



**STUDY ON INFLUENCE FACTORS OF EMPLOYEE
SATISFACTION IN CHENGDU HT HOTEL**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILMENT OF
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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

With the continuous progress of society and the increasingly fierce competition among enterprises, the importance of talent competition has become increasingly prominent. Enterprise managers have also become increasingly aware of the importance of employee management, and management concepts are gradually changing. From encouraging employees to create more value, promoting enterprise development, gradually shifting to improving employee satisfaction and advocating for the common development of enterprise employees. So, this paper has the following two research objectives: 1) To analyze the current situation of employee satisfaction in Chengdu HT hotel; 2) To explore the influencing factors of employee satisfaction in Chengdu HT Hotel.

The research object of this paper is the HT Hotel in Chengdu. This paper adopts a quantitative research method and distributing a total of 70 survey questionnaires.

Through investigation and research, this paper found that: 1) There are the following issues with employee satisfaction at Chengdu HT Hotel: insufficient emphasis on human resource planning, inadequate training and evaluation mechanisms, unreasonable use of performance evaluation results, insufficient salary fairness, failure to motivate based on hotel strategic goals, and incomplete corporate culture construction; 2) salary incentives, corporate culture, and career development, which affect employee satisfaction at Chengdu HT Hotel.

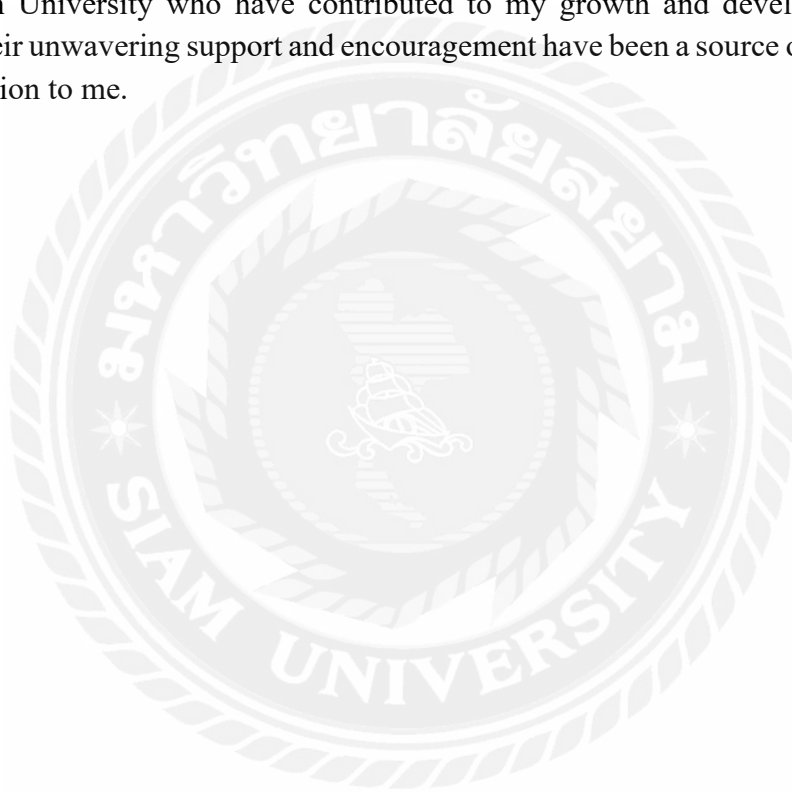
Keywords: Chengdu HT Hotel, two-factor theory, Employee Satisfaction

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Declaration

I, WANG YUANCHENG, hereby certify that the work embodied in this independent study entitled “Study on Strategies for Improving Employee Satisfaction in Chengdu HT Hotel” result of original research and has not been submitted for a higher degree to any other university or institution.

Wang Yuancheng.
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Sep 9, 2023



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CHAPTER 1 INTRODUCTION

1.1 Background of the Study

Employee satisfaction is the emotional state generated by comparing employees' perceived results with expected values in the enterprise. Employee satisfaction shaped by subjective value judgments and psychological perception activities and influences from reaching employee expectations with actual perceptions. Many factors affect employee satisfaction, including external characteristics such as society, culture, and organizational structure, as well as individual psychological factors such as work itself, salary and benefits, etc. Understanding employees' satisfaction with corporate environmental factors in both psychological and physiological aspects and adopting adaptive change measures can effectively reduce employee turnover rate and improve corporate economic performance (Yu & Huimin, 2005).

As the negative impact of the epidemic on the Chinese economy gradually weakens, the Chinese economy has completed a new round of elimination and optimization, shining with new vitality. During COVID-19, Many Chinese companies use online marketing measures to reduce business operating costs and reduce economic losses caused by broken capital chains, thereby helping companies tide over difficulties. Although many enterprises choose to close stores or go bankrupt due to operating problems or excessive operating pressure, in the "standstill period" of the epidemic in early 2020, most enterprises are actively implementing innovation and reform. These choices helped the enterprise overcome the survival crisis and expanded its business scope. At the same time, enterprises' internal transformation and adjustment have entered a new period, a comprehensive upgrade stage from organizational structure to management mode and then to human resource mode. The active participation of employees is necessary for enterprise innovation and transformation, fully reflects the importance of talent capital in the current stage. The competition between enterprises has shifted from the match between scale costs and social capital to the competition for talent capital. Whether talents can continuously and maximally exert their abilities has an increasingly significant impact on whether enterprises can have and enhance their competitive advantages (Bratton, Gold, Bratton & Steele, 2021).

Chengdu is an emerging tourist city located in the southwest of China, in the central part of Sichuan Province, with a total area of 14335 square kilometers and a permanent population of 21.268 million. In recent years, the tourism industry in Chengdu has flourished, and the number of tourists has increased. Chengdu Tourism Hotels, represented by Chengdu HT Hotel, has received many tourists. In daily operations, Research has found that tourists' food and accommodation needs have changed from "having enough to eat and stay" to "having good food, sleeping well, and

a beautiful environment." It not only requires good food and accommodation quality and hardware environment but also requires specific cultural characteristics. Therefore, to enhance their competitiveness, tourist hotels need an innovative workforce. The hotel industry has a fast pace of work, with labor costs accounting for many operating expenses. The quality of personnel could be better, and the team has many unstable factors (Li, Li, Zhang & Luo, 2021).

1.2 Problem of Study

The establishment of Budget hotels in China was relatively late, and there are limited works on employee satisfaction related to chain convenience hotels. Specialized research mainly focuses on hotel definition, market positioning, business models, investment returns, and other aspects. From the current development status, there is a lack of research on employee satisfaction for chain convenience hotels, In addition, the hotel industry in emerging tourism cities is just starting, lacking standardized management systems. At present, Chengdu HT Hotel has experienced a phenomenon of low work enthusiasm, so it is urgent to improve the factors that affect and enhance employee satisfaction. There are many problems in human resource management in the hotel industry, such as high employee turnover rate, difficulty recruiting employees, and uneven employee quality. The object of this study, Chengdu HT Hotel, also has the same problems directly or indirectly related to employee satisfaction. Employee satisfaction refers to the overall personal evaluation of what employees need to do and the degree to which their individual need met. It can be defined as the experience employees gain after synthesizing various job characteristics. This article will analyze the current situation of employee satisfaction in hotels from the perspective of employee satisfaction and identify the problems. Starting from the actual needs of employees, we will seek solutions that match the development of the hotel to improve employee satisfaction and solve the difficulties in human resource management in liquor stores, making them more competitive in the same industry (Mathis & Jackson, 2008).

1.3 Objective of the Study

This paper aims to draw on the theories and achievements of predecessors to conduct a comprehensive and scientific analysis of the current situation of employee satisfaction in Chengdu HT hotels, identify the problems in employee satisfaction in Chengdu HT hotels, and attempt to provide suggestions. This paper hopes to fill the gap in research on employee satisfaction of chain convenience hotels in emerging tourist cities through this study and provide a reference for employee satisfaction issues

faced by chain convenience hotels in emerging tourist cities. (Mathis, Jackson, Valentine & Meglich, 2016). So, this paper has the following two research purposes:

1. To analyze the current situation of employee satisfaction in Chengdu HT Hotel.
2. To explore the influencing factors of employee satisfaction in Chengdu HT Hotel.

1.4 Scope of the Study

This paper is based on Herzberg's two-factor theory and designs an employee satisfaction survey questionnaire through a literature review of the two-factor theory. A questionnaire survey on employee satisfaction status of Chengdu HT Hotel from September 19 to 25, 2023, and 70 questionnaires were distributed. This paper aims to identify the problems with employee satisfaction at Chengdu HT Hotel and provide corresponding opinions and suggestions to improve the human resource management level of Chengdu HT Hotel.

1.5 Significant of the Study

This paper aims to investigate the overall satisfaction level of employees with Chengdu HT Hotel through research on employee satisfaction. Learn more about the potential impact on employee satisfaction, The main factor of dissatisfaction is to improve and enhance hotel human resource management. Employee satisfaction is of great significance to the human resource management and operations management of hotels as a service industry. This study has theoretical significance in providing practical case data and academic basis support for hotel industry management. It could develop more scientific, reasonable, and valuable human resource management systems for hotels, continuously optimizing them. It has functional significance for transforming the hotel's existing workflow, promoting hotel operation efficiency, and enhancing hotel competitiveness. (Bratton, Gold, Bratton & Steele, 2021).

Chapter 2 Literature Reviews

2.1 Literature Review

2.1.1 Definition of employee satisfaction

In the 19th century, Hoplock first proposed the concept of employee job satisfaction. When faced with work environment factors, employees feel that their physical and mental need met, which is called employee satisfaction. Under comprehensive evaluation, employees not only gain physical and psychological satisfaction, but also evaluate the working environment and the work itself. While job satisfaction has received widespread attention as a new topic, it has also attracted the attention of many scholars and business management experts. Since then, the academic and business communities have begun to conduct in-depth research on job satisfaction and have paid widespread attention to it (Jha & Singh, 2017).

Legge believes that when employees' work is recognized, and their contributions are recognized, they will feel a pleasant emotion, which is employee satisfaction. Employee satisfaction is an essential indicator for measuring the level of performance of an organization or department, and it is also one of the issues that managers must consider when conducting management activities. When employees are working individually Value is recognized and appreciated, they feel positive through other people mental state, called Job Satisfaction (Legge, 1995).

2.1.2 Factors influencing employee satisfaction

Melanthiou studied the influencing factors of employee satisfaction. The author believes that corporate employees are often affected by factors such as company environment, interpersonal relationships, promotion channels, salary and benefits, job security, etc. during their work process, which have a significant impact on employees' job satisfaction. Through research, the author believes that on the basis of ensuring employee compensation, the reward mechanism should be further improved and clarified to increase employees' learning and training opportunities., clarify and transparent channels for improvement, and enable every employee to enhance their work enthusiasm. At the same time, the company should also pay attention to the harmonious development of the work environment and staff, and promote a harmonious work environment (Melanthiou, Pavlou, & Constantinou, 2015).

Amin surveyed on 180 employees of joint ventures in 2008, and the author believes that employee satisfaction is affected by factors such as salary, job characteristics, corporate culture, and colleague relationships. In addition, the author has also noticed the impact of personal factors on job satisfaction. In this regard, the author understands that factors such as employees' family environment, economic status, age, corporate position level, etc. will also have a certain impact on their job

satisfaction. Therefore, in the process of company development, we should also pay more attention to employees themselves (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017).

Enz studied the evaluation index system of employee satisfaction. After conducting a survey and researching a specific, particular, confident outsourcing enterprise, the author believes that employee satisfaction can be learned from two aspects: the employees themselves. The author believes that in enterprises, employees should be given a better working environment, higher salary levels, better life security and welfare systems to promote their enthusiasm in the work process and improve their satisfaction. From a personal perspective, employees should establish a better work attitude and self-confidence, enhance self-learning ability, learn more skills at work, enrich their work skills, and thus have a higher competitive advantage at work. Working together from these aspects can further enhance employee satisfaction (Enz & Siguaw, 2000).

Hoque evaluated the influencing factors of employee job satisfaction. The author believes that job composition and salary have a significant impact on employee job satisfaction, especially the salary needs to be linked to the employee's job content. Therefore, formulating salary and bonus standards, more consideration should be given to the nature, duration, and content of work, ensuring fairness in salary distribution and promoting employee satisfaction (Hoque, 2013).

Jackson studied the impact of leadership style on employee job satisfaction in hotels. The author believes that the leadership styles of grassroots leaders are diverse, and different leadership styles can impact the job satisfaction of grassroots employees. And further, affect the hotel's human resource management. After investigation and analysis, the author believes that the style of hotel leaders is the main one. They are divided into dominant, democratic, and passive types. Under the dominant leadership style, the influence of leaders on employees is more prominent, so the workability and attitude of leaders have a significant impact on employee satisfaction. Under a democratic leadership style, employees have more communication space with their leaders, so they can express their ideas and promote the transformation of leadership style. Under a passive leadership style, employees have substantial autonomy, but it is not conducive to their long-term development. Due to the lack of a correct leadership line, it is more likely to experience work slack during the work process (Jackson, Schuler & Werner, 2009).

2.2 Two-factor theory

Herzberg proposed the two-factor theory in the 1960s, believing that the factors that affect individuals are not the number of individual elements but the combined effects of motivation and protection, namely the positive and negative dual factor influence effect. Herzberg believes that health factors mainly hurt individuals when insufficient, and their effectiveness is related to the degree of deficiency. The higher the degree of poverty, the more significant the negative impact on individuals. Taking welfare protection as an example, it only causes dissatisfaction among employees when there is no welfare protection. However, if there is sufficient welfare protection, even if the intensity and level of protection increase, employees will not be more satisfied. On the contrary, incentive factors cannot impact individuals in times of scarcity. They only work when a certain supply level is met, and their effectiveness is related to the collection's richness: the more cache, the greater the incentive effect (Alshmemri, Shahwan-Akl & Maude, 2017).

Factor	Classification
Hygiene Factor	Salary incentives
	Organizational structure
	Colleague Relations
	Work environment
Motivation factor	Career Development
	Training system
	Leadership style
	Corporate culture

Table 2. 1 Two-factor theory

2.2.1 Salary incentives

Salary incentives are an essential dimension for satisfaction evaluation. Employees are susceptible to the salary evaluation of their company, especially regarding fairness and impartiality and whether the salary matches their labor efforts. Generally speaking, employees value two aspects: one is the absolute amount of compensation, and the other is the relative amount of compensation. The total amount of compensation refers to whether an employee can receive corresponding compensation after their perceived labor effort. The close payment amount refers to the psychological state of self-perception after comparing an employee's salary with that of other personnel. When self-perception and others do the same work but do not receive more compensation, dissatisfaction will occur, reducing work enthusiasm (Nieves & Quintana, 2018).

In addition, through surveys on salary incentives, hotels can better understand their current situation and future efforts. Salary incentives have a significant impact on the

future development of enterprises and the work efficiency of employees. Salary is the fundamental guarantee for employees to maintain an everyday life. Without a basic salary and good incentives, employees may not have the motivation to work hard and may even tend to resign. For hotels, recruiting new employees requires more time and cost in the recruitment process. Therefore, optimizing salary incentives, retaining talent, and attracting talent can save costs and promote better enterprise development (Stone & Deadrick, 2015).

Armstrong thinks through salary incentives, enterprises can also explore the more significant potential of employees and create more value. Salary incentives are substantial. If there is a lack of incentives, the old hotel employees may be content with the status quo, unwilling to make progress, muddle through, and lack the motivation to achieve innovation and development. However, if there are fewer incentives, on the one hand, it will increase the cost of the enterprise. On the other hand, it may create a value orientation for employees that is only for profit, which is not conducive to the high-quality and sustainable development of the enterprise. Hotel managers must understand the current situation and design reasonable incentives to enhance employees' enthusiasm for hard work. While creating more value for the hotel, employees can also gain more self-improvement and rewards, making them more dependent on the hotel, forming a vast team cohesion, and working together to strive for the long-term and stable development of the hotel (Armstrong & Taylor, 2020).

2.2.2 Organizational structure

Employees are members of an organization, and their satisfaction with the organizational structure is also an essential dimension of employee satisfaction. A survey of corporate structure design can reveal whether employees are satisfied with the current organizational structure design, facilitating understanding of the situation and providing a basis for further optimization. Employees are an essential element in ensuring the operation of an organization. Division of authority among departments, Communication and coordination between departments, and processes between and within departments are smooth can all reflect whether employees are satisfied with the current status of the organizational structure (Huitt, 2007).

Hwang believes that a clear and transparent organizational structure can provide employees with clear responsibilities and responsibilities. When employees understand their position and role in the enterprise, they can better understand and fulfill their duties. This clear division of duties can make employees more focused and organized. On the contrary, if the organizational structure is unclear, employees may face problems such as unclear responsibilities and the inability to measure their work, which will weaken employee motivation and motivation. (Hwang, Lai, Jiang & Chang, 2014).

2.2.3 Colleague Relations

In an organization, employees work together to form a group, and whether colleagues help and understand each other, coexist peacefully and amicably, and work collaboratively can all affect employee satisfaction. Rongzhi's colleague relationship can improve satisfaction, promote harmonious, mutually beneficial, and friendly communication among colleagues, and consolidate team strength. Poor colleague relationships can cause each other to shirk responsibility and deliberately create difficulties, this may lead to negative emotions among employees, hinder friendly cooperation, reduce employee satisfaction, and affect hotel service quality (Lester, 2013).

Gunlu found that good colleague relationships can improve work efficiency and productivity. When colleagues have good communication and cooperative relationships, they are more likely to coordinate and cooperate, effectively completing work tasks. In contrast, if colleagues have tense or unfriendly relationships, communication barriers may lead to information loss, misunderstandings, and conflicts, affecting work progress and overall team performance (Gunlu, Aksarayli & Percin, 2010).

2.2.4 Work environment

The working environment includes the "hardware environment" and the "software environment," such as the comfort level and hygiene of the workplace, including work hours and personal safety. A good working environment can make employees feel physically and mentally comfortable, improve work efficiency, and optimize work quality. The hardware environment can make employees feel cared for by the hotel. In contrast, the software environment (such as a fixed schedule) can help employees have a healthy body and mind, better serve the hotel, and improve satisfaction (Hale, Ricotta, Freed, Smith, & Huang, 2019).

Condry believes that the working environment has a significant impact on employees' work because it can inspire their confidence, motivation and creativity, allowing them to have a better working condition. The company environment should be a good learning and sharing atmosphere, allowing employees to feel joy and a sense of achievement in their work, and improving work efficiency. In addition, the company environment can also provide employees with corresponding work support, allowing them to have a higher sense of job satisfaction, more motivation to complete tasks, improve work efficiency, and enhance team cohesion (Condrey, 2005).

2.2.5 Career Development

The evaluation of career development is the employee's evaluation of the company they work for regarding their career development plan. The quality of career development evaluation reflects the company's emphasis on employees' long-term

development. A good career development plan can significantly enhance employee enthusiasm and satisfaction (Hur, 2018).

Hospitality belongs to a service-oriented industry, where hotel employees are busy with repetitive and mechanical daily work, which can easily lead to job burnout, believing that their work is meaningless, losing interest in their position, and feeling uncertain about their future career development, resulting in negative work for employees and reducing the quality of service provided by hotel employees. And employees are also providers of hotel products and services. The decline in employee service quality will inevitably lead to a decrease in customer satisfaction, and the hotel's operating efficiency may decrease, further leading to a reduction in salary levels, deepening employee burnout, and even leading to resignation, thereby creating a vicious cycle. Therefore, for hotel managers, the earlier they discover issues related to employee career development, the easier it is to improve and optimize (Chen & Chen, 2012).

Adams believes hotel managers should promptly understand employees' satisfaction with their career development and, through effective career development plans, encourage employees to participate in more and higher-level activities related to their careers, which can help improve workability and enhance work interest (Adams, 2015).

2.2.6 Training system

Human resources are the core resources of hotels. By providing professional training to employees, hotels can improve their knowledge and abilities, enabling them to not only master basic work skills but also broaden their horizons, providing them with broader cognitive space and richer experiences and motivating them to strive for their career goals and ideals (Bolino & Turnley, 2008).

The unsatisfactory training system is mainly reflected in two aspects: hotel managers must attach more importance to the training and believe that investment in training will increase costs. At the same time, employees will decrease their loyalty to the company as they grow and will leave to seek better job opportunities. On the other hand, the lack of a systematic and scientific training plan makes employees feel like they are "eating a big pot of rice." The same training plan is not provided for any employee according to different departments and positions. The training format has often been established, but the training has yet to be effective. Employees' work skills have not improved, and the initial effect cannot be achieved, disconnected from their training expectations and needs (Noe, Hollenbeck, Gerhart & Wright, 2006).

Takahashi believes a sound training system can improve employee skills, meet job needs, enable employees to gain self-worth and enhance their motivation to work hard, improve hotel efficiency, enhance the overall competitiveness of the hotel team, and

promote the joint development of employees and the hotel. In addition, when formulating training plans, communicate fully with employees, listen to their actual needs for training and the knowledge and skills they desire to learn, and Conduct different training at different stages to enrich the training content, such as onboarding training for new employees, development training for outstanding employees, and job training for ordinary employees (Takahashi, 2006).

2.2.7 Leadership style

The dimension of leadership style reflects employees' evaluation of leadership assistance and care, and leadership style is also an important influencing factor in employee satisfaction. Therefore, conducting satisfaction surveys on leadership style is very important. Some business-oriented leadership styles are work-oriented and rarely care, help, support, or respect employees. This style generally leads to dissatisfaction with the leader, and employees may passively take a break from work or have some adverse effects on the hotel, such as evading problems, not commuting according to the specified time, and even taking small actions towards the leader, disrespectful towards the leader, etc. However, some caring leaders are employee-centered, often helping employees grow, trusting them, respecting and caring for them, daring to take on responsibilities, serving everyone, and delegating, believing that employees are part of the organization and can effectively promote their active work (Legge, 2014).

Yoon believes the good behavior of leaders can also serve as a model for employee behavior, especially in service-oriented enterprises. Improving hotel staff service quality can form a virtuous cycle, being brave in taking responsibility, actively completing work, and assisting colleagues and leaders, enhancing employees' sense of belonging, satisfaction, and loyalty (Yoon & Lee, 2017).

2.2.8 Corporate culture

A good corporate culture can enhance the core competitiveness of a company, unite people's hearts, enhance team cohesion of the hotel, and assist in the hotel's long-term, sustainable, and stable development. An excellent corporate culture is of great significance for the long-term growth of hotels. Hospitality is a service-oriented industry and also a labor-intensive sector. Whether the behavioral norms of team members are reasonable and whether the service level is of high quality is often aided by corporate culture (Chan, 2013).

Gavin believes good corporate culture can make employees more passionate about hotel work, enhance team combat effectiveness and cohesion, and make employees feel that realizing self-worth is meaningful. A good corporate culture can retain employees and improve their sense of responsibility and belonging (Stone, Cox & Gavin, 2020).

2.3 Research Framework

This paper first defines the connotation of the concept of 'first pass', then conducts a theoretical analysis of the current situation of employee satisfaction in Chengdu Hanting Hotel. Relevant literature is also reviewed and reviewed. Then, based on the dual factor theory, a questionnaire is designed and distributed, and after the questionnaire collection is completed, it is summarized and organized. Analyze the collected data, investigate the current job satisfaction status of HT hotel employees in Chengdu, analyze the problems in satisfaction, and propose methods and strategies to improve satisfaction. (Martínez-Ros & Orfila-Sintes, 2012).

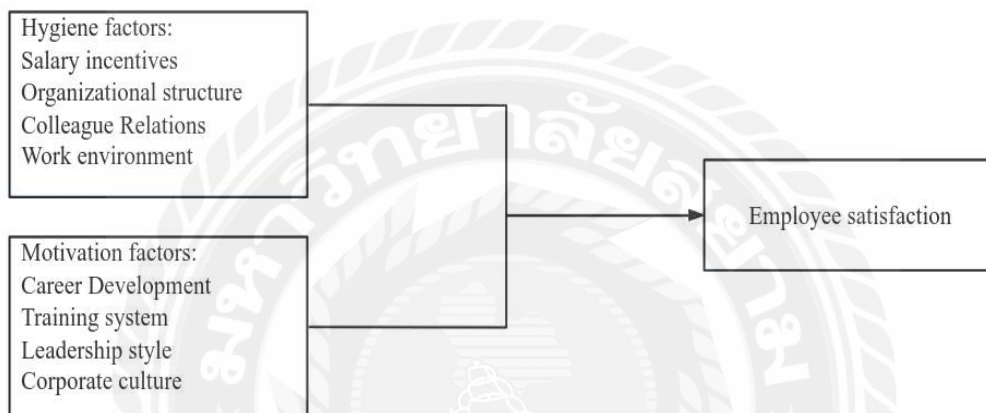


Figure 2. 1 Research Framework

Chapter 3 Research Methodology

3.1 Research Methodology

This paper adopts a quantitative research method to systematically understand the latest research results on employee satisfaction by reviewing relevant literature. Summarize it, identify the influencing factors of employee satisfaction, clarify the research direction of this article, and provide a theoretical basis for subsequent research. Conduct a questionnaire survey on 70 employees of Chengdu HT Hotel (Bloomfield & Fisher, 2019).

3.2 Research Design

The questionnaire design of this paper mainly consists of basic information about employees and evaluation indicators designed based on the two-factor theory. Employee Satisfaction Survey from Hotel Compensation Incentives, organizational structure, colleague relationships, work environment, career development, training system, leadership style, and corporate culture. The scale designed in this paper adopts the Likert scale five-point scoring method. Choosing the "very dissatisfied" item earns 1 point, selecting the "relatively dissatisfied" item earns 2 points, choosing the "average" item earns 3 points, selecting the "relatively satisfied" item earns 4 points, and choosing the "delighted" item makes 5 points. The higher the score, the higher the satisfaction (Song, Guo, Yang & Jin, 2022).

Dimension	Question
Salary incentives	I am satisfied with my current salary
	I believe that my work remuneration is fair
	I am satisfied with the company's welfare situation
Organizational structure	I think the organizational structure design of the company is reasonable
	I think the division of responsibilities among various departments of the company is clear
	I think the management process of each department in the company runs smoothly
Colleague Relations	I have a harmonious relationship with my work colleagues

	My colleagues and I often share and communicate with each other
	My colleagues and I can work together and help each other
Work environment	My work environment is comfortable
	My work schedule is reasonable
	I think my workplace safety measures are appropriate
Career Development	I am satisfied with the smoothness of employee promotion channels
	I recognize the fairness and impartiality of promotion
	I think the company has a clear career development plan for me
Training system	I am satisfied with the company's training content
	I think the company's training schedule is reasonable
	I am satisfied with the effectiveness of the company's training
Leadership style	My superior can treat employees equally
	My superiors are able to listen to employees' work opinions and suggestions
	My superiors care about the difficulties in employees' lives
Corporate culture	I recognize the company's core values
	I recognize the working atmosphere of the company
	My company values the construction of corporate culture

Table 3. 1 Survey design

3.3 Sample Size

This paper selects Chengdu HT Hotel as the survey object. Based on the preliminary research work of questionnaire design, this questionnaire involves all employees from the front office, catering department, housekeeping department, logistics department, and sales department of Chengdu HT Hotel. By organizing the collected questionnaires, the basic information of hotel employees regarding gender, age, education, and work department is as follows: 70 employees filled out the questionnaire, including 50 women and 20 men. There are 32 employees over 40 years

old, 16 employees between 30 and 40 years old, and 22 employees between 20 and 30 years old; 48 employees have a high school degree, 20 with a junior college degree, and 2 with a bachelor's degree. There are 30 employees in the housekeeping department, 14 in the front office department, 4 in the sales department, and 16 in the catering department.

Sample characteristics	Option	Number of people
Gender	Male	20
	Female	50
Age	20-30 years old	22
	30-40 years old	16
	Over 40 years old	30
Degree	High school	48
	Junior college	20
	Bachelor	2
Department	Housekeeping department	30
	Front office department	14
	Sales department	4
	Catering department	16

Table 3. 2 Sample structure table for questionnaire survey

3.4 Reliability and Validity analysis of the scale

3.4.1 Variable reliability test

Reliability testing mainly evaluates the stability or reliability of the questionnaire scale, that is, whether the test results express the authenticity reflected by the respondent. In short, the subjects were repeatedly measured using the designed questionnaire scale, and the results were consistent. The most commonly used method for reliability testing is Cronbach's Alpha. If the reliability index tested is higher than 0.8, it indicates that the reliability of the questionnaire is high; If the index is between 0.7 and 0.8, it means good reliability; if the index interval is between 0.6 and 0.7, it indicates acceptable reliability; If the index is less than 0.6, it indicates poor reliability. This article uses SPSS statistical analysis software to conduct reliability analysis on salary incentives, career development, training systems, work environment, corporate culture, leadership style, colleague relationships, and organizational structure. Each reliability coefficient is above 0.7, indicating that the reliability of this questionnaire is excellent and high (Elsayed, 2012).

Dimension	Item	Cronbach's Alpha
Salary incentives	3	0.765
Organizational structure	3	0.843
Colleague Relations	3	0.926
Work environment	3	0.775
Career Development	3	0.806
Training system	3	0.859
Leadership style	3	0.938
Corporate culture	3	0.813

Table 3. 3 Cronbach's Alpha

3.4.2 Variable validity

Validity testing mainly reflects the deviation between the measured and target values. It evaluates whether the evaluation effectively reflects the content it needs to determine: the consistency between the actual estimated value and the expected results. This article uses KMO and Bartlett's methods to test reliability. In general, if the KMO value is more significant than 0.8, it indicates that the validity of the questionnaire is excellent. If the KMO value is between 0.7 and 0.8, the validity of the questionnaire is relatively good. If the value of KMO is between 0.6 and 0.7, it indicates that the truth is acceptable; If the KMO value is below 0.6, it suggests that the questionnaire items need to be revised. The KMO value of the questionnaire in this study is 0.657, indicating acceptable validity. On the other hand, after Bartlett's test, the significance of the questionnaire in this article is 0, less than 0.05, indicating that the questionnaire in this article has good structural validity (Hill, 2011).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.657
Bartlett's Test of Sphericity	Approx. Chi-Square	1890.631
	df	276
	Sig.	0.00

Table 3. 4 KMO and Bartlett's Test

3.5 Data collection and analysis

A total of seventy questionnaires were distributed in this survey, with a recovery rate of 100%. Among them, there are a total of 70 valid questionnaires with a 100% effective response rate. Relying on EXCEL to input raw data, after organizing and

summarizing the data and conducting fundamental analysis, descriptive analysis, mean analysis, and other empirical quantitative analysis were performed using SPSS software.



Chapter 4 Finding

4.1 Introduction

Data analysis is one of the most critical processes in research. This chapter introduces the data analysis results of a survey questionnaire designed based on the research framework. It conducts mean analysis on eight dimensions: Salary incentives, Organizational structure, Collective Relations, Work environment, Career Development, Training system, Leadership style, and Corporate culture. The specific statistics are as follows:

Dimension	Sample size	Minimum	Maximum	Mean	Standard deviation
Salary incentives	70	1.00	4.00	2.524	0.827
Organizational structure	70	2.33	5.00	3.543	0.745
Colleague Relations	70	2.33	5.00	3.790	0.853
Work environment	70	1.67	5.00	3.362	0.771
Career Development	70	2.33	5.00	3.343	0.674
Training system	70	2.00	5.00	3.419	0.692
Leadership style	70	1.67	5.00	3.486	1.057
Corporate culture	70	2.00	5.00	3.286	0.714
Overall				3.344	

Table 4. 1 Overall mean analysis

4.2 Salary incentives

The average score of the salary incentive questionnaire is 2.524 points, among which the average score of the "I am satisfied with my current salary" is 2.543 points, the average score of the "I believe that my work remuneration is fair" evaluation project is 2.543 points, and the average score of the "I am satisfied with the company's welfare situation" evaluation project is 2.486 points, The lowest scoring item in the salary incentive dimension is ' I am satisfied with the company's welfare situation '

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Salary incentives	I am satisfied with my current salary	70	1	4	2.543	0.912
	I believe that my work remuneration is fair	70	1	5	2.543	1.003
	I am satisfied with the company's welfare situation	70	1	5	2.486	1.087

Table 4. 2 Descriptive Statistics for Salary Incentives

4.3 Organizational structure

The average score of the organizational structure dimension questionnaire is 3.543 points, among which the average daily score of the "I think the organizational structure design of the company is reasonable" evaluation item is 3.486 points, the average daily score of the "I think the division of responsibilities among various departments of the company is clear" evaluation item is 3.657 points, and the average daily score of the "I think the management process of each department in the company runs smoothly" evaluation item is 3.486 points, The items with lower scores in the organizational structure dimension are "I think the organizational structure design of the company is reasonable" and "I think the management process of each department in the company runs smoothly."

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Organizational structure	I think the organizational structure design of the company is reasonable	70	2	5	3.486	0.812

	I think the division of responsibilities among various departments of the company is clear	70	2	5	3.657	0.961
	I think the management process of each department in the company runs smoothly	70	2	5	3.486	0.775

Table 4. 3 Descriptive Statistics for Organizational Structure

4.4 Colleague Relations

The average score of the colleague relationship questionnaire is 3.790 points, with the average score of the "I have a harmonious relationship with my work colleagues" test item being 3.714 points, the average score of the "My colleagues and I often share and communicate with each other" test item being 3.743 points, and the average score of the "My colleagues and I can work together and help each other" test item being 3.914 points. The lowest scoring item in the colleague relationship dimension is "I have a harmonious relationship with my work colleagues."

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Colleague relationship	I have a harmonious relationship with my work colleagues	70	2	5	3.714	0.887
	My colleagues and I often share and communicate with each other	70	2	5	3.743	1.003

	My colleagues and I can work together and help each other	70	3	5	3.914	0.847
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Table 4. 4 Descriptive Statistics for Colleague Relationship

4.5 Work environment

The average score of the work environment dimension questionnaire is 3.362 points, among which the average score of the "My work environment is comfortable" evaluation item is 3.429 points, the average score of the "My work schedule is reasonable" evaluation item is 3.229 points, and the average score of the "I think my workplace safety measures are appropriate" evaluation item is 3.429 points. The lowest scoring item in the work environment dimension is "My work schedule is reasonable."

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Work environment	My work environment is comfortable	70	1	5	3.439	0.878
	My work schedule is reasonable	70	1	5	3.229	0.935
	I think my workplace safety measures are appropriate	70	2	5	3.429	0.972

Table 4. 5 Descriptive Statistics for Work Environment

4.6 Career Development

The average score of the career development questionnaire is 3.343 points, among which the average score of the "I am satisfied with the smoothness of employee promotion channels" evaluation item is 3.400 points, the average score of the "I recognize the fairness and impartiality of promotion" evaluation item is 3.371 points, and the average score of the "I think the company has a clear career development plan for me" evaluation item is 3.257 points, The project with the lowest score in the career

development dimension "I think the company has a clear career development plan for me"

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Career Development	I am satisfied with the smoothness of employee promotion channels	70	2	5	3.400	0.689
	I recognize the fairness and impartiality of the promotion	70	2	5	3.371	0.837
	I think the company has a clear career development plan for me	70	1	5	3.257	0.846

Table 4. 6 Descriptive Statistics for Career Development

4.7 Training system

The average score of the training system dimension questionnaire is 3.419 points, among which the average score of the "I am satisfied with the company's training content" evaluation item is 3.429 points, the average score of the "I think the company's training schedule is reasonable" evaluation item is 3.429 points, and the average score of the "I am satisfied with the effectiveness of the company's" evaluation item is 3.400 points, The item with a lower score in the training system dimension is' I am satisfied with the effectiveness of the company's training .'

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Training system	I am satisfied with the company's	70	2	5	3.429	0.844

	training content					
	I think the company's training schedule is reasonable	70	2	5	3.429	0.734
	I am satisfied with the effectiveness of the company's training	70	2	5	3.400	0.769

Table 4. 7 Descriptive Statistics for Training System

4.8 Leadership style

The average score of the leadership style questionnaire is 3.486 points, among which the average score of the "My superior can treat employees equally" evaluation item is 3.429 points, the average score of the "My superiors can listen to employees' work opinions and suggestions" evaluation item is 3.543 points, and the average score of the "My superiors care about employees' difficulties in life" evaluation item is 3.486 points, The item with the lowest score in the leadership style dimension is ' My superior can treat employees equally .'

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Leadership style	My superior can treat employees equally	70	1	5	3.429	1.234
	My superiors are able to listen to employees' work opinions and suggestions	70	2	5	3.543	1.059
	My superiors care about the difficulties in	70	2	5	3.486	1.060

	employees' lives					
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Table 4. 8 Descriptive Statistics for Leadership Style

4.9 Corporate culture

The average score of the corporate culture dimension questionnaire points, among which the average score of the "I recognize the company's core values" evaluation project is 3.400 points, the average score of the "I recognize the working atmosphere of the company" evaluation project is 3.286 points, the average score of the "My company values the construction of corporate culture" evaluation project is 3.171 points, and the lowest score in the corporate culture dimension is "My company values the construction of corporate culture."

Dimension	Summary statistics					
	Question	Sample size	Minimum	Maximum	Mean	Standard deviation
Corporate culture	I recognize the company's core values	70	2	5	3.400	0.875
	I recognize the working atmosphere of the company	70	2	5	3.286	0.819
	My company values the construction of corporate culture	70	1	5	3.171	0.816

Table 4. 9 Descriptive Statistics for Corporate Culture

Chapter 5 Conclusion and Recommendations

5.1 Conclusion

5.1.1 Current situation of Chengdu HT Hotel employee satisfaction

1. Lack of emphasis on human resource planning

Chengdu HT Hotel is still influenced by traditional management methods in terms of human resource management, with insufficient emphasis on human resource planning, failure to analyze the demand and supply of human resources for future development, and a lack of strategic vision. It takes a step by step and passively adapts to changes in the external environment, recruiting only when personnel are scarce, only conduct training when personnel quality needs to be strengthened, and when the hotel urgently needs personnel; recruiting personnel through salary increases will occur when the hotel does not need as many personnel, and layoffs or reductions in employee salaries will happen when the hotel does not need them. It is precisely because the hotel's human resource planning is not scientifically formulated based on the predicted results that there is a substantial degree of randomness in hotel human resource management, resulting in frequent turnover of hotel personnel, which has had a particular impact on the regular operation of the hotel's business activities. Due to the lack of dynamic and scientific human resource planning, the hotel's human resources need to be adequately developed, allocated, and utilized, which has affected the sustainable and healthy development of the hotel.

2. The training evaluation mechanism is not sound

The long-term and effective development of hotel training is inseparable from the evaluation of hotel training. Establishing a training evaluation system is conducive to the smooth performance of training work. The research results show that the current training and evaluation system of Chengdu HT Hotel still needs to be improved, as it needs more scientific and comprehensive training and evaluation work. The training and evaluation work only evaluates the learning and mastery of the training courses. It needs to assess the relevant work situation of the trained employees after the training and whether it has improved the hotel's efficiency. Evaluation of training effects can only be done by direct post-exercise examination. The evaluation method is relatively single, and the follow-up investigation afterward needs to be more in-depth. The evaluation methods, content, completion status, and results used in hotel training evaluations need to be better documented, and the management of these records needs to be more organized and professional. These have caused difficulties in analyzing training effectiveness and hurt the subsequent training work. In addition, the inspection

of hotel training assessment points is limited to the training process and needs to be carried out in actual work., resulting in a disconnect between training and precise work.

3. Unreasonable use of performance evaluation results

Performance evaluation results can be widely used in human resource management processes such as personnel decision-making., recruitment, training, compensation, and employee career development planning. A questionnaire survey with employees of Chengdu HT Hotel found that the performance evaluation results of Chengdu HT Hotel needed to be more reasonably applied. Performance appraisal results are only used for things like salary increases, bonus payments, and job promotions, without involving employee recruitment, training, and career planning, and ignoring indicators related to hotel strategic goals.

4. Insufficient fairness in compensation

Fairness is the foundation of the compensation system, and the key to whether compensation has an incentive effect lies in whether employees agree with the fairness of the compensation system and whether their sense of identification and satisfaction is high or not. The fairness of the salary system was mainly reflected in differential fairness, and the amount of salary should be combined with the employee's educational knowledge, technical ability, work experience, and labor position contribution. According to the analysis of research results, From the perspective of academic qualifications, the salary gap among Chengdu HT Hotel employees is not large, technical ability, work experience, and labor position contribution, and the fairness of hotel salary needs to be improved. Some employees need a better working environment, high labor intensity, and take on more job responsibilities. Still, their income has not significantly increased: some employees have strong technical skills and high job risks, but their pay is similar to that of ordinary employees. The salary difference between newly graduated new employees and some old employees is not significant, and the starting salary difference between high school students, vocational school students, and college students is not substantial, which creates a sense of unfairness among hotel employees. The imbalance of internal fairness in compensation, such as the unfairness between new and old employees, the inequity between employees with different educational backgrounds, and the injustice between job positions with other job importance, has led to a decrease in the cohesion of hotel employees, affected cooperation between different departments and job positions in the hotel, restricted the implementation and implementation of hotel related systems, and brought some negative impacts to the hotel.

5. Failure to motivate based on hotel strategic goals

The goal of hotel incentives is to promote the achievement of hotel strategic goals rather than simply rewarding the good and punishing the bad. From the survey results, for reference, Chengdu HT Hotel gives employees material rewards based on their work completion, only focusing on the short-term effects of the hotel, without paying attention to the long-term development of the hotel, and without combining incentives with the hotel's strategic goals, resulting in a deviation in the direction of hotel incentives. In addition, the hotel needed to have developed incentive rules based on the hotel's strategic goals, and the incentive standards were relatively broad, without individual or job-specific differences. The incentive standards for management and general employees were the same: rewarding behaviors that positively affected the hotel and punishing behaviors that hurt the hotel. This will lead hotel employees to develop a mentality of not seeking credit but seeking no fault. Hotel employees believe they only need to do their job well and will not align their behavior with the hotel's strategic goals. They will not innovate management work based on the hotel's strategic goals and long-term planning.

6. Incomplete corporate culture construction

The Chengdu HT Hotel must have shared core values and group awareness, resulting in insufficient cohesion and centripetal force. The hotel lacks humanistic care for employees, needs to consider their personal needs, and requires more communication with grassroots employees, resulting in employees not being recognized and not seeing the benefits of corporate culture, leading to decreased employee loyalty and employee turnover. Through on-site visits and investigations of hotel managers and employees, It can be learned that the core level of hotel corporate culture has not yet been formed., and the hotel has failed to uphold the core values of "people-oriented."

5.1.2 Influence factors of employee satisfaction at Chengdu HT Hotel

Based on the current situation of employee satisfaction at Chengdu HT Hotel and the analysis of questionnaire evaluation results, this study found severe problems with salary incentives, corporate culture, and career development, which affect employee satisfaction at Chengdu HT Hotel.

1. Salary incentives

From the statistical results of the questionnaire, it can be known that the average value of the "salary incentive" dimension is "2.524", which is far lower than the overall satisfaction average of "3.344", which is the most unsatisfactory part of employees. Some employees of Chengdu HT Hotel believe that their salary is unfair. On the one hand, compared to other hotels, Chengdu HT Hotel's salary is relatively low. However, like other hotels, employees' job responsibilities, labor, and working hours are similar.

They believe that their salary is not competitive compared to hotels in the same industry, and there is a significant gap in self-perception, so their satisfaction is not high. On the other hand, some employees in the same department believe that their labor efforts are the same as those of their colleagues, but their salary and other income are not as high as those of their colleagues, believing that the company is unfair to them. Even some employees have the intention to resign as a result. Employees believe that their job responsibilities are heavy, busy, and stressful. However, in performance evaluations, the difficulty and workload of the work are not positively correlated with the performance evaluation results. Those who work quickly, efficiently and with a small workload also perform well. They believe that the hotel's performance evaluation has not played a role and is just a formality, seriously affecting the work enthusiasm of some employees.

2. Corporate culture

From the statistical results of the questionnaire, it can be known that the average value of the "corporate culture" dimension is "3.286", which is lower than the overall satisfaction average of "3.344". Among them, the satisfaction with "corporate culture construction" is the lowest. Managers of Chengdu HT Hotel should pay more attention to improving "corporate culture construction" while improving the overall corporate culture. Hotel employees have many comments on the cultural construction of hotels. Some employees believe that there is a lack of unified planning for the cultural construction of hotels. Even though they emphasize the importance of cultural construction in daily life, due to the hotel's excessive emphasis on business work, cultural construction often appears superficial and cannot truly achieve deep cultural construction, and cultural construction cannot penetrate all levels. Some employees believe that the cultural construction of hotels is only a replication of the experience of other hotels, without building a cultural system tailored to their hotel characteristics. Some employees believe that cultural construction can unite people's hearts and strength, but hotel managers cannot reach a consensus with employees. Team-building activities are often abandoned or postponed due to performance needs, which affects everyone's enthusiasm for work.

3. Career Development

From the statistical results of the questionnaire, it can be known that the average value of the "career development" dimension is "3.343", which is slightly lower than the overall satisfaction average of "3.344". Among them, the satisfaction of the "clear plan for my career development" aspect is the lowest. The hotel does not provide targeted career planning training for employees. Although the hotel provides regular training to its employees, the training lacks diversity, breadth and depth. Training

frequency is not too high, Vocational training cannot be carried out flexibly according to different positions and different personnel. This issue is consistent with the analysis of questionnaire evaluation results, which shows significant differences in employee satisfaction among other, various departments in the questionnaire results.

5.2 Recommendations

To improve employee satisfaction at Chengdu HT Hotel, the hotel should increase the proportion of variable salaries such as performance-based pay. According to Herzberg's dual factor theory, the basic salary belongs to the health factor. It guarantees employees a stable life, while the performance-based salary part of the salary is an incentive factor. The performance-based compensation component relates to employees' job responsibilities, goals, and performance. It can promote the unity of personal and corporate goals, effectively motivate and constrain employees, and bring them a sense of achievement in their work. Therefore, for employees, performance-based pay is not only an economic reward but also a reward for their qualities and abilities and a recognition of personal value. Performance-based pay is a good incentive factor. The salary structure should stabilize health factors such as basic salary and increase the proportion of variable wages, such as performance-based salary, so that the hotel's salary structure is guaranteed and incentivized.

Hotels are a service-oriented industry and must maintain employees' enthusiasm for work, building a corporate culture is crucial. Hotel corporate culture is the fundamental guarantee for the sustainable development of hotels. It is a critical link in maintaining the overall competitive advantage of hotels and achieving their growth. The written or established rules and regulations, ethical norms, and codes of conduct in hotel corporate culture can constrain employees' thoughts and behaviors and significantly promote human resource management. Hotels can guide their employees' behavior and beliefs, opinions by shaping corporate culture, leading them toward a direction conducive to the hotel's development goals. A good corporate culture can encourage human resources to follow the same values, beliefs, and behavioral norms, thus forming a solid cohesion and synergy of the enterprise.

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Appendix

Chengdu HT Hotel Human Resources Management Survey Questionnaire

To ensure the authenticity and validity of the survey data, please make a judgment based on your actual situation and fill it out truthfully. Thank you.

Basic information

Gender: male female

Age: 20-30 years old 30-40 years old Over 40 years old

Degree: High school Junior college Bachelor

Department: Housekeeping department Front office department Sales department

Catering department

Dimension	Question	5	4	3	2	1
Salary incentives	I am satisfied with my current salary					
	I believe that my work remuneration is fair					
	I am satisfied with the company's welfare situation					
Organizational structure	I think the organizational structure design of the company is reasonable					
	I think the division of responsibilities among various departments of the company is clear					
	I think the management process of each department in the company runs smoothly					
Colleague Relations	I have a harmonious relationship with my work colleagues					
	My colleagues and I often share and communicate with each other					
	My colleagues and I can work together and help each other					
Work environment	My work environment is comfortable					
	My work schedule is reasonable					
	I think my workplace safety measures are appropriate					
Career Development	I am satisfied with the smoothness of employee promotion channels					
	I recognize the fairness and impartiality of promotion					
	I think the company has a clear career development plan for me					

Training system	I am satisfied with the company's training content					
	I think the company's training schedule is reasonable					
	I am satisfied with the effectiveness of the company's training					
Leadership style	My superior can treat employees equally					
	My superiors are able to listen to employees' work opinions and suggestions					
	My superiors care about the difficulties in employees' lives					
Corporate culture	I recognize the company's core values					
	I recognize the working atmosphere of the company					
	My company values the construction of corporate culture					

