

A Study of Female Employee Satisfaction in Hotels Based on Two-Factor Theory: Taking Ziguang Hotel as an Example

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Abstract: Female employees in today's hotel industry account for more than 60%, but the job needs and satisfaction of female employees have received significantly less attention. In order to explore the current situation of hotel female employee satisfaction and its influencing factors, based on the two-factor theory, in-depth interviews were conducted with female employees of Zhaotong City Hotel. More than half of the female employees are satisfied with the hotel, and the main reasons are: firstly, female employees enjoy the sense of achievement and value gained through helping others in the hotel work; secondly, the harmonious interpersonal relationship between female employees and their colleagues or customers in the hotel can bring them emotional value and thus a sense of satisfaction. However, the low salary and lower social status of hotel work are the main reasons for female employees' dissatisfaction. It is found that the age and length of service of female employees have an effect on satisfaction, and that different age stages and different lengths of service have different needs at work. The satisfaction of female employees is positively correlated with the increase of age, and the older the age, the higher the satisfaction. Women with less than one year of service care more about promotion space, and women with more than five years of service care more about a comfortable working environment. Based on this, suggestions are targeted to improve the satisfaction of female employees in hotels, so as to promote the sound development of hotels.

Keywords: Female Employees; Satisfaction; Hotels; Motivational Factors; Health Factors

1. Introduction

China's hotels to 2020 hotel overall employee turnover rate is higher than 31% or more hotels accounted for as high as 32.17%. According to incomplete statistics, female hotel employees account for more than 65% of the total number of employees, female employee satisfaction and hotel efficiency there is an inevitable link between their satisfaction level will affect the development of the hotel^[1].

The first foreign scholar to study employee satisfaction was the American psychologist Herzberg, who first proposed the definition of employee satisfaction in Job Satisfaction, published in 1935, and argued that employee satisfaction refers to the psychological and physiological satisfaction of employees with the work environment and the job itself.^[2] The representative theoretical foundations of employee job satisfaction are Adams equity theory and Herzberg's two-factor theory^[3] Theories of Employee Job Satisfaction By analyzing 128 questionnaires from a hotel in Dalian, He Hu obtained five dimensions of employee satisfaction: corporate culture, leadership, work itself, work collaboration, and work rewards.^[4] Li Dan, through the investigation of many hotels, concluded that the psychological needs of employees in different departments and at different levels are different, and that hotels should improve employee satisfaction according to the actual job characteristics and emphasize the mutual transformation of health care factors and motivational factors.^[5] The survey concluded that

To summarize, there are many research results of well-known scholars at home and abroad on employee satisfaction, which are of reference value, but scholars have less research on female employee satisfaction. And as the proportion of female employees increases, hotels should pay more attention to female

employees. Therefore, it is crucial for hotels to improve the satisfaction level of female employees, increase work efficiency, improve the competitiveness of hotels, and realize better development of hotels.

Ziguang Hotel is a four-star hotel in Zhaotong, which is large in scale, high in grade and perfect in function, and has been established for a long time with a good reputation. This paper refers to the research results of previous researchers, based on two-factor theory on the satisfaction of female employees of Ziguang Hotel survey research, to understand the current situation of female employee satisfaction, analyze the two-factor theory on the hotel female employee satisfaction of the specific impact of the performance, to find out the impact of the female employees of Ziguang Hotel dissatisfied with the point as well as the reasons, and put forward relevant targeted recommendations, in order to improve the satisfaction of female employees of the hotel have some In order to improve the satisfaction of female employees in the hotel, and provide some references for other hotels, prompting the hotel human resources department to pay attention to the management of employees, and realize the benign cycle between hotel employees, customers and corporate profits, so that the whole hotel industry can develop more stably and more quickly.

2. Theoretical Models

In 1959 American psychologist and behaviorist Frederick Herzberg clearly put forward the two-factor theory in the book "Motivation at Work", which is also known as motivation-health factor theory. Company rules and regulations, management, supervision, pay, interpersonal relations and working conditions belong to the health care factors, with the ability to eliminate dissatisfaction and maintain the existing work status, but no stimulus for employees to work more actively. Motivational factors are related to the work itself or the content of the work, including the significance of the work itself, the achievement brought by the work, the sense of responsibility, career development and promotion, etc.^[6] The presence of these factors can enhance an employee's motivation. The presence of these factors enhances the employee's work ethic, but their absence does

not cause dissatisfaction. The elements of the two-factor theory are soundly presented in "Another Essay on How to Motivate Workers," published in the Harvard Business Review in 1968, where the study suggests that motivational factors are a key factor in making employees satisfied^[7].

3. Research Methodology and Interview Survey

3.1 Research Methodology

In this paper, literature research method, observation method, semi-structured interviews and case study method were used.

3.2 Interview Design

Based on Herzberg's two-factor theory, this interview was divided into eight sections: the employee's work environment, the job itself, compensation and benefits, interpersonal relationships, employee training, job advancement, and areas in which the employee would like to see improvement. The interview was semi-structured(See the Appendix for details), which is more flexible and not limited by time, place, or order of questions.

3.3 Interview Implementation and Data Collection

The respondents of this paper are female employees of Purple Hotel, and the interviews were conducted from October to November 2021, which lasted for 2 months. The interviews were conducted on a voluntary basis, and in order to allow the respondents to express their true thoughts and satisfaction with the situation, the method used was anonymous, the contents of the interviews were kept strictly confidential, and cell phone recordings were utilized to collect the interviews. The final sample size of the interviews was 20, of which the effective interviews were 20, with an effective rate of 100%.

3.4 Sample Distribution

The target of this interview is the female employees of Purple Hotel, which contains five departments in total. The basic situation of the sample surveyed contains three aspects: age, department and position, and length of service, and the following is the analysis of the specific basic situation of the sample (Table 1).

As shown in Table 2, employees aged 21-30 years old accounted for 45%, 31-40 years old employees accounted for 25%, 41-51 years old employees accounted for 30%, and 21-40 years old employees accounted for 70%, which shows that the hotel employees are mostly young and middle-aged, and there are fewer elderly employees; in addition, 70% of the employees have worked for less than 3 years, and only 20% of the older employees have worked for more than 5 years. In addition, 70% of the employees have worked for less than 3 years, and only 20% of the employees have worked for more than 5 years. This shows that the hotel has a large turnover of staff, and few employees have worked for a long time, which makes it difficult to retain the staff.

Table 1. Basic Information about the Interviewees

Personal Information	sub-item (of program)	quantities	percentage
(a person's age)	21-30 years	9	45%
	31-40 years	5	25%
	41-51 years	6	30%
sectoral	guest room department	7	35%
	Catering Department	10	50%
	Security Department	1	5%
	Ministry of Materials	1	5%
	sales department	1	5%
length of service	Less than 1 year	7	35%
	1-3 years	7	35%
	3-5 years	2	10%
	More than 5 years	4	20%

4. Analysis of Hotel Female Employee Satisfaction

4.1 General Analysis

As shown in Table 2, the interview texts were coded and analyzed using NVivo 11 Plus software, and overall satisfaction was analyzed as follows:

Female employees are more satisfied with two dimensions: interpersonal relationships and the

sense of value in the work itself.

From the text coding, it shows that female employees have the highest frequency of satisfaction with interpersonal relationships. Through the survey, 95% of female employees have good interpersonal relationships, help each other in their work, the leaders will give timely help when they encounter problems, their families also support their work, and they will go home with the same employees after work, go shopping, etc. Good interpersonal relationships make the employees feel happy and improve their work efficiency at the same time, and it is also a manifestation of self-worth to satisfy the needs of people's social interactions.

And good interpersonal relationships are not only reflected in the communication with colleagues, but also with customers, most of the female employees said and in the customer's communication, no mistakes, happy to complete the work, to provide a good experience for the customer, there is a certain sense of achievement and pride in the work of the content suitable for themselves.

Female employees are less satisfied with two dimensions: pay and social status within the job itself.

From the text coding of the interviews, it can be seen that female employees have the highest frequency and percentage of dissatisfaction with compensation and benefits. Both the scoring and text coding analysis show that female employees are most dissatisfied with the salary and benefits of the hotel. Most of the female employees in this survey are frontline employees with a salary between 2000-3000, and most of them are in the more laborious departments such as catering and guest rooms, working harder, however, the salary is a bit low, which makes them feel less satisfied with it.

In addition, the hospitality industry is a service industry, and employees can feel that their work is more vulnerable in terms of social status, but they pay a lot of time and energy, for which they are not satisfied.

As can be seen from Table 3, the overall average level of satisfaction of female employees in each of the satisfaction categories gradually increases with age, which to a certain extent indicates that female employees value their job opportunities more with increasing age, and their satisfaction with

their jobs is still on an upward trend, although the rate of increase is not large. In addition, all

three age groups are least satisfied with their salaries.

Table 2. Analyzing Interview Texts Using NVivo 11 Plus Coding

nodal	sub-item (of program)	crux	Frequency and percentage	give an example
Satisfactory 195 (51.58%)	working environment	Clean, hygienic and safe	32 (8.47%)	The environment is still pretty much the same, clean and hygienic.
	the work itself	Achievement, Pride, Value	43 (11.38%)	After doing a day's work without mistakes, it still feels like you'll be in a good mood.
	Remuneration and benefits	Gifts, year-end awards	17 (4.50%)	There will be gifts given out on New Year's holidays, like Mid-Autumn Festival and Chinese New Year, and it's more of a household item, and maybe some food, so it's pretty affordable.
	rules and regulations	Humanized, with clear rewards and penalties	32 (8.47%)	The rules and regulations are more humane, with clear rewards and punishments, and the leaders will allow any leave of absence.
	interpersonal relationship	social harmony	49 (12.96%)	Get along well with coworkers and superiors and have no conflict between work and family.
	Staff Training	validity	19 (5.03%)	The training's are beneficial to the hotel and helpful to the employees.
	promote to a higher position	hand	3 (0.79%)	In every position you work in, if you have the drive and the idea to move up, your leaders will certainly see it and they will all help you in every way.
Unsatisfactory 149 (39.42%)	working environment	Facilities and equipment	29 (7.67%)	Staff dormitory can be rectified, it is too difficult to wash clothes in winter, the staff cafeteria is to go there to sit and eat too cold; the staff's recreational facilities are lacking.
	the work itself	Social status, workload	30 (7.94%)	Feeling that the service sector has a particularly low social status; the workload is heavy and cumbersome.
	Remuneration and benefits	Wages, benefits	56 (14.81%)	Wages are too low; employee benefits are not available; social security is not paid.
	rules and regulations	Payroll system	11 (2.91%)	Wages are not doubled for work on legal holidays; they are deducted for being a minute late for work, and sometimes overtime is not counted as pay.
	interpersonal relationship	favoritism	5 (1.32%)	Leaders deal with unfairness and lack of concern for their employees.
	Staff Training	imperfect	15 (3.97%)	Training is irregular and there is no department dedicated to training; some employees have not been trained.
	promote to a higher position	external	3 (0.79%)	Sometimes the work ability of external staff is not always recognized
Not known 34 (9.00%)	working environment	Staff Dormitory	12 (3.17%)	Have not stayed in the staff quarters and do not know.
	Remuneration and benefits	Social security, incentives	6 (1.59%)	Employees are unaware of the hotel's payment of social security and the rewards given for outstanding achievements.
	rules and regulations	Performance appraisal system	5 (1.32%)	No understanding of the hotel's performance appraisal system.
	promote to a higher position	I don't want to be promoted.	11 (2.91%)	Employees don't want to be promoted and don't have a good understanding of how to be promoted and the help given by the hotel.

4.2 Analysis of Employee Satisfaction in Different Age Groups

Female employees aged 21-30 are most satisfied with the rules and regulations of the

hotel. There are clear work standards and process requirements that allow older relatives to quickly adapt to the content and pace of the work.

Table 3. Satisfaction of Female Employees in Different Age Groups

(a person's) age	working environment	the work itself	Remuneration and benefits	rules and regulations	interpersonal relationship	Staff Training	promote to a higher position	Overall average
21-30 years	3.89	4.44	3.67	4.56	4.50	4.11	4.44	4.24
31-40 years	4.10	4.40	3.40	4.60	4.40	4.40	4.60	4.27
41-51 years	4.17	4.00	3.83	4.83	4.67	4.83	4.73	4.45

Female employees between the ages of 31 and 40 are more satisfied with the promotion channels. Women in this age group have a stressful life, most of their children are in secondary school or university, and some of them need to repay their car loans or mortgages, and their demands for salary and benefits are higher than those of employees in the other two age groups, so they have a strong desire for promotion and pay more attention to the promotion space.

the highest level of satisfaction with staff training. During the interviews, it was learned that this part of the staff has a lower cultural level, and they are satisfied with the hotel's ability to give them job opportunities, and the hotel is also willing to train them, so they feel that they are still learning and growing, and are therefore more satisfied.

Female employees aged 41-50 years old have

4.3 Analysis of Employee Satisfaction in Different Age Groups

Table 4. Employee Satisfaction in Different Age Groups

length of service	working environment	the work itself	Remuneration and benefits	rules and regulations	interpersonal relationship	Staff Training	promote to a higher position	Overall average
Less than 1 year	4.00	4.43	3.71	4.57	4.29	4.14	4.71	4.26
1-3 years	4.36	4.43	3.57	4.57	4.71	4.57	4.57	4.40
3-5 years	3.50	4.50	3.50	4.50	5.00	4.00	4.00	4.14
More than 5 years	3.75	4.00	4.00	5.00	4.50	4.75	4.75	4.39

As shown in Table 4, female employees' satisfaction with the hotel is increasing as their length of service increases, with those with more than 5 years of service having the highest overall average satisfaction level.

other, and female employees feel pleasure.

Employee satisfaction in different age groups is specifically analyzed as follows:

Employees with more than 5 years of service are more concerned about the working environment compared to new employees, the longer the age of the employees are relatively older, experienced work pressure, life pressure, compared to other aspects, they want to be more comfortable working environment, for the working environment is more critical, can not meet the requirements of the dissatisfaction is easy to produce. Other than that, the satisfaction level of all employees is basically higher than that of other age groups, and most of these old employees have a higher degree of loyalty to the hotel and a higher degree of satisfaction.

Female employees with less than 1 year of service are more satisfied with promotion. Employees in this age group want to show their value and get a chance to be promoted in the hotel as soon as possible.

Female employees with 1-5 years of service are most satisfied with interpersonal relationships, they already have a certain sense of belonging in the hotel, employees help each

5. Conclusions and Recommendations of the Study

5.1 Conclusions of the Study

First of all, in the hotel work, female employees are more satisfied with the interpersonal relationship and sense of value of work, female employees and colleagues and customers good interpersonal relationship makes employees happy, get social needs and emotional value of the satisfaction, so as to improve the job satisfaction; at the same time, female employees enjoy the achievement and sense of value obtained through helping others in the hotel work, which brings a sense of satisfaction of self-worth realization. However, female employees are most dissatisfied with the low salary of the hotel, which is not proportional to the payment, followed by the low social status of the work.

Secondly, the satisfaction of female employees is positively correlated with the increase of age, the older the age, the higher the satisfaction. The older the female employees cherish the opportunity to work more and are relatively satisfied with the treatment provided by the hotel, while the younger female employees are relatively picky.

Finally, female employees with less than one year of service care more about promotion space, those with 1-5 years of service care more about human relations and sense of belonging at work, and those with more than five years of service value a good working environment.

5.2 Recommendations

(1) Improve the remuneration and welfare system. Hotels can adopt a diversified remuneration system to motivate female employees; they can develop flexible welfare options for women, such as dining vouchers, free housing experience cards, massage and footbath experiences, and they can also choose to appropriately extend their paid vacations, participate in hotel parties free of charge, and other special benefits.

(2) Provide different incentives for female employees of different ages to increase employee satisfaction. For new employees with less than one year of service, we increase workflow training to help them quickly adapt to their work and increase their job satisfaction

by improving their sense of self-worth; female employees aged 21-30 pay more attention to the employee promotion program to satisfy their needs for salary increase and social status enhancement to improve job satisfaction; female employees aged 41-51 increase skills training to satisfy their needs for continuous learning to improve job satisfaction; female employees aged 41-51 increase skills training to satisfy their needs for continuous learning to improve job satisfaction. Female employees between the ages of 41-51 increase their job satisfaction by increasing skill-based training to meet their need for continuous learning.

(3) Provide different incentives for female employees of different ages to enhance employee satisfaction. Those with less than one year of service should be given affirmation and encouragement at work and even promoted to satisfy their needs for self-worth realization; those with 1-5 years of service care very much about good interpersonal relationships and can be provided with some group building; those with more than five years of service value the working environment more and need to ensure that the working environment is neat and clean, giving them a comfortable working space.

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Appendix

Interview on Female Employee Satisfaction of Purple Hotel Based on Two-factor Theory

The honorable lady:

Hello! I am a student majoring in Tourism Management in Zhaotong College, thank you for accepting my interview in your busy schedule. This interview is for academic research only, and is conducted in an anonymous way, and the findings will be kept strictly confidential, please answer according to your actual situation, thank you.

Your age: Your department and position:

Length of service:

I. Working environment

(Can you talk to me about your work environment? You know, staff quarters, cafeteria, recreational facilities, etc.)

1. Staff dormitory (Can you talk to me about staff dormitory? Are they comfortable?)

1.1 What is the address of your staff accommodation?

How many rooms is 1.2?

1.3 Proximity to work?

1.4 Is it equipped with a private bathroom, washing machine, refrigerator?

1.5 Is there property management? Is security guaranteed?

2. Cafeteria (can you tell me about the cafeteria?)

2.1 Is there an employee cafeteria?

2.2 How many dishes and soups?

2.3 How much is a meal?

2.4 Is the dining environment clean and hygienic?

2.5 Do hotels provide meal allowances or are meals free?

3. Recreational facilities

Are there recreational facilities for employees? What kinds are there?

On a five-star scale, how many stars would you rate your overall satisfaction with your work environment:

II. The work itself

(Can you tell me about your job? Include the responsibility, fulfillment, challenge, and appreciation this job brings you)

1. Content of work

1.1 What does your job entail?

1.2 What is the workload?

1.3 How difficult is the work?

2. Challenging

2.1 Do you find this job challenging?

2.2 Do you think this job of yours is suitable for you? (Reasons for not being suitable)

3. Sense of accomplishment

3.1 Have you ever felt that working in the service sector has a low social status? (Is the reason for not doing so because of working in a star hotel or for other reasons?)

3.2 Do you feel a sense of accomplishment after completing your work?

3.3 Have you ever been proud of your work?

4. Appreciation

Do you receive appreciation from coworkers or supervisors for doing this job?

5. Responsibility

5.1 What are the requirements you need to meet to do this job?

5.2 Will you be responsible during the work process or do you feel that it is enough to complete the work?

On a five-star scale, how many stars do you rate your overall satisfaction with your job itself:

III. Remuneration and benefits

(Can you talk to me about employee compensation and benefits?)

1. Remuneration

1.1 What is your monthly salary?

1.2 What is your salary structure like? Fixed salary? Or is there performance?

1.3 Will there be a bonus at the end of the month? As in a perfect attendance bonus?

2. Welfare

2.1 What kind of rewards will the hotel get after making some outstanding achievements? Such as room sales volume will be more rewarded

2.2 Do you give out gifts on New Year's holidays? For example, mooncakes are given out in mid-autumn.

3. Social security (working in a hotel, will the hotel pay social security for you?)

When it comes to social security, what kind of coverage do you get as an employee?

On a five-star scale, how many stars would you rate your overall satisfaction with the hotel's compensation and benefits:

IV. Regulations

(Can you talk to me about the rules and regulations of the hotel? Are they more strict or humane?)

1. Vacation and leave of absence

1.1 Are national holidays regular vacations?

1.2 Enjoyed paid vacation?

1.3 How do I apply for a leave of absence?

Will my pay be deducted if I take a leave of absence?

2. System of rewards and punishments

2.1 Have you ever inadvertently violated rules and regulations? (If so, ask what the penalty was)

2.2 Do you feel that the company's management is relatively strict, with clear rewards and punishments?

2.3 Will there be special treatment?

2.4 Are the results of performance appraisals fair and open?

On a five-star scale, how many stars is your overall satisfaction with the hotel's rules and regulations:

V. Interpersonal relations

(I'd like to talk to you about some of your views on relationships, how do you feel about coworker relationships, superior and subordinate relationships?)

1. Relations with colleagues

1.1 Do you feel happy with your coworkers?

1.2 Will you help each other and your coworkers to finish some work after the work is done?

1.3 Do coworkers regularly communicate and share new ideas and work insights with each other?

1.4 Do coworkers take the initiative to care for you when you are not feeling well at work?

2. Relations with superiors

2.1 If you encountered some difficulties at work, would your superior give you timely help?

2.2 Does your superior treat employees fairly and equitably?

2.3 Do you think your leader is strict?

2.4 Have you been cared for by your leaders?

3. Work-family relations

Is your work-family relationship balanced or

in conflict? What are the reasons for these conflicts?

On a five-star scale, how many stars would you rate your overall satisfaction with the people at this hotel:

VI. Staff training

(For employees, do hotels implement training? What is it like?)

1. Does the hotel train new employees? Are there training opportunities for older employees as well? (If not, ask if they want to be trained)

2. How often do you train?

3. Is there a department dedicated to training?

4. Is the training conducted within the hotel or through external training?

5. What training did you receive at the hotel? Was it exactly what you needed? Was the training effective? Were you satisfied with the training you received?

On a five star scale, how many stars would you rate your overall satisfaction with the hotel training:

VII. Promotions (not management discretionary inquiries)

(I would like to ask if you have any intention of dedicating yourself to the hotel in the long term? Do you have a clear plan for career advancement? If so, what kind of assistance will the hotel provide)

1. Are the majority of hotel positions filled by veteran employees who are promoted or transferred or hired in other ways?

2. If a regular employee wants to be promoted to management, such as a duty manager, what assistance will the hotel provide him?

On a five-star scale, how many stars would you rate your overall satisfaction with job advancement at the hotel:

VIII. What comments or suggestions do you have for improving the satisfaction of Purple's female employees:

Finally, thank you for your cooperation.