



**THE INFLUENCING FACTORS OF EMPLOYEE  
SATISFACTION BASED ON MASLOW'S HIERARCHY OF  
NEEDS - A CASE STUDY OF ZIGONG HANTING HOTEL**

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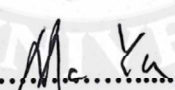
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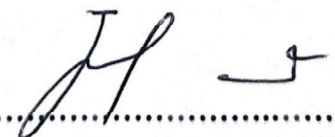
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**Title:** The Influencing Factors of Employee Satisfaction Based on Maslow's Hierarchy of Needs - A Case Study of Zigong Hanting Hotel

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### ABSTRACT

As the world enters the post-epidemic era, with the gradual recovery of the economy and the continuous development of high-star hotels in China, managers pay more and more attention to the work feelings of employees to reduce the staff turnover rate. Based on Maslow's Hierarchy of Needs , this study examined the influencing factors of the overall job satisfaction of Zigong Hanting employees, and puts forward good suggestions for improving the overall job satisfaction of the hotel employees.

The objectives of this study were: 1) To explore the factors affecting the overall job satisfaction of Zigong Hanting Hotel staff; 2) To determine whether salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities affect the overall job satisfaction of Zigong Hanting Hotel employees.

This study used a quantitative research method, 112 questionnaires were distributed and 100 valid questionnaires were collected, with an effective rate of 89.28%. The study found that: 1) The factors affecting the overall job satisfaction of Zigong Hanting Hotel employees include salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities; 2) Salary system and position positioning, career development and training opportunities have a significant impact on the overall job satisfaction; Welfare security system, upper and lower relationships and internal communication have a positive impact on the overall job satisfaction; Working environment and corporate

culture have no significant impact on the overall job satisfaction. Therefore, this study proposes the following suggestions to improve employee's overall job satisfaction: 1) improve employees' professional sense of belonging; 2) increase employee salaries; 3) establish an effective incentive mechanism; 4) guide employees to clarify their own development prospects.

**Keywords:** job satisfaction, Maslow's Hierarchy of Needs, Zigong Hanting Hotel



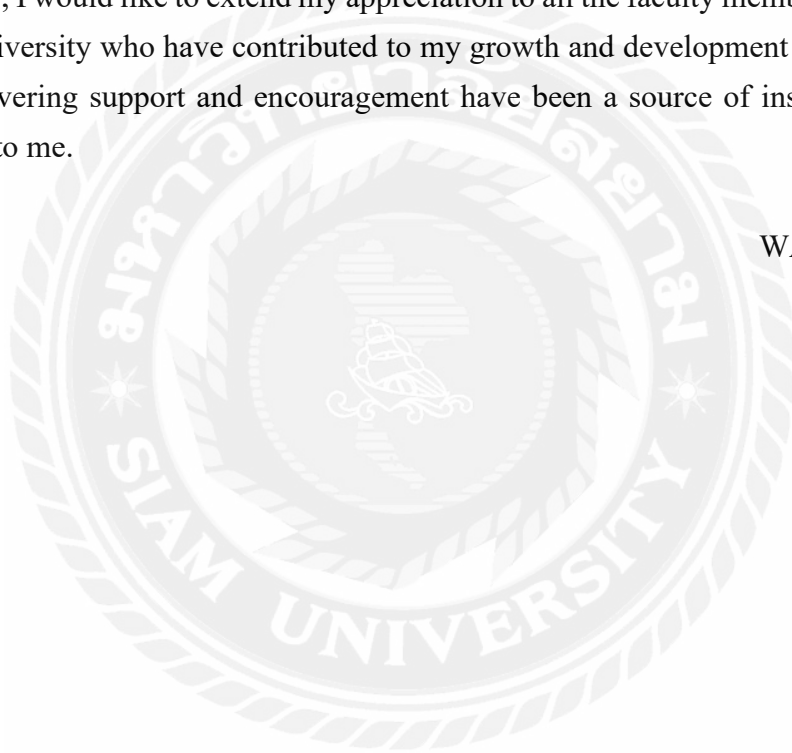
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WAN YUXIN



## DECLARATION

I, WAN YUXIN , hereby declare that this Independent Study entitled “The Influencing Factors of Employee Satisfaction based on Maslow’s Hierarchy of Needs - A Case Study of Zigong Hanting Hotel” is an original work and has never been submitted to any academic institution for a degree.

(WAN YUXIN)



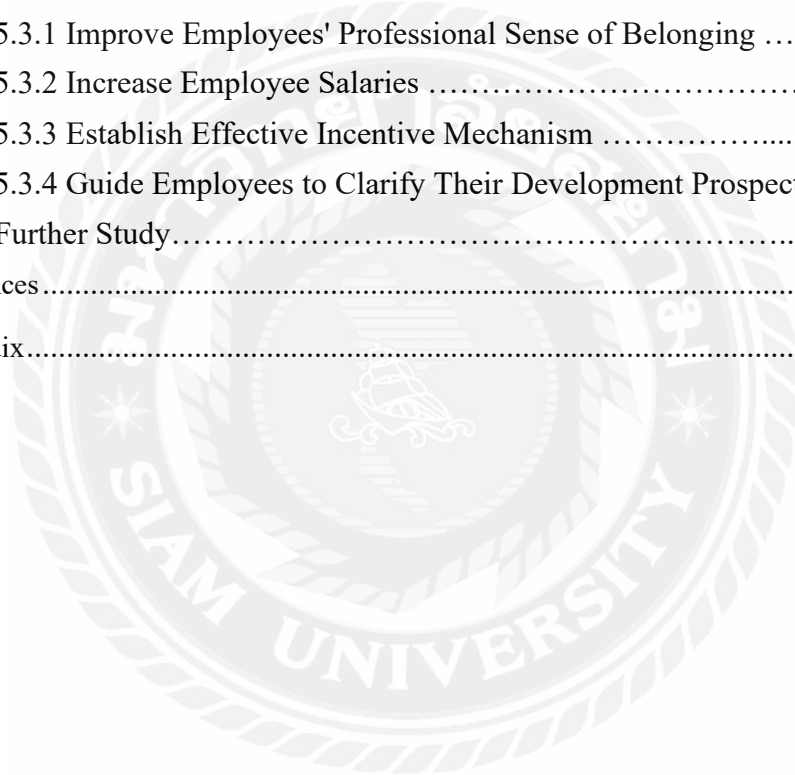
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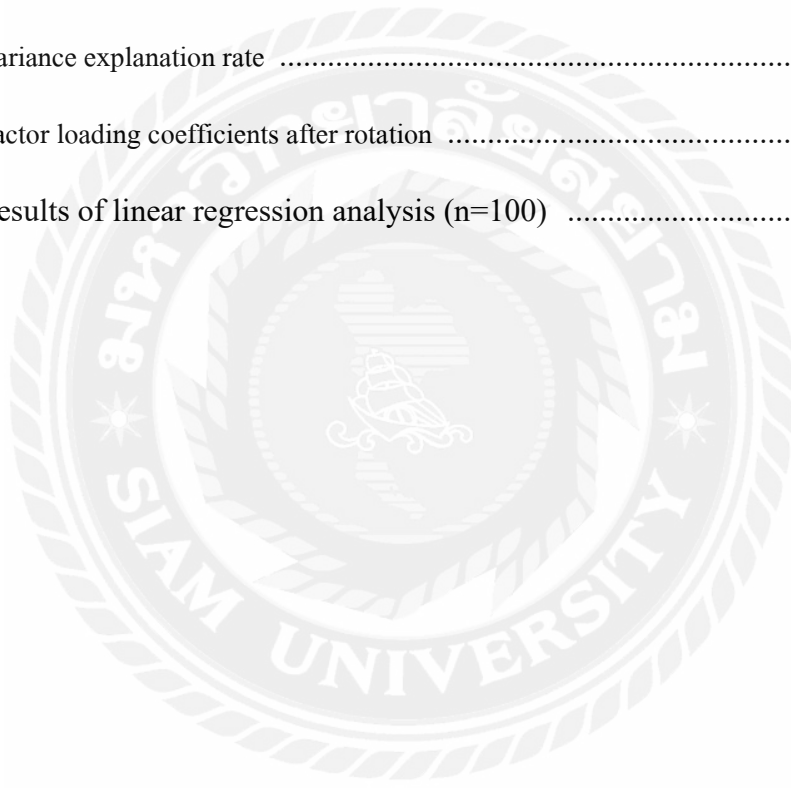


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# Chapter 1 Introduction

## 1.1 Background of the Study

Accompanied by the gradual improvement of the national quality of life, tourism has developed into an important way of people's leisure, and the scenic spots, hotels, restaurants and other service-oriented enterprises that provide tourists with food, accommodation, transportation, shopping and entertainment have also developed. Since the COVID-19 outbreak began, the development of domestic tourism has fluctuated greatly, and the tourism industry is in a state of cautious recovery, but people's pursuit of quality of life has not been reduced as a result. When people are traveling, they pay more attention to the selection of hotels during the trip, and the hotel industry also pays more attention to the construction of brand and service. At the same time, tourists for the current uneven evaluation of the services of tourism enterprises, especially a variety of negative evaluations from time to time to cause widespread concern in the community, to explore the causes of these negative evaluations, but also become particularly important.

As a typical service-oriented and staff-intensive organization, the service quality of hotel enterprises is in the hands of employees who are proactive, flexible, and creative, and the work attitude and quality of employees directly determine the quality of enterprise services, which in turn directly affects service evaluation. Employee happiness is becoming increasingly significant as a fundamental measure of organizational health and stability, particularly in light of the pandemic faced by numerous firms, the external environment's impact on the corporate economy, and many enterprises facing closure or bankruptcy. Great employee satisfaction is frequently related with great staff retention, productivity, and a positive business culture. The goal of boosting employee happiness is to guarantee that the business can attract, develop, and retain the proper people to meet its objectives. Harvard University psychologist William James (1890) found that higher employee contentment, employee motivation, and creativity in the full stimulation of the circumstances, the play of employee potential would be 3 to 4 times greater. It is clear that increasing employee happiness with the hotel is critical, as is motivating staff to be active and innovative.

China's hotel business is likewise struggling, with weak stability and significant personnel turnover. Employees lack a sense of belonging to the hotel, lack work initiative, and have low work motivation, and hotel employees play a vital part in service-oriented businesses. Furthermore, typical top-down monitoring and passive management techniques make it impossible to generate employee passion, initiative, and innovation. Analyzing the features of the hotel sector and the influencing variables

of employee satisfaction is critical for continually improving the enterprise's service quality and competitive advantage.

## **1.2 Questions of the Study**

Since the COVID-19 outbreak, the world economy has been affected, and the major real economy has been severely hit and persecuted, causing great losses to the related service industries. The hospitality industry has also been hit, but with the COVID-19 pandemic, economic activity around the world has begun to recover.

The job satisfaction of the hotel staff is an important guarantee for the normal development of the hotel, but also the affirmation and recognition of the internal and external environment of the hotel staff, and also the affirmation of the hotel staff to the management level of the hotel leadership. At present, the staff satisfaction of China's hotel industry is generally low, so improving the hotel staff satisfaction is conducive to improving their own service quality, is conducive to the reduction of hotel staff training costs, is conducive to the hotel to attract the market source, so as to meet the standard of hotel quality service, in order to achieve the market demand. Therefore, this study raises the following questions:

1. What are the factors affecting the overall job satisfaction of Zigong Hanting Hotel employees?

2. Does salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal and internal communication, career development and training opportunities have an impact on the overall job satisfaction of Zigong Hanting Hotel employees?

## **1.3 Objectives of the Study**

After consulting many studies, it is found that salary system and position positioning, welfare security system, working environment and corporate culture, upper subordinates and internal communication, career development and training opportunities have a certain impact on the overall job satisfaction of hotel employees. Therefore, this study aims to examine the overall job satisfaction of the staff of Zigong Hanting Hotel to help the hotel better understand the thoughts of the staff and improve the economic benefits of the hotel. The purpose of this study is as follows:

1. To explore the factors affecting the overall job satisfaction of Zigong Hanting Hotel employees.

2. To determine whether salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal and internal communication, career development and training opportunities affect the overall job satisfaction of Zigong Hanting Hotel employees.

## **1.4 Scope of the Study**

This study focused on the factors affecting the staff satisfaction of Hanting Hotel in Zigong. Based on Maslow's Hierarchy of Needs, the relevant research and the influencing factors of job satisfaction were reviewed. Through analysis, it provided an effective theoretical basis for further exploration of the influencing factors of staff satisfaction of Hanting Hotel in Zigong. This study mainly used the method of quantitative research. Questionnaire survey on job satisfaction among the employees of Hanting Hotel in Zigong, Sichuan Province, China was conducted from May to July 2024. In addition, 31 related academic papers were also analyzed by means of content analysis. The main scope of this study included salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities. Through the in-depth analysis of the above factors, relevant suggestions are put forward to improve the overall job satisfaction of the employee of Zigong Hanting Hotel.

## **1.5 Significance of the Study**

### **1.5.1 Theoretical Significance**

This study, by carefully reviewing the factors affecting employee satisfaction through relevant contemporary domestic and foreign theories, contributes to the sustainable development of employee satisfaction and further advances the study of related theories. Secondly, with the upgrading changes in China's hotel industry, sustainable human resource management needs to pay more attention to corporate employees. There is a gradual increase in research literature on sustainable human resource management in the market, but the research literature that really involves the satisfaction of hotel employees is still relatively small. This study selected the employees of Hanting Hotel in Zigong, a fast-growing hotel in many hotel industry segments. By analyzing the characteristics of the hotel industry and the influencing factors of employee satisfaction, this study provides a series of sustainable implementation strategies based on employee satisfaction for hotel-related enterprises.

### 1.5.2 Practical Significance

In today's competitive and rapidly developing hotel industry, it is crucial to study the satisfaction of hotel staff satisfaction. As a service-intensive industry, the attitude and performance of employees directly shape the customer experience. Higher employee satisfaction can stimulate employees strong enthusiasm and initiative, they will take a more positive attitude to understand customer demand, solve the customer problem, to provide customers with expected quality service, it will directly into customer satisfaction and loyalty, for the hotel to win good reputation and stable customers, ahead in the market competition. From the perspective of hotel internal operation management, the study of employee satisfaction helps to alleviate the dilemma of frequent personnel turnover. The hotel industry is often faced with the challenge of brain drain, and high employee satisfaction can greatly reduce the phenomenon of staff turnover, reduce recruitment costs, training costs and business connection costs caused by personnel changes, ensure the stability and continuity of hotel operation, promote efficient cooperation among various departments, and improve the overall operation efficiency. Focusing on the long-term development of the hotel, the staff is the core element of the hotel to maintain competitiveness in the wave of knowledge economy.

The first significance of this study is to find out the influencing factors of hotel employees' job satisfaction and the real needs of employees, so as to put forward optimization suggestions in improving the enthusiasm of employees, improving the work efficiency and improving the quality of hotel service.

The second significance is a reference to other domestic hotels in other areas to solve similar problems. This study provides also more comprehensive results for the same field of research related to the job satisfaction of the hotel staff. At the same time, this study provides reference to the hotels in other areas of the country in solving the similar problems, and enrich the research results of the related areas of employee's job satisfaction.

### 1.6 Definition of Key Terms

In the study of factors influencing the overall job satisfaction of Zigong Hanting Hotel employees, the following are the definitions of each factor:

**Salary system and position positioning:** Salary system refers to a series of principles, standards and methods related to wage determination and distribution. It includes salary principle, salary level, salary form, salary level, salary standard, salary distribution and other content. In the development of the modern salary system, the salary system types such as the post salary system, the skill salary system, the structure salary system and the performance-based salary system have been formed.

Position positioning is a process in which an organization clarifies and defines the responsibilities, authority, work nature and reporting route of each position according to its own needs and development goals.

**Welfare security system:** The welfare security system refers to the system of the five social insurance and one housing fund paid by the enterprise employees and the holiday welfare bonus.

**Working environment and corporate culture:** Working environment broadly refers to the physical environment and social environment related to work. In a narrow sense, it refers to the physical environment around people's work place, such as office, factory, workshop, workshop, etc. The work environment can be analyzed from three levels: individual, interpersonal and organizational.

Corporate culture is the sum total of the business philosophy, business purpose, business policy, values, business behavior, social responsibility and business image formed by an enterprise in its business activities.

**Upper and lower relationships and internal communication:** In the organizational structure of the hotel, the relationship between the lower staff mainly refers to the working relationship between the higher management (including the hotel manager, department director, etc.) and the lower staff (such as the receptionist, room attendant, etc.).

Internal communication has two concepts: narrow sense and broad sense. In the narrow sense, it refers to the department responsible for internal communication, while in the broad sense, it refers to the cross-departmental communication within all organizations.

**Career development and training opportunities:** Career development refers to the continuous and planned change process experienced by hotel employees through a series of career activities, including career exploration, career choice, career promotion, career status and career transformation.

Training opportunities refer to the various activities and opportunities provided by the hotel for employees to learn new knowledge, new skills and improve their comprehensive quality.

**Overall job satisfaction:** Overall job satisfaction refers to a mental state in which a person has benign feelings about the work itself and its related aspects (including working environment, working state, working style, working pressure, challenges, work interpersonal relationship, etc.) in the process of working in the organization.



## **Chapter 2 Literature Review**

### **2.1 Introduction**

The literature review in this chapter aims to review out the literature related to the overall job satisfaction of hotel employees based on Maslow's Hierarchy of Needs. Through the literature review of salary system and position positioning, welfare system, work environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities and overall job satisfaction, the relationships between variables and a conceptual model are determined.

### **2.2 Literature Review**

#### **2.2.1 Employee Satisfaction**

In the late 1920s and early 1930s, the Hawthorne experiment of Mayo (1924) opened the door to the history of the concept of "job satisfaction", and they believed that the overall state of the employee is the main reason affecting his or her work efficiency, and that job satisfaction and the work environment, including interpersonal relations and other factors, affect the overall state of the employee. The Hawthorne experiment by Mayo et al. (1924-1932) for the first time defined job satisfaction as employee satisfaction with environmental factors, both physically and psychologically.

Hoppock (1935) formally defined "job satisfaction" for the first time in 1935, and he believed that "job satisfaction" is the comprehensive perception of employees on their work environment, human interaction, physical and mental comfort. He designed the Thurstone Attitude Scale, which is used to analyze the influencing factors and mechanisms of employees' job satisfaction. Hoppock (1935) put forward that employee satisfaction includes two aspects: physical and psychological aspects, which is the subjective emotional response of employees to the working environment and work.

Victor (1964) pointed out that the factors affecting job satisfaction include work content and conditions, promotion mechanism and space, management mechanism and mode, welfare treatment and internal relations, etc.

Weiss et al. (1967) believed that employee satisfaction is a positive or negative evaluation made by employees based on their own work status, that is, an overall attitude embodied in the employee's response to the work.

Locke (1976) believed that place, time and nature, promotion space, relationships, personal values and fairness have an impact on job satisfaction.

In 1980, Xu Lianchuang, Ling Wensheng and others published employee satisfaction survey reports, which attracted social attention. Since then, domestic scholars' research on employee satisfaction was widely developed (Xu et al., 1980).

Su (2019) divided the concept of employee satisfaction into three development steps: general definition, expectation gap definition and multi-layer architecture definition.

### **2.2.2 Maslow's Hierarchy of Needs**

In 1943, Abraham Harold Maslow proposed a theory of hierarchy of needs, which belongs to the field of behavioral sciences. The theory is closely related to the theory of motivation in terms of its hierarchical structure. In terms of specific needs, it consists of a five-level model, in the form of a pyramid. From the bottom to the top are physiological needs, such as clothing and food, safety needs, mainly for security at work, and social needs, which include friendship, respect, and self-actualization (Lester, 2013).

Maslow's Hierarchy of Needs is a motivational theory in psychology that includes a five-level model of human needs, often depicted as levels within a pyramid. From the bottom of the hierarchy upwards, the needs are: physiological (food and clothing) , safety (job security) , social needs (friendship) , respect and self-actualization.

The basic idea of the theory is that these five needs are necessary for human beings and differ only in their level, and secondly, the lower level needs and the higher level needs will differ in their potential as well as in their power, with the lower level being the more powerful in terms of potential (Wei, 2023). And when the level gradually rises, the corresponding required power will be reduced. For the fulfillment of needs, when people want to obtain high-level needs, they need to satisfy the low-level needs first. In the process of human evolution, what we pursue at the beginning are often physiological needs and safety needs.

If the low-level needs cannot be satisfied, the individual will face an existential crisis, or even threaten his or her own life. On the other hand, high-level needs are not necessary, even without them, individuals can still survive, of course, if this type of needs can be satisfied, individuals can maintain vitality, high-level needs are more difficult to realize than the lower needs, the realization of high-level needs, some basic conditions are essential, firstly, the political conditions, followed by social conditions, and finally, the economic conditions (Wang, 2023).

Based on the distinction between lower and higher needs, Maslow argued that the fulfillment of needs is not an "all-or-nothing" phenomenon, and he acknowledged

that his earlier statement may have given "the false impression that needs must be fulfilled 100 percent before the next need arises". Prior to the emergence of higher human needs, lower needs can be partially satisfied, for example, there is a disregard for physiological and safety needs in order to realize an ideal at the cost of one's life.

For individuals, there will be differences in the assessment of the importance of needs viewed by different individuals in their pursuit. Maslow's Hierarchy of Needs occupies an important position in modern behavioral science.

#### **2.2.2.1 Physiological Needs**

Physiological needs are the most basic human needs, including those for food, water, air, sleep, etc. These needs are necessary to maintain human survival, without meeting physiological needs, human will not be able to survive (Lester, 2013). Physiological needs are defined as the lowest level of demand in the hierarchy of human needs, which are extremely similar to the instinctive needs of animals. This demand mainly includes the need for basic survival elements, such as water, air, food and sleep, and is the most basic material condition for humans and animals to maintain life (Kahn, 1990). Just like in a state of extreme hunger, people lose interest in everything but food, and even dream of food.

When the physiological needs are not met, people will do anything to grab the necessary resources (Cao, 2021). For example, a person who has not had enough food for a long time may steal or rob him to survive. However, when the physiological needs are met, people begin to pursue higher levels of needs. But even so, physiological needs are still the bottom line that individuals cannot touch, and once threatened, people will give priority to ensuring this basic need (Takahashi, 2006). For example, in some extreme cases, such as natural disasters or wars, people will first strive to obtain survival necessities such as food and water.

In the long course of history, many wars have broken out for survival resources. In order to compete for land, water, food and other resources, different countries, different forces launched a fierce fighting (Barr, 2004). In modern society, the satisfaction of physiological needs is also widely used in national governance and enterprise management (Qin, 2024). In terms of national governance, the government meets their physical needs by providing basic living allowances and public services, and ensures that people have food, water to drink and a place to live in. In enterprise management, managers often motivate subordinates with physiological needs, such as providing reasonable remuneration to meet the basic living needs of employees, so as to improve the work enthusiasm of employees (Milkovich & Newman, 2008). For

example, people work hard to get paid, because it can be used to meet their physical needs for food, housing, etc.

#### **2.2.2.2 Security Needs**

Safety needs include personal safety, health protection, property protection, etc. People need to feel stable and secure to be free from fear and anxiety. Safety needs emphasize people's health, life safety and life stability, including personal safety, health protection, property ownership, etc. In Maslow's Hierarchy of Needs theory, safety needs are an important aspect of concern after physiological needs are met. People need a stable, safe environment to avoid fear and anxiety. For example, people may buy health insurance to prevent sudden medical costs, or choose to live in a safe community to avoid being stolen or hurt (Lester, 2013). Safety requirements can be seen as an extension of physiological requirements, because they are all designed to ensure basic human survival (Qiu, 2013).

Compared with physiological needs, safety needs influence more on people's world view (OECD, 2019). People will feel anxious and uneasy when their safety needs are not met, and this negative emotion may affect their lives and work. For example, if a person lives in a chaotic community, he may always worry about his personal safety and property safety, which will make him not feel at ease in his work and life. And when the security needs are met, people will feel more secure and stable, and can truly live for themselves (Holtom & Tews, 2005). For example, if a person lives in a safe community with a stable job and income, he will have more confidence to pursue his dreams and goals and realize his self-worth. However, there are cases where safety requirements may not be fully met, such as irreversible disease. But even in this case, people can adjust their mindset and lifestyle to meet their safety needs as much as possible and improve the quality of life.

When thinking about the question of what will do in the last day of life, the insecure person may give up on themselves and feel that everything is meaningless. Those who meet their safety needs may be more likely to do things they always want to do but haven't, or spend with their family and friends to enjoy their last days (Esping-Andersen, 1990). For example, a person who has long been insecure may fall into despair, give up treatment or even commit extreme behavior when he is terminally ill and has little to survive. And a person whose safety needs are met, even in the face of the same situation, may actively seek treatment, arrange his future, spend the last good time with his family, and face death with peace of mind.

### **2.2.2.3 Social Needs**

Social needs are human needs for friendship, love, and affiliation. People want to establish emotional connections with others, have intimate relationships and a sense of social belonging (Patnaik & Padhi, 2012). As one of the advanced needs of human beings, social needs cover friendship, love and affiliation, which is essentially a strong desire for interpersonal relationships (Hofstede, 1980). It can be seen as an interpersonal relationship need that reflects that humans, as social animals, cannot exist independently from their interactions and connections with others. In Maslow's hierarchy of needs theory, social needs are above physiological needs and safety needs, highlighting their importance in human life.

Good social relationships can make people happier in life, work and family. In life, sharing happiness and sorrow with friends can reduce psychological pressure and improve life satisfaction (Lester, 2013). At work, good relationships help teamwork, improve work efficiency and achieve common goals. In the family, close relationships can create a warm atmosphere and enhance the cohesion of the family.

A person who has a good relationship with his colleagues at work will be more motivated to complete the work tasks, because he feels the support and encouragement of the team (Heskett et al., 1994). In a family, good communication and care between husband and wife, between parents and children can make the family more harmonious and happy. On the contrary, if a person has social problems, it may lead to psychological problems and affect the quality of life. Social needs are an indispensable part of human life, and meeting social needs is of great significance to individual happiness and the harmonious development of society.

Many retired elderly people, due to leaving their jobs, the social circle becomes smaller, easy to feel lonely. They may miss the days of working and communicating with their colleagues, and wanting to have that sense of belonging and social connection again. On the contrary, those who actively participate in community activities, join clubs or maintain close contact with family and friends can better meet their social needs and enjoy a colorful later age.

### **2.2.2.4 Respect Needs**

Respect needs include self-respect and respect for others. Self-respect is the recognition and affirmation of oneself, which reflects the individual's cognition of their own value. Respect by others comes from the outside, and it is the society's recognition of individual abilities and achievements. This need is closely related to an individual's life value, social status, and happiness. For example, a person who

performs well in his work hopes to be recognized by his leaders and colleagues, which is not only an affirmation of his work results, but also meets his need for respect.

When the needs of respect are met, people will have full confidence in themselves and experience the usefulness and value of living (Dirks & Ferrin, 2002). They will be more positive about life and work, and strive to improve themselves and achieve higher goals (Lester, 2013). For example, a student who gets good grades in his study and is praised by his teachers and classmates will be more motivated to learn and pursue greater progress. At the same time, respecting the satisfaction of their needs also helps individuals to establish good interpersonal relationships, improve their social status, and enhance their happiness. However, if respect needs are not met, people may feel frustrated, have low self-esteem and even lose confidence in life. Like the child mentioned in Maslow's 5 levels of needs cases, if always ridiculed in the class or rejected, he may lose interest in learning and feel inferior (Rawls, 1971). In short, respect needs play an important role in individual growth and development.

If a person lacks self-respect, it is often difficult to gain recognition from others (Clampitt, 2005). For example, a person who is always self-negative and lacks confidence may show cowardice and flinch in communicating with others, thus making it difficult to win the respect of others. On the contrary, a person who respects himself will show confidence and a positive attitude, and is more likely to gain respect and recognition from others. This also shows that only by showing self-respect first can we gain respect from others, otherwise it will conflict with self-development.

#### **2.2.2.5 Self-realization Needs**

Self-realization needs are the highest level in the level of human needs. It refers to the need of individuals to realize their personal ideals, aspirations, and personal goals, to maximize their potential abilities, and to complete everything commensurate with their own abilities. The realization of self-realization needs means that individuals can give full play to their talents, pursue what they truly love, constantly challenge themselves and surpass themselves, in order to achieve the highest level of personal growth and development (Schaufeli & Bakker, 2004).

Self-realization needs meet individuals have certain conditions. Individuals need to have clear goals and ideals to know what they really want to pursue (Huang, 2013). Individuals need to have enough ability and quality to work hard to achieve their goals (Holtom & Tews, 2005). Individuals also need to have a firm faith and perseverance, in the face of difficulties and setbacks do not easily give up (Super, 1990). When self-actualization needs are fulfilled, individuals experience an unprecedented sense of satisfaction and accomplishment. They will feel that their life

is full of meaning and value, and they are becoming their expectations. Satisfaction of self-actualization needs can also have a positive impact on individual physical and mental health (Hofstede, 1980). It can enhance personal self-confidence and self-esteem, improve personal psychological quality and the ability to resist pressure. The satisfaction of self-realization needs can also stimulate individual creativity and innovative spirit, and make greater contributions to the development and progress of the society. An artist may pursue to create works of depth and influence to meet his self-actualization needs. He will invest a lot of time and energy to constantly explore new art forms and techniques of expression, and strive to perfectly present his own artistic concept. An athlete may pursue to win a game or break a record to prove his ability and worth. In the pursuit of self-realization, they constantly transcend themselves and challenge the limit (Steers & Shapiro, 2004).

### **2.2.3 Introduction to Hanting Hotel**

Hanting Hotel was founded in 2005. As of January 2024, it has covered more than 1000 cities across the country, with 3,600 + stores. The "Han" of Hanting Hotel is taken from the "Heaven has Han" in the Book of Songs, which originally refers to the Milky Way and the universe, and also has the pride of the prosperous times of the Han and Tang Dynasties. The courtyard is the courtyard, giving people a quiet and beautiful association. The hotel logo uses the outer outline of the concept of round sky and place, and uses modern techniques to show the Han horse image of Hanting, containing the meaning of "line" and "post". The blue color of the hotel industry symbolizes cleanliness, modernity and comfort, while the red symbolizes the warm atmosphere of Hanting as a travel home. "Han" originally refers to the Tianhe River, the universe and the Milky Way. The brand concept is people in the journey, home in Hanting. Hanting service is the core of a good sleep (change numerous for simple room design, bed, sound insulation upgrade), good bath (constant temperature pressure hot water, verbena oil), good net (free high-speed WiFi, member a key login, convenient and quick), good breakfast (now grinding soya-bean milk, healthy Fried dough sticks, meat element steamed stuffed bun, a city blindly earthly breakfast).

The short five years from 1999 to 2004 were not only the highlight of the founder Ji Qi, but also the darkest moment when he founded Ctrip and Home inns. Both companies were listed but the trust of investors, he left home again, and the story of Hanting began. At the beginning, Ji Qi decided to enter the middle of the market 1, avoid and home front fight. But at that time, there were not many suitable middle cities and areas, so it was difficult to scale, so he decided to do the first economical pilot in Kunshan Railway Station. Once the third-and fourth-tier cities are successful, the

success of Kunshan can be achieved everywhere, setting the direction of Hanting as an economic chain.

### 2.3 Conceptual Framework

The research framework as shown in Figure 2.1 below shows the influencing factors of Zigong Hanting Hotel employee overall job satisfaction , which include salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities.

Based on Maslow's Hierarchy of Needs, salary system and position positioning reflect physiological needs, welfare security system reflect security needs, work environment and corporate culture reflect social needs, upper and lower relationships and internal communication reflect respect needs, while career development and training opportunities reflect self-realization needs.

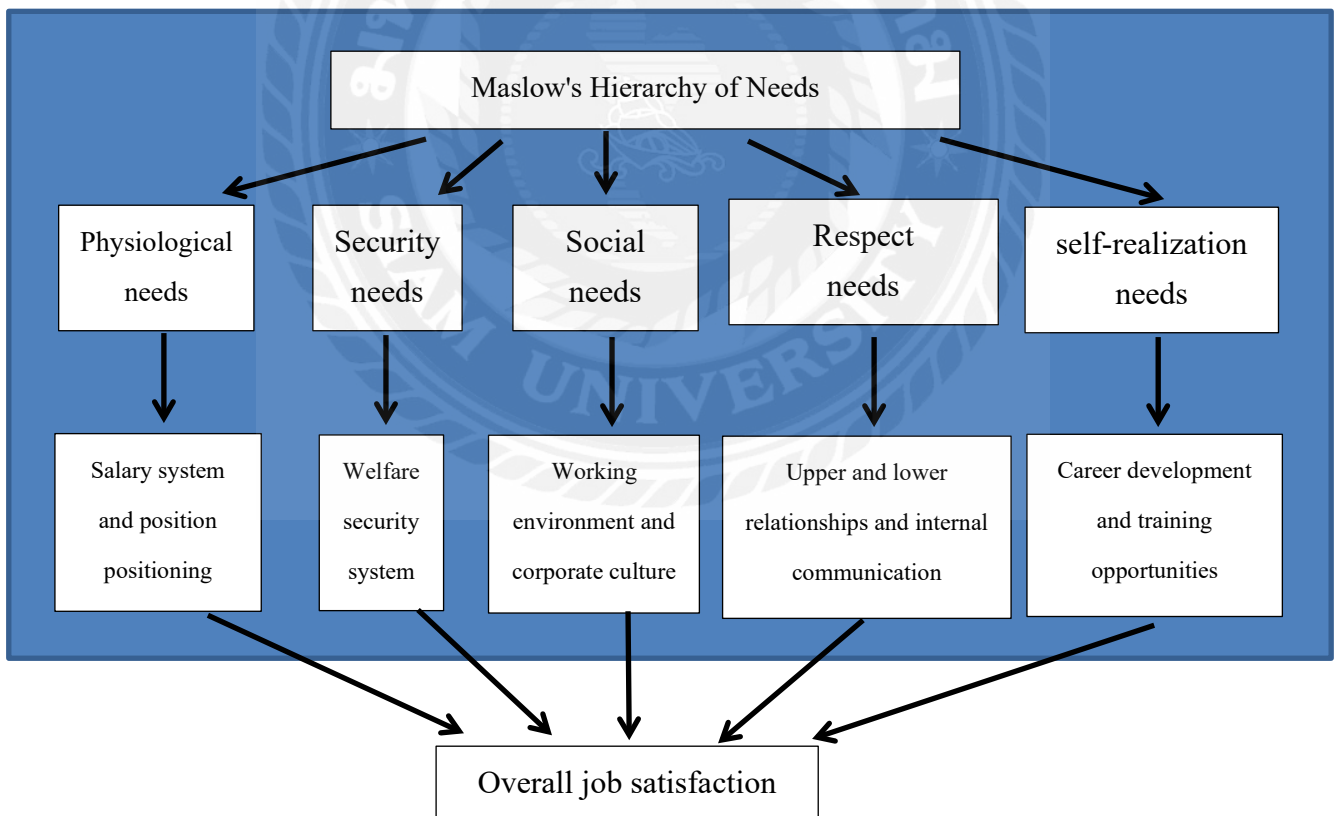


Figure 2.1. Conceptual Framework



## **Chapter 3 Research Methodology**

### **3.1 Research Design**

This study used the quantitative research method to examine the factors affecting job satisfaction of Hanting Hotel employees in Zigong, using Maslow's Hierarchy of Needs and the concept of employee satisfaction. Based on Maslow's Hierarchy of Needs, a questionnaire on employee job satisfaction was designed and a questionnaire survey was conducted with the employees of Hanting hotel in Zigong.

### **3.2 Questionnaire Design**

This study took the Hanting Hotel in Zigong as a case study to explore the factors affecting hotel staff satisfaction. The independent variables in the research model were determined as salary system and position positioning, welfare security system, working environment and corporate culture, relationship between upper and lower relationships and internal communication, career development and training opportunities, and the dependent variable was the overall job satisfaction. In order to conduct this study accurately and scientifically, a questionnaire was designed based on the interrelationships between the tabular variables and the Likert five-point scale was used. The validity of the questionnaire was verified and analyzed to ensure the accuracy and reliability of the sample data collected in this study .

The questionnaire was divided into two parts. The first part includes five items: gender, age, department, education level and working years. The second part of the questionnaire consisted of 29 measurement questions, and all the measurement items were scored on a 5-point Likert scale, "1 indicates great dissatisfaction", "2 indicates disagreement", "3 indicates average", "4 indicates satisfaction" and "5 indicates strong agreement".

### **3.3 Hypothesis**

The independent variables in this study were salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, and career development and training opportunities. The dependent variable was the overall job satisfaction rate. The constructed model was based on the analysis and the relationships between the variables, as shown in Figure 3.1.

H1: Salary system and position positioning have a significant effect on the overall job satisfaction.

H2: Welfare security system has a significant effect on the overall job satisfaction.

H3: Working environment and corporate culture have a significant effect on the overall job satisfaction.

H4: Upper and lower relationships and internal communication have a significant effect on the overall job satisfaction.

H5: Career development and training opportunities have a significant effect on the overall job satisfaction.

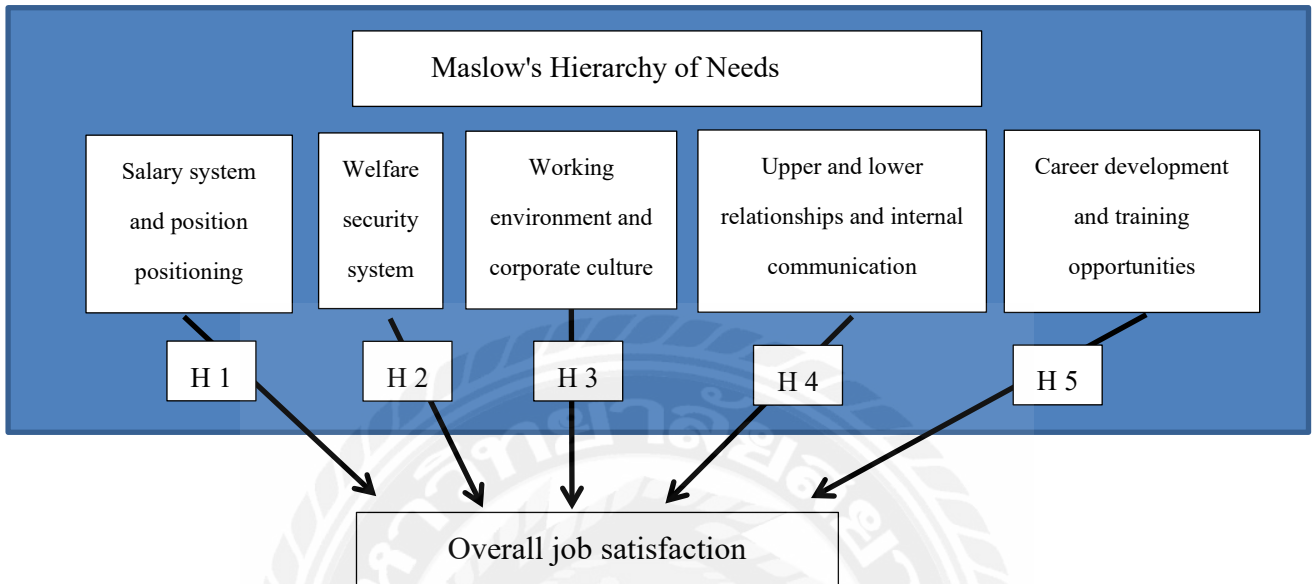


Figure 3.1. Hypothesis

### 3.4 Population and Sample

The population of this study was the internal staff of Zigong Hanting Hotel in Zigong City, Sichuan Province, China. It mainly involved the staff of the housekeeping department, receptionist office, office department, sales department and catering department of Zigong Hanting Hotel. A total of 100 respondents were randomly selected for this questionnaire survey to obtain relevant information of the overall job satisfaction of the staff of Zigong Hanting Hotel.

### 3.5 Data Collection

This questionnaire survey was conducted from May 10, 2024 to July 10, 2024, with the staff of Hanting Hotel in Zigong, Sichuan Province, China. There were two versions of the questionnaire, one in Chinese for employees surveyed in China and the other in English. The questionnaires were distributed at the site by the researchers during field visits. A total of 112 questionnaires were distributed in this survey, and 100 valid questionnaires were collected. Due to job transfer, dismissal and new employment of the hotel staff, a total of 100 valid questionnaires were obtained, and the effective rate was 89.28%.

Table 3.1 Summary of questionnaire collection

Serial number	Date	Distributed Questionnaires (copies)	Collected Questionnaires (copies)	Valid Questionnaires (copies)
1	May 10,2024	13	11	11
2	May 17,2024	13	12	12
3	May 24,2024	13	11	11
4	May 31,2024	13	11	11
5	June 7,2024	12	11	11
6	June 14,2024	12	11	11
7	June 21,2024	12	11	11
8	June 28,2024	12	11	11
9	July 5,2024	12	11	11
Total		112	100	100

### 3.6 Data Analysis

The questionnaire design used the five-point Likert scale and SPSS analysis to systematically collect the views and opinions of the respondents, so as to facilitate the analysis of the influencing factors of overall job satisfaction of the staff of Zigong Hanting Hotel. Descriptive statistics of the questionnaire data were used to summarize the characteristics and distribution of the overall data, providing a preliminary understanding of the general views of the respondents. The linear regression analysis was used to analyze the effect of salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities on the overall job satisfaction.

### 3.7 Reliability and Validity Analysis of the Scale

#### 3.7.1 Reliability

In order to ensure the scientificity and validity of the questionnaire, the reliability of the questionnaire was analyzed with  $\alpha$  reliability coefficient method. The reliability coefficient is generally between 0 and 1. The higher the reliability coefficient is, the higher the degree of consistency is indicated, and the more meaningful the evaluation item is. By applying SPSS software to test the survey scale, the reliability coefficient of the items was as high as 0.900, indicating that the reliability of the questionnaire was very

good, there was a high consistency between the items, and the evaluation results of the questionnaire had strong credibility.

Table 3.2 Cronbach reliability analysis

Cronbach reliability analysis				
Variable	Number of items	Sample size	Cronbach alpha coefficient	Overall Cronbach $\alpha$ coefficient
Salary system and position positioning	6	100	0.935	0.900
Welfare security system	5	100	0.850	
Working environment and corporate culture	5	100	0.929	
Upper and lower relationships and internal communication	4	100	0.893	
Career development and training opportunities	5	100	0.897	
Overall job satisfaction	4	100	0.856	

### 3.7.2 Validity

Through Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity test on the staff satisfaction questionnaire in Zigong Hanting Hotel, the validity of the questionnaire was assessed, so as to understand whether the questionnaire was suitable for factor analysis in terms of measurement structure.

The KMO value was 0.817, indicating a good validity of the questionnaire. The KMO values range between 0 and 1, and in general, the data are suitable for factor analysis when the KMO values are greater than 0.7. The KMO value in this study was 0.817, indicating that the high correlation among the questionnaire variables and the tight data structure are suitable for further factor analysis. This result indicates that the questionnaire can better reflect the different needs and satisfaction of employees, and provides a solid foundation for further exploring the potential factors of various needs. This is followed by the Bartlett sphericity test results. The approximate chi-square value of the test was 2132.788 with degrees of freedom of 406 and a p-value of 0.000. Bartlett The sphericity test was used to test whether the correlation matrix is the identity matrix, i. e., whether each variable is not correlated. When the p-value of the test results was less than 0.05, the null hypothesis was rejected, indicating that the correlation matrix is not a unit matrix and has a strong correlation between the variables, which is suitable for factor analysis. The p-value in this study was 0.000, much less than 0.05, indicating a significant correlation between the variables and the data were suitable for factor analysis.

The results of KMO and Bartlett showed that the employee satisfaction questionnaire has good validity and is suitable for factor analysis. Specifically, the KMO value of 0.817 showed the tight structure of the questionnaire data and the high correlation among the variables. The approximate chi-square value of the Bartlett sphericity test was 2132.788, with degrees of freedom of 406 and a p-value of 0.000, further verifying the significant correlation between the variables and suitable for factor analysis. These results provide a solid foundation for further factor analysis and help to reveal the potential factor structure of each part of the questionnaire, allowing for a deeper understanding of employee needs and satisfaction.

Table 3.3 Test of KMO and Bartlett

KMO and Bartlett's test		
KMO value		0.817
Bartlett's test of sphericity	Approximate Chi-Square	2132.788
	<i>df</i>	406
	<i>p</i> -value	0



## **Chapter 4 Findings and Discussion**

### **4.1 Introduction**

The fourth chapter of this study mainly focuses on the descriptive statistical analysis, correlation analysis, and regression analysis, which were carried out sequentially through SPSS statistical analysis software to verify the research hypotheses.

### **4.2 Descriptive Statistical Analysis**

#### **4.2.1 Demographic Characteristics of Respondents**

In this study, with the current employee of Hanting Hotel in Zigong, 112 employees were selected for the survey, among which 100 were valid questionnaires. This questionnaire survey involved all employees of the housekeeping department, front office, office department, sales department, food and beverage department of Zigong Hanting Hotel. After sorting out the collected questionnaire, the demographic information of the hotel employees is shown as follows:

From gender distribution, 51 were male employees, accounting for 51.00% of the total sample, and 49 were female employees, accounting for 49.00%. The gender distribution is relatively balanced, and there is no obvious gender bias.

In terms of age distribution, there were 45 employees aged 20-30, accounting for 45.00% of the total sample; 40 employees aged 30-39, accounting for 40.00%, and 15 employees over 40 years, accounting for 15.00%. As can be seen from the data, the staff of Zigong Hanting Hotel are mainly between 20 and 40 years old, accounting for 85.00% of the total sample, indicating that the staff of the hotel is relatively young, which is conducive to the long-term development of the enterprise and the improvement of its innovation ability.

In terms of department distribution, there are 25 housekeeping employees, accounting for 25.00%; 28 front office employees, accounting for 28.00%; 19 sales employees, accounting for 19.00%; and 28 catering employees, accounting for 28.00%. The distribution of employees in each department is relatively balanced, but the proportion of employees in the sales department is slightly lower, accounting for only 19.00%. This may reflect less staff demand or greater staff mobility in the sales department, which is worth further discussion. In terms of education distribution, 35 employees have college degrees, accounting for 35.00%; 45 undergraduates, accounting for 45.00% and 20 postgraduates, accounting for 20.00%. According to the data, employees with a bachelor's degree or above account for 65.00%, indicating that the hotel pays more attention to the educational level of employees in terms of talent recruitment, which is conducive to improving the overall quality of staff and service quality. In terms of distribution of working years, 28 employees worked for less than two years, accounting

for 28.00%; 37 employees worked for two to four years, accounting for 37.00%; and 35 employees worked for more than four years, accounting for 35.00%.

According to the data, many employees in the hotel have rich working experience, and the employees with more than two working years account for 72.00%, which plays a positive role in the stable operation of the enterprise and the improvement of employee satisfaction.

Based on the above data analysis, it can be concluded that the staff of Zigong Hanting Hotel is characterized by gender balance, relatively young age structure, reasonable distribution of various departments, high educational level and rich working experience.

Table 4.1 Demographic information of hotel staff

Demographic information of hotel staff				
Demographic	Options	Frequency	Percentage(%) □	Cumulative percentage (%) □
Gender	Male	51	51	51
	Female	49	49	100
Age	20-30 years old	45	45	45
	30-40 years old	40	40	85
	Over 40 years old	15	15	100
Department	Housekeeping	25	25	25
	Front hall and Office Department	28	28	53
	Sales	19	19	72
	Catering Department	28	28	100
Education	Junior College Diploma	35	35	35



	Bachelor's Degree	45	45	80
	Master's Degree	20	20	100
Years of working experience	Less than two years	28	28	28
	Two to four years	37	37	65
	More than four years	35	35	100
Total		100	100	100

#### 4.2.2 Variation Analysis

Through the differential analysis of employee satisfaction of Hanting Hotel in Zigong, the influence of five factors of gender, age, department, educational background and working years on employee satisfaction is investigated.

The results of gender difference analysis showed that the mean satisfaction of male employees was 3.47 with a standard deviation of 0.83; the mean satisfaction of female employees was 3.19 with a standard deviation of 0.78. Independent samples t-tests resulted in a t-value of 1.712 and a p-value of 0.09. Although the satisfaction of male employees was slightly higher than female employees, the p value greater than 0.05 did not reach the significance level, indicating that the effect of gender on employee satisfaction was not significant.

In the age difference analysis, the mean satisfaction of employees aged 20-30 was 3.33 with a standard deviation of 0.71; those aged 30-40 years was 3.34 with a standard deviation of 0.99; and the mean satisfaction of employees over 40 years was 3.30 with a standard deviation of 0.66. The ANOVA results showed an F value of 0.012 and a p-value of 0.988. A p-value greater than 0.05 indicates that no difference in satisfaction between age groups, and age had no significant effect on satisfaction. The department difference analysis results show that the average satisfaction of housekeeping staff is 3.53 and standard deviation is 0.77; the average satisfaction of front office staff is 3.41 and standard deviation is 0.79; the average satisfaction of sales staff is 3.12 and standard deviation is 0.8; the average satisfaction of catering staff is 3.21 and standard deviation is 0.88. The ANOVA results showed an F value of 1.212 and a p-value of 0.31. The p-value greater than 0.05 indicates that the satisfaction of different departments did not differ significantly and departments had no significant effect on satisfaction.

In the analysis of degree difference, the average satisfaction of employees with college degrees was 3.16 with standard deviation of 0.73; the average satisfaction of employees with bachelor degrees was 3.36 with standard deviation of 0.88; the average satisfaction of employees with graduate degrees was 3.56 with standard deviation of 0.78. The ANOVA results showed an F value of 1.65 and a p-value of 0.197. Although the satisfaction of graduate degree employees was high, the p value was greater than 0.05, indicating that the effect of degree on employee satisfaction was not significant.

The results of the difference analysis show that the average satisfaction of employees with less than two working years was 3.37 and the standard deviation is 0.88; the average satisfaction of employees with two to four working years is 3.43 and the standard deviation is 0.73; the average satisfaction of employees with more than four working years is 3.19 and the standard deviation is 0.86. The ANOVA results showed an F value of 0.809 and a p-value of 0.448. The p-value greater than 0.05 indicated that the satisfaction of employees with different working years was not significant and working years had no significant effect on satisfaction.

In conclusion, through the differential analysis of employee satisfaction in Zigong Hanting Hotel, the influence of five factors: gender, age, department, education, and working years on employee satisfaction did not reach the significance level. This indicates that the difference in employee satisfaction was not significant in terms of these demographic characteristics, and the factors influencing employee satisfaction may need to be further explored from other aspects.

Table 4.2 Results of differential analysis

Results of differential analysis
----------------------------------

Analysis items	Item	Sample size	Average value	Standard Deviation	t/F	p □
Gender	male	51	3.47	0.83	1.712	0.09
	female	49	3.19	0.78		
Age	20-30 years old	45	3.33	0.71	0.012	0.988
	30-40 years old	40	3.34	0.99		
	Over 40 years old	15	3.3	0.66		
Department	Housekeeping	25	3.53	0.77	1.212	0.31
	Front hall and Office Department	28	3.41	0.79		
	Sales	19	3.12	0.8		
	Catering Department	28	3.21	0.88		
Education	Junior College Diploma	35	3.16	0.73	1.65	0.197
	Bachelor's Degree	45	3.36	0.88		
	Master's Degree	20	3.56	0.78		
Years of working experience	Less than two years	28	3.37	0.88	0.809	0.448
	Two to four years	37	3.43	0.73		
	More than four years	35	3.19	0.86		
* $p < 0.05$ ** $p < 0.01$						

## 4.3 Results of the Study

### 4.3.1 Correlation Analysis

Through the Pearson correlation analysis on the data of the employee satisfaction questionnaire of Hanting Hotel in Zigong, the correlation between each need variable and the overall job satisfaction can be explored.

Table 4.3 Pearson correlation analysis

Pearson correlation analysis							
		Salary system and position positioning	Welfare security system	Working environment and corporate culture	Upper and lower relationship and internal communication	Career development and training opportunities	Overall job satisfaction
Salary system and position positioning	Correlation coefficient	1					
	<i>p</i> value	-					
	sample size	-					
Welfare security system	Correlation coefficient	0.253*	1				
	<i>p</i> -value	0.011	-				
	Sample size	100	-				
Working environment and corporate culture	Correlation coefficient	0.232*	0.051	1			
	<i>p</i> -value	0.02	0.612	-			
	Sample size	100	100	-			
Upper and lower relationship	Correlation coefficient	0.248*	0.092	0.136	1		
	<i>p</i> -value	0.013	0.363	0.177	-		

-ps and internal communication	Sample size	100	100	100	-		
Career development and training opportunities	Correlation coefficient	0.333**	0.273**	0.059	0.12	1	
	p -value	0.001	0.006	0.561	0.233	-	
	Sample size	100	100	100	100	-	
Overall job satisfaction	Correlation coefficient	0.470**	0.295**	0.262**	0.342*	0.425**	1
	p -value	0	0.003	0.008	0	0	-
	Sample size	100	100	100	100	100	-
* $p < 0.05$ ** $p < 0.01$							

#### 4.3.1.1 Relationship between Salary System and Position Positioning and the Overall Job Satisfaction of the Staff of Zigong Hanting Hotel

The results of the correlation between salary system and position positioning and other variables show that the correlation coefficient between salary system and position positioning and welfare security system is 0.253, and the p value is 0.011, indicating a significant positive relationship between the two. The correlation coefficient between salary system and position positioning, and working environment and corporate culture was 0.232, and the p-value was 0.020, indicating that there was also a significant positive relationship between the two. The correlation coefficient between salary system and position positioning and upper and lower relationships and internal communication is 0.248, and the p-value is 0.013, indicating that there is also a significant positive relationship between the two. The correlation coefficient between salary system and position positioning, and career development and training opportunities was 0.333, and the p-value was 0.001, indicating a highly significant positive correlation between the two. The correlation coefficient between salary system and position positioning and the overall job satisfaction was 0.470, and the p-value was 0.000, indicating that there was a very significant positive relationship between the two.

These results show that salary system and position positioning is significantly and positively correlated with welfare security system, working environment and corporate

culture, upper and lower relationships and internal communication, career development and training opportunities, and the overall job satisfaction.

#### **4.3.1.2 Relationship between Welfare Security System and the Overall Job Satisfaction of the Staff of Zigong Hanting Hotel**

The correlation coefficient between the welfare security system and the overall job satisfaction was 0.295, and the p-value was 0.003, indicating a highly significant positive relationship between the two. However, the correlation between welfare security system and working environment and corporate culture (correlation coefficient 0.051, p value 0.612) and upper and lower relationships and internal communication (correlation coefficient-0.092, p value 0.363) was not significant. These results show that the degree of employee welfare security system has a significant positive impact on the overall job satisfaction, but not significantly depending on the relationship between working environment and corporate culture and upper and lower relationships and internal communication.

#### **4.3.1.3 Relationship between Working Environment and Corporate Culture and the Overall Job Satisfaction of the Staff of Zigong Hanting Hotel**

The results of the correlation analysis between working environment and corporate culture and other variables show that the correlation coefficient between working environment and corporate culture and salary system and position positioning was 0.232, and the p-value was 0.020, indicating that there is a significant positive relationship between the two. The correlation coefficient between working environment and corporate culture and the overall job satisfaction was 0.262 and the p-value was 0.008, indicating a significant positive correlations between the two. However, the correlations between working environment and corporate culture and welfare security system (correlation coefficient 0.051, p-value 0.612), upper and lower relationships and internal communication (correlation coefficient 0.136, p-value 0.177), and career development and training opportunities (correlation coefficient 0.059, p-value 0.561) were not significant.

This shows that working environment and corporate culture have a significant positive impact on salary system and position positioning and the overall job satisfaction, but the relationship with other needs is not significant.

#### **4.3.1.4 Relationship between Upper and Lower Relationships and Internal Communication and the Overall Job Satisfaction of the Staff of Zigong Hanting Hotel**

The results of the correlation analysis between upper and lower relationships and internal communication and other variables show that the correlation coefficient

between upper and lower relationships and internal communication and salary system and position positioning was 0.248, and the p-value was 0.013, indicating a significant positive relationship between the two. The correlation coefficient between upper and lower relationships and internal communication and the overall job satisfaction was 0.342 and the p-value was 0.000, indicating a highly significant positive correlations between the two. However, the correlation between upper and lower relationships and internal communication and welfare security system (correlation coefficient-0.092, p-value 0.363), working environment and corporate culture (correlation coefficient 0.136, p-value 0.177) and career development and training opportunities (correlation coefficient 0.120, p-value 0.233) were not significant.

This shows that upper and lower relationships and internal communication have a significant positive impact on salary system and position positioning and the overall job satisfaction, but the relationship with other needs is not significant.

#### **4.3.1.5 Relationship between Career Development and Training Opportunities and the Overall Job Satisfaction of the Staff of Zigong Hanting Hotel**

The results of the correlation analysis between career development and training opportunities and other variables show that the correlation coefficient between career development and training opportunities and salary system and position positioning was 0.333, and the p-value was 0.001, indicating a highly significant positive relationship between the two. The correlation coefficient between career development and training opportunities and welfare security system was 0.273 and the p-value was 0.006, showing a significant positive relationship between the two. The correlation coefficient between career development and training opportunities and the overall job satisfaction was 0.425 and the p-value was 0.000, indicating a highly significant positive relationship between the two. However, the correlations between career development and training opportunities and working environment and corporate culture (correlation coefficient 0.059, p-value 0.561) and upper and lower relationships and internal communication (correlation coefficient 0.120, p-value 0.233) were not significant.

This shows that career development and training opportunities have a significant positive impact on salary system and position positioning, welfare security system and the overall job satisfaction, but the relationship with working environment and corporate culture, and upper and lower relationships and internal communication are not significant.

#### **4.3.2 Exploratory Factor Analysis**

From an exploratory factor analysis of the data from the staff satisfaction questionnaire, the variance interpretation rate analysis indicated the degree of contribution of each factor in explaining the overall variance.

The preliminary results of the factor analysis showed that the characteristic roots of the six factors were greater than 1, explaining 73.78% of the total variance collectively, indicating that the five factors had a significant contribution in explaining the overall structure of employee satisfaction. Specifically, the characteristic root of the first factor is 8.046, and the pre-rotation variance interpretation rate is 27.746%, indicating that it occupies the largest proportion in explaining the overall variance. However, the variance interpretation rate of the first factor after rotation decreased to 16.294%, but was still the strongest explanatory power of all factors. The characteristic root of the second factor is 3.941, 13.590%, 13.892%, and a cumulative interpretation rate of 30.187%. The variance interpretation rate of this factor varied little before and after the rotation, suggesting a relatively stable explanatory power in the overall satisfaction structure. The characteristic root of the third factor is 3.250, with a variance interpretation rate of 11.205% before rotation, 12.426% after rotation, and a cumulative interpretation rate of 42.613%. The third factor explained after rotation, showing its important role in the questionnaire structure. The characteristic root of the fourth factor is 2.583, 8.90 variance explained 8%, 10.948% after rotation, and a cumulative interpretation rate of 53.561%. The explanatory power of this factor increased significantly after rotation, suggesting an important impact in multiple aspects of employee satisfaction. The characteristic root of the fifth factor is 2.162, the interpretation rate of variance is 7.454% before rotation, 10.774% after rotation, and the cumulative interpretation rate is 64.335%. The characteristic root of the sixth factor is 1.414, the prerotation variance interpretation rate is 4.878%, and 9.446% after rotation, bringing the cumulative interpretation rate to 73.780%. As a whole, the top six factors together explained 73.78% of the total variance, indicating that these factors better summarize the structure and content of the various questions in the questionnaire.

The variance interpretation rate after rotation indicates that, through the factor rotation, the variance is more evenly distributed between the factors, and the explanatory force is more explicit and concentrated. This result provides a basis for subsequent factor naming and interpretation, which can help understand employee satisfaction at different levels of needs.

Table 4.4 Variance explanation rate



Variance explanation rate									
Fac -tor Num -ber	Characteristic roots			Variance explained rate before rotation			Variance explanation rate after rotation		
	Char acteri -stic root	Varia -nce explai - ned%	Cumul - ative %  □	Charac teri -stic root	Varia -nce explai - ned%	Cumul - ative %  □	Charac teri -stic root	Varia -nce explai - ned%  □	Cumul - ative %  □
1	8.046	27.746	27.746	8.046	27.746	27.746	4.725	16.294	16.294
2	3.941	13.59	41.336	3.941	13.59	41.336	4.029	13.892	30.187
3	3.25	11.205	52.541	3.25	11.205	52.541	3.604	12.426	42.613
4	2.583	8.908	61.449	2.583	8.908	61.449	3.175	10.948	53.561
5	2.162	7.454	68.903	2.162	7.454	68.903	3.124	10.774	64.335
6	1.414	4.878	73.78	1.414	4.878	73.78	2.739	9.446	73.78
7	0.716	2.47	76.25	-	-	-	-	-	-
8	0.708	2.44	78.691	-	-	-	-	-	-
9	0.675	2.328	81.019	-	-	-	-	-	-
10	0.599	2.067	83.086	-	-	-	-	-	-
11	0.533	1.837	84.923	-	-	-	-	-	-
12	0.486	1.676	86.599	-	-	-	-	-	-
13	0.466	1.609	88.207	-	-	-	-	-	-
14	0.425	1.464	89.672	-	-	-	-	-	-
15	0.354	1.221	90.893	-	-	-	-	-	-
16	0.34	1.173	92.065	-	-	-	-	-	-
17	0.324	1.119	93.184	-	-	-	-	-	-
18	0.285	0.981	94.165	-	-	-	-	-	-
19	0.269	0.927	95.092	-	-	-	-	-	-
20	0.248	0.854	95.946	-	-	-	-	-	-
21	0.208	0.716	96.662	-	-	-	-	-	-

22	0.185	0.64	97.302	-	-	-	-	-	-
23	0.168	0.578	97.88	-	-	-	-	-	-
24	0.145	0.501	98.38	-	-	-	-	-	-
25	0.134	0.463	98.843	-	-	-	-	-	-
26	0.119	0.41	99.253	-	-	-	-	-	-
27	0.086	0.296	99.549	-	-	-	-	-	-
28	0.074	0.255	99.804	-	-	-	-	-	-
29	0.057	0.196	100	-	-	-	-	-	-

### 4.3.3 Maximum Variance Method

By analyzing the factor load coefficient after the maximum variance method Varimax rotation on the staff satisfaction questionnaire data of Hanting Hotel in Zigong, we can clarify the load situation of each variable on different factors and its explained common degree (common factor variance).

First of all, the six items of salary system and position positioning (A 1 to A 6) have high load coefficient on factor 1, namely 0.917,0.763,0.893,0.806,0.810 and 0.818, respectively, and the common degree all exceeded 0.6, indicating that the explanatory power of these variables on factor 1 is strong. In particular, the highest load coefficient of the compensation system and position positioning A 1 is 0.917, and the common degree is 0.922, indicating that the explanatory power on the factor 1 is the most significant. In general, the variables of salary system and position positioning are mainly concentrated on factor 1, reflecting the strong influence of this factor on physiological demand. The five items of working environment and corporate culture (c1 to c5) have high load coefficient on factor 2, respectively 0.944,0.855,0.831,0.874 and 0.858, with similarities exceeding 0.7, indicating that the explanatory power of these variables is also strong in factor 2. In particular, the highest load coefficient of working environment and corporate culture c1 is 0.944, and the common degree is 0.915, indicating its extremely strong explanatory force in factor 2. The variables of working environment and corporate culture mainly focus on factor 2, indicating that factor 2 mainly explains the variation in working environment and corporate culture. The five items of career development and training opportunities (e1 to e5) had high load coefficient on factor 3, respectively 0.910,0.846,0.717,0.725 and 0.840, all exceeding 0.6, e1 was 0.910 and 0.898, indicating the strongest explanatory power on factor 3. The variables of career development and training opportunities were mainly focused on factor 3, showing that factor 3 mainly accounts for career development and training opportunities.

The five items of welfare security system (b1 to b5) have high load coefficient on factor 4, which are 0.888,0.730,0.681,0.771 and 0.765 respectively. Especially, the load coefficient of the welfare security system b1 is 0.888 and the common degree is 0.864, showing the strongest explanatory force on factor 4. The variables of the welfare security system are mainly concentrated on factor 4, indicating that factor 4 mainly explains the welfare security system. The four items of upper and lower level relationship and internal communication (d1 to d4) have high load coefficient on factor 5,0.905,0.885,0.793 and 0.807 respectively, with higher common degree, especially the load coefficient between superior and lower level relationship and internal communication d1 is 0.905 and the common degree is 0.886, showing the strongest explanatory force on factor 5. The variables of upper and lower relationships and internal communication mainly focus on factor 5, indicating that factor 5 mainly explains the relationship between superior and lower levels and internal communication. The four items of the overall job satisfaction (f1 to f4) had a high load coefficient on factor 6, respectively 0.819,0.744,0.673 and 0.764, with the common degree exceeding 0.6. In particular, the overall job satisfaction f1 had the highest load coefficient of 0.819 and the common degree of 0.836, indicating the strongest explanatory force on factor 6. The variables of the overall job satisfaction were mainly focused on factor 6, indicating that factor 6 mainly explained the overall job satisfaction.

In conclusion, through the analysis of the factor loading coefficient after Varimax rotation by the maximum variance method, we found that each factor has significant explanatory power for the variables at different levels of demand. Factor 1 mainly explains the salary system and position positioning; factor 2 mainly explains the working environment and corporate culture; factor 3 mainly explains career development and training opportunities; factor 4 mainly explains the welfare security system; factor 5 mainly explains the upper and lower relationships and subordinates and internal communication; and factor 6 mainly explains the overall job satisfaction. These results provide a clear structural explanation for understanding employee satisfaction at different levels of needs, and also provide an important basis for hotel management to develop targeted improvement measures.

Table 4.5 Factor loading coefficients after rotation

Factor loading coefficients after rotation
--------------------------------------------

Variance	Factor loading coefficient						Commonality (common factor variance) □
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	
Salary system and position positioning a1	0.917	0.114	0.15	0.091	0.123	0.151	0.922
Salary system and position positioning a2	0.763	0.137	0.109	0.05	0.126	0.134	0.648
Salary system and position positioning a3	0.893	0.095	0.037	0.112	0.1	-0.005	0.83
Salary system and position positioning a4	0.806	0.06	0.095	0.048	0.068	0.199	0.709
Salary system and position positioning a5	0.81	0.052	0.156	0.185	0.066	0.152	0.745
Salary system and position positioning a6	0.818	0.09	0.184	0.052	0.041	0.214	0.76
Working environment and corporate culture c1	0.102	0.944	0.016	-0.023	0.053	0.098	0.915
Working environment and corporate culture c2	0.048	0.855	-0.016	0.096	0.036	0.067	0.748
Working environment	0.144	0.831	-0.006	-0.043	0.135	0.034	0.732

and corporate culture c3							
Working environment and corporate culture c4	0.127	0.874	-0.005	-0.015	-0.044	0.122	0.797
Working environment and corporate culture c5	0.058	0.858	0.052	0.018	0.056	0.096	0.756
Career development and training opportunities e1	0.205	0.015	0.91	0.109	0.027	0.124	0.898
Career development and training opportunities e2	0.091	0.009	0.846	0.09	0.089	0.034	0.74
Career development and training opportunities e3	0.257	0.019	0.717	0.106	-0.016	0.112	0.604
Career development and training opportunities e4	0.09	0.052	0.725	0.081	0.03	0.353	0.668
Career development and training opportunities e5	0.032	-0.049	0.84	0.117	0.037	0.123	0.739

Welfare security system b1	0.192	0.085	0.08	0.888	-0.097	0.125	0.864
Welfare security system b2	0.082	-0.035	0.082	0.73	-0.048	0.101	0.561
Welfare security system b3	0.088	0.182	0.238	0.681	-0.134	0.019	0.579
Welfare security system b4	0.134	0.014	0.06	0.771	-0.057	0.155	0.644
Welfare security system b5	-0.023	-0.155	0.049	0.765	0.069	0.033	0.618
Upper and lower relationships and internal communication d1	0.122	-0.003	0.072	-0.051	0.905	0.213	0.886
Upper and lower relationships and internal communication d2	0.094	0.029	0.048	-0.091	0.885	0.1	0.814
Upper and lower relationships and internal communication d3	0.037	0.021	0.023	-0.095	0.793	0.083	0.647
Upper and lower relationships	0.19	0.18	0.008	0.006	0.807	0.082	0.727

and internal communication d4							
Overall job satisfaction f1	0.228	0.116	0.234	0.113	0.177	0.819	0.836
Overall job satisfaction f2	0.154	0.09	0.157	0.123	0.257	0.744	0.692
Overall job satisfaction f3	0.359	0.138	0.114	0.139	0.119	0.673	0.648
Overall job satisfaction f4	0.133	0.121	0.182	0.126	0.044	0.764	0.667
Note: If the numbers in the table are colored: blue means the absolute value of the load coefficient is greater than 0.4, and red means the commonality (common factor variance) is less than 0.4.							
Rotation method: Varimax.							

#### 4.3.4 Regression Analysis

Through the linear regression analysis of the employee satisfaction questionnaire data of Zigong Hanting Hotel, the influence of salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities on the overall job satisfaction was identified.

The overall fit index of the regression model showed that the model had an  $R^2$  value of 0.400 and an adjusted  $R^2$  value of 0.368, indicating that the independent variable explained 40% of the variation in overall job satisfaction. The F test of  $F(5,94) = 12.513$  and a p-value of 0.000 indicating that the model was overall significant, which means that at least one independent variable had a significant effect on the dependent variable.

Specifically, the regression coefficient and significance test results of the respective variables are as follows: The non-standardized regression coefficient B of salary system and position positioning was 0.192, the standard error was 0.072, the standardized coefficient Beta was 0.243, the t value was 2.678, and the p value was 0.009, reaching the significance level ( $p < 0.01$ ). This shows that salary system and position positioning have a significant positive impact on the overall job satisfaction. For each additional unit in the salary system and position positioning, the overall job satisfaction increases by 0.192 units. The collinearity diagnosis results showed that the

VIF value of the salary system and position positioning was 1.291 and the tolerance was 0.775, indicating that there is no serious multicollinearity problem.

The non-standardized regression coefficient B was 0.199, standard error 0.096, Beta 0.178, t-value 2.077 and p-value 0.041, reaching the significance level ( $p < 0.05$ ). This indicates that welfare security system has a significant positive impact on the overall job satisfaction. For each additional unit in the welfare security system, the overall job satisfaction increases by 0.199 units. The collinearity diagnosis showed a VIF value of 1.153 and a tolerance of 0.868, indicating no serious multicollinearity problem.

The non-standardized regression coefficient B between working environment and corporate culture was 0.123, the standard error was 0.069, the standardized coefficient Beta was 0.148, the t value was 1.796, and the p value was 0.076, which did not reach the significance level ( $p > 0.05$ ). This indicates that the impact of working environment and corporate culture on the overall job satisfaction is not significant. Collinearity diagnosis showed a VIF value of working environment and corporate culture of 1.065 and a tolerance of 0.939, indicating no serious multicollinearity problem.

The non-standardized regression coefficient B between upper and lower relationships and internal communication was 0.236, the standard error was 0.080, the standardized coefficient Beta was 0.247, the t-value was 2.936, and the p-value was 0.004, reaching the significance level ( $p < 0.01$ ). This indicates that upper and lower relationships and internal communication has a significant positive impact on the overall job satisfaction, and for each additional unit in upper and lower relationships and internal communication, the overall job satisfaction increases by 0.236 units. The collinearity diagnosis showed upper and lower relationships and internal communication with a VIF value of 1.110 and a tolerance of 0.901, indicating that there were no serious multicollinearity problems.

The non-standardized regression coefficient B for career development and training opportunities was 0.234, standard error 0.079, Beta was 0.257, t-value 2.958 and p-value 0.004, reaching the significance level ( $p < 0.01$ ). This indicates that career development and training opportunities have a significant positive impact on the overall job satisfaction, and with each additional unit of career development and training opportunities, the overall job satisfaction increases by 0.234 units. Collinearity diagnosis showed a VIF value of 1.183 for career development and training opportunities and a tolerance of 0.845, indicating no serious multicollinearity problems.

The regression coefficient for the constant term was 0.023, standard error of 0.473, t value of 0.049 and p value of 0.961, indicating that the constant term is not significant.



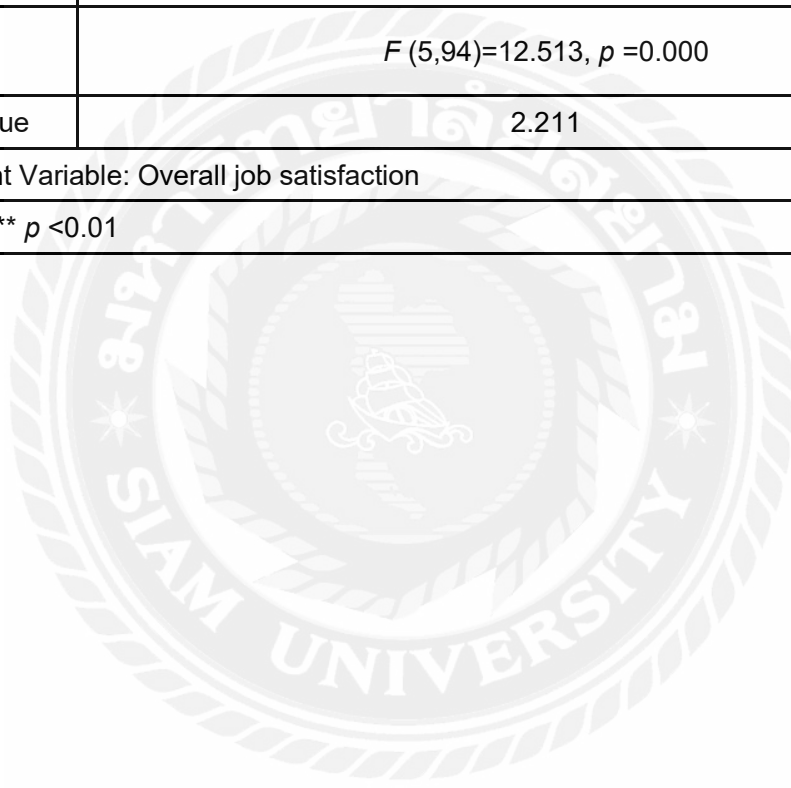
Furthermore, the D-W value of the model is 2.211, close to 2, indicating that there is no autocorrelation between the residues.

In conclusion, the results of regression analysis show that salary system and position positioning, welfare security system, upper and lower relationships and internal communication, career development and training opportunities have a significant positive impact on the overall job satisfaction, while working environment and corporate culture have no significant impact on the overall job satisfaction. These results provide an important basis for the hotel management. By meeting the salary system and position positioning, welfare security system, upper and lower relationships and internal communication and career development and training opportunities, the overall job satisfaction of employees can be significantly enhanced, thus improving the overall work efficiency and happiness of employees. In particular, career development and training opportunities and upper and lower relationships and internal communication had the most significant impact on the overall job satisfaction.

Table 4.6 Results of linear regression analysis (n=100)

Linear regression analysis results ( n =100)							
	Unstandardized		Standardized coefficient	t □	p □	Collinearity	
	coefficient					Diagnosis	
	B □	Standard error	Beta □	VIF □	Tolerance		
Constant	0.023	0.473	-	0.049	0.961	-	-
Salary system and position positioning	0.192	0.072	0.243	2.678	0.009**	1.291	0.775
Welfare security system	0.199	0.096	0.178	2.077	0.041*	1.153	0.868
Working environment and corporate culture	0.123	0.069	0.148	1.796	0.076	1.065	0.939
upper and lower relationships	0.236	0.08	0.247	2.936	0.004**	1.11	0.901

and internal communication							
Career development and training opportunities	0.234	0.079	0.257	2.958	0.004**	1.183	0.845
$R^2$ □	0.4						
Adjust $R^2$ □	0.368						
$F$ □	$F(5,94)=12.513, p=0.000$						
DW value	2.211						
Dependent Variable: Overall job satisfaction							
* $p < 0.05$ ** $p < 0.01$							



## **Chapter 5 Conclusion and Recommendation**

### **5.1 Introduction**

Through the comprehensive analysis of the employee satisfaction survey data of Zigong Hanting Hotel, including descriptive statistical analysis, reliability analysis, validity analysis, exploratory factor analysis, difference analysis, correlation analysis and regression analysis, some important conclusions are drawn to provide scientific basis for hotel management to improve employee satisfaction and work efficiency.

### **5.2 Conclusion**

#### **5.2.1 Factors Affecting Job Satisfaction of Hanting Hotel Employees**

According to chapter 4, the exploratory factor analysis showed that the characteristic roots of the six factors were greater than 1, which cumulatively explained 73.78% of the total variance. Through the analysis of the factor loading coefficient after rotation, we found that factor 1 mainly explains salary system and position positioning, while factor 2 mainly explains working environment and corporate culture. Factor 3 mainly explains career development and training opportunities, factor 4 mainly explains the welfare security system, factor 5 mainly explains upper and lower relationships and internal communication, and factor 6 mainly explains the overall job satisfaction. These results provide a clear structural explanation for understanding employee satisfaction at different levels of needs.

Therefore, it is concluded that the factors affecting the overall job satisfaction of Zigong Hanting Hotel staff are salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication, career development and training opportunities.

#### **5.2.2 Salary System and Position Positioning, Career Development and Training Opportunities Have a Significant Impact on the Overall Job Satisfaction**

The gender distribution of employees is relatively balanced, the age structure is relatively young, the distribution of departments is reasonable, the educational level is high and the work experience is rich. These characteristics provide a good foundation for the hotel's service quality and management level. The mean scores of salary system and position positioning are between 3.27 and 3.51, the mean scores of welfare security system are between 3.49 and 3.61, the mean scores of working environment and corporate culture are between 3.32 and 3.41, the mean scores of upper and lower relationships and internal communication are between 3.25 and 3.40, the mean scores of career development and training opportunities are between 3.17 and 3.28, and the mean scores of the overall job satisfaction are between 3.28 and 3.36.

From the descriptive statistical analysis, employees' evaluations of salary system and position positioning, welfare security system and overall job satisfaction are high, while their evaluations of working environment and corporate culture, upper and lower relationships and internal communication and career development and training opportunities are relatively average.

### **5.2.3 Welfare Security System, Upper and Lower Relationships and Internal Communication have a Positive Impact on Overall Job Satisfaction**

The correlation analysis results show that employees' salary system and position positioning, welfare security system, working environment and corporate culture, upper and lower relationships and internal communication and career development and training opportunities have a significant positive impact on job satisfaction, among which the impact of salary system and position positioning and career development and training opportunities is particularly significant. The correlation coefficient between salary system and position positioning and job satisfaction is 0.470, and the p value is 0.000. The correlation coefficient between welfare security system and job satisfaction is 0.295, and the p value is 0.003. The correlation coefficient between working environment and corporate culture and job satisfaction is 0.262, and the p value is 0.008. , the correlation coefficient between upper and lower relationships and internal communication and job satisfaction is 0.342, and the p value is 0.000. The correlation coefficient between career development and training opportunities and job satisfaction is 0.425, and the p value is 0.000.

### **5.2.4 Working Environment and Corporate Culture have no Significant Impact on the Overall Job Satisfaction**

Regression analysis results show that salary system and position positioning, welfare security system, upper and lower relationships and internal communication and career development and training opportunities have a significant positive impact on job satisfaction, while working environment and corporate culture have the insignificant impact on job satisfaction. The unstandardized regression coefficient of salary system and position positioning is 0.192, with a p value of 0.009, the unstandardized regression coefficient of welfare security system is 0.199, with a p value of 0.041, the unstandardized regression coefficient of upper and lower relationships and internal communication is 0.236, with a p value of 0.004, and the non-standardized regression coefficient of career development and training opportunities is 0.192. The standardized regression coefficient is 0.234 and the p-value is 0.004.

To sum up, the satisfaction of Zigong HanTing Hotel's employees satisfaction is significantly affected by many needs, especially salary system and position positioning

and career development and training opportunities, which have the most significant impact on job satisfaction. Management can significantly improve employee job satisfaction by paying attention to and satisfying employees' needs in terms of salary system and position positioning, welfare security system, upper and lower relationships and internal communication, and career development and training opportunities, thereby improving overall work efficiency and employee happiness. In particular, career development and training opportunities and upper and lower relationships and internal communication have the most significant impact on job satisfaction, and management should focus on the satisfaction of these needs. By comprehensively analyzing these factors, hotels can formulate and optimize employee management policies in a more targeted manner to promote the overall development of the enterprise and the career growth of employees.

### **5.3 Recommendation**

Hotels need to improve the situation by improving the overall low salary level and low incentives within the hotel to motivate hotel staff and thus increase staff satisfaction. Hotels often tend to invest in hiring rather than developing employees because of the higher cost of upgrading employees and the limitations of basic training, all of which can have an impact on employee satisfaction. Core talents will pay more attention to personal development, such as personal improvement ability and salary and benefits, which will require the company to communicate with these personnel and develop a more comprehensive corporate salary system to improve employee satisfaction. We can improve employee satisfaction in the following ways.

#### **5.3.1 Improve Employees' Professional Sense of Belonging**

Hotel leaders can establish a good hotel management system, give employees more work opportunities, let employees learn to work and grow, let employees maintain loyalty and trust to the company. Hotel leaders should also establish a good corporate culture, with a good hotel culture, so that the hotel is full of vitality, so that the staff in the work is full of fun, let the staff like their work. Cohesion and consistency of values are an important part of organizational culture and also have a profound impact on employee satisfaction. When the hotel staff have a high cohesion, they will be more united and work together to achieve the goals of the hotel. For example, when holding large-scale events in the hotel, the employees of various departments can cooperate closely to complete the task efficiently. This teamwork spirit can not only improve work efficiency, but also make employees feel that they are a part of the team, and enhance their sense of belonging and satisfaction.

Value consistency means that the personal values of the employees are in line with the core values of the hotel. When employees agree with the values of the hotel, they will do more work and strive to realize the mission of the hotel. For example, in a hotel focusing on customer service, if the employees also recognize the value of customer first, they will be more careful to provide quality service to the customers, so as to improve the customer satisfaction. At the same time, employees will also feel satisfied because their work is recognized, and improve their satisfaction.

Active organizational culture can enhance the sense of belonging of employees, and has an important impact on the satisfaction of hotel employees. Hotel managers should pay attention to creating a positive atmosphere, improve employee cohesion and consistency of values, so as to improve employee satisfaction and promote the sustainable development of the hotel.

### **5.3.2 Increase Employee Salaries**

The salary and welfare level may be the direct cause of the satisfaction of hotel staff, especially nowadays, young people are the main source of hotel staff, who are more unstable compared with the older generation. For young people, making money is the main reason for working in hotels, so for young hotel employees today, they use different salary and reward patterns. The hotel can set up various incentive mechanisms, such as monthly outstanding employee award, annual Outstanding Contribution award, etc. These rewards are not only the recognition of employees' work, but also a kind of incentive, which can stimulate their work enthusiasm and creativity, and improve their satisfaction.

The fairness and rationality of compensation and welfare is one of the important factors affecting the satisfaction of hotel employees. Employees' perception of the fairness of their pay and benefits will directly affect their job satisfaction. In order to ensure the fairness and rationality of compensation and welfare, hotel managers should establish a scientific and reasonable compensation system. This system should take into account employees' job position, job difficulty, job performance and other factors to ensure that employees' compensation is matched with their contribution. For example, for the front desk staff, their work needs good communication skills and strain ability, to undertake the important tasks such as receiving guests, check-in and check-out procedures, and should be given the corresponding salary and treatment according to their work performance. For the room service staff, their work intensity is large, they need to be responsible for the cleaning and arrangement of the room, and should also be given a reasonable salary according to their workload and work quality. The hotel should also pay attention to the internal fairness of salary to avoid the situation of too

large salary gap between employees. We can refer to the "countermeasure analysis to improve the satisfaction of the hotel industry employees" mentioned in the reasonable salary system is conducive to the play of employees' subjective initiative, so that employees can be more active in the process of work. At the same time, the bonus as a kind of material encouragement, to be properly used, to give excellent work.

Hotel managers should also regularly evaluate and adjust the compensation system to adapt to the changing market and the needs of the staff. Hotels should regularly adjust their compensation level according to market changes and staff performance to ensure the competitiveness and fairness of compensation. By continuously optimizing the salary system, improve the fairness and rationality of the compensation and welfare, so as to improve the satisfaction of employees.

### **5.3.3 Establish Effective Incentive Mechanism**

Incentive mechanism is another important factor to improve the hotel staff satisfaction. Reasonable incentive mechanism can stimulate employees' enthusiasm and creativity of employees and improve their work performance. Hotels can use a variety of incentives, such as the combination of material incentives and spiritual incentives.

Material incentives include bonuses, commissions, welfare, etc. For example, corresponding bonuses will be given according to the work performance of employees. For employees in the sales department, a commission system can be set up to encourage them to actively expand their business. In terms of welfare, we can provide catering subsidies, transportation subsidies, health examination, etc. For example, the "countermeasure analysis to improve the employee satisfaction of the hotel industry" mentioned in the writing material has an in-depth understanding of the actual life of employees, and distribute more living benefits, which can effectively improve the satisfaction of employees. Spiritual incentives include praise, recognition, promotion opportunities, etc. The hotel can set up various awards and honors to recognize the employees who have performed well at work, such as "Service Star of the Month", "Employee of the Year" and other awards, and give material rewards and spiritual encouragement to the winners. At the same time, it provides promotion opportunities for employees, establishes a clear promotion channel, and encourages employees to improve their job level through hard work. The hotel can create a variety of awards and honors to recognize employees who perform well at work. For example, awards such as "Monthly Service Star" and "Employee of the Year" are set up to give material rewards and spiritual encouragement to the winners. These awards can motivate employees to work harder and strive for more achievement.

The hotel can also establish a performance appraisal system to give corresponding incentives according to the performance of employees. The performance appraisal system should be fair and transparent, so that employees can clearly understand their work objectives and assessment standards, so as to stimulate their work motivation. Reasonable compensation and benefits can not only attract excellent employees, but also retain them, and provide stable human resource support for the development of the hotel.

#### **5.3.4 Guide Employees to Clarify Their Development Prospects**

For employees working in hotels, their relatively long career plan compared to other industries is a considerable challenge for the younger staff of hotel staff and a major problem in their work. The hotel will conduct training activities related to professional skills to alleviate this problem. The hotel should carry out regular training and learning activities according to the actual needs and characteristics of the hotel department to help the hotel staff to improve their professional level and skills. This can not only improve the strength of the hotel staff in the service process, but also improve the competitiveness of the hotel.

A clear career development path is critical to hotel staff satisfaction. Employees are more motivated and have a sense of purpose when they can clearly see their career direction in the hotel. Hotels can make clear career plans for employees, including promotion requirements and development opportunities for different positions. Hotel staff usually start from entry-level positions, such as reception, room service, restaurant service, etc., with the accumulation of experience, gradually promoted to intermediate positions, senior positions, and even become hotel director. When providing induction training for new employees, introduce the hotel's career development system, and let them understand the promotion channels from grassroots positions to management positions.

A clear career path can also help employees improve their abilities. Employees can learn and improve their skills according to their career plans to prepare for promotion. The hotel can provide internal training courses, job rotation opportunities, etc., so that employees can accumulate experience in different positions, broaden their horizons, improve their professional skills and service level, help them make career planning, and provide development opportunities and space. A clear career path helps to enhance employee loyalty. Employees feel the importance and cultivation of them, and they will be more willing to stay in the hotel for a long time and make their own contribution to the development of the hotel.



## 5.4 Further Study

Employee satisfaction is critical in the hotel industry. In order to better improve the operation and service level of the hotel, it is necessary for us to conduct further research on the hotel staff satisfaction.

The research methods can be even more diverse. In addition to the common questionnaires and interviews, we can observe the daily work status of employees to see whether their performance in the actual work reflects the level of satisfaction. It can also analyze employees' evaluation of their work on social platforms to understand their true feelings from a broader perspective. From the perspective of influencing factors, personally, employees with different personalities and values may have different job satisfaction rates. For example, some people like a lively working environment, while others prefer to work quietly and independently. Understanding these differences can help hotels to better manage their staff. In terms of organization, the hotel's culture, management style, and training opportunities are all key. A positive corporate culture gives employees a sense of belonging, a democratic management style makes them more active, and good training and career opportunities motivate employees to make progress. External environment can also affect employee satisfaction. For example, fierce competition in the industry may make employees have higher demands on salary and treatment, and changes in social concept may affect employees' expectations of work. In terms of promotion strategies, we can try new incentive methods. Provide a flexible working system to better balance work and life, or provide an equity incentive to make employees more motivated to work for the development of the hotel. It can also make employees more involved in hotel decision-making and enhance their sense of responsibility. In addition, it is also very important to organize more team activities, care about the life of employees, and create a good working atmosphere.

Further research on hotel staff satisfaction requires us to constantly explore new methods and strategies from multiple perspectives. Only in this way can we improve the satisfaction of employees and make the hotel stand out in the fierce competition.

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## Appendix

### Zigong HanTing Hotel Employee Satisfaction 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.

<b>Part I Basic Information</b>						
Gender: male <input type="checkbox"/> female <input type="checkbox"/>						
Age: 20-30 years old <input type="checkbox"/> 30-40 years old <input type="checkbox"/> Over 40 years old <input type="checkbox"/>						
Department: Housekeeping <input type="checkbox"/> department Front and office departmen <input type="checkbox"/> Sales department <input type="checkbox"/> Catering department <input type="checkbox"/>						
Educational background: Junior college diploma <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/>						
Years of service: Less than two years <input type="checkbox"/> Two to four years <input type="checkbox"/> Over four years <input type="checkbox"/>						
<b>Part II Zigong HanTing Hotel Employee Satisfaction Questionnaire</b>						
Influencin g factors	Question	5	4	3	2	1
Salary system and position positioning	Q1: I am very much interested in my current job.					
	Q2: The compensation I get now reflects my contribution to the company.					
	Q3: Compared with the same industry, our company's salary and welfare is more reasonable.					
	Q4: Compared with my other colleagues in the company, my salary is fair.					
	Q5: I am very satisfied with my job position.					
	Q6: In the current position, my ability and advantages have been fully played.					
	Q7: The company's welfare security system is very perfect.					
	Q8: I am very satisfied with the benefits of the company.					

Welfare security system	Q9: The intensity of my work is reasonable and will not affect my personal health.					
	Q10: I am very satisfied with the working environment of the company and feel safe and comfortable.					
	Q11: The company clearly defines the working hours of each position.					
Working environment and corporate culture	Q12: The working environment of each position is very high quality and is conducive to team cooperation.					
	Q13: The working environment makes me want to work actively and promote teamwork.					
	Q14: Company management is willing to accept advice from employees and encourage communication.					
	Q15: Company management often praises the employees for their deeds.					
	Q16: The department leader can provide the feedback needed for the work and help me to clarify my goals in the future.					
Lower and subordinate relationship and internal communication	Q17: I am very satisfied with the company's bonus system, which can motivate me.					
	Q18: The company's performance appraisal standards are fair, let me feel respected.					
	Q19: I feel that my efforts and achievements are recognized and respected by the company.					
	Q20: My opinions and suggestions are valued by the company, and I feel that my contribution is respected.					
Career development and training	Q21: I am particularly satisfied with the company's promotion criteria, and that they are fair and transparent.					
	Q22: I think the promotion space is directly proportional to the job performance, providing opportunities for personal growth.					

opportunities	Q23: I think I have a lot of room for advancement in my job.					
	Q24: The training and development opportunities provided by the company enable me to achieve my personal career goals.					
	Q25: I am very satisfied with the career development and training opportunities provided for me.					
Overall job satisfaction	Q26: In general, I am satisfied with my job.					
	Q27: I would like to recommend my company as a good place to work.					
	Q28: I am very confident in the future development of the company.					
	Q29: I feel that my work plays an important role in the success of the company.					



## 自贡汉庭酒店员工满意度问卷调查表

为保证调查数据的真实性和有效性，请根据您的实际情况进行判断，并如实填写。谢谢你。

第一部分 基本信息						
性别：男性 <input type="checkbox"/> 女性 <input type="checkbox"/>						
年龄：20-30 岁 <input type="checkbox"/> 30-40 岁 <input type="checkbox"/> 40 岁以上 <input type="checkbox"/>						
部门：客房部 <input type="checkbox"/> 前厅及办公部门 <input type="checkbox"/> 销售部 <input type="checkbox"/> 餐饮部 <input type="checkbox"/>						
教育背景：大专生 <input type="checkbox"/> 本科生 <input type="checkbox"/> 研究生 <input type="checkbox"/>						
服务年限：两年以下 <input type="checkbox"/> 两年至四年 <input type="checkbox"/> 四年以上 <input type="checkbox"/>						
第二部分 自贡汉庭酒店员工满意度问卷						
影响因素	问题	5	4	3	2	1
薪酬制度 及岗位定 位	Q1: 我对现在的工作非常感兴趣。					
	Q2: 我现在拿到的薪酬反映了我对公司的贡献。					
	Q3: 与同行业相比，我公司的工资福利是比较合理的。					
	Q4: 与公司其他同事相比，我的工资是公平的。					
	Q5: 我很满意我的工作岗位。					
	Q6: 在目前的岗位，我的能力和优势得到了充分的发挥。					
福利保障 制度	Q7: 公司的福利保障制度非常完善。					
	Q8: 我很满意公司的福利保障。					
	Q9: 我的工作强度是合理的，不会影响到我的个人健康。					
	Q10: 我很满意公司的工作环境，感觉安全和舒适。					
	Q11: 公司明确规定了每个岗位的工作时长。					
	Q12: 每个岗位的工作环境都很优质，有利于团队合作。					

工作环境 与企业文化	Q13: 工作环境让我想要积极的工作, 促进团队合作。					
	Q14: 公司管理层愿意接受员工的建议, 鼓励沟通。					
	Q15: 公司管理层经常表扬员工的事迹。					
	Q16: 部门领导能够提供工作所需的反馈, 帮助我明确以后的目标。					
上下级关系 与内部沟通	Q17: 我很满意公司的奖金制度, 它能够激励我。					
	Q18: 公司的绩效考核标准是公正的, 让我感受到尊重。					
	Q19: 我感觉我的努力和成就被公司认可和尊重。					
	Q20: 我的意见和建议被公司重视, 感到自己的贡献被尊重。					
职业发展 与培训机会	Q21: 我特别满意公司的晋升标准, 它们是公正和透明的。					
	Q22: 我认为晋升空间和工作绩效成正比, 为个人成长提供机会。					
	Q23: 我认为我的工作岗位有很大的晋升空间。					
	Q24: 公司提供的培训和发展机会使我能够实现个人职业目标。					
	Q25: 我很满意公司为我提供的职业发展和培训机会。					
整体工作 满意度	Q26: 总的来说, 我对我的工作满意的。					
	Q27: 我愿意推荐我的公司作为一个工作的好地方。					
	Q28: 我对公司的未来发展充满信心。					
	Q29: 我觉得我的工作对公司的成功起着重要作用。					