

JOB SATISFACTION IN A TOURIST RESORT IN PORTUGAL

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ABSTRACT

Job satisfaction is one of the most widely studied variables in the field of organizational behavior. The touristic sector has been an increasingly economically relevant sector in Portugal. An empirical study was developed in a tourist Resort in Algarve, in order to analyse the level of the employees' job satisfaction. A specifically questionnaire developed to this sector was applied to 221 employees. The employees who have been in the organization for more years feel less job satisfaction and are overall less satisfied with the organization; employees who have completed a higher education have higher job motivation levels. Future studies should apply this holistic job satisfaction questionnaire, in order to could compare results in this activity sector.

Keywords: Job Satisfaction, Job Motivation, Tourist Resort, Hotel.

JEL Classification: J28

1. INTRODUCTION

The human resources of an organization are important to create competitive advantages and value organizations in the world market, being essential for the evolution and development of them. In this way, the organization should provide good working conditions, support and allow employees to develop their potential and motivate them to stay in the organization, creating an emotional commitment to it. Ensuring employee satisfaction is not only a strong determinant of increasing the individual performance of each employee, as it favors and enhances the performance of the entire organization (Coomber & Barribal, 2007; Tansel & Gazioglu, 2014; Dalluay, Jalagat, Zadjali, & Al-Abdullah, 2017).

Job satisfaction is one of the most widely studied variables in the field of organizational behavior (Cruz, López-Guzmán, & Cañizares, 2013). In the hospitality industry, has in other sectors, employees' decision about their labor force participation, such has their intention to stay depends on job satisfaction (Kara, Uysal, & Magnini, 2012).

In Portugal, tourism has been an increasingly economically relevant sector (Ferreira, Martinez, Lamelas, & Rodrigues, 2017). According to World Travel & Tourism Council (2015) travel and tourism contributed directly to the creation of 337,000 jobs, which represents 7,4 per cent of the total employment in Portugal. In the south of the country, Algarve has been the region with the highest number of nights spent in hotels, representing a total of 4 million stays in 2014 (Turismo de Portugal, 2015). In this study, it will be analyzed the employees' professional satisfaction of a in a Tourist Resort in the Algarve region.

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2. JOB SATISFACTION

Job Satisfaction, despite extensively studied, haven't a universally accepted definition because it is a multifaceted concept, complex and can be perceived differently by individuals. One of the most cited definition of job satisfaction can be viewed as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969: 316).

Some theorists (e.g., Seashore, 1974) argue that the concept of job satisfaction is lacking in theory and that there is not a comprehensive doctrine regarding job satisfaction. Most of the definitions proposed that job satisfaction paint a complex and multidimensional picture (Volkwein & Parmley, 2000). Ivancevich and Donnelly (1968) identified a common denominator that allows a categorizing in two approaches. One defines job satisfaction as an emotional state, a feeling, an attitude or an affective response to a job situation (e.g., Breckler, 1984). Another point of view defines job satisfaction as the result of balancing the expectations, needs or actual outcomes of the position and the benefits of the job (Mason & Griffin, 2002).

The two views of the concept could be seen in nowadays investigations. For example, according to Jalagat (2016) professional satisfaction can be interpreted as the positive and negative feelings that a person develops towards their work and to what extent they feel they like (or do not) the same. McKenna (2000, cited by Coomber & Barriball, 2007) describes job satisfaction as the individual's attitude to the degree to which their expectations about their role match the reality lived in the workplace. When work matches the individual's, values can lead to an emotional state of satisfaction or, when it does not match, can lead to dissatisfaction. In this sense, professional satisfaction is henceforth regarded as the positive feelings that the employee associates with his work, his role and his professional development. Thus, an employee with professional satisfaction is an employee who feels satisfied with his job, with the tasks he does, feels professionally motivated and is satisfied with his working conditions, the leadership style of his superiors, work environment and career development.

Regarding to this construct, it is commonly discussed the relation with motivation and performance. According to Jalagat (2016), these three concepts are interrelated and interdependent in a circular way (rather than linear). It means that professional satisfaction creates conditions for a good performance and a high motivation, but a high motivation provides the conditions for professional satisfaction and high performance, as well as a high-performance power satisfaction and motivation of the employee. Satisfaction, performance and motivation therefore influence one another in creating a positive work environment.

The relation between motivation and satisfaction consists of the set of biological and psychological mechanisms that allow action to be triggered and the orientation (towards a specific goal or distance from it), intensity and persistence with that this action is carried out (Lieury & Fenouillet, 1997). Thus, it can be said that motivation consists in a "force that energizes and directs behavior" (Lemos, 2005: 194), facilitating learning and improving the performance level of individuals. Work motivation can be defined as the predisposition and willingness of employees to exert high levels of effort to achieve company goals, conditioned by the possibility of meeting individual needs (Gunkel, 2006).

2.1 Antecedents and consequences of job satisfaction

Employees in an organization spend less time thinking about changing their jobs when they feel respected and valued in the workplace, when they have opportunities to evolve in their career, and consider that they have a fair and adequate treatment to the functions they perform. In short, when they are satisfied with their work. In this sense, maintaining and increasing job satisfaction is a powerful tool to ensure the organization's success and

competitiveness in the job market. So, what are the factors that affect, influence, or increase job satisfaction?

Kong, Jiang and Zhou (2018) grouped the determinants of job satisfaction into four factors: individual, organizational, social and family factors. Individual factors refer to personal characteristics and feelings, such as demographic, personal values, role clarity, and skills. Organizational factors indicate employees' perceptions of their firm and work, such as working conditions, pay, security, leadership, and coworkers. Social and family factors include elements related to social and family, such as social status, family support, and family conflict.

The individual psychological factors include: skills (Ko, 2012), demographic factors (Lam, Zhan, & Baum, 2001) or individual values (Tepeci & Bartlett, 2002). When the employees fit into the organization, they can use their abilities achieve a high level of job satisfaction (Kara, Usyal, & Magnini, 2012). Emotive dissonance, emotive effort, emotional intelligence, surface acting, and deep acting were also related to job satisfaction. Emotional intelligence is a positive predictor of job satisfaction (Lee & Ok, 2012).

Among the organizational factors, the organizational climate, the benefits received, the autonomy on the tasks and functions, recognition, job stability, the nature and conditions of work and the workplace, internal organizational communication, interpersonal relationships and support systems among colleagues and managers, and the leadership style predominant in the organization, training, salary, and work environment are frequently mentioned in the studies (Kula & Guler, Tnay, Othman, Siong & Lim, 2013; Jain & Verman, 2014; Raziq & Maulabakhsh, 2015; Sharma et al., 2015; Jalagat, 2016; Dalluay et al., 2017; Kong, Jiang & Zhou, 2018). Results has been showing that when employees believe that the organization promotes a climate of caring and concern for the other, they are more satisfied with their supervisors and that influences significantly professional satisfaction (Deshpande, 1996). Other factors include management style, such as supervision, recognition, and feedback (Ozturk et al., 2014). Job characteristics, job demand variability, and job pride are also important factors that influence job satisfaction (Chiang, Birtch, & Cai, 2014). When employees perceive corporate social responsibility, they tend to be committed to their organizations and achieve high job satisfaction (Song et al., 2015). Recent studies of the hotel industry in Taiwan (e.g., Yang, 2008) demonstrated that organizational socialization contributed to job satisfaction and commitment and minimized newcomer turnover intention. Graaf-Zijl (2012) associated professional satisfaction with the type of contract held by individuals and found that employees with temporary contracts are associated with lower values of satisfaction. The same was observed in the study by Aronsson and Groerannson (1999, cited by Jain & Verma, 2014) that show that employees with a fixed-term contract tend to have lower levels of satisfaction because of the less control they have over their situation professional.

In terms of social factors, social atmosphere and respect, guest affect, and even food and living quarters may influence the job satisfaction of employees working in the hospitality industry (Larsen, Marnburg, & Ogaard, 2012). According to the study developed by Tansel and Ganzioglu (2014), improving the relationship between managers and employees in larger organizations increases, in many aspects, job satisfaction as well as employee productivity and less turnover. In this relationship between managers and employees there must be a balance between the hierarchical control and the autonomy provided to employees, since this relationship can have effects on the productivity and loyalty of the organization's employees.

With regard to family factors, most studies analyzed the relationship between family-work conflict, work-life balance, and job satisfaction. A high quality of work-life balance was found to be a positive predictor of job satisfaction (Lee et al., 2015).

Professional satisfaction is positively correlated with increased productivity and organizational commitment of employees and is negatively correlated with turnover. It is equally positive and directly related to customer satisfaction (Ellikson & Logsdon, 2001; Rad & Yarmohammadian, 2006). The study by Dalluay et al. (2017) showed a positive correlation between job satisfaction and financial compensation and promotions received, working relationships among colleagues and the use of employees' skills and competences. It means that when one of these factors increases, the professional satisfaction of employees also increases and, similarly, when one of the factors decreases, satisfaction also decreases. Already Tnay et al. (2013) associate satisfaction with earnings negatively with turnover in an organization, demonstrating that when employees are satisfied with their salary they are less motivated to leave the organization. When the renumbering is low, people consider that the commitment they have in the performance of their tasks does not correspond to what they receive back from the organization and, consequently, reduces professional satisfaction. Razid and Maulabakhsh (2015) investigated the relationship between working conditions and job satisfaction, verifying that there is a positive relationship between them. It should be noted that as working conditions were considered the number of work performed hours, safety conditions at work, peer relations and needs recognition. These factors play a substantial role in achieving job satisfaction.

In terms of consequences, Bos, Donders, Bouwman-Broudwé and Vander Gulden (2009) defended the importance of job satisfaction in retaining employees, Europe is predominantly composed of an aging population, meaning that the number of active population is decreasing and there is a need to keep existing employees in the company. It is necessary to retain older employees, avoiding premature retirement, and younger employees, who are increasingly prone to emigrate outside Portugal to seek better living conditions. According to Dalluay et al. (2017) professional satisfaction is a determining factor for employee retention. The authors argue that acquiring and retaining highly satisfied people contributes to increased employee loyalty as well as contributes to a pleasant work environment that can lead to better employee performance motivated to work independently. Jalagat (2016) also showed that employees who are satisfied with their work have a lower tendency to miss or leave the company and found that in organizations with satisfied employee's turnover is lower.

For organizations, the satisfaction of their employees must be a constant concern, since it has important consequences for their motivation, performance and success. Increasing professional satisfaction could be provided by a good working conditions, organizations are creating conditions to increase efficiency, effectiveness, productivity and commitment of their employees (Raziq & Maulabakhsh, 2015).

Increased levels of job satisfaction have been shown to be directly related to increased worker productivity and organizational commitment, while at the same time decreasing the intention / willingness to change roles (Ellickson & Logsdon, 2001, quoted by Shami et al., 2015; Van Scotter, 2000, quoted by Appaw-Agbola, Agbotse & Ayimah, 2013). Ultimately, it influences the increased effectiveness of the organization.

Jain and Verma (2014) showed that professional satisfaction can be considered one of the main factors for the efficiency and effectiveness of an organization, when finding a direct relationship between job satisfaction and worker performance. They found that a higher level of satisfaction leads to an increase in professional performance, while a low level of satisfaction tends to lead to higher rates of employee absenteeism. Satisfied workers have more creative ideas, are more involved with the organization and have more suggestions for improving it. They are more involved in decision processes and make the organization more dynamic (Kivimäki & Kalimo, 1994, cited by Shami et al., 2015).

Mazerolle, Eason, Monsma and Mensch (2015) found that job satisfaction is the main predictor if a person intends to leave their profession or organization. Job satisfaction helps

predict the strength and stability of the organization, reducing the turnover of workers in the organization (Alam, 2005, cited by Appaw-Agbola et al., 2013). On the other hand, when job satisfaction is low, there are negative consequences, such as increased worker's intention to leave the organization, increased costs, reduced customer satisfaction, and reduced profits (Zeffane et al., 2008, cited by Shami et al., 2015).

High levels of job satisfaction are fundamental to contribute to the success of an organization, for "a satisfied worker is a happy worker and a happy worker is a successful worker" (Jain & Verma, 2014: 6). Happy people tend to perform better, are well-disposed, and, as a rule, relate better to others. It is important for organizations to have a job satisfaction climate, as it only has positive consequences for the organization.

According to tourism research findings, the majority of hospitality and tourism employees leave the industry as a result of low job satisfaction, poor working conditions and absence of motivating factors (Kusluvan & Kusluvan, 2000). High turnover rate is a very important component in the tourism industry that ultimately produces higher overhead costs and lower quality customer service (Kuruuzum, Çetin, & Irmak, 2009).

2.2 Objectives

The present descriptive-correlational empirical study intends to analyze the level of general job satisfaction experienced by the employees of a Tourist Resort in the Algarve region, through the analysis of a holistic perception of job satisfaction by an instrument specifically developed to this sector. It also intends to analyze differences in relation to different indicators of characterization of the sample. The main objective is to analyze the level of job satisfaction of employees.

3. METHODOLOGY

3.1 Sample

The total sample is composed by 221 employees, selected for convenience. The sample is comprised predominantly of employees at the operational / staff hierarchical level, corresponding to 79.6% of the sample (n = 176), followed by 11.8% supervisors (n = 26), 5% managers (n = 11) and 3.6% did not respond to the question (n = 8).

Regarding the level of academic qualifications, 32.6% (n = 72) of the sample completed secondary education (that is, did the 12th grade) and 26.7% (n = 59) completed basic education (until the 9th grade). 19.5% (n = 43) of the sample had higher education (undergraduate, masters and / or doctorate), 18.1% (n = 40) completed a professional course and the remaining 3.2% (n = 7) sample did not indicate their level of academic qualifications.

Lastly, in terms of the number of years that the participants are associated with the organization, it was found that 37.6% worked between one and four years in the organization (n = 83), 25.3% had worked for more than ten years in the organization.

3.2 Instrument

The data collection instrument used in the present empirical study was a satisfaction questionnaire developed by the organization, adapted from the original created by the Directorate General of Justice Policy, Portugal.

The questionnaire is composed by a total of 69 items evaluated on a 6-point Likert scale ranging from 1 - Very Unsatisfied, 2 - Unsatisfied, 3 - Non-unsatisfied or satisfied, 4 - Satisfied and 5 - Very Satisfied.

The questionnaire is subdivided into nine dimensions: 1. Overall satisfaction of employees with the organization (composed of nine items); 2. Satisfaction with management and management systems (composed of eight items); 3. Satisfaction with working conditions (composed of five items); 4. Satisfaction with career development (composed of seven items); 5. Levels of motivation (composed of five items); 6. Satisfaction with the leadership style of top management / Director (eleven items); 7. Satisfaction with the leadership style of intermediate level / Manager (eleven items); 8. Satisfaction with the conditions of hygiene, safety, equipment and services (composed of seven items); 9. Satisfaction with the work environment (composed of six items).

Confirmatory factorial analysis of the instrument structure was performed. We attempted to confirm it, using the maximum likelihood estimation method. This method assumes a multivariate normal distribution and is considered robust when the permission is not confirmed (Schermelleh-Engel, Moosbrugger, & Müller, 2003). Thus χ^2 / gl was equal to 2.783, and therefore, it was between the desired values. The IFC corresponds to 0.821, and it can be concluded that the instrument has an adequate adjustment. Regarding the error measures, a RMSEA of 0.090 and an SRMR of 0.054 was obtained, with the values in the maximum linear of adjustment acceptable. In this way, it is concluded that the structure of the questionnaire of professional satisfaction must be met and used.

The reliability level of the instrument was also analyzed using the Cronbach's alpha coefficient. It is verified that the internal consistency, when analyzing all the items of the instrument, is very good ($\alpha = 0.988$). The same happens when the internal consistency by dimension is analyzed: global satisfaction of employees with the organization (SGO) $\alpha = 0.952$; satisfaction with management and management systems (SGSG) $\alpha = 0.961$; satisfaction with working conditions (SCT) $\alpha = 0.899$; satisfaction with career development (SDC) $\alpha = 0.952$; levels of motivation (NM) $\alpha = 0.95$; satisfaction with leadership style of top management (SLT) $\alpha = 0.977$; satisfaction with the leadership style of intermediate level management (SLTI) $\alpha = 0.981$; satisfaction with the conditions of hygiene, safety, equipment and services (SHSS) $\alpha = 0.922$; satisfaction with the work environment (SWE) $\alpha = 0.932$

3.3 Procedure

The data collection was carried out between July 31 and August 14, 2017. The distribution of the questionnaires was done personally to the employees of the office and to the smaller or intermediate departments of the managers and / or supervisors of the various departments and business areas organization. All questionnaires were printed on paper, with one version in Portuguese and one in English, and stored in an envelope. Until August 14, a box was opened in the kitchen of the office building, locked, with a slot for employees to fill in the completed questionnaires.

Subsequently, the collected data were organized, transferred to a statistical analysis software and analyzed according to the objectives of the study. Statistical analysis was performed using the Microsoft Office Excel tool and Statistical Package for Social Sciences Software (SPSS), version 24.0.

4. RESULTS

The study showed that most employees are satisfied with their jobs. The observed means of Job Satisfaction are always higher than the value 3 and are therefore always above the center point (2,5) of satisfaction levels. Similarly, modal value is always equal to or higher than value 4, which expresses that values are in the positive satisfaction levels (see table 1).

Table 1. Descriptives Statistics

	Mean (M)	Standard Deviation (DP)	Modal
1. SP_Mean	3.31	0.975	4 e 5
2. SGO	3.32	1.012	4
3. SGSG	3.12	1.142	4
4. SCT	3.27	1.056	4
5. SDC	3.09	1.126	4
6. NM	3.62	1.225	5
7. SLT	3.29	1.216	4
8. SLTI	3.37	1.267	4
9. SHSS	3.22	1.087	4
10. SWE	3.64	1.127	4

Notes: 1. SP_Mean – Mean Job Satisfaction; 2. SGO – Global Satisfaction with Organization; 3. SGSG – Satisfaction with management and management systems; 4. SCT - Satisfaction with working conditions; 5. SDC - Satisfaction with career development; 6. NM – Levels of motivation; 7. SLT Satisfying leadership style of top management; 8. SLTI - Satisfaction with leadership style of intermediate level management; 9. SHSS - Satisfaction with the conditions of hygiene, safety, equipment and services; 10. SWE - Satisfaction with the work environment.

There were also differences between statistically significant means for a 95% confidence interval between the levels of job satisfaction and the academic qualifications of the employees, the number of years in the organization and the hierarchical level of the job function.

At the hierarchical level, employees who perform supervisor functions feel higher levels of professional motivation than those who perform operational / staff functions ($p = 0.016$) and there are higher levels of satisfaction with intermediate leadership style than employees with operational / staff ($p = 0.009$).

Regarding the number of years in the organization, it was found that the employees who have been in the organization for more years feel less overall job satisfaction ($p = 0.006$) and less overall satisfaction with the organization ($p = 0.010$). On the other hand, employees who have been in the organization for less than a year have a higher level of satisfaction with management and management systems than employees who have been in the organization for more than ten years ($p = 0.005$) and has higher levels of professional motivation ($p = 0.005$), and are more satisfied with the work environment ($p = 0.023$) when compared to employees who ten years in the organization.

Regarding to academic qualifications, it was found that employees who completed a professional course had higher general level of job satisfaction ($p = 0.015$) and a higher level of overall satisfaction with the organization ($p = 0.014$) than employees with secondary education. They are also more satisfied with the top management leadership, when comparators with employees who have completed secondary education ($p = 0.033$).

It was also observed that employees who completed higher education are more satisfied with working conditions than employees who only have secondary education ($p = 0.019$) and present higher levels of professional motivation than employees with basic education or secondary ($p = 0.002$). Employees with secondary education, on the other hand, have a lower degree of satisfaction with intermediate management leadership than those who have completed a professional course or higher education ($p = 0.007$).

5. CONCLUSION

This study aimed to analyze the job satisfaction in a very specific sector, the tourism and hospitality. The analyzed questionnaire was developed in the hotel, inspired from the original created by the Directorate General of Justice Policy, Portugal. Therefore, it was developed by the need to know various aspects and valences of the job satisfaction of the organization employees'. So, the analyzed instrument views this concept in a very holistic way and showed a very good quality psychometric parameter.

It is possible to verify that most of the collaborators who participated in the study show positive levels of professional satisfaction. By the collected information isn't possible to guarantee that this represents only intrinsic needs satisfied. Although, is possible to assume, by the Self-Determination Theory, that intrinsic needs are positively associated with higher levels of job satisfaction because they satisfy the basic psychological needs of autonomy, competence and relatedness (Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte, & Van den Broeck, 2007).

It was also observed that those who have supervisor functions are more satisfied than the operational employees. Those professionals, regarding their supervisor functions, could have self-actualization and recognition needs more satisfied. Previous studies showed that positive recognition significantly affect overall job satisfaction (Richardson, 2003, cit in Lee, Back, & Chan, 2015). In addition, supervisors receive considerably higher salaries, rewards, work-related opportunities and benefits, that these factors directly contribute to greater satisfaction than that of line-level employees (Carbery et al., 2003). In other level of analysis, the engagement, specifically the dedication dimension, influences job satisfaction (Alarcon & Edwards, 2011) Dedication represents the involvement and is conceptualized as a psychological identification with his/her job (Schaufeli et al., 2002). This dimension of engagement, as well as vigour, are the core dimensions engagement (Schaufeli & Bakker, 2004). So, it could be an interest topic to analyse in the future, because it could an important issue to better understand those differences.

The employees who are in the hotel at less than one year are more satisfied, compared with the others that are at more than ten years. This may be to do with the fact that in the begging of their careers employees may have more positive expectations regarding their future. Human resources managers need to better explore the specific reasons for this negative change and develop and implement strategies to prevent it.

Thus, the organization must reinforce the implementation of human resources strategies that contributes to the job satisfaction of its employees and maintain high levels of motivation. In an organizational level it could be important to develop activities that strengthen the organizational culture, as well as develop strategies that allow greater participation of employees in decision-making processes and guarantee an organizational support of the employees. In a social level it could be implement a better internal communication strategy, when people feel part of the organization, the affective commitment could be higher, a first step is feeling listened and informed. In an individual and more personal level it could be also implemented strategies that allow the employees to balance their family-life in a more positive way, implementing kindergarten for the employees' children or providing scholarships for education are examples of that.

The literature shows that the tourism is one of the sectors with highest levels of turnover (Ferreira et al., 2017). In the case of Portuguese hotel employees, a study developed by Guzmán, Cañizares and Jesus (2009) showed that this sector is characterized by young workers, low qualification and low wages. We believe that human resources managers should develop and implement a total quality management practices based on training and promotions. In the employees' point of view, it is important to consider that

the monetary gains should come from greater investments in their careers. So, in future, it might be interesting to develop more studies consider this instrument, but not only with a convenience sample from five stars hotel but comparing different types of hotels existing in this touristic region.

Due to the importance of human capital in the success of organizations, it is essential to optimize human resource management. Following in this line, this analysis focuses on the close relationship between job satisfaction, quality of service, and customer satisfaction. A hotel whose employees are dissatisfied will be unable to offer a competitive and quality service, as job satisfaction is an important factor in the success of businesses (Cruz et al., 2013). The tourism sector is highly labour intensive with the performance of its human resources being a significant and determining factor in its sustainability (Zopiatis, Constanti, & Theocharous, 2014).

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