding the education level distribution, employees who only received junior high school education and below account for 60%, meaning the overall qualities of employees in Chuyun Hotel is low. Regarding the working year distribution, 50% of employees have only worked for less than one year and 7% of employees have worked for over seven years, meaning the working length of employees in Chuyun Hotel is short. Regarding the position level, medium-level managers and senior managers account for 15%; grassroots employees and grassroots managers account for 85%. (see Form 6)

Form 6: Descriptive statistics of research samples in Huai'an Chuyun Hotel

Variable	Variable Item	Number of Samples	Percentage
Gender	Male	35	35%
	Female	65	65%
Marital Status	married	62	62%
	Unmarried	38	38%
Age	≤ 25	54	54%
	26~35	25	25%
	36~45	16	16%
	>45	5	5%

Education Level	Junior High School and Below	60	60%
	Vocation High School or High School Degree	26	26%
	Vocational College or University Degree	10	10%
	Master's Degree and Above	4	4%
Working Years	<1 Y	50	50%
	1~3 Y	27	27%
	4~6 Y	16	16%
	>7 Y	7	7%
Salary Level	2000-3000 RMB	44	44%
	3001-4000 RMB	35	35%
	4001-5000 RMB	16	16%
	>5001 RMB	5	5%
Position Level	Grassroots Employees	57	57%
	Grassroots Managers	28	28%
	Medium-level Managers	12	12%
	Senior Managers	3	3%

Based on the general statistics of research on employee satisfaction degree of Chuyun Hotel, the author formulated Form 7, namely Frequency Summary of Employee Satisfaction in Huai'an Chuyun Hotel. The data provided by Form 7 is processed. By calculating the average satisfaction score, Very Satisfied and Satisfied are grouped together as the standards of measuring satisfaction. In addition, Dissatisfied and Very Dissatisfied are grouped as the standards of measuring dissatisfaction to calculate the average score of each item. Very Satisfied is 5 marks; Satisfied is 4 marks; Common Satisfied is 3 marks; Dissatisfied is 2 marks; Very Dissatisfied is 1 mark (see Figure 8).

Form 7 Frequency summary of employee satisfaction in Huai'an Chuyun Hotel

No.	Question	Very Satisfied	Satisfied	Common Satisfied	Very Dissatisfied	Very Dissatisfied
1	Your evaluations of work suitability and responsibility matching	18	42	29	8	3
2	Your evaluations of hotel training	14	24	39	15	8
3	Your evaluations of regulations and systems	13	29	22	28	8
4	Your evaluations of position rotation	23	27	31	16	3
5	Your evaluation of hotel leaders' leadership	17	31	32	15	5
6	Your evaluations of self-actualization	12	41	33	11	3
7	Your evaluations of hotel values	11	30	32	15	12
8	Your evaluations of promotion opportunities in work	23	36	30	9	2
9	Your evaluations of hotel career management	15	25	33	15	12
10	Your evaluations of self-quality expansion	17	31	26	21	5
11	Your evaluations of working conditions and environment	15	50	26	6	3
12	Your evaluations of hotel image	9	31	23	28	9
13	Your evaluations of in-service ability improvement	7	27	36	16	14

14	Your evaluations of salary and welfare	31	28	31	10	0
15	Your evaluations of sense of working achievements	23	40	28	8	1
16	Your evaluations of personal skills	9	29	35	25	2
17	Your evaluations of the hotel's internal communications	11	32	27	19	11
18	Your evaluations of working challenges	16	44	24	11	5
19	Your evaluations of work affirmation	23	44	24	8	1

Form 8 Average values of employee satisfaction of Huai'an Chuyun Hotel

No.	Question	Satisfied	Dissatisfied	Average Score
1	Your evaluations of work suitability and responsibility matching	60%	11%	3.901
2	Your evaluations of hotel training	38%	23%	3.344
3	Your evaluations of hotel regulations and system	42%	36%	3.141
4	Your evaluations of position rotation	50%	19%	3.739
5	Your evaluations of hotel leaders' leadership	48%	20%	3.588
6	Your evaluations of self-actualization	53%	14%	3.716
7	Your evaluations of hotel values	41%	27%	3.191
8	Your evaluations of promotion opportunities in work	59%	11%	3.986
9	Your evaluations of hotel career planning and management	40%	27%	3.239
10	Your evaluations of self-quality expansion	48%	26%	3.459
11	Your evaluations of working conditions and environment	65%	9%	3.919
12	Your evaluations of hotel image	40%	37%	3.039
13	Your evaluations of in-service ability improvement	34%	30%	2.953
14	Your evaluations of salary and welfare	59%	10%	4.159
15	Your evaluations of sense of working achievement	63%	9%	4.056
16	Your evaluations of personal skills	38%	27%	3.277
17	Your evaluations of internal communications in the hotel	43%	30%	3.178
18	Your evaluations of working challenges	60%	16%	3.724
19	Your evaluations of work affirmation	67%	9%	4.053

Form 9 Descending employee dissatisfaction of Huai'an Chuyun Hotel

No.	Question	Dissatisfaction
12	Your evaluations of hotel image	37%
3	Your evaluations of the hotel regulations and systems	36%
13	Your evaluations of in-service capacity expansion	30%
17	Your evaluations of internal communications in the hotel	30%
7	Your evaluations of hotel values	27%
9	Your evaluations of career planning management	27%
16	Your evaluations of personal skills	27%
10	Your evaluations of self-capacity expansion	26%
2	Your evaluations of hotel training	23%
5	Your evaluations of hotel leaders' decision-making abilities	20%

Analyzing the employee satisfaction degree of Huai'an Chuyun Hotel is favorable for finding out main factors causing employees' dissatisfaction. The research allows the hotel to adopt targeting methods and measures to improve the employee satisfaction degree.

Form 9 is formulated by ranking employees' job dissatisfaction. The form only selects the former ten factors. The first factor is hotel image, with a dissatisfaction degree of 37%. Regulations and systems come second, with the employee dissatisfaction of 36%. In the interview process, most employees think Chuyun Hotel has incomplete regulations and systems. 30% of employees are dissatisfied with occupational capacity improvement and internal communications; the employee dissatisfaction degrees for training work and hotel leaders' leadership are 23% and 20% respectively, meaning Chuyun Hotel fails to create a favorable hotel culture, provide a good platform for employees or satisfy employees in work.

Form 10 Descending employee satisfaction degree of Huai'an Chuyun Hotel

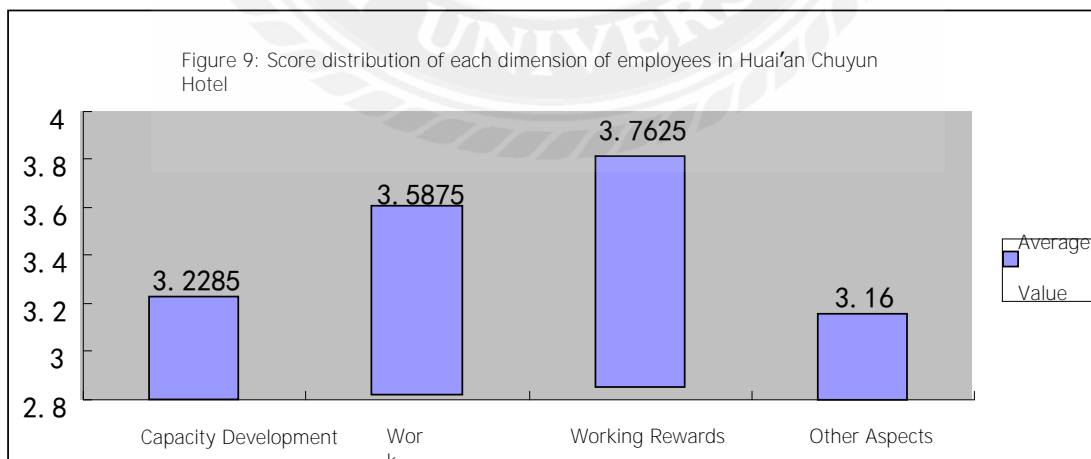
No.	Question	Satisfaction Degree
19	Your evaluations of work	67%
11	Your evaluations of working conditions and environment	65%
15	Your evaluations of sense of working achievements	63%
1	Your evaluations of work suitability and responsibility matching	60%
18	Your evaluations of working challenges	60%
8	Your evaluations of promotion opportunities in work	59%
14	Your evaluations of salary and welfare	59%
6	Your evaluations of self-actualization	53%
4	Your evaluations of positional rotation	50%

As is shown from Form 10, the employee satisfaction degree for Question 19 (your evaluations of work affirmation) is the highest, namely 67%. Over 9 sub-items has an employee satisfaction degree higher than 50%. Question 8, Question 14, Question 15 and Question 19 are sub-items of working rewards, showing employees are satisfied with the work rewards of the hotel. Question 1, Question 6, Question 11 and Question 18 are sub-items of work and have high employee satisfaction degrees. Question 4 is the sub-item of capacity development. It means the questions with high employee satisfaction degrees are concentrated in these four dimensions and not scattered.

Form 11 Average scores and standard variance of four dimensions and total score
(N=100)

	N	Minimum	Maximum	Average Value	Standard Variance
Capacity Development	100	1.00	5.00	3.2285	.91410
Work	100	1.00	5.00	3.5875	.82141
Working Rewards	100	1.00	5.00	3.7625	.80511
Other Aspects	100	1.00	5.00	3.1600	.96693
Effective N (Form State)	100				

As is shown by Form 11, the employee satisfaction degrees of Chuyun Hotel for working rewards, work, capacity development and other aspects are in a descending order. The scores of working rewards and work are higher, while the scores of capacity development and other aspects are lower. Figure 9 is especially formulated based on the average scores of items to show the overall research on employee satisfaction of Huai'an Chuyun Hotel more directly and clearly. The figure shows the impact of various factors on the employee satisfaction of Chuyun Hotel.



Regarding the average satisfaction degree and dissatisfaction degree, Figure 12 and Figure 10 show the employees of Chuyun Hotel have the highest average satisfaction towards working rewards and the second lowest average satisfaction

towards capacity development. In addition, the employee satisfactions towards other aspects, capacity development and working rewards are in a descending order.

Figure 12 Contrast analysis diagram of employee satisfaction degrees for capacity development sub-items

Dimension	Average Satisfaction (%)	Average Dissatisfaction (%)
Capacity Development	41.33	25.33
Other Aspect	42.8	30
Work	47	12.5
Working Rewards	62	9.75

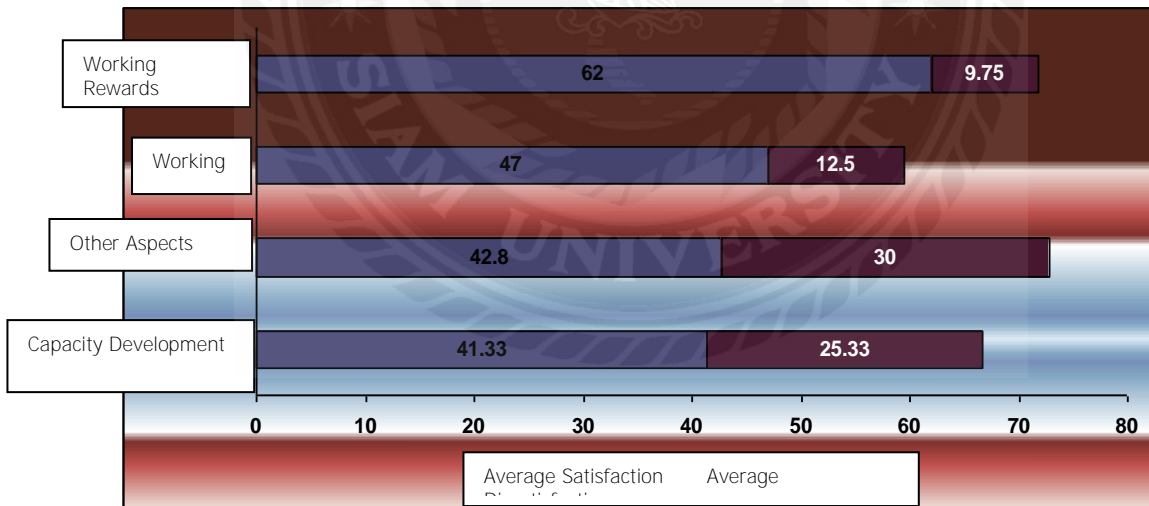


Figure 10 Average satisfaction and dissatisfaction distribution of each dimension of employees in Huai'an Chuyun Hotel.

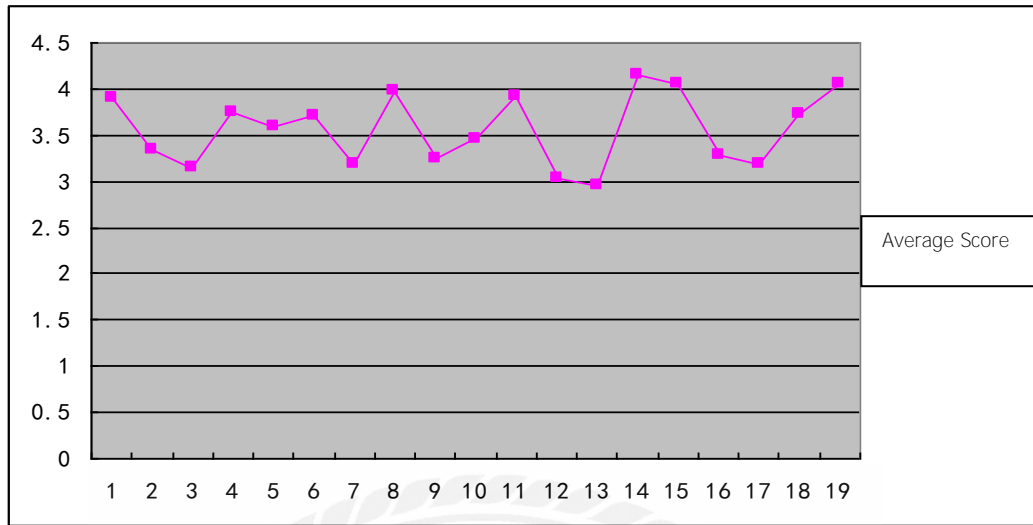


Figure 11 Broken-line graph of average employee satisfaction scores of Huai'an Chuyun Hotel

As is shown in Figure 11, there are huge fluctuations in employee satisfaction regarding working rewards and corporate entirety. There is a three-mark question and three four-mark questions. Others are concentrated between 3~4 marks.

The analysis of employee satisfaction for each sub-item aims to combine the specific situation of Chuyun Hotel to analyze the reasons for employee dissatisfaction and find out hotel employees' real opinions. With this analysis, the hotel can take countermeasures and improvement means, achieving the effect of half efforts and double results.

Capacity Development Analysis

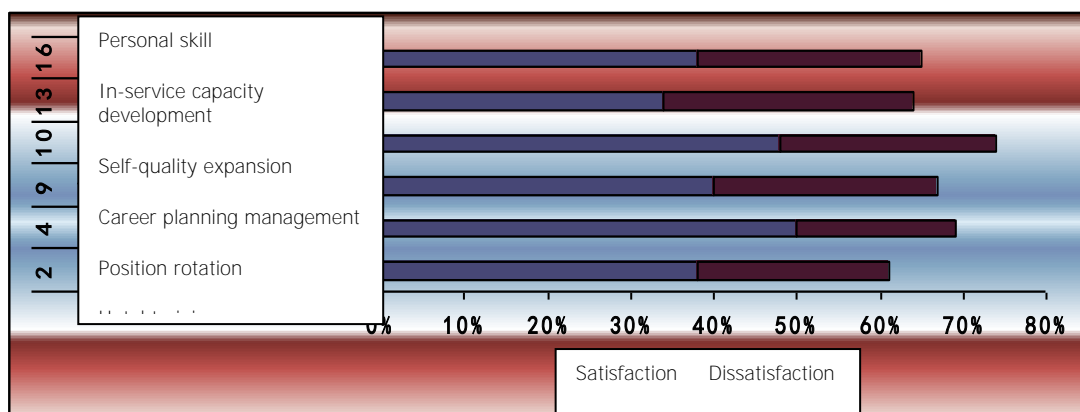
Form 13 Analysis of employee satisfaction degree for capacity development

No.	Question	Satisfaction Degree	Dissatisfaction Degree	Average Score
2	Your evaluations of hotel training	38%	23%	3.344
4	Your evaluations of position rotation	50%	19%	3.739
9	Your evaluations of career planning and management	40%	27%	3.239
10	Your evaluations of self-quality expansion	48%	26%	3.459
13	Your evaluations of in-service capacity improvement	34%	30%	2.953
16	Your evaluation of personal skills	38%	27%	3.277

As is shown in Form 13, the employee satisfaction degree and dissatisfaction degree for hotel training are 38% and 23% respectively. The average score of the satisfaction towards this question ranks fourth. Through the interview, employees stated Chuyun Hotel holds training at a low frequency, which are mainly about new promotion plans and marketing methods, with boring contents and insignificant effect of promoting performances. Regarding position rotation, the employee satisfaction degree and dissatisfaction degree are respectively 50% and 19%. In the interview, employees stated the hotel determines occupational levels according to performances and organizes position rotation and promotion after employees work on their position for half a year (excluding the trail phase). Regarding the career management, the employee satisfaction degree and dissatisfaction degree are respectively 40% and 27%. The average satisfaction score of this question ranks the bottom three, showing Chuyun Hotel is poor in this regard and needs further improvement. Regarding capacity improvement, the employee satisfaction degree and dissatisfaction degree are respectively 34% and 30%. Regarding personal skills, the employee satisfaction degree and dissatisfaction degree are respectively 38% and 27%. Such data shows employees think current work fails to give play to their skills and improve their abilities.

Figure 12 is especially formulated to show the research on the employee satisfaction and dissatisfaction regarding capacity development. The figure shows the change trends of employee satisfaction of Huai'an Chuyun Hotel clearly and represents the impact of various factors on the employee satisfaction degree.

Figure 12 Contrast analysis diagram of employee satisfaction degrees for capacity development sub-items



Analysis of Other Aspect

Figure 14 Contrast analysis diagram of employee satisfaction degrees for work sub-items

No.	Question	Satisfaction	Dissatisfaction	Average Score
3	Your evaluations of hotel regulations and systems	42%	36%	3.141
5	Your evaluations of hotel leaders' leadership	48%	20%	3.588
7	Your evaluations of hotel values	41%	27%	3.191
12	Your evaluation of hotel images	40%	37%	3.039
17	Your evaluations of internal hotel communications	43%	30%	3.178

As is shown by Figure 14, the employee satisfaction degree and dissatisfaction degree for hotel regulations and systems are respectively 42% and 36%. Through the interview, employees stated Chuyun Hotel has an excessively strong sense of humanities and lacks fairness in implementing system. Regarding Hotel Leaders' Decision-making Capacities, the employee satisfaction degree and dissatisfaction degree are respectively 48% and 20%, showing nearly half of employees affirm hotel leaders' leadership. Regarding hotel values, the employee satisfaction degree and dissatisfaction degree are respectively 41% and 27%, showing interviewed employees think hotel values are not profound. Regarding the hotel image, the employee satisfaction degree and dissatisfaction degree are respectively 40% and 37%, showing employees fail to understand the corporate image of Chuyun Hotel clearly. Regarding hotel internal communications, the employee satisfaction degree and dissatisfaction degree are respectively 43% and 30%, showing interviewed employees think there are good internal hotel interpersonal relations yet inadequate communications between subordinates and superiors. Chuyun Hotel needs further improvement in this regard.

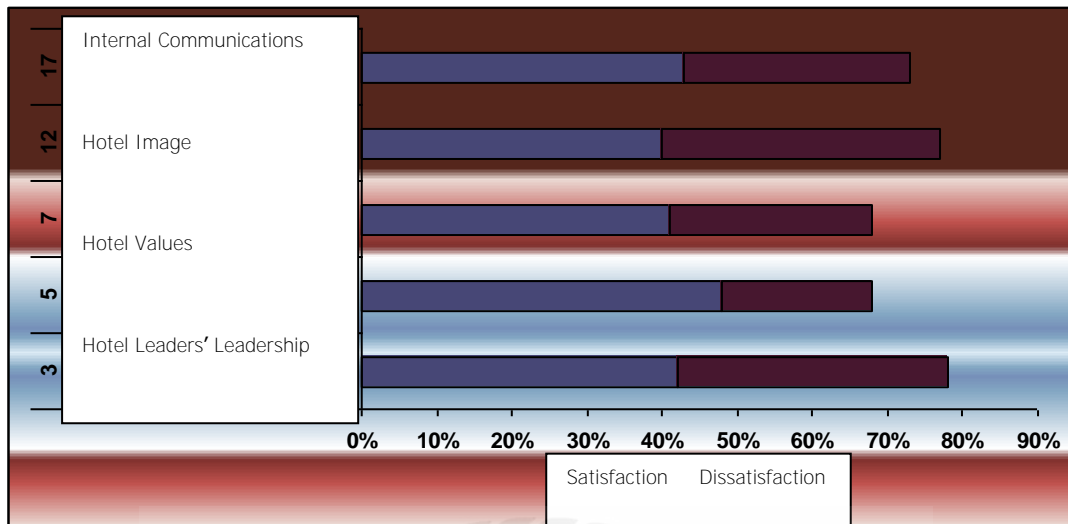


Fig. 13 Contrast Analysis of Other Aspects

To show the results of researching employee satisfaction degree for other aspects more directly and clearly, Figure 13 is formulated based on satisfaction and dissatisfaction data. Figure 13 shows the change trends of employee satisfaction in other aspects and clarifies the impact of various factors on the employee satisfaction degree of Chuyun Hotel.

Analysis of Work

Form 15 Analysis of employee satisfaction degree for work

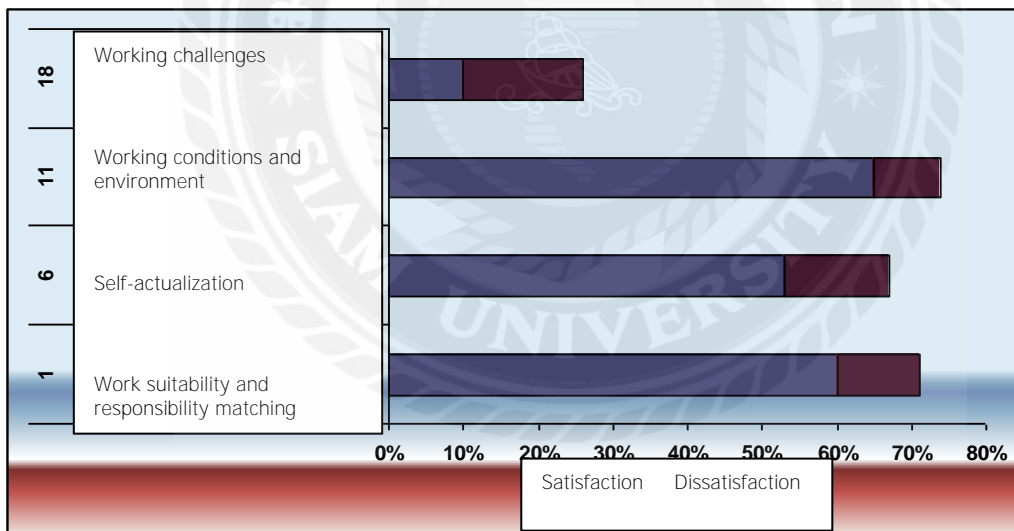
No.	Question	Satisfaction	Dissatisfaction	Average Score
1	Your evaluations of work suitability and responsibility matching	60%	11%	3.901
6	Your evaluation of self-actualization	53%	14%	3.716
11	Your evaluations of working conditions and environment	65%	9%	3.919
18	Your evaluations of working challenges	10%	16%	3.724

According to Form 15, over 60% of employees are satisfied with work suitability & responsibility matching and working conditions & environment, while 11% of employees are dissatisfied. Over half of employees are satisfied with self-actualization and 14% of employees are dissatisfied. The employee satisfaction

degree for working challenges is the lowest, namely 10%. It shows employees are most dissatisfied with this regard. 16% of employees are dissatisfied with working challenges in the hotel. Regarding work conditions and environment, the satisfaction degree and dissatisfaction degree are respectively 65% and 16%, meaning most employees are satisfied with the working condition and environment. Regarding the average score, the employee satisfaction degree for working condition and environment is the highest, followed by employee satisfaction degree for work suitability and responsibility matching. The employee satisfaction degree for self-actualization is 3.716 and the lowest.

To show the employee satisfaction degree of Huai'an Chuyun Hotel for work more clearly, Figure 14 is formulated based on satisfaction and dissatisfaction. The figure clarifies the change trends of employee satisfaction degree for work and shows how various factors affect the employee satisfaction of Chuyun Hotel.

Fig. 14 Contrast analysis diagram of employee satisfaction degrees for work sub-



4.5 Regression Analysis

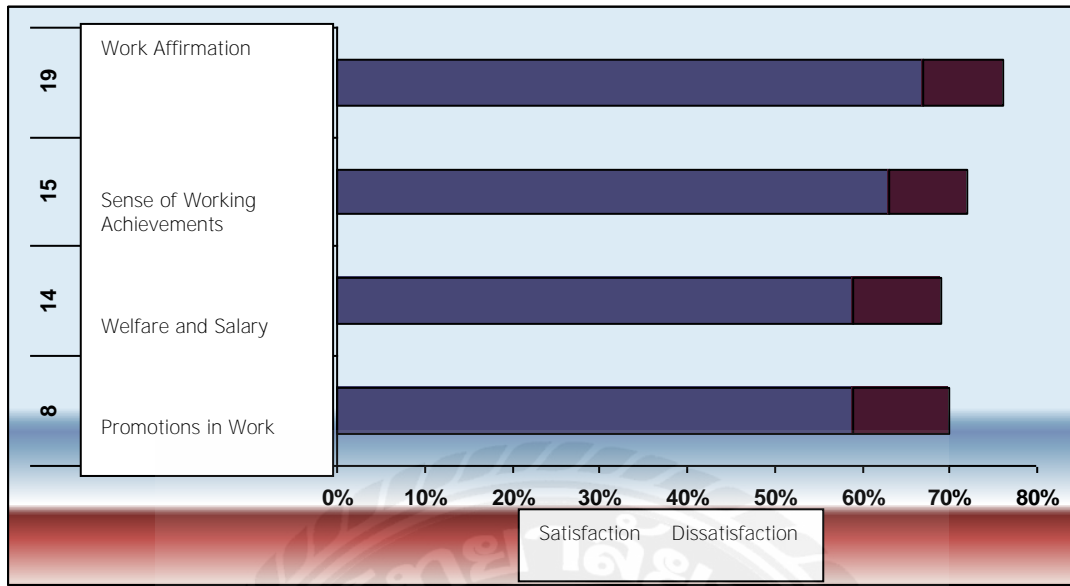
Form 16 Analysis of employee satisfaction degree for working returns

No.	Question	Satisfaction	Dissatisfaction	Average Score
8	Your evaluations of promotion opportunities in work	59%	11%	3.986
14	Your evaluations of salary and welfare	59%	10%	4.159
15	Your evaluations of sense of working achievements	63%	9%	4.056
19	Your evaluations of work affirmations	67%	9%	4.053

As is shown from Form 16, the satisfaction degree and dissatisfaction degree of work are respectively 67% and 9%. Regarding the promotion opportunities in work, the satisfaction degree and dissatisfaction degree of work are respectively 59% and 11%. Regarding the salary and welfare, the satisfaction degree and dissatisfaction degree of sense of working achievements are respectively 59% and 10%. Regarding work affirmations, the satisfaction degree and dissatisfaction degree of work are respectively 63% and 9%. Regarding the overall data, employees have high satisfactions towards working rewards and nearly over 60% of employees are satisfied. Regarding the average score, employees are most satisfied with salary and the average score is as high as 4.159. Regarding the sense of working achievement and work affirmation, the average scores of employees' satisfaction also exceed 4 marks, showing slight differences. Regarding opportunities of promotion in work, the average score of employee satisfaction is only 3.986. Seen from the overall data of satisfaction towards working rewards, employees are most dissatisfied with promotion opportunities.

Figure 15 is especially made to show the scores of employee satisfaction of Chuyun Hotel regarding working rewards more clearly and directly based on satisfaction and dissatisfaction scores. The figure shows the changes of employee satisfaction in this regard and represents how various factors affect the employee satisfaction of Chuyun Hotel.

Form 15 Analysis of employee satisfaction degree for work



4.6 Hypothetical Testing

Population Variable	Sub-item	Average Satisfaction Value of Capacity Development	P Value
Gender	Male	3.1477	0.001
	Female	3.2720	
Marital Status	Married	3.2663	0.261
	Unmarried	3.1668	
Age	≤ 25	3.0893	0.003
	26~35	3.2004	
	36~45	3.3031	
	>45	4.6340	
Education Level	Junior high school degree and below	3.0885	0.000
	Vocational school or high school degree	3.0396	
	Vocational college or bachelor's degree	4.0680	
	Master's degree and above	4.4575	

Working Years	<1 Y	3.0164	0.000
	1~3Y	3.0693	
	4~6 Y	3.5825	
	>7 Y	4.5486	
Salary Level	2,000~3,000 RMB	2.9318	0.000
	3,001~4,000 RMB	3.1103	
	4,001~5,000RMB	3.8638	
	>5,001 RMB	4.6340	
Position Level	Grassroots employee	2.8744	0.000
	Grassroots manager	3.4346	
	Medium-level manager	4.0833	
	Senior Manager	4.6133	

Form 17 Impact of population variable on employee satisfaction degree for capacity development

The analytical results of T testing and one-way ANOVA of capacity development satisfaction are shown in Form 17. The P value of the marital status is bigger than 0.05, meaning there are no significant differences in this variable. In addition, the P values of gender, age, education level, working years, salary level and position level are all smaller than 0.05, meaning these variables exert a significant impact on the satisfaction degree for capacity development. Furthermore, female employees have higher satisfaction for capacity development than males. The employees aged below 25 and over 45 are the most dissatisfied and satisfied towards capacity development respectively. Employees with only vocational high school degree or senior high school degree have the lowest satisfaction towards capacity development, while the employees with master's degree and above have the highest satisfaction towards capacity development. As employees' working years, salary level and position level rise, their satisfaction towards capacity development also increase correspondingly.

Population Variable	Sub-items	Average Satisfaction Value of Work	P Value
Gender	Male	3.6429	0.346
	Female	3.5577	
Marital Status	Married	3.6048	0.046
	Unmarried	3.5592	
Age	≤ 25	3.0313	0.000
	26~35	3.8000	
	36~45	3.5509	
	>45	4.7000	
Education Level	Junior high school degree and below	3.5333	0.023
	Vocational school or high school degree	3.4038	
	Vocational college or bachelor's degree	4.0250	
	Master's degree and above	4.5000	
Working Years	<1 Y	3.4600	0.001
	1~3 Y	3.4074	
	4~6 Y	3.8125	
	>7 Y	4.6786	
Salary Level	2,000~3,000 RMB	3.3864	0.001
	3,001~4,000 RMB	3.5071	
	4,001~5,000RMB	3.9688	
	>5,001 yuan	4.7000	
Position Level	Grassroots employee	3.3553	0.001
	Grassroots manager	3.7679	
	Medium-level manager	3.9583	
	Senior Manager	4.8333	

Form 18 Impact of population variable on employee satisfaction degree for work

The analytical results of T testing and one-way ANOVA of employee satisfaction towards work are shown in Form 18. The P value of gender is higher than 0.05, meaning gender variable does not exert a significant impact on employee satisfaction towards work. In addition, the P values of marital status, gender, education level, working years, salary level and position level are smaller than 0.05, meaning these population variables exert a significant impact on employee satisfaction towards work. Seen from the average value, married employees have

higher satisfaction than unmarried employees. The employees aged below 25 and less have the lowest job satisfaction, while people aged over 45 has the highest job satisfaction, which is significantly higher than employees aged between 26 and 35. As employees' education level, salary level and position level rise, their job satisfactions also increase and represent positive correlations. The employees who have worked for one year and less have the lowest satisfaction for self-actualization, while employees who have worked for 4~6 years have the highest satisfaction towards self-actualization.

Form 19 Impact of population variable on employee satisfaction degree for other aspects

Population Variable	Sub-item	Average Satisfaction Value in Other Aspect	P Value
Gender	Male	3.3657	0.243
	Female	3.0492	
Marital Status	Married	3.2032	0.211
	Unmarried	3.0895	
Age	≤ 25	3.1000	0.057
	26~35	3.1600	
	36~45	3.0000	
	>45	4.3200	
Education Level	Junior high school degree and below	2.9267	0.000
	Vocational school or high school degree	3.1692	
	Vocational college or bachelor's degree	4.0800	
	Master's degree and above	4.3000	
Working Years	<1 Y	2.7760	0.000
	1~3 Y	3.2296	
	4~6 Y	3.7125	
	>7 Y	4.3714	

Salary Level	2,000~3,000 RMB	2.6500	0.000
	3,001~4,000RMB	3.2457	
	4,001~5,000 RMB	4.0125	
	>5,001 RMB	4.3200	
Position Level	Grassroots employee	3.4571	0.000
	Grassroots manager	2.7404	
	Medium-level manager	4.1167	
	Senior Manager	4.5333	

The T testing and one-way ANOVA results of employee satisfaction degree for other aspects are shown in Form 19. The P values of gender, marital status and age are all bigger than 0.05, meaning there are no significant differences between employee satisfactions towards sub-items of other aspects. In addition, the P values of education level, working years, salary level and position level are all smaller than 0.05, showing these variables exert a significant impact on the employee satisfaction towards other aspects. The employees with master's degree and above are more satisfied than employees with junior high school degree and below education. As employees' working length and salary level rise, they become increasing satisfied towards other aspect. Grassroots managers are most dissatisfied with other aspects, while senior employees are most satisfied with other aspects.

Form 20 Impact of population variable on employee satisfaction degree for working rewards

Population Variable	Sub-items	Average Satisfaction Value of Work Returns	P Value
Gender	Male	3.8071	0.758
	Female	3.7385	
Marital Status	Married	3.7177	0.334
	Unmarried	3.8355	
Age	≤ 25	3.9074	0.010
	26~35	3.5200	
	36~45	3.4219	
	>45	4.5000	

Education Level	Junior high school degree and below	3.5417	0.008
	Vocational school or high school degree	4.0673	
	Vocational college or bachelor's degree	4.1000	
	Master's degree and above	4.2500	
Working Years	<1 Y	3.4350	0.000
	1~3 Y	4.0648	
	4~6 Y	4.0000	
	>7 Y	4.3929	
Salary Level	2,000~3,000 yuan	3.3920	0.000
	3,001~4,000 yuan	4.0071	
	4,001~5,000 yuan	4.0156	
	>5,001 yuan	4.5000	
Position Level	Grassroots employee	3.6140	0.028
	Grassroots manager	3.8304	
	Medium-level manager	4.0417	
	Senior Manager	4.8333	

The analytical results of T testing and one-way ANOVA of employee satisfaction towards working rewards are shown in Form 20. The P values of gender and marital status are both higher than 0.05 meaning there are no significant differences between these variables. In addition, the P values of age, education level, working years, salary level and position level are all smaller than 0.05, meaning these variables exert a significant impact on the satisfaction degree towards working rewards. The employees aged over 45 are most satisfied towards working rewards, while employees aged between 36 and 45 are the most dissatisfied. There are positive correlations between education level, salary, level, position level and work returns. The higher the educational background is, the higher employees' satisfaction towards working rewards is. As employees' salary level and position level rise, employees have increasing satisfaction towards working rewards.

CHAPTER V

CONCLUSION DISCUSSION AND ADVICE

5.1 Conclusions

An active corporate culture guides all enterprises towards success. It is also the key factor determining whether Huai'an Chuyun Hotel is capable of retaining talents. According to the interview with partial employees, most employees affirm the environment atmosphere in Huai'an Chuyun Hotel. However, some employees have different opinions and even plan to resign, which is not caused by dissatisfaction towards the salary. The real reason is that employees are not completely satisfied with the humane environment and values. In addition, the employees of partial departments lack a sense of belongings and have tense interpersonal relations. It is recommended that Chuyun Hotel reflects whether its corporate culture has unique connotations and broad inclusiveness to guide all employees spiritually. Based on such reflections and its operation demands, Chuyun Hotel should conduct in-depth reforms in values, corporate concepts, humane environment and corporate image to create a better hotel culture that is consistent with the industry and has unique charm. In this way, the hotel can form a grand situation, with cohesion between subordinates and superiors, cooperation and collaboration between departments, harmony between interpersonal relations, individual emotional comfort and overall harmonious atmosphere. This will eventually help the hotel to increase employees' satisfaction and loyalty towards the hotel.

Equitable and Reasonable Regulations and Systems

In the process of institutional reform, the hotel should emphasize the participation of all employees. It is recommended that Chuyun Hotel introduce advanced and scientific management methods actively. At present, Chuyun Hotel adopts formalist and outmoded management methods and pay excessive attention to orders and administrative regulations. Furthermore, administrative officials have low administration efficiency and need to mobilize their initiative. It is recommended that Chuyun Hotel pay attention to the effectiveness of management methods in its administrative management. In addition, it should take appropriate measures to improve all employees' senses of responsibility and service efficiency. In the process

of implementing regulations and systems, the hotel should avoid humanities, focus on awards and supplement with punishment. In the interview, employees stated that Chuyun Hotel has incomplete regulations and systems, including resignation system and dormitory management systems. It is recommended the hotel complete all regulations and systems in its cultural building and enhance the restrictions of hotel culture over employees.

Diversified Communication Means

Organization communications are divided into official and non-official communications. Official communications should be conducted through conferences and reporting. Official communications are formed through the chats between employees in recreational and sports activities. It is recommended that Huai'an Chuyun Hotel adopt two communication means to communicate with employees. In this way, both communication means complement each other and play an indispensable role. In addition, Chuyun Hotel may set up a platform for official communications through different systems to enhance the communications between every link. For instance, the hotel may require all departments to hold a democratic life conference and communication conference between departments or start a hotel magazine. Furthermore, Chuyun Hotel may hold different theme activities on special holidays, such as inviting employees' parents to attend hotel parties on the Mother's Day or the Father's Day or offer holiday allowance to employees' parents. These activities not only enhance the communications with employees, but also draw closer the distance between employees and their parents. By offering homelike warmth to employees at all time, employees will work harder for the hotel's long-term development. In addition, it also facilitates internal hotel unity, lowers the turnover rate and improves employees' satisfaction.

Enhance Managerial Staff's Quality Building

The most important and arduous tasks of hotel management functions are decision-making and operation. Whether a hotel has successful operation is largely related to its correct decision-making. Once a leader makes correct decisions, it helps the hotel to blaze a brighter path. Conversely, a wrong decision from the leader greatly hinders the hotel from developing. In a severe situation, it may also create a loophole for competitors. Operating decisions are often restricted by operation thinking, past decisions, the decision maker's position on risks, corporate culture, time and space. It is recommended that Chuyun Hotel's leaders research, analyze and

predict the data and information from all aspects. Instead of paying attention to current interests and neglecting the hotel's long-term development, Chuyun Hotel should consider the situation, think of enough strategies and plans and take every opportunity to make decisions. This practice helps Chuyun Hotel to use all resources to form its unique competition advantage and create a core force of hotel competition.

5.2 Research Limitations

Personal development not only concerns corporate development, but also exerts a profound impact on social development. Hence enhancing employees' career management is the detailed representation of humanistic thinking in a corporate and an important means of ensuring employee stability. With the popularization of Chinese higher education, the proportion of employees with vocational high school degree and above is increasing. Such employees also pay more attention to the demands of personal development. Hence an individual's career development is also an important factor affecting employee satisfaction. According to the actual situation of Huai'an Chuyun Hotel, the hotel should work hard from the following three aspects.

Internal Recruitment for Management Positions

Regarding its recruitment of common employees, Huai'an Chuyun Hotel focuses on internal recruitment and supplements itself with external recruitment, which results in a good employee recruitment effect. At present, Chuyun Hotel mainly adopts market recruitment system to hire employees for management position. Hence hotel employees are discontented and have complaints for failing to see any prospect for future development. As a result, employees lack passion, muddle along and seldom pay attention to hotel work. In the long run, it will be unfavorable for hotel development. It is thus recommended that Chuyun Hotel recruits employees internally and leaves more opportunities to its current employees as a management vacancy occurs. In addition, the hotel should hire employees experienced in hotel work, familiar with the working environment of Chuyun Hotel, affirmed by internal employees and ambitious to develop along with the hotel. This is not only favorable for fulfilling hotel work, but also beneficial for encouraging other employees of Chuyun Hotel to work harder. In addition, it makes employees have serious attitudes towards their work and love the hotel. This practice allows employees to see the hope of occupation development and work harder.

Make Position Rotation

For employees, different working environments also create a huge challenge. It is recommended that Chuyun Hotel make position rotation, such as transferring employees in the guest room department to the catering department, transferring employees in the catering department to the logistics department and transferring employees in the logistics department to the marketing department. The position rotation should not be rigid and mechanical, but needs to offer more choices to employees for trying and make them feel the enthusiasm and vigor of work. The hotel should guide employees to adapt to different working environments and contents, offer comprehensive training and help employees to improve their comprehensive abilities and qualities. Moreover, the hotel should prevent employees from staying on the same post day after day. Otherwise, the employee will suffer psychological fatigue and lack passion and fighting will. For such employees, they just work to fulfill tasks mechanically and have a low sense of satisfaction. There are at least three advantages: Firstly, the hotel is capable of motivating hotel employees' work initiative and creativity. A new working position, environment and mode all trigger hotel employees' curiosity for knowledge and desires for challenges. In this way, employees are guided to improve their active learning and adapt to new working positions. Secondly, it meets the requirement on employees' career planning and allows hotel employees to accumulate more working experience in more aspects. Hence employees will master the operation of Chuyun Hotel and develop into compound talents. Thirdly, this practice improves the stiff personnel structure and brings constant vigor to all departments and posts, preventing the hotel from lacking vigor and vitality.

Career Planning and Development

The employees of all enterprises wish to have a clear career development path in their growth along with the enterprise. Hence enterprise should provide opportunities for employees to grow stronger, develop and progress. On the whole, planning employees' career development is an important means for elevating employees' sense of belonging and satisfaction. It is recommended that Huai'an Chuyun Hotel makes a detailed career development planning for every department and position based on current career planning to make every employee know what efforts they should make to achieve a goal. To do this, Chuyun Hotel should provide an anticipated career development trajectory to show every employee his possible

prospect and direction. In addition, employees should have a beautiful dream and clear objectives in their career, retain an active working state, regard themselves as one member of the hotel and make indispensable responsibilities for developing the hotel.

5.3 Research Advice

It is found out in questionnaire research that employee satisfaction towards work, self-actualization and working challenges is low. As is found out through interviews, most employees are dissatisfied with working environment and conditions. Hence it is recommended that Chuyun Hotel adopt personnel matching and help employees' self-actualization. According to the knowledge of hotel managers, departmental persons in charge complain that their subordinates have poor abilities and fail to meet position requirements. In some departments, several employees are rotated continuously yet fail to meet positional requirement. As is found out through further interviews, there are two reasons why such a phenomenon occurs. Firstly, the position rotation range in Chuyun Hotel is excessive large. Secondly, the positional responsibility setting is excessively high. In this context, Chuyun Hotel should adopt targeting position measures to improve the matching between personnel and position. In addition, the hotel should also affirm employees' working performances, identify employees' values and praise employees, so as to help employees achieve their self-actualization.

Employees are deeply focused on their salaries and welfare at all time. On the one hand, salary and welfare are employees' highest expectations of hotel work. On the other hand, they also serve as important standards for judging whether their values of self-labor are affirmed, exerting direct and profound impact on employees' satisfaction towards the hotel.

Improve Salary and Welfare

Through the questionnaire research, data analysis and interview in the former chapter, the employee satisfaction degree of Huai'an Chuyun Hotel towards salary and welfare is 59%. In addition, 10% of employees are dissatisfied. In the interview, hotel employees express there are some differences between employees' salary and welfare and their psychological expectations. Quite a few grassroots employees even think hotel managers have excessively high incomes. Conversely,

medium-level and grassroots employees receive excessively low incomes. In addition, the salary and welfare differences between departments and posts are excessively huge. For common employees, the salary and welfare levels of posts in a good department are two or three times those of less promising departments. It is thus recommended that Chuyun Hotel first adjust its salary and welfare system to make it more scientific and reasonable. This aims to make the system more acceptable and affirmed by most employees. In addition, the hotel should pay attention to narrowing the salary differences between all departments and positions and avoid tilting towards partial positions and departments. This will eliminate employees' dissatisfaction and ensure psychological balance.

Optimize Salary Structure

Whether the salary structure is reasonable directly concerns an employee's salary. Generally speaking, the salary structure includes basic salary, performance salary and position bonus. The hotel industry is unique. The specific situation of Chuyun Hotel is even more special. To solve the current problems of a low salary and excessive salary differences between employees, the key solution lies in optimizing the salary structure of Chuyun Hotel and changing the proportion of salary structure according to different departments, posts and levels. For instance, Chuyun Hotel may increase the lowest salary for common employees, improve the proportion of service personnel's position bonus and performance salary and lower the salary proportion of technicians and senior managers.

Scientific and Strict Evaluation

Performance salary is an important component of an employees' salary. Hence enterprises should master an employee's real performances. A strict and scientific assessment method is the only effective means of reflecting every employee's real performances. If the evaluation is not scientific and strict, it will result in unreal and unfair performances. Hence the method of connecting salary and welfare with performances will directly affect an employee's satisfaction degree. When evaluating an employee's performances, Chuyun Hotel should set up corresponding assessment indicators for different departments and positions. In addition, it should avoid sweeping approaches to all problems and make serious evaluations for specific departments and posts. In this way, the hotel is capable of calculating an employee's due rewards according to his contributions to the enterprise comprehensively, really and scientifically. For instance, the sales department may

adopt sales commissions based on employees' performances. Other departments are evaluated with five modules, including operation indicators, management indicators, implementation indicators, safety indicators and employee training indicators. Regarding the proportion of assessment proportion, the economic indicators of the food and beverage department should be higher. Conversely, the proportion of management indicators of backstage departments, including the security department should be lower.

Improve the Welfare System

As an important component of the salary system, welfare is also an indirect payment to employees. Similarly, an employee's salary and welfare serve as one of the means for a hotel to affirm an employee's work. In essence, welfare represents a hotel's long-term commitments to employees. It is just with this unique role that quite a few employees who work in a hotel for a long time value the hotel's welfare and treatment. It is recommended that Chuyun Hotel divide its welfare and salary into two parts: Firstly, non-rewarding welfare, including various insurances, paid salary and regular physical examinations. Such welfare meets employees' requirements on basic working environment and is not related to performances; secondly, rewarding welfare, including paid vocations, recuperation, training and learning.

5.4 Conclusions

There are close and essential connections between employees and hotels. The success of all hotels depends on employees. Employees play a crucial role in determining the survival and development of a hotel. By analyzing the statistical data of questionnaire research, the employees of Huai'an Chuyun Hotel have high affirmations of working rewards and work. In addition, most employees are also highly affirmed of their subordinates. In addition, employees are also satisfied with salary and welfare. Furthermore, hotel leaders affirm employees' work. Conversely, employees have controversies about self-actualization, hotel values and hotel image. As a service industry, however, the hotel industry has unique natures. Hence the employees of Chuyun Hotel generally have bigger working pressure. Employees who have higher requirements on working challenges and capacity improvement have a

lower satisfaction degree. Hence the hotel should adopt the following advice in its operation management.

Set up a hotel culture and complete regulations and systems. The hotel should make its regulations and systems fair and reasonable, diversify its communication means and enhance managers' quality building.

Enhance employees' career planning and management. The hotel should adopt internal recruitment, position rotation and plan career development in its position management.

Enhance the incentive of non-material factors. The hotel should adopt personnel matching to help employees' self-actualization. In addition, the hotel should arrange employees' working time reasonably.

Set up a more scientific welfare and salary system. The hotel should improve its salary and welfare, optimize its salary structure, make scientific and strict evaluation and improve its welfare system.

Hopefully, the above-mentioned research conclusions on the employee satisfaction degree of Huai'an Chuyun Hotel will provide revelations and reference Huai'an Chuyun Hotel and other hotels to solve problems in actual operations and management. Hence how to improve employee satisfaction is the priority for a hotel to improve its operation and management abilities, which require constant practices and efforts of many elites, experts and scholars in the hotel industry.

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Appendix:

Questionnaire on Employee Satisfaction of Huai'an Chuyun Hotel

Part I Basic Information

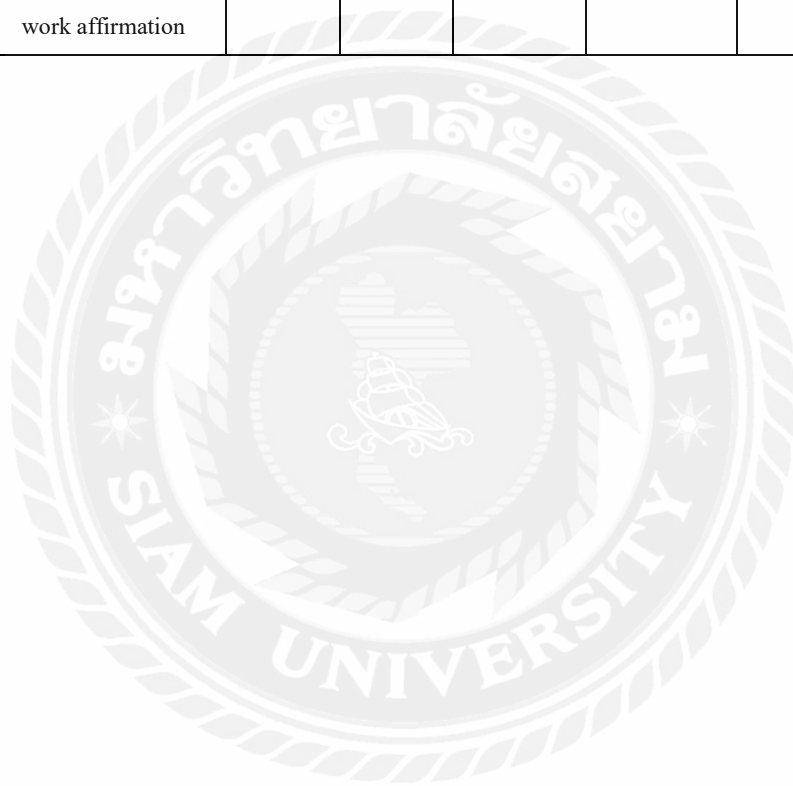
1. Your gender:
A. Male B. Female
2. Your Age:
A. <25 () B. 26~35 C. 36~45 D. >45
3. Your length of working in the hotel:
A. <1 Year () B. 1~3 Years C. 4~6 Years D. >7 Years
4. Your educational level:
A. Junior high school degree and below () B. Vocational high school or high school degree () C. Vocational college degree or bachelor's degree () D. Master's degree and above ()
5. Your occupation level:
A. Grassroots employee () B. Grassroots manager () C. Medium-level manager () D. Senior manager ()
6. Your salary level:
A. 2000-3000 yuan B. 3001-4000 yuan C. 4001-5000 yuan D. >5001 yuan
7. Your marital status:
A. Married () B. Unmarried

Part II Scale of Work Satisfaction Degree

Please tick the following questions according to your satisfaction degree.

No.	Question	Very Satisfied 5	Satisfied 4	Common 3	Dissatisfied 2	Very Dissatisfied 1
1	Your evaluations of work suitability and responsibility matching					
2	Your evaluations of hotel training					
3	Your evaluations of hotel regulations and systems					
4	Your evaluations of position rotation					
5	Your evaluations of hotel leaders' decision-making ability					
6	Your evaluations of self-actualization					
7	Your evaluations of hotel values					
8	Your evaluations of promotion opportunities in work					
9	Your evaluations of career management in hotel					
10	Your evaluations of self-quality expansion					
11	Your evaluations of working conditions and environment					
12	Your evaluations of hotel image					
13	Your evaluations of in-service capacity improvement					

14	Your evaluations of salary and welfare					
15	Your evaluations of sense of working achievement					
16	Your evaluations of personal skills					
17	Your evaluations of internal communications					
18	Your evaluations of working challenges					
19	Your evaluations of work affirmation					



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