T.C.

YAŞAR ÜNİVERSİTESİ

GRADUATE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF TOURISM MANAGEMENT

MASTER THESIS

**QUALITATIVE ANALYSIS ON THE FACTORS AFFECTING
HOUSEKEEPING EMPLOYEES' JOB SATISFACTION IN HOSPITALIY
INDUSTRY: A STUDY IN 5 STAR IZMIR HOTELS**

Duygu ÇELEBİ

Thesis Advisor

Assist. Prof. Dr. Ferika Özer SARI

Izmir, 2015

T.C.

YAŞAR ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ TEZLİ YÜKSEK LİSANS TEZ JÜRİ SINAV
TUTANAĞI

ÖĞRENCİNİN	
Adı, Soyadı	: Duygu Çelebi
Öğrenci No	: 12300004001
Anabilim Dalı	: TURİZM İŞLETMECİLİĞİ ANABİLİM DALI
Programı	: TEZLİ YL
Tez Sınav Tarihi	: 04.08.2015 Sınav Saati: 11.00

Tezin Başlığı: Qualitative Analysis on the Factors Affecting Housekeeping Employees' Job Satisfaction in Hospitality Industry: A Study in 5 Star İzmir Hotels

Adayın kişisel çalışmasına dayanan tezini .30... dakikalık süre içinde savunmasından sonra jüri üyelerince gerek çalışma konusu gerekse tezin dayanağı olan anabilim dallarından sorulan sorulara verdiği cevaplar değerlendirilerek tezin,

☑ BAŞARILI olduğuna (S)   ☑ OY BİRLİĞİ

1 ☐ EKSİK sayılması gerektiğine (I)   ile karar verilmiştir.

2 ☐ BAŞARISIZ sayılmasına (F)   ☐ OY ÇOKLUĞU

3 ☐ Jüri toplanamadığı için sınav yapılamamıştır.

4 ☐ Öğrenci sınava gelmemiştir.

☑ Başarılı (S)	☑ Başarılı (S)	☑ Başarılı (S)
☐ Eksik (I)	☐ Eksik (I)	☐ Eksik (I)
☐ Başarısız (F)	☐ Başarısız (F)	☐ Başarısız (F)
Üye : Ferika Özer SARI	Üye : Prof. Dr. İge Pırnar	Üye : Gökçe Özdemir
İmza :	İmza :	İmza :

1   Bu halde adaya 3 ay süre verilir.
2   Bu halde öğrencinin kaydı silinir.
3   Bu halde sınav için yeni bir tarih belirlenir.
4   Bu halde varsa öğrencinin mazeret belgesi Enstitü Yönetim Kurulunda görüşülür. Öğrencinin
     geçerli mazeretinin olmaması halinde Enstitü Yönetim Kurulu kararıyla ilişiği kesilir.
     Mazereti geçerli sayıldığında yeni bir sınav tarihi belirlenir.

YEMİN METNİ

Yüksek Lisans Tezi olarak sunduğum "**Qualitative Analysis on the Factors Affecting Housekeeping Employees' Job Satisfaction in Hospitality Industry: A Study in 5 Star Izmir Hotels**" adlı çalışmanın, tarafımdan bilimsel ahlak ve geleneklere aykırı düşecek bir yardıma başvurmaksızın yazıldığını ve yararlandığım eserlerin bibliyografyada gösterilenlerden oluştuğunu, bunlara atıf yapılarak yararlanılmış olduğunu belirtir ve bunu onurumla doğrularım.

Tarih   Duygu ÇELEBİ

14.07.2015   İmza

ACKNOWLEDGMENTS

First of all, I would like to thank my thesis advisor, Assist. Prof. Dr. Ferika ÖZER SARI, for always being so understanding and patient, for encouraging and supporting me to finish this dissertation in the difficult times when things were not going well. Secondly, I would like to express my gratitude to my other excellent professors and my office colleagues for their endless support and precious motivation during this study. Next, I would like to thank all of my in-depth interview participants for their patient and priceless help. Lastly, I would like to thank my distinguished family and Dumi for always believing in me when I had struggled with this study and making my academic journey so memorable.

« Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. . «

Steve Jobs

ABSTRACT
Master Thesis

QUALITATIVE ANALYSIS ON THE FACTORS AFFECTING HOUSEKEEPING EMPLOYEES' JOB SATISFACTION IN HOSPITALIY INDUSTRY: A STUDY IN 5 STAR IZMIR HOTELS

DUYGU ÇELEBİ

Yasar University
Graduate School of Social Sciences
Master of Tourism Management

Undoubtedly, job satisfaction is the one of the most important issues that is extremely essential in terms of both employers and employees within the today's competitive business environment. In this regard, employees' job satisfaction plays a vital role on the success of any business. The principal aim of this dissertation is to reveal the main factors affecting housekeeping employees' job satisfaction in a hotel industry. First of all, hospitality industry, structure of housekeeping department, the concept of job satisfaction and the main factors affecting employee job satisfaction were identified through a broad literature review. Secondly, data was collected through carrying out structured in-depth interview with five housekeeping managers from different five-star hotels in İzmir. The interviewees for the qualitative analysis were selected through convenience sampling. As a result of conducted interviews, it was found that seven factors; relationship with supervisor, work itself, pay, job security, career development, brand recognition of hotel, and positive relationship with co-workers have positive influence on housekeeping employees' job satisfaction. In contrast, the result indicated that three factors; working conditions, unfulfilled career development and negative relationship with co-workers have negative influence on housekeeping employees' job satisfaction. Analyzing positive and negative factors causing job satisfaction or dissatisfaction from different perspectives and making recommendations accordingly will be of great significance to hotel management so as to improve housekeeping employees' job satisfaction level.

Keywords: Job Satisfaction, Job Satisfaction Factors, Housekeeping Department, Hospitality Industry, Hotel Industry

ÖZET

Yüksek Lisans

KONAKLAMA ENDÜSTRİSİ İÇERİSİNDE KAT HİZMETLERİ ÇALIŞANLARININ İŞ TATMİNİNİ ETKİYEN FAKTÖRLERİN KALİTATİF ANALİZİ: 5 YILDIZLI İZMİR OTELLERİ ÜZERİNE BİR ÇALIŞMA

Duygu ÇELEBİ

Yaşar Üniversitesi

Sosyal Bilimler Enstitüsü

Turizm İşletmeciliği Yüksek Lisans Programı

Şüphesiz, hem işverenler hem de çalışanlar açısından oldukça önemli olan iş tatmini, günümüzün rekabetçi iş çevresinde en çok tartışılan konulardan biridir. Bu bağlamda çalışanların iş tatmini, her türlü işletmenin başarısında önemli bir rol oynamaktadır. Bu tezin temel amacı; otel endüstrisi içerisinde yer alan kat hizmetleri departmanı çalışanlarının iş tatminini etkileyen faktörleri ortaya çıkarmaktır. İlk olarak, konaklama endüstrisi, kat hizmetleri departmanının yapısı, iş tatmini kavramı ve iş tatminini etkileyen faktörler geniş bir literatür taraması vasıtası ile tespit edilmiştir. İkinci olarak, araştırmanın yürütülmesi için gerekli olan veriler, İzmir ili içerisinde bulunan beş yıldızlı otellerde kat hizmetleri departmanında yönetici olarak çalışan kişilere uygulanan yarı yapılandırılmış derinlemesine görüşme tekniği ile elde edilmiştir. Görüşülen kişiler kalitatif yöntemlerden amaca uygun örneklem seçme yöntemi ile belirlenmiştir. Yürütülen görüşmeler sonucunda, kat hizmetleri çalışanlarının iş tatminini olumlu yönde etkileyen yedi faktör bulunmuştur. Bu faktörler sırasıyla; yönetici ile ilişki, işin kendisi, maaş, iş güvencesi, terfi/kariyer gelişimi ve otel markasının bilinirliği olarak belirlenmiştir. Buna karşın elde edilen görüşme sonuçlarına göre, kat hizmetleri çalışanlarının iş tatminini olumsuz yönde etkileyen üç faktör bulunmuştur. Bu faktörler; çalışma koşulları, karşılanamayan kariyer gelişimi ve çalışanların diğer çalışanlar ile negatif ilişki içerisinde olması olarak belirlenmiştir. İş tatmini ve tatminsizliğine yol açan faktörlerin farklı açılardan analiz edilmesi ve buna göre önerilerin sunulması otel yönetimi için önemli olmasının yanı sıra kat hizmetleri çalışanlarının iş tatmininin arttırılması açısından da önem arz etmektedir.

Anahtar Kelimeler: İş Tatmini, İş Tatmini Faktörleri, Kat Hizmetleri Departmanı, Konaklama Endüstrisi, Otel Endüstrisi

TABLE OF CONTENTS

QUALITATIVE ANALYSIS ON THE FACTORS AFFECTING HOUSEKEEPING EMPLOYEES' JOB SATISFACTION IN HOSPITALIY INDUSTRY: A STUDY IN 5 STAR IZMIR HOTELS

LIST OF FIGURES

LIST OF TABLES

INTRODUCTION

Non- arguably, as a concept "job satisfaction" is the most widely discussed issue that extremely essential for both employers and employees within the today's competitive business environment. According to Hoppock (1935), the term of job satisfaction described as an "any combination of psychological, physiological and environmental circumstances" that may cause to employee job satisfaction in work place. Job satisfaction is highly crucial in terms of its strong and striking effects on employees' work and general life satisfaction. In this context, if employees satisfy within the work place, this will increase both their general life satisfaction and success of organization correspondingly.

The purpose of this study is to determine the main factors that affect housekeeping employees' job satisfaction in 5 star İzmir hotels. In the first chapter of this dissertation, hospitality industry is discussed in all its parts. The chapter is beginning with the definition of hospitality industry, which has a complex nature and includes wide category of services such as; accommodation, food and beverage, transportation, tourism services, and other related services within itself in order to make guests feel welcomed when they are away from their usual environment. Within the same chapter, characteristics and scope of hospitality industry are studied to ensure a better understanding of the place and importance of housekeeping department within the hotel business. The chapter is concluded with the detailed explanation of organizational structure, departmental relationships, general duties and responsibilities of housekeeping department. Main purpose of this chapter is to reveal the housekeeping employees' working environment with all aspects before their job satisfaction would be discussed.

In the second chapter of this dissertation, job satisfaction concept and its importance was discussed broadly in an attempt to comprehend the vital role of employee job satisfaction on the success of any company within the competitive business environment. Employee related issues such as; employee needs, employee expectations, employee behaviors and attitudes which act as strong determiners of employee's job satisfaction in a work environment was considered under the title "theoretical approaches to job satisfaction" and the chapter concluded with explanations of job satisfaction related theories as follows: Maslow's Hierarchy of

Needs Theory, Herzberg's Two Factor Theory and McGregor's Theory X and Theory Y.

The third chapter of this dissertation aim to reveal the main factors that affect employee job satisfaction in a work place. Within the same chapter, determination of "what makes employees feel satisfied towards their job" was discussed and the chapter continues with the explanations of factors that determined through broad literature as following: pay or remuneration, the work itself, relationship with supervisor, career development, working conditions, job security and relationship with co-worker.

In the fourth and final chapter of the dissertation, methodology of the study and findings derived from interview results have been represented respectively. Methodology part divided into four categories, as following; research objectives, research design, research sampling and data collection in order to display the research approach of this dissertation deeply. The research is based on broad literature reviews and structured interviews conducted with managers who work within the housekeeping departments of 5 Star İzmir Hotels.

This research addressed three primary questions;

1) What is the importance of housekeeping department in a hotel?
2) What are the factors that affect housekeeping employees' job satisfaction in a positive way?
3) What are the factors that affect housekeeping employees' job satisfaction in a negative way?

In the final part of the chapter, interview results were presented at first, and then main factors that affect housekeeping employees' job satisfaction were determined, analyzed and divided into two categories as positive factors and negative factors.

CHAPTER ONE

THE HOSPITALITY INDUSTRY

1.1. Definitions of Hospitality Industry

Although the term of hospitality has an extensive meaning, originally "hospitality" word comes from an old French word "hospice" with the pure meaning of ensuring care or lodging for visitors and "house of rest" (Lauková, 2006).

According to Macmillan English Dictionary, hospitality word has explained as a kindly host behavior towards the guests in an attempt to make them feel welcomed when they are away from their usual environment temporarily. On the other hand, Cambridge English Dictionary defines the hospitality industry as components of diverse businesses in order to offer food, beverage or place to rest to the guests basically. As it is seen, the definitions of hospitality and hospitality industry support each other that can be referred as a relationship among the visitor and host which begin with a friendly welcoming and then continue through the taking care of basic needs of guests in terms of food, beverage and accommodation services.

Essentially, hospitality industry can be defined as; one of the world's most significant, biggest, fastest growing service oriented and labor intensive multi-billion dollar sector in all around the world that supply several type of products and services to the customers when they away from their homes. During the entire stay, making a guest welcomed, comfortable and relax are the primary aims of the hospitality industry.

Generally, hospitality industry has referred as a key player within the competitive global economy which makes an essential contribution to the country economy by extension to this; industry provides job opportunities to many businesses and employs a large percentage of employees. According to Pandey (2011), fastest developing nature of hospitality industry act as a ray of hope for developing or underdevelopment countries which has strong beneficial effects in terms of creating new job fields, exchange earnings and capital investment.

Moreover, hospitality industry based on disposable income and availability of leisure period of guests that includes extensive category of services such as;

accommodation, food and beverage, travel and tourism services, transportation and other related services within itself. Woods (1989) supported this and attracted attention to unique and extraordinary nature of the industry in terms of generalization of various types of organizations with the intent of supply services to the guests according to their expectations.

As required by nature, hospitality industry not only produces tangible products to the customers such as; hotel room, meal and beverage but also intangible ones too. In other words, hospitality industry includes both intangible and tangible service product which differ the industry automatically from other industries, especially those that produce only tangible products.

Rust and Oliver (1993) stated that, alongside the physical product; the way of service delivery by staff and atmosphere of service environment are the components of the hospitality product too. According to Mackenzie and Chan (2009), products and services are not enough to display the success degree of hospitality industry; the employee quality and the way of their effective service delivery are highly important too. To put it simply, tangible and intangible services are the main ingredients of hospitality industry and both are required in terms of organization effectiveness, success and satisfactory hospitality experience of guest. In this context, producing an intangible product is the main difference of hospitality industry according to other industries.

Basically, hospitality industry can be well-defined as people oriented business. This structure cause to some challenges in terms of inadequate standardization of service product and little controlling level of work environment. Based on this view, other industries can stop the production process temporarily and cope with the problem itself till the solve it.

In contrast, hospitality industry has no chance to stop or pause the production phase when business face with the problem because of continually nature of industry. This feature of hospitality industry is the second indicator of difference nature of hospitality businesses.

Third difference is highly related with the working conditions of hospitality industry. Undoubtedly, hospitality industry is under the influence on long working

hours, heavy work load and shifts system. When comparing the industry with other commercial organizations, working more than 60 hours and six days a week (include weekends, festivals, special days and holidays) is derived from nature of hospitality industry and also this situation is extremely usual for service employees.

To be truthful, being an employee in the complex and competitive nature of hospitality industry is quite difficult than other industries and depend on some personal characteristics, qualities, abilities and skills of employee. According to Walker (2006), being a team player, honest and hardworking within the organization is highly important. In addition to these personal characteristics he added that; coping with stress, having a desire to meet customer expectations, good communication talents and effective decision making skills are required job specialties of hospitality industry.

During the last few years, the nature of hospitality industry has been affected by fundamental changes within its structure and society. When compared to past, today quite a few numbers of guests prefer to dine out frequently and using numerous types of hotel facilities which can be shaped easily according to their needs by hospitality industry. This situation is welded from the rapidly changeable nature of hospitality industry which under the influence on constantly updated customer preferences through developing technologies and changing economies.

1.2.Characteristics of Hospitality Industry

Majority of hospitality organizations run on 24 hours a day, 7 days a week and 365 days a year in order to meet the guests' needs and expectations continuously. Producing a guest satisfaction is the main result of hospitality industry which differ its nature and structure from other businesses (Walker, 2006 pp: 7-8).

The characteristics of hospitality industry are derived from the basic features of services which were divided into four and also referred as;

- *Intangibility* (cannot be seen, tasted, touched, heard or smelled),
- *Heterogeneity* (standardization is difficult),
- *Inseparability* (services are produced and consumed at the same time-at the same place),

- *Perishability* (service capacity cannot be stored, saved, returned, or resold) (Lovelock and Gummesson, 2004; Kotler and Keller, 2007; Kotler and Armstrong, 2011).
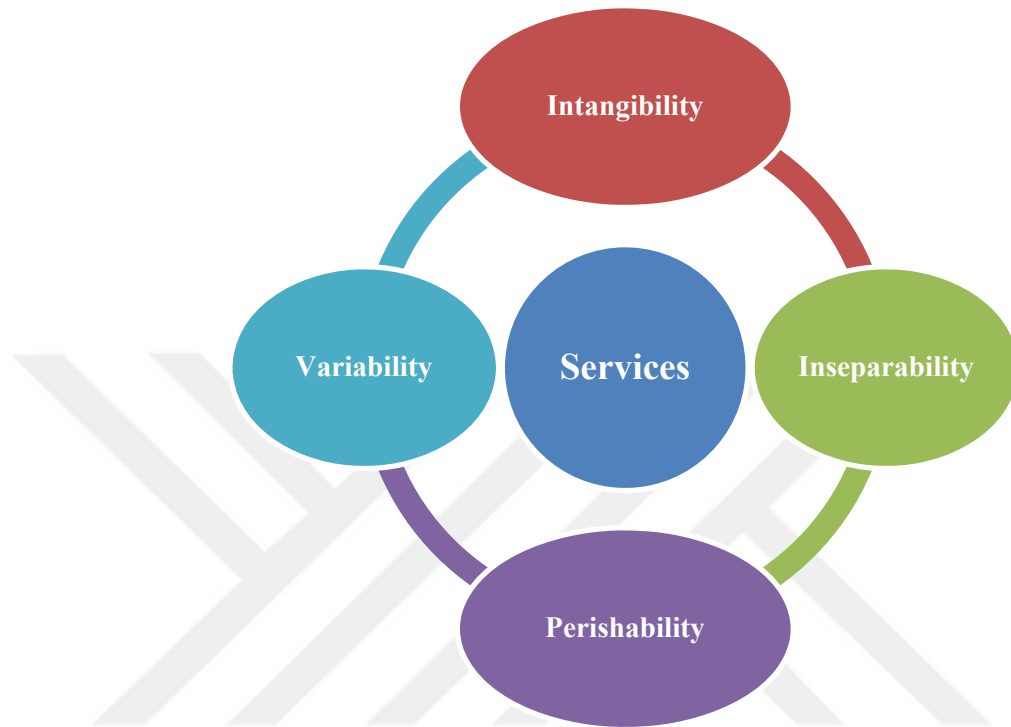
Figure 1: Four Characteristics of a Service
Source: Kotler and Keller, 2007.

The distinctive characteristic of services separate them from goods is the ***intangibility*** feature which refers to services cannot be seen, felt, tasted, smelled or touched before experienced by guests; they are performances or experiences (Winsted and Patterson, 1998). It is difficult to evaluate service before the experience (Kotler, et al., 2003). The hospitality services are just for the guest's use only, not for possession (Walker, 2006 pp: 8) as services cannot be protected through patents, the hospitality services are imitated easily by competitors. Also services cannot be stocked that's why it is difficult to manage fluctuating customer demands (Lovelock and Gummesson, 2004; Kotler and Keller, 2007).

Heterogeneity or known as variability, of hospitality service means that the quality depends on who provides them and when, where and how (Kotler, et al., 2003). The quality and presentation of the service varies from one producer to another, from one customer to another, and from a day to another day (Zeithaml, et. al., 1985) due to the labor intensiveness of the service type like hospitality industry.

Inseparability refers to that services are first sold then produced and consumed simultaneously (Regan, 1963), in contrast goods are first produced, then sold and then consumed (Zeithaml, et. al., 1985). Thus the customer becomes a part of the hospitality service production.

The other unique feature of hospitality industry is the *perishability* of the service product. For example; the unsold rooms in total capacity mean nothing in terms of revenue for that night for the hotel (Walker, 2006 pp: 8). In other words, if overall service capacity cannot be utilized effectively within the same day, service will become perishable and revenue will lost forever because of the reason that service products cannot be stored in order to later use or sale.

1.3. The Scope of the Hospitality Industry

The scope of hospitality industry is highly extensive and varied by several service oriented businesses such as; accommodation, food-beverage, transportation and other tourism related services which ranging from basic organizations to worldwide corporations. Structure of hospitality industry; considerably resemble the large umbrella which can cover all service oriented businesses within it.

According to Figure 2, the structure of developed hospitality industry consists of too many service oriented businesses such as;

- Accommodation services,
- Transportation services,
- Event planning services,
- Food and beverage services
- Recreation services.
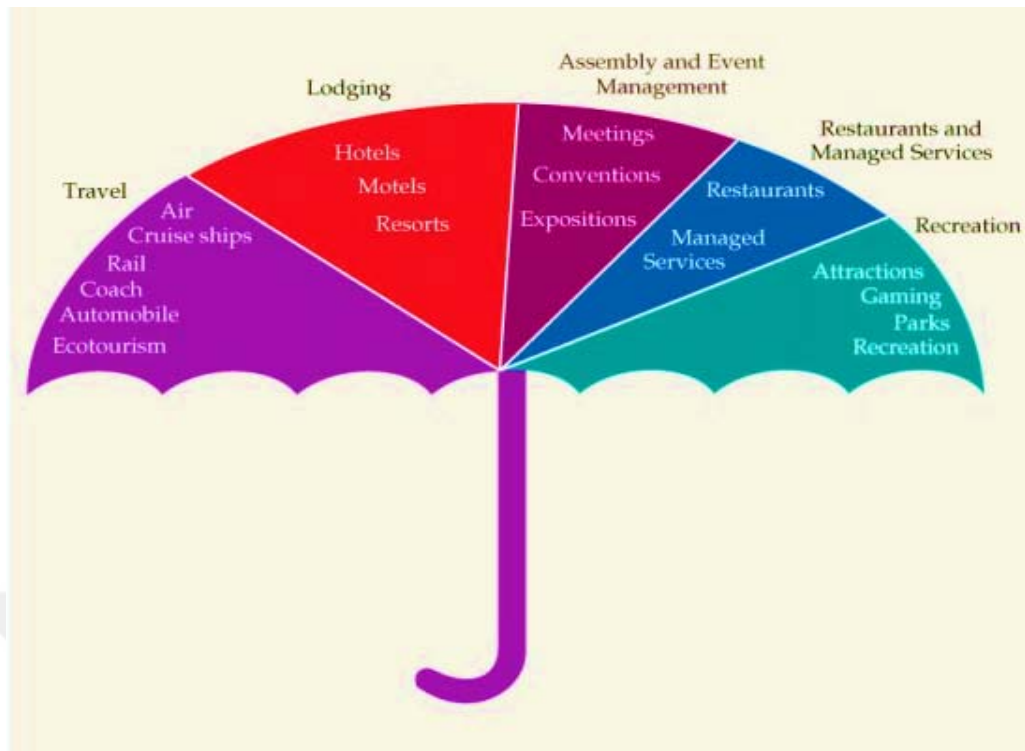
Figure 2: The scope of Hospitality and Tourism Industry

Source: Walker, 2006 p: 7.

Simply, hospitality industry provides a range of accommodation services include motels, hostels, hotels and resorts which can range from small, middle size lodging types to luxury large size alternatives according to their offered service variety.

Transportation can be referred as types of travel oriented services include air, cruise, rail and automobile. In addition, meetings, conventions and expositions are the main components of event planning services within the hospitality industry. Food and beverage services cover a range of facilities that provide food and beverage amenities for guests such as; all type of restaurants, cafeterias, coffee shops and bars. Lastly, recreation services include variety of attractions and gaming parks.

As has already been mentioned, it is obvious that hospitality industry covers several types of services such as accommodation, food-beverage service and transportation, etc. in order to welcomed the guests and meet their expectations. According to these components accommodation has a vital importance within the tourism and hospitality industry (Biederman et. al., 2008).

1.3.1. Accommodation (Lodging) Industry

Accommodation or also known as lodging industry is the largest and most ubiquitous component of hospitality industry that growing in importance day by day. In general, this vital industry can be described as a place or establishment which tourists/travelers can rest, revive, stay and find various types of facilities within it.

Accommodation industry plays an important role on the development of tourism in general and also destinations too. The level of quality and range of accommodation facilities may affect and pull the numerous types of visitors to a particular destination. Thus, accommodation industry acts as a part of tourism development strategy and can be referred as a main component of hospitality industry that provides the significance local and national level of economic contribution to the destinations.

In addition to these, accommodation/lodging industry is under the influence of great diversity of accommodation businesses in terms of size, type and organization. This diversity ranges from: low capacity to high capacity, basic home-style facilities offerings to luxury and private ownership to joint ownership and management.

Moreover, Barron and Baum (2008) stated that, accommodation sector divide into eleven according to their functions and types of service offerings such as; hotels, guest houses (bed-breakfast, farmhouse, inns), self-catering accommodation (apartments, cottages, etc.), campus accommodation, time-share, youth accommodation, camping and caravan sites, medical facility accommodation, cruise liners and ferries, trains and aircraft related accommodation and lastly visiting friends and relatives.

As it mentioned before accommodation industry is the main component of the hospitality industry that their characteristics are resembled in a same way. Those can be listed as follow;

- Accomodation industry comprise both intangible and tangible products within its nature.

- Services that offered by accomodation industry are consumed just as the services are produced.

- Produced services are extremely perishable which cannot be inventoried for the next time.

- Accomodation industry is a labor intensive industry that the service qualitiy depands on the close cooperation between departments and personnels.

- The basic philosophy in accomodation industry is to meet customer requirements and to get back the given value with revenues and loyal customers.

1.3.1.1.Hotel Industry

Traditionally, hotels are the most important and visible sub-sector of accommodation facilities which have taken part in the wide scope of hospitality industry. According to Cambridge English Dictionary, the term of hotel is a "place where guests pay to accommodate when they are away from home". In this context, hotels can be explained as commercial establishments that provide lodging at first and then other facilities to visitors with a view to please them on a short-term basis within the hotel atmosphere.

Anciently, the "hotel" word known as simple inns that were provided only limited services to the visitors. Through the emerging developments in hospitality and tourism industry, simple inns had improved and enhanced their standards in terms of size, number, type and service offerings. In Chakravarti's (2009) point of view, hotel is defined as a place through two main dimensions namely; food and accommodation as well as other services that provided for the guests in order to gain profit.

Same as hospitality and accommodation industry, hotel business has special characteristics within its nature which display the observable difference among the hotel and other commercial industries (Vallen and Vallen, 2009 pp: 12-13). Those special characteristics can be listed as follow;

- **Perishability:** Unsold vacant rooms of hotel are extremely perishable which cannot be stored, sold, saved or used for next time. There is no opportunity to sell the vacant room from yesterday.

- **Location:** The location of hotel is awfully essential because hotel buildings have fixed and unmovable structure which under the influence of the exterior environment of hotel. Changes in social, political and economic which challenges derived from where the hotel is located can easily affect the hotel business in a positive or negative way.

- **Fixed Supply:** Not only hotel location but also supply of hotel has a fixed nature too. Cause of the nonadjustable nature of customer demands, hotels cannot add or remove employees within the hotel organizations.

- **High Operating Costs:** Unlike other commercial industries, hotel industry depends on both capital and labor-intensive. The result is high operating costs which not be affected by increasing or decreasing number of room sales and continue whether or not the hotel has demand. Taxes, maintenance costs, employee wages, telephone or internet bill, advertising and marketing costs can be referred as fixed costs that continue under the influence of high degree demand or low degree demand.

- **Seasonality:** Seasonality depends on type of hotel business and has a strong relationship with seasonal demand variations of hotel customers. The hotel occupancies can range from increase in the high season.

According to Mackenzie and Chan (2009), hotel business can be classified according to size, function, location, market segment, rating, and property distinctiveness. In this context, they classified the hotels as; city center hotels, airport hotels, suburban hotels, highway hotels/motels, convention hotels, commercial hotels, resort hotels, spa hotels, timeshares, casino hotels, all-suite hotels, boutique hotels and extended stay hotels. In addition to this view, Vallen and Vallen (2009) stated that; hotel classification can be done according to size, class, type, plan and variation on the themes of hotels.

On the other hand, Walker (2006, pp: 137) indicated that, hotel classification divide into three in relation to their location, variety of services offered and price. He classified the hotel industry according to these factors such as; city center (business) hotels, resort hotels, airport hotels, freeway hotels, casino hotels, economy hotels, extended stay hotels and bed & breakfast hotels. This type of hotel varieties can associate with the hotel selection of customers according to meeting level of their needs, desires and expectations from hotel industry.

Hotel departments are highly essential in an attempt to better understand the pure structure of hotels and how the organization fits each other within the hotel environment. In generally, hotel departments are basically same which include several diverse departments with different duties and responsibilities but according to hotel size and type organizational structure can be differ.
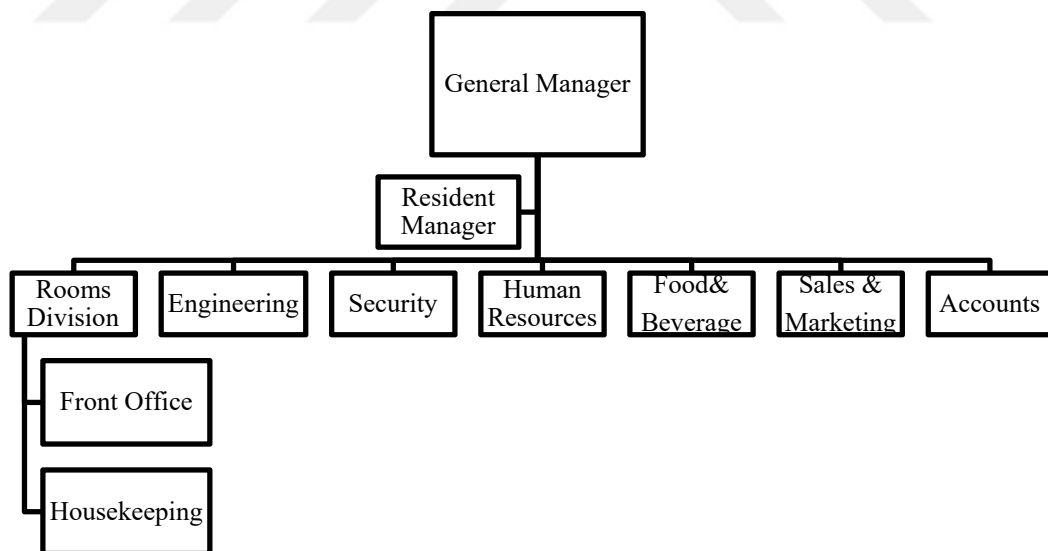
Figure 3: Main Hotel Departments

Source: Mackenzie and Chan, 2009 pp: 15.

Table 1: Responsibility Areas of Main Hotel Departments

Hotel Department	Responsibility Area
Engineering Department	Responsible for mechanical and technical maintaining of hotel such as; electricity, plumbing, air conditioning, heating and elevator systems.
Security Department	Responsible from protecting the safety and security of hotel itself, hotel guests and hotel staff.
Human Resources Department	Responsible for employee hiring, training, orientation, managing employee relations, administration of employee related wages and benefits.
Food and Beverage Department	Responsible for providing food and beverage services to the guests and hotel visitors through facilities.
Front Office Department	Responsible for selling guestrooms, registering and welcoming guests, maintain guest accounts, coordinating guest services, providing information.
Housekeeping Department	Responsible for general cleanliness of guest rooms and public areas of hotel.
Sales and Marketing Department	Responsible for developing new businesses for the hotel, managing activities such as; advertising, sales promotions and public relations in order to enhancing the hotel's image.
Accounts Department	Responsible for managing all financial activities of a hotel.

Source: Mackenzie and Chan, 2009 p: 16.

1.4. Place and Importance of Housekeeping Department within the Hotel

According to Macmillan English Dictionary, the term of "housekeeping" referred as a "job that need to be done in a house, such as; cleaning and cooking" basically, when associated this term of housekeeping with industry perspective, housekeeping department explained as a "department of a hotel that is responsible for cleaning". So, pure definitions of housekeeping help to better understanding the nature of housekeeping department and its major function within the organization.

Housekeeping is the most significant and largest hotel department that definitely found in every hotel, composed of high number of employees and responsible for constantly maintenance and cleanliness of the largest amount of physical hotel fields such as; public areas of hotel, halls, corridors, back of the house fields, guest rooms and department offices (Mackenzie and Chan, 2009 pp: 41-48). In other words, housekeeping department can be referred as a heart of hotels that plays a vital role within the hotel environment in terms of providing cleanliness services primary and also all supplementary services attached to that.

Basically stated; hotel establishments composed of hotel rooms as required by nature. Undoubtedly, without any clean guest rooms to sell, a hotel would have not to continue its existence within the hotel business because hotels first purpose is providing accommodation services to the guests (Mackenzie and Chan, 2009 pp: 41-48). It is clear that, hotel rooms are the most important and irreplaceable elements of hotels. Thus cleanliness of hotel rooms is the major factor that enables to continue its existence, determines the success level of hotel and affects the customer perceptions in terms of hotel selection. These issues have represented strong indicators that show the importance of housekeeping department and its employees clearly within the hotel industry.

In conclusion, the level of hotel profits and success degree of hotel mainly depends on efforts of housekeeping department and housekeeping employees respectively (Mackenzie and Chan, 2013 pp: 127). Because of this reason, hotel managers must concern about housekeeping employees job satisfaction level in order to provide their organization commitment, create customer satisfaction and customer loyalty through this within the challenging work environment of housekeeping

department. Undoubtedly, if employees satisfied they will make satisfied customers automatically (Arokiasamy, 2013).

1.4.1. Organizational Structure of Housekeeping Department in a Hotel

In general, organizational structure of housekeeping department may change from hotel to another hotel, especially according to their size (small-scaled, medium-scaled, or large-scaled) and management style in business environment. According to Param (2013), organization chart has been used in an attempt to display the relationships among job positions, authority degree and responsibility divisions within the department.

Organizational structure of housekeeping department has represented by schematic organization chart and divided into three according to their size; for small scaled hotel, medium scaled hotel and large scaled hotel (Walker, 2006; Mackenzie and Chan, 2009). Different types of organization charts of housekeeping department are mention below;
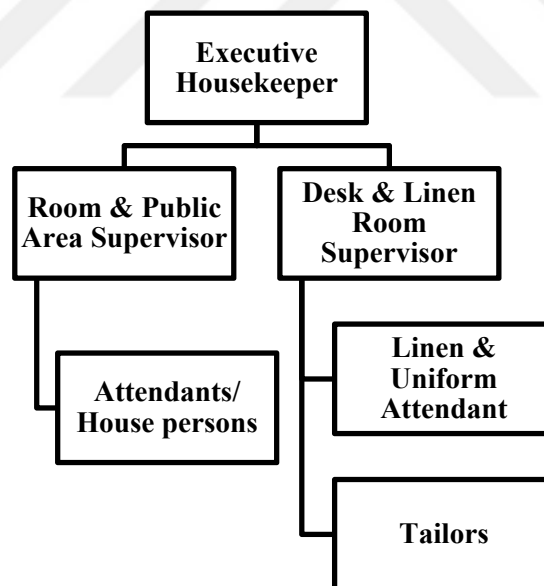
Figure 4: Organization Chart of HK Department in a Small-Sized Hotel

Source: Param, 2013.

15
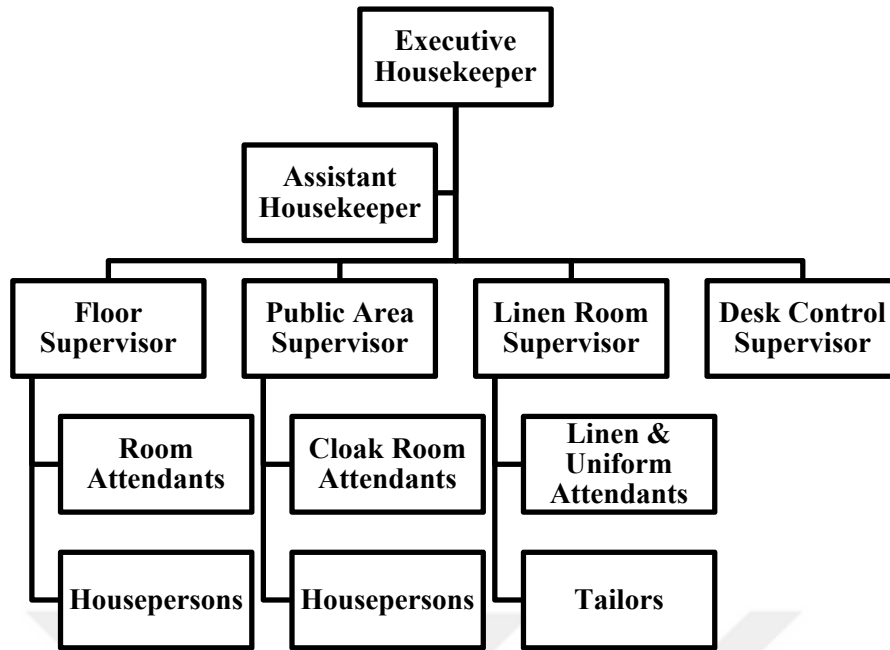
Figure 5: Organization Chart of HK Department in a Medium-Sized Hotel

Source: Param, 2013.
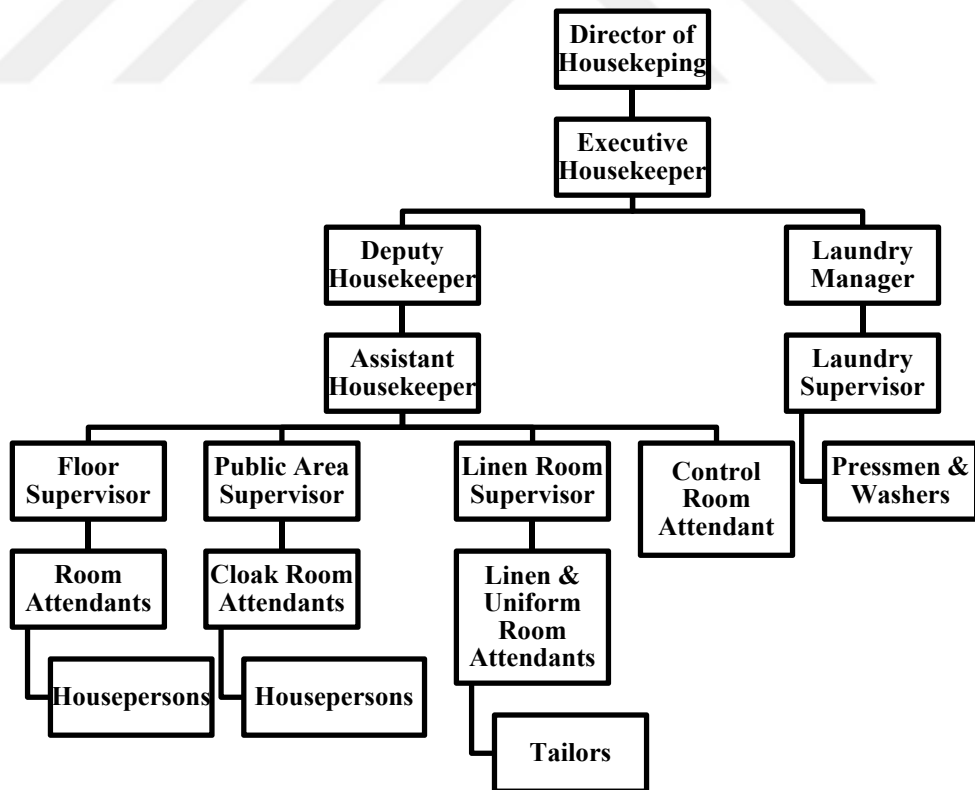
Figure 6: Organization Chart of HK Department in a Large-Sized Chain Hotel

Source: Param, 2013.
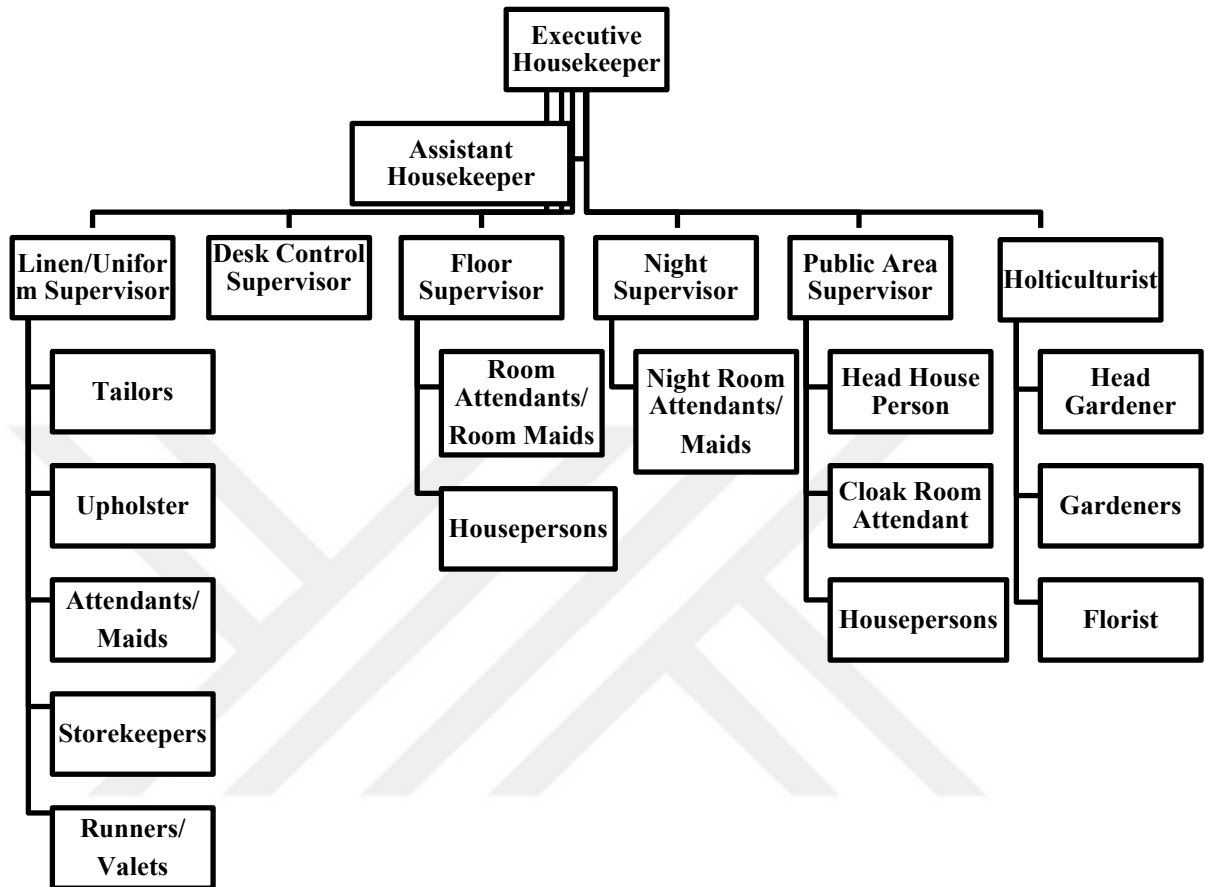
Figure 7: Organization Chart of HK Department in a Large-Sized Hotel

Source: Param, 2013.

As mentioned before department organization charts can differ from one hotel to another in terms of hotel size, theme, type, and management style. In hotel industry, departments' organization charts shaped through hotel size which divides into three namely; small sized hotels, medium sized hotels and large sized hotels.

As it is seen through department related organization charts; housekeeping department mostly directed by an executive housekeeper. According to authority degree, executive housekeepers are supported by assistant housekeepers and supervisors within the department structure. Number of supervisor variety, absolutely depends on hotel size and hotel management. Attendants, house persons and other

staffs of housekeeping department compose the most crowded department within the hotel.

1.4.2. General Duties and Responsibilities of Housekeeping Department

As said before, housekeeping department is the most crowded hotel operations that employed 50 percent of the hotel employees within the department structure (Walker, 2006 pp: 197). Being the largest department in hotel can cause to creation of complex environment for employees in an organizational structure. Because of this reason, every housekeeping employee must be aware of the place and importance of their department among others and visibly understand their job related responsibilities so as to offer the most efficient services to the their guests. Djumino (2003:13) explained the major managerial objectives which under the responsibility of housekeeping department that keeping the places; clean and tidy, comfortable, attractive and safe in terms of guest satisfaction within the boundaries of hotel.

Many authors and researchers have determined and explained the main housekeeping staffs and their job descriptions in order to highlight the main duties and responsibilities in the hotel (Walker, 2006 pp: 197; Vallen and Vallen, 2009 pp: 12-13; Mackenzie and Chan, 2013 pp: 127; Kumar, 2012).

Table 2: General Duties and Responsibilities of Housekeeping Department

Housekeeping Staff	Duties and Responsibilities
Executive Housekeeper	• Responsible and also accountable towards general manager of hotel in terms of overall hotel cleanliness and maintenance status. • Manage, supervise and control overall housekeeping department. • Assist to human resource department with the authority in terms of employee related issues such as; hire, fire, engage training and orientation. • Prepare and plan the job schedules, descriptions, policies and procedures. • Provide employee welfare in work environment. • Concern the job-department related complaints and try to solve. • Keep employee records orderly. • Inform and report to the hotel general manager about general situation of his/her department.

	• Check generally the overall housekeeping department responsibility areas within the hotel.
Assistant Housekeeper	• Primarily assists to executive housekeeper on daily work routine • Act as an executive housekeeper on his/her absence with the same degree authority during the work operations. • Check regularly the overall housekeeping department responsibility areas within the hotel. • Check the employee working status. • Check all work related reports such as; occupancy and room attendant. • Determine and prepare departmental required list. • Working coordinately and simultaneously with front office department. • Keep inventory and employee attendance records.
Floor supervisor	• Allocates daily duties to the room attendants. • Prepare occupancy report to show assistant executive housekeeper. • Concern about guest complaints. • Provide to supply of guest amenities to the rooms as fast as possible or on time. • Ensure the cleanliness of rooms and floors. • Control employees on duty. • Control, check and order periodically departmental materials, linens and equipment.
Public area supervisor	• Allocates daily duties to the housemen. • Ensure the cleanliness of public areas. • Prepare maintenance reports for inform to the control desk. • Conduct pest control activities periodically. • Check and control work is completed successfully or not.
Linen room supervisor	• Checks the linen room and updates the stocks periodically. • Responsible for controlling the inventory regularly.
Room attendant	• Responsible from the cleaning all fields of guest rooms and assigned/related floors. • Changes daily or periodically guest room amenities. • Concern with the guest complaints and try to supply the required amenities. • Check and change the dirty linen with new one. • Turn-down service providing to the guests.

Public area attendant	• Responsible from the cleaning all public areas of hotel and performing heavy works within the housekeeping department. • Assist to public area supervisor in terms of pest control activities. • Move or arrange public area furniture of hotel.
Tailor and seamstress	• Responsible from altering and repairing all employee uniforms and guest room linens. • Keep uniform records for hotel employees. • Responsible from preparing inventory. • Repair and clean the guest clothes.
Control desk supervisor	• Responsible for preparing a daily housekeeping report. • Coordinate the departmental office works. • Listen and report guest complaints. • Provide communication between front office department and housekeeping department. • Prepare and determine job order list. • Keep record of lost and found items and report them all. • Work coordinately and simultaneously with the all employees within the department. • Provide the key control.
Runner	• Responsible for collecting dirty guest clothes from guest room and delivering the cleaned guest laundry.
Night Supervisor	• Responsible for all aspects of housekeeping department resemble with morning shift.
Clock Room Attendants	• Responsible for providing supply of guest room amenities such as; soap, shampoo and clean towels and linens.
Horticulturist	• Responsible for supply various type of flowers, interior and exterior flower related decorations.
Gardener	• Responsible from the maintaining and arranging the all hotel gardens.

Source: Walker, 2006 pp: 197; Vallen and Vallen, 2009 pp: 12-13; Mackenzie and Chan, 2013 pp: 127; Kumar, 2012.

1.4.3. The Relationship between Housekeeping Department and Other Departments

All types of hotels are service oriented businesses with intent to meet or satisfy the guests' service related needs, expectations and desires during their hotel experience. Undoubtedly, housekeeping department has a strong relationship and interaction with other hotel departments for operating the required hotel business aspects effectively and creating customer satisfaction and loyalty. In order to accomplish this purpose, employees must work closely as an integrated team with each other (Mackenzie and Chan, 2009).

Many scholars determined the different type of relationships that can be change department to department and duty to duty among hotel departments (Mackenzie and Chan, 2009; Hayes and Ninemeier, 2007; Vallen and Vallen, 2009). The following table displays the relationship degrees among the housekeeping department and other departments within the hotel work environment:

Table 3: Relationships of Housekeeping Department with other departments

Name of Department	Relationship Degree
Front Office	• Guest rooms and status of rooms are the common issues for both departments. • Front Office Department gets "daily room status report" from housekeeping department. • Essential information exchange about the number of guest arrivals/departures and essential guest requirements
Human Resources	• Periodically information exchange about employee hiring of firing, employee wages, training opportunities and employee orientation.
Security	• Housekeeping department responsible for the largest working area, through this housekeeping department expressively assist to the security department efforts.
Accounts	• Periodically information exchange about employee related issues such as; employee working hours, absentees and overtime.

Engineering	• Receive repair, maintenance and renovation related requests from housekeeping department for guest rooms.
Purchasing	• Receive cleaning related requests from housekeeping department for public areas and guest rooms.
Food and Beverage	• Both departments have strong relationship in terms of room service facilities, cleanliness of department related places and back office fields. In addition supply of clean table linen and staff uniforms are under the responsibility of housekeeping department.
Sales and Marketing	• Housekeeping department is the most responsible department in terms of delivery of goods/services as guaranteed by sales and marketing to the guests. Because of this reason their relationship degree and information exchange is highly important.

Source: Mackenzie and Chan, 2009; Hayes and Ninemeier, 2007; Vallen and Vallen, 2009.

CHAPTER TWO

AN OVERVIEW ON THE CONSTRUCT OF JOB SATISFACTION

2.1. Definitions of Job Satisfaction Concept

As a concept, "job satisfaction" is one of the most widely studied and striking issue for authors and researchers in the field of organizational behavior. According to Rast and Tourani (2012) the descriptions of the job satisfaction have constantly developed, expanded so far as the earlier decades. In this chapter, literature extensively reviewed in order to better understand the concept of job satisfaction. There are numerous types of job satisfaction definitions which have described by several authors with different and similar perspectives are mention below:

In a wide scale organizational behavior literature, a job satisfaction phenomenon has started with the "Hawthorne" studies which were about the nature of human being in 20th centuries. According to most often cited definition of Hoppock (1935), job satisfaction phenomena shaped through "any combination of psychological, physiological and environmental circumstances" that causes to employees subjective response; 'Yes, I am satisfied with my job actually'". As stated by Hoppock's view, employee job satisfaction level can be affected by internal and external factors that cause a feeling of job satisfaction. Job satisfaction concept simply defined as a "pleasurable or positive emotional state resulting from the evaluation of one's job or job experiences" by Locke (1976). Moreover, job satisfaction is a result which occurs when employee evaluate of their jobs and its characteristics in a positive way (Hodson 1991).

According to Oshagbemi (2000), job satisfaction is a positive emotional response through individuals to a particular job. Another significant definition given by Spector (1997) he defined the job satisfaction as "how individuals feel about their job and its varied aspects". Ross (2005) stated that if individuals like and appreciate their job in general then feels positive about it; high job satisfaction degree is unavoidable. Moreover, Steyn and Van Wyk (1999:37-40) claimed that job satisfaction was associated with the level of employees' positive or negative approaches toward to their jobs. Lastly, Celik (2011) stated that, job satisfaction is an

employee feeling that shaped by organizational climate, culture and managerial behaviors.

In addition to this, Kumari (2013) stated that concept of job satisfaction arise from employees' job related feelings and beliefs. As it is understood, job satisfaction is substantially related with the employees' feelings and the concept can referred as final feelings of employee after performing organizational tasks in work environment.

On the other hand, job satisfaction concept has been widely investigated from the point of attitude in literature of organizational behavior. According to the definition of Macmillan English Dictionary (2002), job satisfaction referred as a general attitude of individuals to their job. Robbins (2001: 75-76) regarded job satisfaction similarly; he held the view that job satisfaction is the individuals general attitude towards their job. Armstrong (2006) stated that positive attitudes leads to job satisfaction in contrast negative attitudes cause to job dissatisfaction.

According to Weis (2002: 173-192) job satisfaction term can be considered as an attitudes of individuals which can be affected by employees' behaviors, feelings and beliefs. Moreover, Mullins (2005: 700) supported that the term of job satisfaction is an attitude even internal state too, when it can be consolidated with individual feelings of accomplishment, either quantitative or qualitative. In addition to this view, Baron and Greenberg (2000) describe job satisfaction as an attitude in terms of employees' cognitive, affective and evaluative response against to their work.

Gordon (1999:67-68) focused on the employees job related expectations, values and standards, he argued that if these components match with job itself then job satisfaction arise instinctively. According to Chang (2012) job satisfaction has an essential character in terms of providing an opportunity to right person for matching with the right job.

In this regard, fulfillment of expectations which are desired by employee and also sense of achievement experience have a significance role on determine the degree of employee job satisfaction. According to organizational behavior literature, employee who has a high degree of job satisfaction; he/she has higher involvement to the organization and willing to be more productive and loyal than employee with low job satisfaction.

Rue and Byers (1994:294-295) contributed that the concept of job satisfaction composed by five different components; attitude against the peers, general working conditions of job, attitudes against the company, financial benefits and attitudes towards supervisor. These components show that, there are various facets of job satisfaction.

On the other hand, Jex (2002) presented three job satisfaction related components such as; affective component, cognitive component and behavioral component. Firstly, affective component is related with the overall feelings about a job itself. Secondly, cognitive component refers to beliefs which concerning to a job. And lastly, behavioral component represent behavioral responses towards a job. Davis et al. (1985) agreed that job satisfaction is highly related with the employee's behavior in the work environment.

There are various type of variables can affect the level of employee job satisfaction such as; individual, organizational, environmental, cultural and social factors. Organizations comprise too many different employees within it; their personality, education level, marital and age status are the individual factors that may affect their satisfaction level in work atmosphere. In terms of organizational factors; management type, policies, organization size, nature of organization and work itself has a strong influence on level of job satisfaction. Economic, governmental and social influences are the components of environmental factors. In addition values, beliefs and attitudes of employees are the strong indicators of cultural factors. Lastly, social factors include team work, interactions with peers and supervisor that may affect employee's job satisfaction level directly.

In conclusion, job satisfaction concept is highly crucial and referred as a backbone for all employees and organizations success. Understand the construction of job satisfaction and also its several effects is not easy. Because the nature of the job satisfaction is highly complex and multi-faceted which imply diverse meanings to different people and also job satisfaction degree has a changeable structure that it may change employee to employee in a work atmosphere. Simply put, job satisfaction definitions consist from the combination of employees' behaviors, attitudes, beliefs, feelings and reactions towards their job.

2.2. Understanding the Importance of Job Satisfaction Concept

Job satisfaction concept has a strong impact in terms of employee at first stage and then reflects to organization success. Job satisfaction level has a direct connection with the general life satisfaction of employees because they spend enormous part of their life in a work atmosphere.

According to Schultz and Schultz (1998), people spend their quite a few period of time at work, if they dissatisfied or unhappy because of the job itself these negative feelings affect their emotional health and quality of their social-family life. From the point of this view, if employees satisfy in a workplace, these positive feelings will affect to their general life satisfaction level in contrast, if employees dissatisfy this will reflect in a negative way to their life correspondingly.

Nowadays the concept of job satisfaction takes part in a highly complex area which is a strong challenge for managers in terms of managing their workers. To better understand the importance of job satisfaction concept basically, all members of the organization should be aware of employee satisfaction is crucial which has a direct influence to the success of any business. In addition to this, managers must keep in mind the issue that organization failure and success generally depends on employee satisfaction level and their performance.

According to Maniram (2009) "what will the employee outcome be", "employee satisfaction level" and "how will this have an overall effect on the organization" is the main components of the general concerns for management.

Moreover, nature of the employee job dissatisfaction has strong detrimental features for an organization which do a lot of damage to an organization. In a nutshell, if employee dissatisfies in a workplace feeling of displeasure can spread expeditiously among to other employees and can cause to negative word of mouth within the organization. According to Lam et al. (2001) if employee morale has become breakdown this situation has negative impacts on employee job satisfaction, productivity and organization commitment. Traditionally, deprived level of job satisfaction leads to high levels of turnover and absenteeism in an organization.

In contrast, when the job satisfaction concept occurs employee job satisfaction level will affect the employees' overall job performance directly and organization

commitment too within the work environment. According to Jauch and Sekaran (1978), increasing of organization commitment and decreasing of the employee turnover is a sign of the high degree employee job satisfaction.

In other words, if employees have positive attitudes toward to their work with a high level of job satisfaction, they have a strong tendency to be more committed, productive, loyal and creative to their work than employees who dissatisfied and has negative attitudes about their job.

In terms of hotel business, increasing degree of employee turnover rate has become one of the main concerns for hotel managers in competitive business environment. Reason of the service and people-oriented nature of hotel industry, hotel managers must be aware of their employees' feelings and desires at workplace. In addition, hotel managers must consider important to evaluation and determination of the factors that affect their employees' job satisfaction level.

Addictively, job satisfaction concept is highly essential that if employees satisfied they will try to increase the service quality and experience of the customers which leads to customer satisfaction automatically in service oriented industries. According to Rusu et. al. (2014), the high level of customer satisfaction creates to customer loyalty towards the organization too. In addition to this, organizations attach importance to job satisfaction which increase the level of customer satisfaction and keep the business in succession with an intense competition (Wubuli, 2009). As it is understood, the concept of customer satisfaction begins with the existence of the satisfied employees first, within the organization.

As it is seen, job satisfaction extremely important in terms of be in existence of the organization salubriously. In an attempt to avoiding from negative consequences, managers should be conscious and make an effort in terms of removing sources of dissatisfaction components from the work environment through keep employees busy, productive and satisfied (Kumari, 2013).

2.3. Theoretical Approaches to Job Satisfaction

According to discussed job satisfaction definitions, employee needs, expectations, behaviors and attitudes are obviously different and act as a strong determiner indicators of employee's job satisfaction level in a work environment.

Because of this reason, various researchers have shaped different theories that highly related with the concept of job satisfaction with the purpose of better understand the factors that influencing person's attitudes, needs, expectations and behaviors and also their different or similar reactions to their job.

Theories can be referred as a tool of science, in an attempt to display the importance of theories; Luthans (1995:13) added that "there is nothing as practical as a good theory" which aim to explain the main orientation of concepts.

All job satisfaction phenomena related theories, assist to understand the relationship between motivation and job satisfaction degrees of individuals. According to Aziri (2011), the relationship among motivation and job satisfaction concept is not certain because of the complex nature of the job satisfaction. Despite to diversity nature of these two concepts, job satisfaction concept can be explained by motivation theories predominantly.

According to widespread organizational behavior literature, there are numerous types of job satisfaction related comprehensive theories have produced by different researchers.

2.3.1. Maslow's Hierarchy of Needs Theory (Maslow, 1943)

Maslow's Hierarchy of Needs Theory is the most well-known motivation theory that identified by psychologist Abraham Maslow. Maslow's Hierarchy of Needs Theory summarized that the five basic needs of person which contains the five different categories of needs with a shape of pyramid respectively from the bottom to top namely; physiological needs, safety-security needs, social needs, esteem needs and self-actualization needs respectively.

Schermerhorn et al. (2003) argued that, the shape of the theory represented with a special pyramid in an attempt to display; some needs are more essential than others and must be satisfied primarily.

According to this widely accepted theory, individuals must be satisfied with the lower needs and then they can move on to the next step in the hierarchy of needs theory. When individuals move to higher level step by step needs will become more complex respectively.
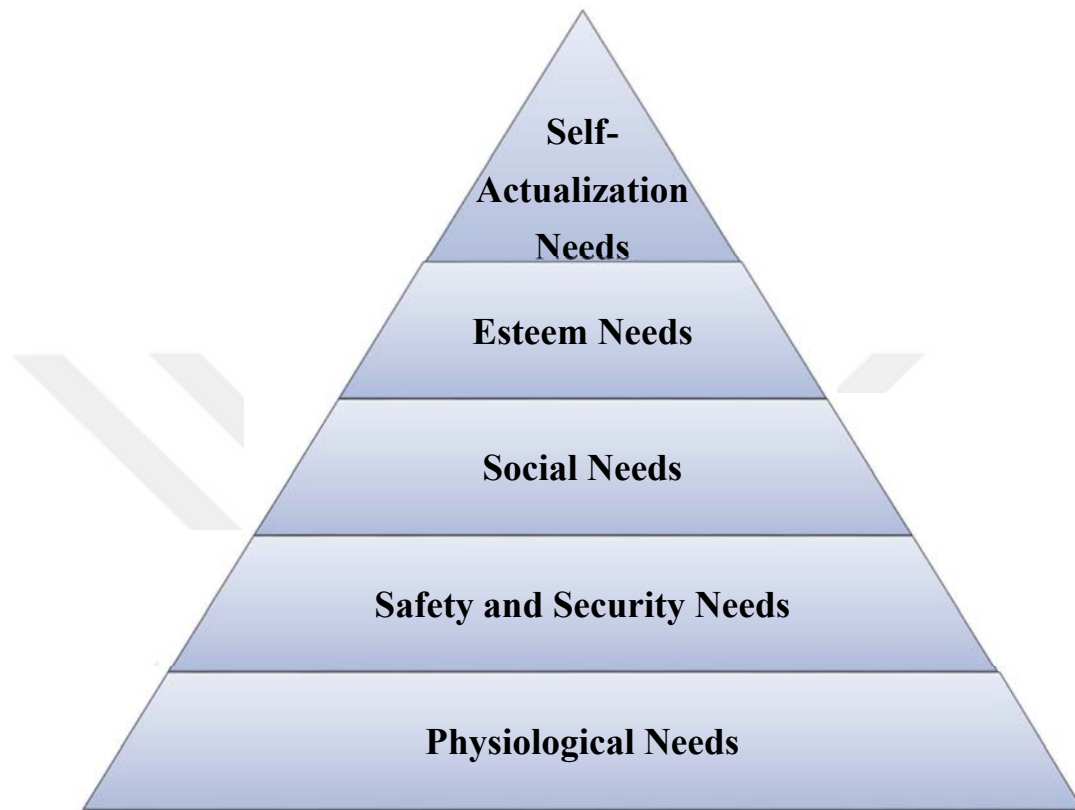
Figure 8: Hierarchy of Needs Theory

Source: Maslow, 1943.

This best-known motivation theory highly related with the job satisfaction and its stages can applicable to the job satisfaction concept with various examples from the work place of employees. (Tanner, 2014)

First stage begins with the physiological needs which also referred as; biological needs that include basic needs of individuals such as; food, water, air, rest and etc. These general needs can adaptable with the work related needs of employees such as; food, comfort, canteen, heat, light satisfactory pay and etc.

A safety and security needs constitute the second stage that related with the stability and security in terms of physical and emotional in general. And also referred as secondary basic needs of individuals which include; security, shelter and removal from fear. Job security, economic security, freedom from threats, job benefits,

seniority, job insurance, safe working conditions, pay of severance and retirement plan are the examples from the employee work environment for second stage.

Third stage is social needs can stated as sense of belonging that comprise the several types of social contacts in general explanation. Tertiary needs of individuals include; social contacts, friendship, love, affection and being a member of a group basically. In terms of work environment perspective; teamwork, accepting by peers and work groups are the components of this stage.

Forth stage represented as esteem needs of individuals, namely; self-esteem, self-confidence, prestige and esteem for others. For organizations these types of needs can associated with the reputation, statue, prestige, titles, and recognition by others with a specific knowledge about job itself.

Fifth stage is the self-actualization which can be referred as personal self-fulfillment. Task accomplishment and increasing level of knowledge, creativity and growth are the examples of fifth stage from the work environment.

Table 4: Adaptation of Hierarchy of Needs Theory to the Job Satisfaction

Maslow's Hierarchy of Needs Theory	Maslow's Hierarchy of Needs Theory (Adapted to the concept of Job Satisfaction)
Self-Actualization Needs	Task Accomplishment and Increasing Level of Knowledge, Creativity and Growth
Esteem Needs	Reputation, Statue, Prestige, Titles, and Recognition by Others
Social Needs	Companionship, Teamwork, Accepting by peers and Work Groups
Safety and Security Needs	Job security, economic security, freedom from threats, job benefits, seniority, job insurance, safe working conditions, pay of severance and retirement plan
Physiological Needs	Food, Comfort, Cafeteria, Heat, Light Satisfactory Pay and etc.

Source: Tanner, 2014.

2.3.2. Herzberg's Two Factor Theory (1959)

The main theme of the "Two Factor Theory" is tremendously related with the determination of "what employees actually desire from their jobs" which specified by Frederick Herzberg. According to Herzberg (1959) different types of factors can lead to employee job satisfaction and also employee job dissatisfaction in work environment (Stello, 2011). A study conducted by Mullins particularized (2002:647-648), Hertzberg's two- factor theory is closely associated with the concept of job satisfaction.

In addition, Two Factor Theory also recognized as the Motivator-Hygiene Theory which emphases on factors that are lead to concept of job satisfaction or job dissatisfaction (Baron and Greenberg 2003:156-157). Moreover, Riley (2005) stated that, Two-Factor Theory divides the concepts of motivation and job satisfaction into two groups of factors referred as the motivation factors and hygiene factors.

Table 5: Herzberg's Two Factor Theory

Motivation Factors (Motivators-Job Satisfiers) Leading to Satisfaction (Related to the Job Contents)	Hygiene Factors (Job Dissatisfiers) Leading to Dissatisfaction (Related to the Job Context)
Achievement	Company Policy
Recognition	Administration
Work Itself	Supervision
Responsibility	Working Conditions
Advancement	Interpersonal Relations
Possibility of Growth	Salary
	Personal Life
	Job Security

Source: Stello, 2011; Riley, 2005.

Achievement, recognition, work itself, responsibility, advancement and possibility of growth are the components of motivation factors and explained as "job content" factors. According to Hodgetts & Hegar (2005) motivation factors and positive approaches are directly linked to each other.

In addition, motivation factors can be beneficial in terms of employee growth and development in a workplace. Job content factors also known as the intrinsic motivators and describes things that the individual actually do in their work environment; their job responsibility and achievements. (Riley, 2005)

On the other hand, hygiene factors; namely, company policy and administration, supervision, working conditions, interpersonal relations, salary, personal life and job security referred as "job context" factors. Job context factors also referred as extrinsic motivators that Herzberg recognizes these factors as the sources for job dissatisfaction which employees haven't control over on these factors only management of organizations can control these.

According to Stello (2001), as indicated by Herzberg, the factors leading to satisfaction are extremely diverse from which causing dissatisfaction at work. Hygiene factors do not motivate employees, but their absence increases the level of dissatisfaction among employees.

In contrast, only motivation factors have the potential of increasing job satisfaction, an absence of these will not increase the level of dissatisfaction. These feelings are different and cannot refer as an opposite of each other. According to Sledge et. al. (2008) lack of satisfaction level does not equal to dissatisfaction level. The opposite of satisfaction is no satisfaction which has not the same meaning with dissatisfaction.

In other words, organization managers cannot increase the level of job satisfaction by improving hygiene factors; they can increase the level of the job satisfaction by increasing the motivation factors within the organization.

In a nutshell, according to theory, there are some factors in work environment cause to job satisfaction if they are present when these factors are absent dissatisfaction will arise for employees.

Dissatisfaction Unmotivation	Not Dissatisfaction Unmotivation	Satisfaction Motivation

Hygiene Factors	Motivation Factors
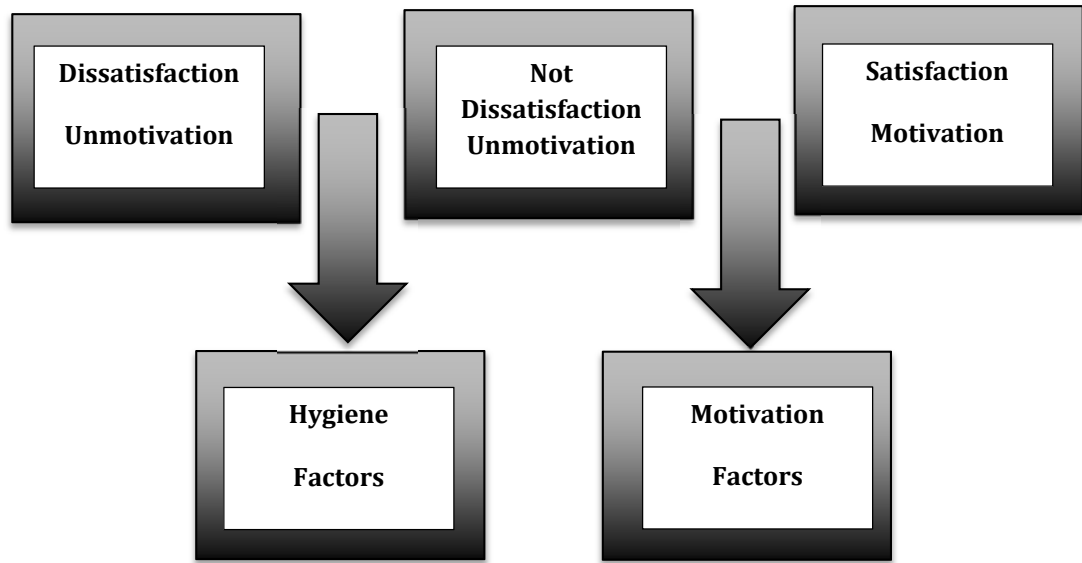
Figure 9: Results of Herzberg's Two Factor Theory

Source: Kumari, 2013.

2.3.3. McGregor's Theory X and Theory Y (1960)

Theory X and Theory Y created by Douglas McGregor with two different employee related assumptions in an attempt to understand different human nature and human behavior in a work place.

Theory X can be associated with the negative feelings of employees in a work environment and offered some assumptions about general employee attitudes in terms of their job. According to McGregor's Theory X; employees are displeased, lazy, irresponsible and dislike their job in general and try to avoid from job itself and also work environment too. These types of employees need to be managed through authoritarian management styles of managers which associate with close supervision features include; coercing, controlling, directing and threating the employees with an efficient punishment to make them work (Saif et. al, 2012).

If organization managers look from the viewpoint of Theory X, they will understand the fact that; authoritarian management style is absolutely required to make sure about the employee fulfillment.

To sum up, Theory X aim to explain the job related characteristics of employees who dislike job, seek security, have scarcely any ambitions, avoid from all kinds of responsibility in a work place and prefer to be directed by manager in a controlled manner at every level.

On the other hand, Theory Y can be associated with the positive thoughts of employee and assumes that individuals within the work environment are happy, ambitious, creative, willing to seek responsibilities and have self-control about their job. Saif et. al. (2012) stated that according to Theory Y, employees suppose the all type of efforts for work as natural as play, have self-direction and self-control characteristics when they achieving their job related objectives. In addition this theory is highly related with the right conditions which given by managers to the employees, if the right conditions given employees at right time, they will react positively to their job, show their abilities and do duties which required in terms of work well.

Table 6: Comparison of McGregor's Theory X and Theory Y

Theory X and Theory Y	
Theory X	**Theory Y**
Dislike and avoid from work	Like and want to be involved
Avoid responsibility	Accept and seek responsibility
Must be controlled by managers tightly	Controlled by self-direction
Low degree ambition and creativity	High degree ambition and creativity
Coerced to perform	Wants to achieve
Get punishment	Get reward

Source: McGregor, 1960.

As it seen, McGregor's Theory X and Theory Y are highly related with the employees' attitudes, preference of direction, responsibility perception, motivation degree and creativity within the organization. Organizations incorporate both theory x employees and theory y employees within themselves. Theory X and Theory Y oriented employees represent dissatisfy and satisfy employees respectively.

CHAPTER THREE

THE MAIN FACTORS THAT AFFECT JOB SATISFACTION

Broadly speaking, hotel industry is major service sector that plays a greatly vital role in terms of economy in all around the world (Walker, 2006 pp: 5-6). As is mentioned before; hotels are the most significant components of hospitality industry. Because of the service and people oriented nature of this industry, success degree of hotels depends on several factors (Kiruthiga and Magesh, 2015).

Today, employees have a strong impact on success of any businesses (Cruz et al., 2014). In this context, employee job satisfaction is the one of the most important issue that can increase the hotel competitiveness and have become an important element in relation to sustaining the hotel industry. According to Kiruthiga and Magesh (2015), both employees and also their job satisfaction level can be referred as essential source in terms of providing a sustainable competitive advantage for the welfare of hotels. In this regard, employee job satisfaction is the major aspect that increases the success level, competitiveness, service quality of hotel and then cause to high level of customer satisfaction and customer loyalty automatically.

Determination of "what makes hotel employees feel satisfied towards their job" has become a complex issue and challenge in todays' competitive hotel business environment. As indicated by Kruger (2014), feeling of dissatisfaction and employee job performance of hotel managers are inversely proportional and employees' dissatisfaction reflect to their performance directly in a negative way within the work place. Therefore, this can be stated that, hotel employees are the most significant irreplaceable elements of hotels. In this circumstance, hotel managers must keep in mind and concern about employee feelings which arise in work environment and "what they want" in an attempt to be successful in a competitive hotel industry (Chiang, 2010).

It is mostly observed that large scaled literature highlighted the various factors that affect the general job satisfaction level of employees but does not sufficiently addresses the factors that affect the job satisfaction degree of hotel housekeeping employees within hospitality industry.

As it is understood through broad literature review, the concept of job satisfaction has a complicated nature, which have more than one meaning and different impressions for all individuals within the organization. Furthermore the factors that affect job satisfaction has a complex structure too. Rahman and Sanzi (1995) asserted that, the concept of job satisfaction is not affected by the same factors at any time; it may vary from industry to industry and individuals to individuals as required by nature of job satisfaction. In other words, some factors that can cause the job satisfaction but other factors may be the reason of job dissatisfaction of the same employee within the same organization. Mullins (2002:645-646) argue that, employees feel satisfied with a different features of their job however they feel dissatisfied with other features too. For example, supervision may be an essential factor that leads to job satisfaction in terms of hotel employee perspective, besides this, other factors namely; working hours and the work itself that cause the employee job dissatisfaction in the same work environment.

In light of the review of the broad literature; many researchers have done many studies in order to determine the factors that affect the employee job satisfaction in hotel and hospitality industry. As broadly summarized by Arokiasami (2013), the issue; employee job satisfaction is highly depends on some different factors. These factors are; behaving in a respectful manner towards employees, creating of employee recognition in all stages of the job, authorizing employees, offering adequate amount or above industry average monetary benefits and compensations and lastly creating a positive management environment. These various factors composed of framework that includes organizational goals, measurements and expectations which required for being successful. In addition, Kruger (2014) determined three different factors that affect managers' job satisfaction level, these factors are; work itself, relationship with peers and remuneration. Moreover, Tutuncu and Kozak (2007) found that work itself, supervision and promotion as a factor that affect employee job satisfaction in hotel industry. According to the study conducted by Kiruthiga and Magesh (2015) it was revealed that; work itself, recognition of employee and opportunities for development are the most significant factors that can act as strong contributors on the level of employee job satisfaction. Similarly, as indicated by Arokiasamy (2013); compensation-rewards, career development, job security and working environment are the main factors that affect employee job satisfaction in hotel industry. As study

conducted on hotel industry in Spain by Cruz et al., (2014) they represented job satisfaction as dependent variable and determined some factors as independent variables such as; length of service, employee salary, type of employment and type of work contract in order to investigate job satisfaction between the hotel employees.

On the other hand; many researchers conducted various studies in terms of determine the factors that affect the employee job satisfaction in other industries. Maniram (2009) found several factors that have crucial effects on job satisfaction of academic staffs. These factors are; working conditions, positive relationships with both management and colleagues and training opportunities. In addition, as indicated by Kabir and Parvin (2011) pay, work conditions, promotion and fairness are main factors which affecting job satisfaction of employees' who work at pharmaceutical related companies. As it is seen, according to extensive organizational behavior literature; job satisfaction depends on numerous factors within the work environment. Main factors that affect employee job satisfaction are mentioned below;

Figure 10: Main Factors that Affects Employee Job Satisfaction

3.1. Pay

Undoubtedly, all individuals have various types of needs during their lifespan. In order to continue their existence and fulfil their own needs it is quite clear that; working and earning money is essentially required for everybody. So requiring for money is the major factor that leads people to work in organizations. As stated by Kabir and Parvin (2011) money is a significant motivator that acts as a foremost factor in terms of satisfying the employees.

Financial rewards play a fundamental role in all business environments from the point of determination of the greater part of employees' job satisfaction. In a wide scale organizational behavior literature, many authors and scholars have conducted different researches in order to better understand the effect of pay on job satisfaction level and also expressed their different opinions about pay is the one of necessary and major factor that affect overall employee job satisfaction weather or not.

As indicated by Arnold and Feldman (1996:86-89), all human beings has numerous type of different needs that range from person to person and money can be used as an effective tool in order to satisfy these individual needs. Saeed et al. (2013) stated that all employees work with an intent to earn money because everybody needs to money to continue their life. Drafke and Kossen (2002:293) represented five different reasons in an attempt to answer "why people ask for money as a reward"; these reasons derived from the traditional, tangible, objective, measurable and symbolic features of money itself.

In addition to these, Arnold and Feldman (1996:86-89) added that pay is the factor that has an indispensable influence in determining the level of employee job satisfaction. Moreover, Bassett (1994) expressed that, pay is the sufficient factor that can increase the employee job satisfaction or decrease the level of employee job dissatisfaction by itself. Lastly, a study conducted by Kruger (2014), supported that remuneration is the most important factor that contributing the level of job satisfaction of hotel managers.

In contrast, a study conducted by Qasim et al. (2012), found that pay has a negative relation with the employee job satisfaction and added that high amount of income cannot be the main factor that leads to high degree employee job satisfaction

if employees may still under the influence on other job related factors that leads to job dissatisfaction. Moreover, Brainard (2005) found a negative relationship among the pay and job satisfaction degree of employees. Although money may be a main determinant factor that affects the employees' job satisfaction, it cannot be associated as a definite solution for all work related difficulties within the organization (Drafke & Kossen, 2002:292).

Hospitality industry contains labour intensive businesses within itself and the nature of hospitality industry associated with the low employee wages (Appelbaum et al., 2003 pp: 33; Deery and Shaw, 1999). In this context, the nature of hospitality industry may affect its components; the nature of housekeeping department is often referred as a hotel department that offers poor wages too (Tembi, 1991). In addition to this; Chung (1977) argued that, if employee salaries and market is not relevant with each other, employee dissatisfaction situation will occur within the work environment suddenly. Boggie (2005) added that both low degree of salary and also lack of recognition of job cause to employee job dissatisfaction in work environment. So this type of bad reputations reflects to job itself and employees directly in a negative way and cause to departmentally loss of prestige.

3.2. The work itself

The work itself is another key factor that often mentioned as "intrinsic characteristics" of job (Saari and Judge, 2004) may affect the employees' job satisfaction level considerably in a workplace. According to Castillo and Cano (2004) the "work itself" is the most motivating factor that can be defined as an actual job performance that highly associated with the job satisfaction. A study result conducted by Smerek and Peterson (2007) supported Herzberg's two factor theory in terms of representing the "work itself" as a strongest job satisfaction predictor when keep down the all job and individual related characteristics.

In organizations, employee can feel pleased with colleagues that they work together and with the working conditions of the job; but may become apprehensive by virtue of the work itself. Bajpai and Srivastava (2010) emphasized that if work itself includes task variety, autonomy, work output and opportunities that ensure the usage of job related abilities and skills, this will attract employees' tendency towards job itself and also reflect to their job satisfaction.

Contrary to this, some employees find their job uninteresting, uninspiring and unchallenging in terms of entrusted tasks. A traditionally example can be given from the nature of hotel housekeeping department, as indicated by Goh (1989), the work itself which performed by housekeeping department employees, often characterized as a lack of prestige.

Undoubtedly, the work itself affects the employee job satisfaction level in a positive or negative way at workplace. In terms of determining of employee satisfaction, Arnold and Feldman (1996:88) suggested that; consideration of "work itself" is extremely essential and act as a job satisfaction indicator.

3.3. Career Development

Career development is an extremely strong factor that can be affected by employee views, values and education related past experiences which cause to employee job satisfaction and commitment within the organizational atmosphere.

In an addition to this, Grawitch, et al., (2006) asserted that career development concerned implementations cause to organizational commitment of employee, increase the level of job productivity and decrease the degree of job satisfaction consequences such as employee turnover intention and absenteeism. Moreover, Kreisman (2002) represented the organizations key attractors; these are career movement and skill growth opportunities that leads to employee job retain with a high degree of job satisfaction. In addition, O'Donnell (2007) stated that effective fictionalized career development plans have a significant influence on organizations' success and health.

When examining this essential factor with a perspective of hospitality industry Kusluvan and Kusluvan (2000:261), indicated that hospitality industry include limited amount of opportunities in terms of career development. A study researched on Malaysian hotel employees by Hemdi and Tamalee (2005) represented that career development is the most important fact that increase the motivation of front office department employees. As it should be increase the degree of employee job satisfaction too.

According to these views, if managers offer career guidance opportunities, assist to employee in order to establish an effective career development plan and recognize

the employee needs in relation to grow and development this efforts cause to mutual positive results for employee and organization itself such as job satisfaction, job retain and organization success will increase.

3.4. Relationship with Supervisor

Traditionally, both supervision and employer's effective supervisory skills are decidedly essential in terms of employee success and organization welfare in all workplace environments. Poor supervision skills, managerial inequities, lack of human relations, employee favoritism, unfair and incompetent decisions of managers can cause detrimental work atmosphere, employee complaints and above all employee job dissatisfaction within the organization (Maniram, 2009).

The degree of job satisfaction or job dissatisfaction exceedingly depend on "how employees view their supervisors" within the work place. (Baron and Greenberg, 2003:158). In other words, the degree of employee job satisfaction will increase if managers supervise them all; courteously, fairly and competently or the degree of employee job dissatisfaction will decrease by the reason of supervisor's poor supervisory skills and unfair decisions.

In addition to these views, Mc Manus and Russell (1997) stated that, employees' job related positive intentions considerably shaped by affective mentoring skills of supervisors. On the other hand, Herzberg (1966) stated that job satisfaction level and supervision has a negative correlation. In addition, Griffin et al., (2001) expressed similar but not same view that supportive employee-oriented encouragements of supervisor is not adequate to ensure overall employee job satisfaction but these efforts make contribution to degree of employee job satisfaction positively.

From the employee perspective, establishing a positive relationship and effective two-sided communication with supervisor within the work place is highly essential facts that have an influence on the degree of job satisfaction in terms of benefit from their understanding, positive criticism and professional experience (Sageer et al., 2012).

According to a research report represented by the Society for Human Resource Management (2012), a great majority of employees (%71) stated that "effective relationship with supervisor" has played a crucial role on their job satisfaction level.

Same report referred effective communication as a beneficial component of good relationship between employee and supervisor and added that "open-door policy" is crucial for employee and supervisors correspondingly. Through "open-door policy" supervisors can understand their employees' job related needs and problems and try to solved them more effectively with supervisory supports. Thus these type of supervisory efforts leads to employee recognition that increase the job satisfaction degree of employee.

By the reason of unwieldy nature of hospitality industry managerial relationships among employee and supervisor necessitate high degree importance. Hospitality industry and its components are traditionally regarded as a difficult labour intensive industry in terms of working that associated and shaped by poor job reputation or status, low employee salaries, physical and menial working conditions, inadequate opportunities for personal and career development, lack of job security because of seasonality, work load density, pressure of work, anti-social working shifts, bad working places and long working hours (Yurtseven et. al., 2012; Kusluvan & Kusluvan, 2000:261; Deery and Shaw, 1999; Baum, 2008).

As it is seen, hospitality industry has a quite difficult and challenging nature in terms of management, thusly providing an effective relationship with supervisor is highly essential for employee satisfaction within work atmosphere.

3.5.Relationship with co-workers

Lastly, relationship with co-workers is another essential factor that makes positive influences to the level of employee job satisfaction. As mentioned before, employees spend huge portion of their life at work place environment because of the effortfulness nature of the hospitality industry (Lee and Ok, 2011).

As indicated by same authors, this situation acts as a reason of establishing relationships with other employees at work place. Being a co-worker or colleague in a same work place has a diversity of positive gatherings for both employees and organizations because existence of effective relationships with co-workers leads to effective communication, high degree of trust and respect between employees within a work environment.

3.6. Working Conditions

As is known through broad literature, working conditions are the most striking factor and often has strong impacts on employees' approximately overall job satisfaction level. Work conditions can be ranged from organization to organization as required by nature of job itself.

Broadly speaking, working conditions are significant because employees spend their 3/1 part of day within the work environment (Cruz et al., 2014). Hence, it can be said that comfortable and favorable structures of working conditions are essential and desired by employees. As supported by Robbins (2001), work related conditions referred as an outstanding issue that has a positive correlation with job satisfaction. As it is understood, employee pleasure derived from physical expediency structure of work environment when it is under the influence on work conditions.

In addition, Arnold and Feldman (1996, pp:90-91), represented several sub-factors namely; working hours, temperature, lighting, hygiene, noise and ventilation which has a power on the job satisfaction level of employee and act as a components of working conditions.

On the other hand Baron and Greenberg (2013) asserted that, poor conditions of working environment cause to decreasing of employee's physical and mental welfare. In other words, lack of appropriate working conditions can influence the level of employee job satisfaction in a negative way at first and then low degree of job satisfaction will reflect as soon as to job performance, job productivity of employee and organization itself respectively.

Housekeeping is the most physically demanding department in hotel that includes various types of working conditions within it such as; work based on different shifts, long working hours, working on holidays or weekends and inadequate physical conditions of working environment in terms of comfort. (Canadian Centre for Health and Safety, 2013)

3.7. Job Security

Job security is a crucial factor in determining the level of employee job satisfaction that act as an important indicator of job guarantee within the work

environment. As indicated by Arokiasamy (2013), the factor of job security has distinguished effects on both employees and organizations.

Firstly, when examining from the perspective of employee, existence of job security factor within the organization is indispensable and ensure awesome working environment that guarantees the continuance of job and protect employees from the stress, chaos and future anxiety. Secondly, when examining from the perspective of organizations, job security make a huge contributions in terms of employees' well-being in the work place so this situation will affect positively their job productivity at first and then this increase the productivity level of organizations at last (Arokiasamy, 2013).

In today's competitive and challenging business environment, the degree of employee job security can be influenced damagingly because of several reasons namely; developing technology, effective changes demographic, capital related internationalization, policies and regulations of government (Smith, 1999 pp: 196-198). Saeed et al. (2013) summarized that the significance of job security which can be referred as an important factor that leads to organizational commitment and job loyalty automatically in terms of employee.

CHAPTER FOUR

METHODOLOGY AND RESEARCH

4.1. Methodology

4.1.1. Purpose of the Research

The main purpose of this study is to explore the various factors that affect housekeeping employees' job satisfaction. Secondarily, it's aimed to reveal the hidden situation and importance of housekeeping department in the context of hotel organizations.

4.1.2. Research Methodology

This research was conducted to identify the factors affecting housekeeping employees' job satisfaction in a hotel environment. Qualitative research method used in this research process through structured interviews. Qualitative method was preferred because its usefulness in gaining detailed information about a person's thoughts and exploring new issues.

4.1.2.1. Data Collection and Research Sampling

Both primary and secondary data sources were used to realize the research of this dissertation. In the first stage of this research, relevant literature was reviewed in order to gain better understanding about the topic. In this process structure of hospitality industry and housekeeping department, the concept of job satisfaction and the main factors that affect job satisfaction were examined. Following the literature review process, structured interview questions were developed by taking into consideration the factors affect the job satisfaction of employees.

The sample was chosen from the housekeeping managers of five start İzmir hotels. The interviews were conducted in the selected hotels' housekeeping offices. Interviews were conducted with following housekeeping managers as presented in Table.8. Average duration of interviews was approximately 30-35 minutes.

Table 7: Interviewee List

Hotel Name	Job Title of Interviewee	Interview Date
Hotel A	Assistant Housekeeper	17.06.2015 15:00-15:30
Hotel B	Executive Housekeeper	18.06.2015 11:00-11:35
Hotel C	Assistant Housekeeper	22.06.2015 16:30-17:00
Hotel D	Executive Housekeeper	23.06.2015 17:00-17:25
Hotel E	Executive Housekeeper	26.06.2015 11:00-11:35

4.1.3. Limitations

The limitation of this research is the small sample due to the difficulty in reaching the housekeeping managers as they were too busy or not available for conducting interview. The size of the sample limits the generalizability of this study.

4.2. Findings

4.2.1. In-Depth Interview Results of Hotel A

First interview was conducted with the "Assistant Housekeeper" of Hotel A. According to question order of interview framework, "importance of housekeeping department in a hotel" was questioned as the first question to the interviewee.

She began with the general definition of housekeeping department in order to emphasize the importance of housekeeping department as a "mainly cleaning oriented department" within the hotel. She added that; contrary to what is known, housekeeping department is the most important department among the other hotel departments by the reason of structure of department and employees are not only responsible from cleanliness of hotel fields but also general hotel maintenance, lost properties, guest confidentiality, guests' valuable items, and customer satisfaction. According to her, cleaning is the one half of duty of housekeeping department employees', they have much more extensive responsibilities within the hotel. Thus housekeeping department

is the most important department among the other hotel departments as stated by first interviewee.

Despite signified importance of housekeeping department, she stated that housekeeping employees have suffered from the negative perceptions and wrong knowledge of individuals towards their department. According to her opinion, the nature of housekeeping department associated with the negative word which called as" lack of prestige" by people from both within the hotel and social environment. She claimed that, this situation derived from the main duty of housekeeping department because individual's perceptions can fluctuated related with the job statues in social or business life. Moreover, she confirmed that this negative reputation, damage the image of housekeeping department within the hotel environment. Lastly, she underlined the importance of housekeeping department by saying that the hotel guests pay much more attention to their safety within the guest room and cleanliness level of hotel fields than other services that offered by other departments.

As the second question "factors affecting housekeeping employees' job satisfaction in a positive way" was asked. The positive factors denoted by the interviewee and divided into six categories; as following: relationships with supervisor, work itself, pay, job security, career development and brand recognition of hotel.

- **"Relationship with supervisor"** represented by the interviewee as the primary factor that affects housekeeping employees' job satisfaction level in a positive way. According to her, job satisfaction degree will be increased automatically, if the supervisor;
  - Behaves politely towards employees,
  - Creates a fair and convenient working environment,
  - Provides open door policy to employees,
  - Understands and tries to solve the employees' work related needs and problems,
  - Encourages and supports employees,
  - Creates a working environment based on mutual respect or understanding.

47

In addition to these, she suggested that "admiration by supervisor" related with the employee job performance or success has a vital role on the employee job satisfaction.

- **"Work itself"** stated as a second factor by the interviewee that has a crucial role on employee job satisfaction. As is known to all, housekeeping department is based on physical strengths of employees'. Because of this reason, working in the housekeeping department is highly difficult than others. Job description that must be clear, definite and standard for all in order to avoid work related conflicts. If supervisor represent a standard job description, employee will be aware of work requirements and then this situation will reflect positively to the job satisfaction level of employees'. It was learned through this interview that Hotel A offer written job description document to their all employees in an attempt to standardize their job requirements.

- **"Pay"** is the third factor that affects job satisfaction level of employees' within the work environment. As stated by the interviewee, earning money is highly essential for everybody because everyone work for earning money and they have many responsibilities in their lives but unfortunately the payment is not enough to make them say; -Yes, I am totally satisfied with my job and salary.

- **"Job security"** is the forth indicated factor that affects job satisfaction level positively. The first interviewee stated that existence of job security is essential for all employees from down to top within the work place.

- **"Career Development"** is the fifth factor represented the interviewee. She asserted that, same as previous factor, existence of promotable status is highly significant for employees and it acts as a motivator in terms of work future of employees.

- **"Brand recognition of hotel"** is the last factor that stated by the interviewee. According to her, working under the roof of a strong brand has a significant power in terms of increasing the degree of employee job satisfaction.

As the third question "factors affecting housekeeping employees' job satisfaction in a negative way" was asked. The negative factors were signified by the interviewee and divided into three categories; as following: working conditions, unfulfilled career development and negative relationship with co-workers. These negative factors cause to job dissatisfaction for housekeeping employees.

- **"Working conditions"** is the first negative factor. If it is inadequate then this has a strong negative effect on the employee job satisfaction level as stated by the interviewee. She stated that, housekeeping offices are usually positioned at the underground or lowest floors of hotel buildings. Housekeeping offices are often characterized with the negative features such as; lack of comfort, daylight, and fresh air. These working conditions may affect the psychology and also job satisfaction degree of employees within the work environment.

- **"Unfulfilled Career Development"** is the second negative factor if it is associated with the inadequate targets that specified by the interviewee. If employee cannot improve his/her position, he/she will go cold on work itself. She asserted that, this inadequate level of career development which is under responsibility of the top management, it will reflect negatively and decreases their job satisfaction level within the work place.

- **"Negative Relationship with co-workers"** factor may change from employee to employee and hotel to hotel as stated by the interviewee. Housekeeping department mostly consist of little educated employees. Through her observations and past experiences interviewee stated that, inappropriate reputations affect the relationships with co-workers (both from department and other department) in a negative way within the hotel. Because of such negative departmental reputation, employees may disdain each other within the work place and despised employees start to question the value of this work. So this situation leads to detrimental effects on employee job satisfaction.

Table 8: Summary of Hotel A Interview Results

Question	Findings (Key Words)
Q1: What is the importance of housekeeping department in a hotel?	▪ Cleaning oriented department ▪ Involve huge responsibilities (responsible from; cleanliness of hotel fields, general hotel maintenance, lost properties, guest confidentiality, guests' valuable items, and customer satisfaction)
Q2: What are the factors that affect housekeeping employees' job satisfaction in a positive way?	▪ Relationship with supervisor ▪ Work itself ▪ Pay ▪ Job security ▪ Career Development ▪ Brand recognition of hotel
Q3: What are the factors that affect housekeeping employees' job satisfaction in a negative way?	▪ Working conditions ▪ Unfulfilled Career Development ▪ Negative Relationship with co-workers

4.2.2. In-Depth Interview Results of Hotel B

Second interview was conducted with the "Executive Housekeeper" of Hotel B. Within the context of first question, she clarified a general definition of housekeeping department in order the display the importance level of this department within the hotel environment. First of all, she has explained the housekeeping department as an invisible marketing strategy of hotels. She added that, hotel housekeeping department is the most important one among the other hotel departments which maintain the sales efforts of hotels. According to second interviewee; sales efforts derived from sales&marketing department but these efforts continue with the housekeeping efforts within the hotel.

She claimed that if guests are not satisfy with the food&beverage, entertainment or other facilities of hotel, they can find another alternatives within the hotel or outside of hotel but if they are not satisfy with their guest rooms because of the cleanliness or hygiene they will complaint about this and their customer satisfaction will decrease automatically. According to her opinions, this situation displays the vital role of housekeeping department within the hotel industry.

She indicated that; as required by nature, cleaning is the main responsibility of housekeeping department. Moreover housekeeping department is not only responsible from cleanliness of guest room but also guest room privacy too. As stated by first interviewee, although all indicated or displayed importance of this department, reputation of housekeeping shows that there is still a lack of prestige in the mind of public.

Lastly she summarized that, housekeeping department play a crucial role within the hotel industry because department employees responsible from the most important area of hotel; guest rooms which include guest privacy at first and also valuable items of guests.

Within the context of second question, she indicated five different factors that affect housekeeping employees' job satisfaction in a positive way. These factors are; relationship with supervisor, pay, job security, career development and brand recognition of hotel.

- **"Relationship with supervisor"** is the primary factor that affects the employees' job satisfaction level positively, if relationship is built on a strong departmental foundation. As indicated by second interviewee, "being appreciated" by top management is the most important component of this factor that provided by supervisor of department according to their job performance and success. Moreover, she attracted attention to another component; "recognition of employees" within the hotel working environment. In terms of this; interviewee asserted that; attaching importance to the employees as a human, behaving debonairly towards them and asking employee's general feelings are derived from positive relationship between employee and supervisor which increase the job satisfaction level easily. In addition, "open door policy" stated as the third important component of this factor. But interviewee warned that, open door policy must start from the bottom to up in terms of hierarchical structure of hotel business. Last underlined factor related component is "giving authorization to the employee" associated with the effective supervisory skills of supervisor that encourage employees in terms of taking job related responsibilities. All these relationship types with supervisor have a strong impact on employee job satisfaction.

- **"Pay"** is the second essential factor that confirmed by second interviewee that has a strong impact on increasing level of employee job satisfaction.
- **"Job security"** remarked as a positive factor that has a crucial role on the issue of employee job satisfaction. Same as first interviewee, she stated that if employees' job security guaranteed through payroll employment, the level of job satisfaction will increase correspondingly.
- **"Career Development"** is the forth factor that affects job satisfaction degree within the work place. She asserted that; career development opportunities play a beneficial role on employee's current and future career in all businesses. As indicated by her; career development practices are the best way of encouraging employees towards their job and increasing their job satisfaction level at the same time. She gave an example from her department and asserted that; maids can be promoted as an order taker or floor supervisor to assistant housekeeper and then executive housekeeper too if he/she has an adequate inspiration and determination to succeed within himself/herself.
- **"Brand recognition of hotel"** associated as a positive affecting factor of job satisfaction by second interviewee same as first interviewee. She stated that brand recognition of hotel brand, hotel size and hotel management ensure the strong guarantee for the employees which cause to high degree of employee job satisfaction within the work environment and also social life too.

Within the context of third question, she indicated only one factor that affect housekeeping employees' job satisfaction in a negative way. This factor is; working conditions.

- **"Working conditions"** pointed out as an important factor for the second time in terms of having a negative effect on employee job satisfaction with a different reason. As indicated by second interviewee, as required by nature hotel shaped with the challenging work conditions such as; long working hours, physical strength and heavy work load. Lastly, she stated that, unfortunately these features of hotel cause to employee dissatisfaction within the work place environment.

Table 9: Summary of Hotel B Interview Results

Question	Findings (Key Words)
Q1: What is the importance of housekeeping department in a hotel?	▪ Referred as an invisible marketing strategy of hotels ▪ Maintain the sales efforts of hotel ▪ Responsible from cleanliness of guest room and guest room privacy
Q2: What are the factors that affect housekeeping employees' job satisfaction in a positive way?	▪ Relationship with supervisor ▪ Pay ▪ Job security ▪ Career Development ▪ Brand Recognition of Hotel
Q3: What are the factors that affect housekeeping employees' job satisfaction in a negative way?	▪ Working conditions

4.2.3. In-Depth Interview Results of Hotel C

Third interview was conducted with the "Assistant Housekeeper" of Hotel C. Within the perspective of first question, same as first and second interviewees he emphasized that; although its despisedness nature, housekeeping department and its main duty; cleanliness have a strong influence on continuity of hotel business. He stated that, housekeeping department is essential because this department primarily responsible from cleanliness of hotels' main product; guest rooms.

He compared the importance levels of front office and housekeeping departments with an example in order to underline the importance of housekeeping department;

> ▪ *"Undoubtedly, I confirm that the importance of front office department within the hotel. This department is a brain of hotel. On the other hand, housekeeping department act as a leg and arm of hotel. In this sense, it's a clear that; without leg and arm, brain does not mean a thing in terms of continuity of the hotel business. Because, guest rooms are the main products to sell of hotels. Without any clean room, front office cannot sell the room to the guests."*

Within the context of second question, he signified six different factors that affect housekeeping employees' job satisfaction in a positive way. These factors are; pay, the work itself, relationship with supervisor, relationship with co-workers, job security and career development.

- **"Pay"** stated by the third interviewee as a first impressive factor that affects the level of housekeeping employees' job satisfaction in a positive way within the work place if it is coinciding with employee performance. He stated that this situation is approximately same with other industries, money is essential, everybody work in an attempt to earn money. He suggested that; if employees' wages are directly proportionate to their job performance, their job satisfaction level will increase inevitably.

- **"Work itself"** is a second crucial factor for third interviewee. He underlined that, no matter of any sector, if employee love his/her job with a passion, the issue of job satisfaction is an expected finale for them. In addition, he stated that; being an employee in a hotel is highly difficult because of its service oriented nature and non-routine structure. He claimed that; this situation can be achieved with the endless passion and enthusiasm towards work itself.

- **"Relationship with supervisor"** denoted as a third important factor within the work environment. He stated that, if department supervisor listen to employee opinions or aware from employee needs and problems, the degree of employee job satisfaction will increase. As asserted by him, establishing a positive relationship between employee and supervisor make positive contributions to employees' job satisfaction level because they are human not machine.

- **"Positive Relationship with co-workers"** remarked as a positive factor by third interviewee in contrast to first. He approached the same job satisfaction factor with a different perspective. He stated that, as is known housekeeping department mainly crowded and responsible from the greatest part of hotel fields. Because of this reason, "helping each other" and "collaboration" within the department or outside the department has an important role on employee job satisfaction in hotel environment.

- **"Job security"** is another factor that reviewed differently according to first two interviewees. He indicated that; of course job guarantee is an important

component of job security but besides this "placing of wages on time" is highly essential too.

- **"Career Development"** is the last factor that has an extremely effects on employee perceptions and attitudes which can reflect to hotel employees' job satisfaction level easily. He stated that, their hotel managers attach much more importance to career development opportunities of their own employees. He added that top management of their hotel examines the employees through work related exams in an attempt to determine promotable status of employees. (Once every six months).

Within the framework of third question, he indicated only one factor which affecting housekeeping employees' job satisfaction in a negative way. This factor is **"Working Conditions"** specified same as first two interviewees. According to third interviewee, long working hours, heavy work load, bad and inadequate physical environments of housekeeping departments leads to employee job dissatisfaction. But he warned that, if adequate working conditions provided by managers, this negative factor will change its side and start to increase the job satisfaction level of employees'. He stated that working conditions may affect the job satisfaction level both in a positive way or negative. This situation may change from perception to perception and hotel to hotel.

Table 10: Summary of Hotel C Interview Results

Question	Findings (Key Words)
Q1: What is the importance of housekeeping department in a hotel?	▪ Main duty; cleanliness ▪ Responsible from cleanliness of hotels' main product; guest rooms ▪ Referred as a leg and arm of hotel
Q2: What are the factors that affect housekeeping employees' job satisfaction in a positive way?	▪ Pay ▪ Work itself ▪ Relationship with supervisor ▪ Positive Relationship with co-workers ▪ Job security ▪ Career Development
Q3: What are the factors that affect housekeeping employees' job satisfaction in a negative way?	▪ Working Conditions

4.2.4. In-Depth Interview Results of Hotel D

Forth interview was conducted with the "Executive Housekeeper" of Hotel D. Within the perspective of first question, he summarized the importance of housekeeping department briefly, through two department related words; cleanliness and maintenance. He stated that housekeeping department is essential than other departments because this department provide a continuity of hotel business by dint of cleanliness and maintenance efforts which are indispensable and inseparable.

Within the context of second question, he pointed out three different factors that affect housekeeping employees' job satisfaction in a positive way. These factors are; pay, relationship with supervisor and brand recognition of hotel.

- **"Pay"** signified by forth interviewee as a sufficient factor that affect housekeeping employees' job satisfaction in a positive way same as first three interviewees. He asserted similar reasons in order the underline the importance of this factor.

- **"Relationship with supervisor"** is another factor that effects of this factor can differ to organization to organization, employee to employee and supervisor to supervisor within the different hotel environments. According to forth

interviewee, being appreciated by top managers or hotel guests makes a positive contribution towards employee psychology and job satisfaction synchronously.

- **"Brand Recognition of Hotel"** underlined again as an important factor by the interviewee forth, like first and second interviewees. As indicated by him, this factor is highly related with the confidential nature of the brand names. In addition, forth interviewee indicated that working under the influence of brand recognition of hotel and also being a part of this luxury undoubtedly affect the level of employee job satisfaction.

Within the framework of third question, **"Working Conditions"** is the only one factor that was indicated as a striking and detrimental factor that affect housekeeping employees' job satisfaction in a negative way. He claimed that; job satisfaction degree will be decreased automatically, if working conditions associate with these features; long and flexible working hours, heavy work load, insufficient workforce, time and amount problems in terms of employee wages and inadequate amount of cleanliness materials.

Table 11: Summary of Hotel D Interview Results

Question	Findings (Key Words)
Q1: What is the importance of housekeeping department in a hotel?	▪ Responsible from cleanliness and maintenance of hotel
Q2: What are the factors that affect housekeeping employees' job satisfaction in a positive way?	▪ Pay ▪ Relationship with supervisor ▪ Brand Recognition of Hotel
Q3: What are the factors that affect housekeeping employees' job satisfaction in a negative way?	▪ Working Conditions

4.2.5. In-Depth Interview Results of Hotel E

Fifth interview was conducted with the "Assistant Housekeeper" of Hotel E. Within the context of first question, he has identified the housekeeping department as a "backbone" of the hotel in order to display the importance of this department. He claimed that; housekeeping department efforts begin with guest check-in, continue till

their entire stay and finish with guest check-out that influence the customer perceptions from beginning to end of their hotel experience. In addition, he asserted that; generally, housekeeping department responsible from provide a clean and well-groomed hotel environment. Moreover he added that, housekeeping department's success or failure effect the all hotel organization in a negative or positive way. Because of this reason housekeeping department play a crucial role in the hotel as indicated by him.

Within the perspective of second question, he specified only two different factors that affect housekeeping employees' job satisfaction in a positive way within the hotel environment. These factors are; **"Relationship with Supervisor"** and **"Pay"**. As it mentioned before; pay is the most ranked positive factor and can be stated that the factor of pay, play an exceedingly crucial role on employee job satisfaction concept. Again as it mentioned before, according to his opinion, relationship with supervisor is the second significant factor that affect easily the atmosphere of work place. He asserted that, if supervisor character referred as a polite and cheerful towards department employees, this will influence the employee perceptions positively towards work itself easily. This positive interrelation between employee and supervisor cause to increase of employee job satisfaction. He added that, rewarding and appreciating employees according to their work related performance affects and encourages them in a positive way too. He claimed that if employees motive from these supervisory skills they will try to do better in their work environment that this will come with employee job satisfaction.

Within the context of third question, he stated one factor that affect housekeeping employees' job satisfaction in a negative way. This factor is; **"Working Conditions"** again as remarked by first four interviewees. Fifth interviewee stated that, the nature of working conditions changeable for everyone but this factor mostly include components which cause to employee job dissatisfaction such as; bad conditions of department related offices or fields, excessive work load and size of hotel.

Table 12: Summary of Hotel E Interview Results

Question	Findings (Key Words)
Q1: What is the importance of housekeeping department in a hotel?	▪ Refereed as a backbone of the hotel ▪ Success of hotel depends on housekeeping department efforts
Q2: What are the factors that affect housekeeping employees' job satisfaction in a positive way?	▪ Relationship with Supervisor ▪ Pay
Q3: What are the factors that affect housekeeping employees' job satisfaction in a negative way?	▪ Working Conditions

Table 13: Summary of All Factors Derived From Interview Findings

Factors		Hotel A	Hotel B	Hotel C	Hotel D	Hotel E
Positive Factors that affect employee job satisfaction		*Relationship With Supervisor * Work Itself * Pay * Job Security * Career Development * Brand Recognition of Hotel	*Relationship with Supervisor *Pay *Job Security * Career Development * Brand Recognition of Hotel	*Pay *Work Itself *Relationship with Supervisor *Positive Relationship with Co-workers *Job Security * Career Development	*Pay *Relationship with Supervisor * Brand Recognition of Hotel	*Relationship with Supervisor *Pay
Negative Factors that affect employee job satisfaction		* Working Conditions * Unfulfilled Career Development *Negative Relationship with Co-workers	*Working Conditions	*Working Conditions	*Working Conditions	*Working Conditions

CONCLUSION

In today's competitive business environment, employee job satisfaction is one of the most significant dynamics in the development and continuation of hotel industry. In other words, satisfied employees play a crucial role on success and continuity of hotel business. According to the study results, housekeeping is the most important department that may affect the overall performance of hotels. As it was mentioned in previous chapters, housekeeping department is highly crowded in terms of employee numbers thus, the existence of numerous satisfied housekeeping employees have strong effects on hotel success, service quality and customer satisfaction.

In light of interview findings, housekeeping managers suffered from the negative reputation which shows that there is still a lack of prestige in mind of public. Interviewees confirmed that this negative reputation overshadow the importance of department. Nevertheless, all housekeeping managers claimed that; housekeeping department is the most important department among the other hotel departments in terms of continuity and success of hotel business. It was found that; in spite of its despisedness nature, housekeeping department act as an invisible marketing strategy, backbone and locomotive of hotel business that is not only responsible from cleanliness but also general hotel maintenance, lost properties, guest confidentiality, guests' valuable items, guest room privacy and customer satisfaction.

As the second question "factors affecting housekeeping employees' job satisfaction in a positive way" was asked to all interviewees within the context of this study. As a result of interviews, seven factors were determined as follows: relationships with supervisor, the work itself, pay, job security, career development, brand recognition of hotel career development and positive relationship with co-workers.

"Relationship with supervisor" and "Pay" factors are the most important factors that affect housekeeping employees' job satisfaction in a positive way which were confirmed by all five interviewees. As might be expected, pay play a crucial role on employee job satisfaction in hotel industry same as other industries because earning money is highly essential for everybody. Besides this, housekeeping managers

indicated that, another important factor which is "relationship with supervisor" have same level of effects with pay on employee job satisfaction.

Secondarily, it was found that another essential factor which contributes to employee job satisfaction for housekeeping employees is "job security". Through this study, existence of job security was proven as a necessary factor for all employees from down to top within the hotel. In addition, it was confirmed by three interviewees who work under the roof of chain hotels; "brand recognition of hotel" is a very important factor that affects their job satisfaction in a positive way.

It was found that, "career development" practices play a beneficial role on employee's current and future career in hotel businesses. This factor is the best way of encouraging employees towards their job and increasing their job satisfaction level at the same time. Additionally, it was explored that "positive relationships with co-workers" and "the work itself" have the same importance level that affect housekeeping employees' job satisfaction positively.

As the third question "factors affecting housekeeping employees' job satisfaction in a negative way" was asked to all interviewees within the context of this research. As a result of interviews, three factors were determined as follows: "working conditions", "unfulfilled career developments" and "negative relationship with co-workers".

Results show that, the "Working conditions" is the most frequent factor which affects housekeeping employees' job satisfaction negatively. As mentioned before, the features of housekeeping department associate with some working conditions that cause to employee dissatisfaction. The main negative features are; long working hours, heavy work load, insufficient workforce and inadequate physical work environments. In addition to these, housekeeping offices are usually positioned at the underground or lowest floors of hotel buildings. These types of working conditions influence the psychology and also job satisfaction degree of employees.

Moreover, "unfulfilled career development" is found to be a negative factor which results in employee dissatisfaction. Finally, in contrast to "positive relationship with co-workers" factor, "negative relationship with co-workers" factor damages and decreases employees' job satisfaction.

As a conclusion, housekeeping department plays an essential role in ensuring the continuity of hotel organization. Thus it is necessary to increase the job satisfaction level of housekeeping employees' with more managerial attention and efforts. Hotel owners or top management teams should realize the importance of housekeeping department and try to explore various factors that create job satisfaction or dissatisfaction. In this regard, it is suggested to hotel managers to turn their attention on employee satisfaction in the context of housekeeping department. Additionally, based on study findings following recommendations can be made to hotel managers:

- To create safe and pleasant work conditions for housekeeping employees.
- To build effective interpersonal relations with employees.
- To improve the wages and salaries of housekeeping employee.
- To made fair distribution of work among housekeeping employees.
- To crate career development opportunities
- To ensure housekeeping employees about job security within the company.

REFERENCES

Appelbaum, E., Bernhardt, A., & Murnane, R. J. (Eds.). (2003). *Low-wage America: How employers are reshaping opportunity in the workplace*. New York: Russell Sage Foundation.

Armstrong, M. (2006). *A Handbook of Human Resource Management Practice* (10th ed.). London: Kogan Page Publishing.

Arokiasamy, A. (2013). A Study On Employee Satisfaction Perspectives In The Hotel Industry in Malaysia. *International Journal of Management and Strategy*, 4(6).

Arnold, H. J., & Feldman, D. C. (1996). *Organizational Behaviour*. New York: McGraw Hill.

Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, *3*(4), 77-86.

Bajpai, N., & Srivastava, D. (2010). Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector. *Singapore Management Review*, 26(2), 89-99.

Baron, A. R., & Greenberg, J. (2003). *Organisational Behaviour in Organisation: Understanding and Managing the Human Side of Work*. Canada: Prentice Hall

Barron, P. & Baum, T. (2008). Accomodation. In C. Cooper, (Ed.). *Tourism Principles and Practise* (4th ed.) (342-366). England: Prentice Hall.

Bassett, G. (1994). The Case Against Job Satisfaction. *Business Source Premier*, 37(3), 61-68.

Baum, T. (2008). Implications of Hospitality and Tourism Labour Markets for Talent Management Strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 720–729.

Biederman, P. S., Lai, J., & Laitamaki, J.M. (2008). *Travel and Tourism: An Industry Primer*. New Jersey, USA: Pearson Prentice Hall.

Boggie, T. (2005). Unhappy Employees. *Credit Union Management*, *28*(4), 34-37.

Brainard, J. (2005). Postdoctoral Researchers Value Structured Training Over Pay, Survey Says. *Chronicle of Higher Education*, 51(32), 21-28.

Canadian Centre for Health and Safety. (2013). *Hotel Housekeeping*. Retrieved July 12,2015 from
http://www.ccohs.ca/oshanswers/occup_workplace/hotel_housekeeping.html

Celik, M. (2011). A Theoretical Approach to the Job Satisfaction. *Polish Journal of Management Studies*, *4*, 7-14.

Cano, J., & Castillo, J. X. (2004). Factors Explaining Job Satisfaction among Faculty. *Journal of Agricultural Education*, *45*(3), 65-74.

Cambridge Online English Dictionary- Hospitality Industry, (n.d.). Retrieved May 9, 2015, from
 http://dictionary.cambridge.org/dictionary/business-english/hospitality-industry

Cambridge Online English Dictionary- Hotel, (n.d.). Retrieved May 9, 2015, from http://dictionary.cambridge.org/dictionary/english/hotel

Chakravarti, B. K. (2009). *Hotel Management Theory* (Vol. 2). New Delhi: APH Publishing Corporation.

Chang, L. (2012). Analysis of the Relationships between the Hospitality Workforce and Job-Satisfaction Factors According to Age, Gender, Native Language and Racial-Ethnicity. *Journal of Tourism & Hospitality*, 1(5), 2-8.

Chiang, C. (2010). Perceived Organizational Change in the Hotel Industry: An Implication of Change Scheme. *International Journal of Hospitality Management*, 29, 157–167.

Chung, K. H. (1977). *Motivational Theories and Practices*. USA: Columbus.

Davis, K., & Nestrom, J. W. (1985). *Human Behavior at Work: Organizational Behavior* (7th ed.). New York: McGraw Hill.

Deery, M. A., & Shaw, R. N. (1999). An Investigation of the Relationship between Employee Turnover and Organizational Culture. *Journal of Hospitality & Tourism Research*, *23*(4), 387-400.

Djumino, A. (2003). *Room Division Knowledge*. Surakarta: IGIE Hotel School.

Drafke, M. W., & Kossen, S. (2002). *The Human Side of Organisations* (8th ed.). Upper Saddle River, New Jersey: Prentice Hall.

Faturochman (1997). The Job Characteristics Theory: A Review. *Buletin Psikologi*, 5(2), 1-13.

Frazer Winsted, K., & Patterson, P. G. (1998). Internationalization of Services: The Service Exporting Decision. *Journal of Services Marketing*, *12*(4), 294-311.

Goh, S. H. (1989). *Job Satisfaction of Hotel Room Attendants*. Master's Thesis, Texas Techical University, ABD.

Gordon, J. R. (1999). *Organsiational Behaviour: A Diagnostic Approach*. New Jersey: Prentice Hall Inc.

Grawitch, M. J., Gottschalk, M., & Munz, D. C. (2006). The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-Being, and Organizational Improvements. *Consulting Psychology Journal: Practice and Research*, 58(3), 129-147.

Greenberg, J., & Baron, A. (2000). *Behavior in Organizations* (7th ed.). New Jersey: Prentice Hall.

Griffin M. A., Patterson, M. G., & West, M. A. (2001). Job Satisfaction and Team Work: The Role of Supervisor Support. *Journal of Organizational Behavior*, 22, 537-550.

Grover, H., & Wahee, S. J. (2013). Study on Factors Influencing Job Satisfaction of Employees in Delhi/NCR. *International Journal of Business Management, Special Issue on Role of Statistics in Management and Allied Sciences*, *3*(2), 101-112.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the Design of Work: Test of a Theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.

Hayes, D. K., & Ninemeier J. D. (2007). *Hotel Operations Management* (2nd ed.). UK: Pearson

Hemdi, M. A. & Tamalee, K. (2005). What Motives Malaysian Hotel Employees: An Exploratory Study. *TEAM Journal of Hospitality & Tourism*, 2(1), 26-37.

Herzberg, F. (1966). *Work and the Nature of Man*. London: Staple Press.

Hodgetts, R.M., & Hegar, K.W. (2005). *Modern Human Relations at Work* (9th ed.). USA: South-Western College Pub

Hodson, R. (1991). Workplace Behaviors: *Work and Occupations*. 18(3), 271-290.

Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Brothers.

Hoy, W. K., & Miskel, C. G. (1991). *Educatoinal Administration Theory, Research and Practice*. New York: Ramdon House.

Jauch, L. R., & Sekaran, U. (1978). Employee Orientation and Job Satisfaction among Professional Employees in Hospitals. *Journal of Management*, 4(1), 43-56.

Jex, S. M. (2002). *Organizational Psychology: A Scientist-Practitioner Approach*. New York: John Wiley & Sons.

Kabir, M. N., & Parvin, M. M. (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. *Australian Journal of Business and Management Research*, 1(9), 113-123.

Kiruthiga, V., & Magesh, R. (2015). Gears of Job Satisfaction among Star Hotel Employees. *International Journal of Innovative Resarch in Science*, 4(1), 18563-18567.

Kotler, P., & Armstrong, G. (2011) *Principles of Marketing* (14th ed.). New Jersey: Prentice Hall.

Kotler, P., & Keller, L. K. (2007). *A Framework for Marketing Management* (3rd ed.). New Jersey: Prentice Hall.

Kotler, P., Bowen, J., & Makens, J. (2003). *Marketing for Hospitality and Tourism* (3rd ed.). Upper Saddle River: Pearson.

Kreisman, J.B. (2002). Insight into employee motivation, commitment and retention. *Business Training Experts: Leadership Journal*, 1-24

Kruger, S. (2014). How Satisfied Are Hospitality Managers in The Workplace? *African Journal of Hospitality, Tourism and Leisure*, 3(1), 1-20.

Kumari, M. P. (2013). Analysing the Role of Management in Enhancing Job Satisfaction. *A Journal of Economics and Management,* 2(8).

Kusluvan, S., & Kusluvan, Z. (2000). Perceptions and Attitudes of Undergraduate Tourism Students towards Working in the Tourism Industry in Turkey. *Tourism Management*, 21(5), 251-269.

Lam, T., Zhang, H. & Baum, T. (2001), "An investigation of employees' job satisfaction: the case of hotels in Hong Kong", *Tourism Management,* Vol. 22 No. 2, pp. 157-65.

Lauková, J. (2006). *Hospitality Management.* Master's Thesis, Masaryk University, Czech Republic.

Lee, J. H., & Ok, C. (2011). *Effects of Workplace Friendship on Employee Job Satisfaction, Organizational Citizenship Behavior, Turnover Intention, Absenteeism, and Task Performance.* Presented at the 16th Graduate Students Research Conference, Houston, Texas.

Locke, E. A. (1976*). The Handbook of Industrial and Organisational Psychology.* New York: Wiley.

Lovelock, C., & Gummesson, E. (2004). Whither Services Marketing? In Search of a New Paradigm and Fresh Perspectives. *Journal of Service Research*, *7*(1), 20–41.

Luthans, F. (1995). *Organizational Behaviour* (7th ed.). Boston: McGraw-Hill.

Mackenzie, M., & Chan, B. (2013). Introduction to Hospitality. Retrived May 15, 2015, from
http://www.edb.gov.hk/attachment/en/curriculum-development/kla/pshe/nss curriculum/tourism-and-hospitality-studies/Hospitality_English_21_June.pdf

Mackenzie, M., & Chan, B. (2009). Introduction to Hospitality. Retrived May 20, 2015, from
http://www.edb.gov.hk/attachment/en/curriculum-development/kla/pshe/nss-curriculum/tourism-and-hospitality studies/Introduction_to_Hospitality_Eng.pdf

Macmillan Online English Dictionary- Hospitality, (n.d.). Retrieved May 9, 2015, from http://www.macmillandictionary.com/dictionary/british/hospitality

Macmillan Online English Dictionary- Housekeeping, (n.d.). Retrieved May 9, 2015, from http://www.macmillandictionary.com/dictionary/british/housekeeping

Macmillan Online English Dictionary- Job Satisfaction, (n.d.). Retrieved May 9, 2015, from
http://www.macmillandictionary.com/dictionary/british/job-satisfaction

Madura, J. (2006). *Introduction to Business.* United States: South-Western College Pub.

Maniram, R. (2009). *An Investigation into the Factors Affecting Job Satisfaction at the Kwazulu Natal Further Education and Training College-Swinton Campus.* Published Master's Thesis, University of South Africa.

Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review,* 50, 370–396.

McGregor, D. (1960). *Theory X and Theory Y. in Pugh*, D.S. (Ed.), OrganisationTheory: Selected Readings. London: Penguin.

McManus, S. E., & Russell, J. E. A. (1997). New Directions for Mentoring Research: An Examination of Related Constructs. *Journal of Vocational Behavior*, 51(1), 145-161.

Mullins, L. J. (2005). *Management and Organizational Behavior* (7th ed.). Essex: Pearson.

Mullins, L. J. (2002). *Management and Organizational Behaviour* (4th ed.). London: Pitman Publishing.

O'Donnell, M. P. (2007). Psychologically Healthy Workplaces. *American Journal of Health Promotion*, 21(3), 4.

Oldham, G. R., Hackman, J. R., & Pearce, J. L. (1976). Conditions under Which Employees Respond Positively to Enriched Work. *Journal of Applied Psychology*, 61(4), 395-403.

Oshagbemi, T. (2000). Gender Differences in the Job Satisfaction of University Teachers. *Women in Management Review,* 15(7), 331–343.

Param, M. (25 November 2013). Organizational Structure of H/K Department. Retrieved May11, 2015, from
http://paramjamwal.blogspot.com.tr/2013/11/organizational-structure-of-hk.html

Qasim, S., Cheema, F. E. A., & Syed, N. A. (2012). Exploring Factors Affecting Employees' Job Satisfaction at Work. *Journal of Management and Social Sciences*, *8*(1), 31-39.

Rahman, M., & Sanzi, A. (1995). A Comparison of Organizational Structure, Job Stress and Satisfaction in Audit and Management Advisory Systems (MAS) in CPA Firms. *Journal of Management Issues*, 7(3), 290–305.

Rast, S., & Tourani, A. (2012). Evaluation of Employees' Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline İndustry in Iran. *International Journal of Business and Social Science*, *3*(7), 91-100.

Regan, W. J. (1963). The Service Revolution. *Journal of Marketing*, 47, 57-62.

Riley, S. (2005). *Herzberg's Two-Factor Theory of Motivation Applied to the Motivational Techniques within Financial Institutions*. Published Master's Thesis, Eastern Michigan University, Michigan.

Robbins, S. P. (2001). *Organisational Behaviour*. New Jersey: Prentice Hall.

Roos, W. (2005). *The Relationship between Employee Motivation, Job Satisfaction and Corporate Culture*. Pretoria: UNISA

Rue, L. W., & Byers, L. L. (1994). *Management Skills and Application*. Irwin: Homewood.

Rust, R. T., & Oliver, R. L. (1993). *Service Quality: Insights and Managerial Implication from the Frontier. Service Quality: New Directions in Theory and Practice*. London: Sage Publications.

Rusu, S., Isac, F., & Cureteanu, R. (2014). Hospitality Industry and Tourism. *Management Agricol*, 16(4), 1-4.

Saari, L. M., & Judge, T. A. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*, *43*(4), 395-407.

Saeed, R., Lodhi, R. N., & Iqbal, A. (2013). Factors Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan. *International Journal of African and Asian Studies*, *3*, 124-130.

Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization. *IOSR Journal of Business and Management*, *5*(1), 32-39.

Saif, S.K., Nawaz, A., Jan, F.A., & Khan, M.I. (2012). Synthesizing the theories of job satisfaction across the cultural/attitudinal dementions. *International Journal of Contingency Research & Business*, 3(9), 1382–1396.

Santa Cruz, F. G., López-Guzmán, T., & Cañizares, S. M. S. (2014). Analysis of Job Satisfaction in the Hotel Industry: A Study of Hotels in Spain. *Journal of Human Resources in Hospitality & Tourism*, 13(1), 63-80.

Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. (2003). *Organizational Behavior: Instructor's Resource Guide* (8th ed.). New Jersey: John Wiley & Sons, Inc.

Schultz, D., & Schultz, S. E. (1998). *Psychology and Work Today: An Introduction to Industrial and Organizational Psychology* (7th ed.). New Jersey: Prentice Hall.

Scott, M., Swortzel, K. A., & Taylor, W. N. (2005). The Relationships between Selected Demographic Factors and the Level of Job Satisfaction of Extension Agents. *Journal of Southern Agricultural education research*, *55*(1), 102-115.

Sledge, S., Miles, A. K., & Coppage, S. (2008). What Role Does Culture Play? A Look at Motivation and Job Satisfaction among Hotel Workers in Brazil. *The International Journal of Human Resource Management*, *19*(9), 1667-1682.

Smerek, R. E., & Peterson, M. (2007). Examining Herzberg's Theory: Improving Job Satisfaction among Non-Academic Employees at A University. *Research in Higher Education*, *48*(2), 229-250.

Smith, L. (1999). An Evaluation of Programmes for Staff in NHS and Hotel Ancillary. *Staff Facilities*, 17(7/8), 264-271.

Society for Human Resource Management. (2012). *2012 Employee Job Satisfaction and Engagement*. Retrieved June 10,2015
from
http://www.shrm.org/Research/SurveyFindings/Documents/120537%202012_jobsatisfaction_fnl_online.pdf

Spector, P. E. (1997). Job satisfaction: Application, Assessment, Causes, and Consequences. Thousand Oaks, CA: Sage.

Stello, C. M. (2001). Herzberg's two-factor theory of job satisfaction: An investigate literature review. Retrieved May 12, 2015, from
http://www.cehd.umn.edu/olpd/research/studentconf/2011/stelloherzberg.pdf

Steyn, G. M., & Van Wyk, J. N. (1999). Job Satisfaction: Perceptions of Principals and Teachers in Urban Black Schools in South Africa. *South African Journal of Education*, 19(1), 37-44.

Pandey, S. (2011). *Status Report on Training Activities in Selected Hospitality Industry Units in Pune* Published PhD thesis, Tilak Maharashtra Vidyapeeth.

Tanner, R. (2014). Motivation – Applying Maslow's Hierarchy of Needs Theory. Retrieved May 14, 2015, from
https://managementisajourney.com/motivation-applying-maslows-hierarchy-of-needs-theory/

Tembi, M. N. (1991). *Employee Turnover: Housekeeping Department of Rochester Hotels*. Master's Thesis, Rochester Institute of Technology, ABD.

Tutuncu, O., & Kozak, M. (2007). An Investigation of Factors Affecting Job Satisfaction. *International Journal of Hospitality & Tourism Administration*, 8(1), 1-19.

Vallen, G. K., & Vallen, J. J. (2009). *Check-in Check-out: Managing Hotel Operations*. Upper Saddle River, New Jersey: Prentice Hall.

Kumar, V. (28 July 2012). Introduction to Housekeeping. Retrieved May 8,2015, from
http://saschmcsdept.blogspot.com.tr/2012/07/accommodation-operation-unit-i.html

Walker, J. R. (2006). *Introduction to Hospitality* (4th ed.). New Jersey: Prentice Hall.

Weiss, H. M. (2002). Deconstructing Job Satisfaction: Separating Evaluations, Beliefs and Affective Experiences. *Human Resource Management Review*, 12(2), 173-194.

Woods, R. (1989). More Alike Than Different: The Culture of The Restaurant Industry. *Cornell Hotel and Restaurant Administration Quarterly*, 30(2), 82–91.

Wubuli, A. (2009). *A Study on the Factors Affecting Job Satisfaction Amongs Employees of Fast Food Restaurants*. Masters of Human Resource Management, Universiti Utara Malaysia, Kedah.

Yurtseven, G., & Halici, A. (2012). Importance of the Motivational Factors Affecting Employees Satisfaction. *International Business Research*, 5(1), 72.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and Services Strategies in Marketing. *Journal of Marketing, 49*(2), 33–46.

APPENDIX

Structured Interview Questions

1. What is the importance of housekeeping department in a hotel?

2. What are the factors that affect housekeeping employees' job satisfaction in a positive way?

3. What are the factors that affect housekeeping employees' job satisfaction in a negative way?