

# The impact of supervisory status on job satisfaction for hospitality and non-hospitality workers

Journal of Tourism, Hospitality & Culinary Arts (JTHCA)  
2021, Vol. 13 (1) pp 88-109  
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UITM Press  
Submit date: 23<sup>rd</sup> March 2021  
Accept date: 09<sup>th</sup> June 2021  
Publish date: 30<sup>th</sup> June 2021

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## Proposed citation:

Andrade, M.S., Miller, D. & Westover, J.H. (2021). A global comparative analysis: The impact of supervisory status on job satisfaction for hospitality and non-hospitality workers. *Journal of Tourism, Hospitality & Culinary Arts*, 13(1), 88-109.

## Abstract

Job satisfaction contributes to organizational success. Workers in supervisory positions have stressful responsibilities and long working hours; however, they may also enjoy greater autonomy, higher salaries, and other advantages than non-supervisors. Hospitality workers, in particular, are subject to conditions that contribute to work-life conflict. This study compares job satisfaction for hospitality industry supervisors and non-supervisors as well as supervisors and non-supervisors in all occupations. Findings indicate that hotel industry supervisors are more satisfied than non-supervisors with some exceptions within specific hospitality occupations. Both hospitality supervisors and non-supervisors are less satisfied than their counterparts in all occupations.

## Keywords:

Job Satisfaction, Supervisory Level, Hospitality Industry, Work-life Balance, Intrinsic and Extrinsic Rewards, Work Relations

## **1 Introduction**

Hospitality work is often characterized by long hours, irregular hours, low pay, limited advancement opportunities, exhaustion, burn-out, and work-family conflict, any of which may lead to a change of careers (Deery & Jago, 2015; Groblena et al., 2016; Mansour & Tremblay, 2016). Hospitality employees have lower mean scores significantly compared to employees in other sectors on a range of factors reflecting intrinsic and extrinsic motivation, worker relations, and work-family conflict (Andrade et al., 2020). Research has also found that work and work-life balance relationships are more central to job satisfaction for those in hospitality jobs than workers in other occupations (Andrade et al., 2020).

Supervisory positions are characterized by conditions that can both increase and decrease job satisfaction. Intrinsic motivational factors associated with supervision include autonomy (Kim et al., 2016; Wilkinson et al., 2017a, 2017b), the ability to effect change (Lee, 2011), and control over one's work (Tracey & Hinkin, 1996). Extrinsic factors may include salary or other perks. Work-life balance, however, can be negatively impacted by the responsibilities associated with supervision, which may entail an extended workday (Wilkinson et al., 2017a, 2017b), excessive workload (Burke, 1989), and emotional exhaustion (Wright & Bonett, 1997), leading to a lack of balance between work and leisure time (Carlson et al., 2010; Matos & Galinsky, 2011; Schooreel et al., 2017).

Previous research has focused primarily on the impact of supervisors on the job satisfaction of employees rather than comparing job satisfaction levels for supervisors and non-supervisors (e.g., see Borges, 2013; DeSantis & Durst, 1996; Ferguson & Cheek, 2011; Gorenak et al., 2019; Moynihan & Pandey, 2007; Wnuk, 2016). To fill this gap, the current study makes that comparison on a global level across 37 countries using International Social Survey Program data (ISSP, 2015). The study sought to examine three objectives: 1) To identify factors affecting job satisfaction for supervisors in the hospitality industry overall and by occupational category; 2) To compare job satisfaction levels for supervisors and non-supervisors in the hospitality industry; and 3) To compare job satisfaction for supervisors in the hospitality industry with supervisors and workers in all occupations.

## **2 Literature Review**

The determinants of job satisfaction may include intrinsic rewards such as interesting work, autonomy, and helping others; extrinsic rewards such as pay and promotion opportunities; strategies related to achieving work-life balance such as flexible scheduling or working from home; and work relations such as getting along with co-workers and management. Our review found only one study specific to supervisory status and job satisfaction in the hospitality industry; it identified a weak relationship between a manager's competencies and employee job satisfaction (Gorenak et al., 2019). A second relevant study examined the impact of extrinsic, intrinsic, and general job satisfaction on the organizational commitment of hotel managers in Turkey and found a significant effect (Gunlu et al., 2009). Other studies have examined factors such as emotional intelligence (Wolfe & Kim, 2013) and locus of control on job satisfaction for

hotel managers and found some correlations (Cain et al., 2018). Only one study identified in the literature review compared job satisfaction for supervisors and non-supervisors and it examines all occupations rather than only the hospitality industry (e.g., see Andrade et al., 2020). Due to the scarcity of studies specific to supervisory status and job satisfaction in the hospitality industry, the review is broadened to include all occupations.

## **2.1 Intrinsic and Extrinsic Rewards**

An intrinsic reward that appears to impact job satisfaction for supervisors in a variety of occupations is autonomy. When present, it encourages innovation and change (Lee, 2011), provides decision-making authority (Kim et al., 2016), and enhances organizational commitment, feelings of community, and goal achievement (Tracey & Hinkin, 1996; McNeese-Smith, 1999). It is associated with independence and respect from higher level supervisors, the freedom to express one's opinion, and control over one's work and work hours (Droussiotis & Austin, 2007). Overall, work engagement increases with job level (IBM, 2014; SHRM, 2012). Extrinsic factors such as pay and benefits motivate supervisors whereas a lack of advancement opportunities causes dissatisfaction (Droussiotis & Austin, 2007). Indeed, training and talent development as well as mentoring, coaching, and transparent appraisal processes are associated with job satisfaction for managers (Ling et al., 2017). Promotion incentives differ based on gender, however. Promotion increases job satisfaction for men but not for women (Lup, 2018).

Specific to the hotel industry, job satisfaction for managers in Turkey had a significant effect on normative commitment, or a feeling of obligation to stay, and affective commitment, or the feeling they wanted to stay, but not continuance commitment, or remaining out of need (Gunlu et al., 2009). Organizational commitment for hotel managers has been associated with both extrinsic and intrinsic rewards (e.g., pay, personal interest from the manager's boss, cooperation and trust among employees and managers; and social activity opportunities) (Maxwell & Steele, 2003). In other studies, working conditions, largely extrinsic, were central to job satisfaction for hotel managers (Aksu & Aktas, 2005) as well as training, socialization, and mentoring (Lam et al., 2001, 2003). Research in other contexts (e.g., financial services) has also found a relationship between managers' organizational commitment and job satisfaction (Lau & Chong, 2002).

## **2.2 Work-Life Balance**

In the hospitality industry, work-life balance is a concern for all levels of workers (Deery & Jago, 2015; Groblena et al., 2016; Mansour & Tremblay, 2016). Hospitality work involves 24/7 hours of operation (Burke et al., 2008a), which means extended and irregular hours for employees, which can create work-family conflict when accompanied by low pay (Namasivayam & Mount, 2004). Additionally, frontline hospitality workers are subject to exhaustion, which significantly decreases job satisfaction (Adisa et al., 2016; Karatepe, 2010; Zhao et al., 2016). In general, managerial positions are detrimental to work-life balance due to requirements for accountability, long work hours, commitment, and prioritizing work over private life (Wilkinson et al., 2017b). Leisure time may be used to catch up on work, and flexible working arrangements typically lead to more work rather than less (Dex & Smith, 2002; Perlow, 1998; Wajcman, 1998).

Creating even greater stress are perceived pressures to balance work and home life even though organizational structures and expectations have not sufficiently evolved to support this (Ford & Collinson, 2011). Burnout associated with work is mediated by supervisory status in some cases (Kim et al., 2017) and causes turnover intentions (Warshawsky & Havens, 2014).

Work-life balance is a complex issue and impacts managers in all occupations, both with and without children. Solo-living managers without children have sole responsibility for their households and their own financial security (Wilkinson et al., 2017a) and are also at times expected to take on responsibilities and travel commitments for co-workers with children (Collyer, 2009; Hayashi, 2001). When supported by their organizations, managers have addressed work-life balance issues by using technology as an alternative to travel or simply determining not to travel (Lirio, 2014).

### **2.3 Work Relations**

Positive work relations can result in increased organizational support and worker job satisfaction (Wnuk, 2016). Supervisors can and do have an impact on this job satisfaction. Cultural norms suggest the need for strong interpersonal relationships between supervisors and employees in some contexts (Borges, 2013). In other cases, job skills and abilities may impact worker relations. The competencies of Slovenian hotel workers' supervisors had a weak positive impact on their job satisfaction in terms of the work itself. Still, they did not impact their satisfaction with working conditions or professional growth opportunities (Gorenak et al., 2019). Differences have also been found in employee levels of satisfaction with supervisors depending on sector with public employees being more satisfied with their supervisors than private employees (DeSantis & Durst, 1996; Ferguson & Cheek, 2011).

The emotional intelligence of a supervisor also potentially impacts worker relations, particularly how supervisors interact with and influence employees. For supervisory and managerial employees in a U.S. hotel company, emotional intelligence predicted some aspects of job satisfaction (Wolfe & Kim, 2013). Intrapersonal skills predicted satisfaction with the nature of hospitality work and with communication. The general mood component of emotional intelligence was related to satisfaction with the nature of work and contingent rewards, or positive reinforcement about one's work. Stress management was related to satisfaction with coworkers, suggesting that the ability to handle stress creates positive worker relations. Finally, the interpersonal aspect of emotional intelligence predicted tenure in the hotel industry but not with the current company of employment.

Locus of control describes the extent to which an individual believes events are governed by external, uncontrollable forces or are within one's control and can be managed through one's own effort. Frontline hotel employees with an internal locus of control have been found to be motivated by empowerment (Jha & Nair, 2008). In essence, people who feel they can control outcomes are more likely to problem solve, which is critical to a high level of service in the hospitality industry (Cain et al., 2018). For hotel managers, an internal locus of control was not found to be positively related to job satisfaction or to organizational structure (Cain, et al., 2018) although previous research has shown that workers with an internal locus of control experience

more job satisfaction (Chen & Sliverthorne, 2008) and that internally oriented hospitality managers prefer decentralized structures in which they have greater autonomy and opportunity for creativity (Kanter, 1983). However, organizational structure did positively impact job satisfaction, suggesting that managers thrive on decentralization.

An internal locus of perspective could certainly spill into management practices reflecting the belief that “real satisfaction with the job could only be provided by allowing individuals enough responsibility and discretion to enable them to grow mentally” (Locke, 1978, p. 1304). Certainly, personality attributes, such as those discussed here, can impact the job satisfaction and performance of supervisors, particularly their work relations. This is an area for future research.

## **2.4 Hypotheses**

Both intrinsic and extrinsic motivational factors impact job satisfaction for managers. Similarly, work-life balance is an issue with the primary concern being high expectations for work in spite of societal pressures to lead a more balanced life. Work-relations studies tend to concentrate on supervisors’ impact on employees rather than on how co-worker and managerial relationships impact the job satisfaction of supervisors themselves. Certainly, managers are subject to extensive pressure to achieve while also enjoying autonomy and control over their work. The individual attributes of managers such as emotional intelligence and locus of control also impact their job satisfaction, and potentially worker relations. Existing research is insufficient in determining not only if supervisors are more satisfied with their jobs than non-supervisors or which factors are the most salient. Of even greater interest is determining job satisfaction levels for hospitality industry supervisors compared to non-supervisors as research is extremely limited in this area. These conclusions suggest the following hypotheses although previous research is somewhat inconclusive in terms of findings related to job satisfaction for supervisors and offers few studies on this topic specific to the hospitality industry:

*H1: Hospitality management supervisors will have greater job satisfaction than hospitality management non-supervisors.*

*H2: Job satisfaction will be higher for supervisors than non-supervisors and for supervisors compared to non-supervisors across hospitality management occupational categories.*

*H3: Hospitality management supervisors will have lower job satisfaction levels than supervisors in other occupations.*

These hypotheses are based on the literature reviewed, which indicates that supervisors enjoy more autonomy and control over their work, decision-making authority, and opportunities for professional growth than do workers in non-supervisory roles (Droussiotis & Austin, 2007; IBM, 2014; Kim et al., 2016; Lee, 2011; Ling et al., 2017; McNeese-Smith, 1999; SHRM, 2012; Tracey & Hinkin, 1996). We see these factors as compensating for work-life balance conflicts.

### 3 Theoretical Framework and Model

Over the previous half century, thousands of research studies have examined job satisfaction as an outcome variable, as well as its determinants. Figure 1 illustrates the satisfaction theoretical and empirical model used in this study (see Andrade & Westover, 2018a; 2018b; Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019). The model synthesizes much of the literature to date on job satisfaction and its determinants<sup>1</sup>. Similar to previous studies, the current study focuses on work-life balance, work relations, other important intrinsic and extrinsic rewards variables, and organizational and job characteristics control variables. Additionally, the current research includes an occupation variable to explore differences in the model based on the type of hospitality management job the respondent currently holds.

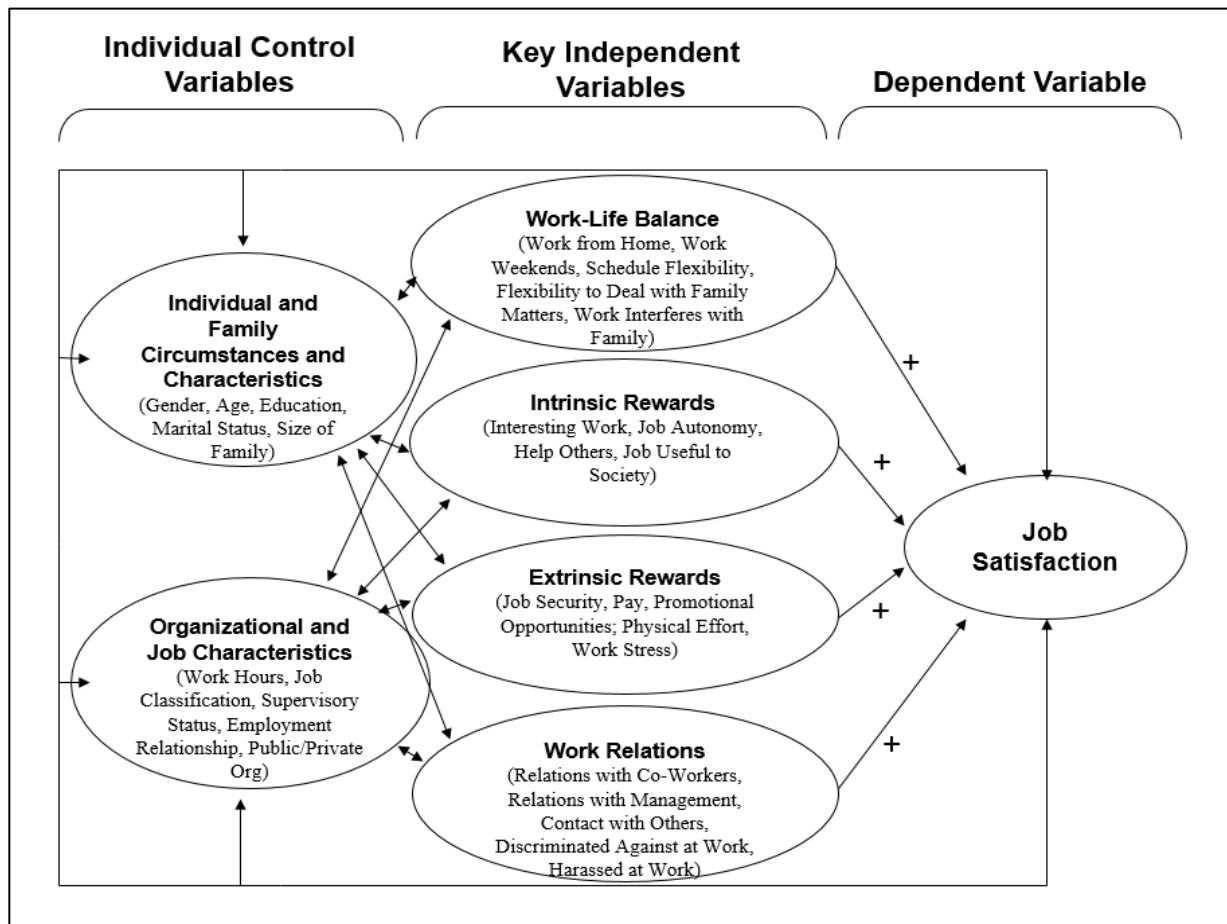


Figure 1: Factors influencing work characteristics and job satisfaction

<sup>1</sup> While a thorough theoretical treatment of job satisfaction and its determinants is not possible in this paper, due to space limitations, we build off of the theoretical and empirical work of many who have come before and we would refer the reader to many of the cited articles for a more in-depth theoretical treatment.

## 4 Research design and methodology

### 4.1 Description of the data

Following the approach of Andrade and Westover (2018a; 2018b; see also Andrade, Westover, and Kupka, (2019) and Andrade, Westover, and Peterson (2019), this research utilizes cross national comparative data from the International Social Survey Program (ISSP) 2015 Work Orientations Module IV<sup>2</sup>, which uses multistage stratified probability samples in 37 individual countries around the globe<sup>3</sup>. As Westover (2012a) noted, “The International Social Survey Program Work Orientations modules utilized a multistage stratified probability sample to collect the data for each of the various countries with a variety of eligible participants in each country’s target population” (p. 3). All ISSP Work Orientation variables are single-item indicators and the unit of analysis is individuals across each participating country.

### 4.2 Operationalization of Variables

The current study uses Andrade and Westover’s (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019) job satisfaction model (building on Handel’s (2005) and Kalleberg’s (1977) job satisfaction model, for comparing global differences in job satisfaction and its determinants across job types (see also Spector 1997; Souza-Poza & Souza-Poza 2000). Following the approach of Andrade and Westover’s (2018a; 2018b; see also Andrade, Westover, & Kupka, 2019; Andrade, Westover, & Peterson, 2019), the study focused on a range of intrinsic, extrinsic, workplace relationships, and work-life balance variables (in addition to a range of organization and individual control variables; Table 1 below<sup>4</sup>).

Table 1: Key Work Characteristics Related to Job Satisfaction

Dependent Variable:	Job Satisfaction <sup>5</sup>	“How satisfied are you in your main job?”
Intrinsic Rewards <sup>6</sup> :	Interesting Job	“My job is interesting.”
	Job Autonomy	“I can work independently.”
	Help Others	“In my job I can help other people.”
	Job Useful to Society	“My job is useful to society.”
Extrinsic Rewards <sup>7</sup> :	Pay	“My income is high.”
	Job Security	“My job is secure.”
	Promotional Opportunities	“My opportunities for advancement are high.”

<sup>2</sup> ISSP Researchers collected the data via self-administered questionnaires, personal interviews, and mail-back questionnaires, depending on the country. For a full summary and description of this research, including sample details within each country, see <https://www.gesis.org/issp/modules/issp-modules-by-topic/work-orientations/2015/>.

<sup>3</sup> Countries include, in alphabetical order: Australia, Austria, Belgium, Chile, China, Taiwan, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Hungary, Iceland, India, Israel, Japan, Latvia, Lithuania, Mexico, New Zealand, Norway, Philippines, Poland, Russia, Slovak Republic, Slovenia, South Africa, Spain, Suriname, Sweden, Switzerland, United Kingdom, United States, Venezuela

<sup>4</sup> Each variable is a single-item indicator.

<sup>5</sup> Response categories for this variable include: (1) Completely Dissatisfied, (2) Very Dissatisfied, (3) Fairly Dissatisfied, (4) Neither Satisfied nor Dissatisfied, (5) Fairly Satisfied, (6) Very Satisfied, (7) Completely Satisfied.

<sup>6</sup> Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.

<sup>7</sup> Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.

	Physical Effort <sup>8</sup>	“How often do you have to do hard physical work?”
	Work Stress <sup>9</sup>	“How often do you find your work stressful?”
Work Relations:	Management-Employee Relations <sup>10</sup>	“In general, how would you describe relations at your workplace between management and employees?”
	Coworker Relations <sup>11</sup>	“In general, how would you describe relations at your workplace between workmates/colleagues?”
	Contact with Others <sup>12</sup>	“In my job, I have personal contact with others.”
	Discriminated against at Work <sup>13</sup>	“Over the past 5 years, have you been discriminated against with regard to work, for instance, when applying for a job, or when being considered for a pay increase or promotion?”
	Harassed at Work <sup>14</sup>	“Over the past 5 years, have you been harassed by your supervisors or coworkers at your job, for example, have you experienced any bullying, physical, or psychological abuse?”
Work-Life Balance:	Work from Home <sup>15</sup>	“How often do you work at home during your normal work hours?”
	Work Weekends <sup>16</sup>	“How often does your job involve working weekends?”
	Schedule Flexibility <sup>17</sup>	“Which of the following best describes how your working hours are decided (times you start and finish your work)?”
	Flexibility to Deal with Family Matters <sup>18</sup>	“How difficult would it be for you to take an hour or two off during work hours, to take care of personal or family matters?”
	Work Interferes with Family <sup>19</sup>	“How often do you feel that the demands of your job interfere with your family?”

<sup>8</sup> Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.

<sup>9</sup> Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.

<sup>10</sup> Response categories for these variables include: (1) Very Bad, (2) Bad, (3) Neither good nor bad, (4) Good, and (5) Very Good.

<sup>11</sup> Response categories for these variables include: (1) Very Bad, (2) Bad, (3) Neither good nor bad, (4) Good, and (5) Very Good.

<sup>12</sup> Response categories for these variables include: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, and (5) Strongly Agree.

<sup>13</sup> Response categories for these variables include: (1) Yes, (2) No.

<sup>14</sup> Response categories for these variables include: (1) Yes, (2) No.

<sup>15</sup> Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.

<sup>16</sup> Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.

<sup>17</sup> Response categories for this variable include: (1) Starting and finishing times are decided by my employer and I cannot change them on my own,

<sup>18</sup> Response categories for this variable include: (1) Not difficult at all, (2) Not too difficult, (3) Somewhat difficult, and (4) Very difficult.

<sup>19</sup> Response categories for this variable include: (1) Always, (2) Often, (3) Sometimes, (4) Hardly Ever, (5) Never.



### 4.3 Control Variables

As indicated by Westover (2012b) “the literature has identified many important individual control variables, due to limitations in data availability, control variables used for the quantitative piece of this study will be limited to the following individual characteristics: (1) Sex<sup>20</sup>, (2) Age<sup>21</sup>, (3) Years of Education<sup>22</sup>, (4) Marital Status<sup>23</sup>, and (5) Size of Family<sup>24</sup>...” (2012b, 17). Additionally, control variables used in this analysis include (1) Work Hours<sup>25</sup>, (2) Supervisory Status<sup>26</sup>, (3) Employment Relationship<sup>27</sup>, and (4) Public/Private Organization<sup>28</sup> (see Hamermesh, 1999; Souza-Poza & Souza-Poza, 2000)” (p. 17).

### 4.4 Statistical Methodology

The ISSP Work Orientations data from individual respondents across 37 countries were analyzed, first by running appropriate bivariate and multivariate analyses<sup>29</sup> on all key study variables in order to make comparisons. Next, an Ordinary Least Squares Regression (OLS) model was run for all main study variables and respondents in all countries, followed by an OLS regression model specific for all hospitality jobs lumped together<sup>30</sup>. Finally, OLS regression models by hospitality workers supervisory status were run.

## 5 Results

### 5.1 Descriptive Results

Table 2 below shows the breakdown of respondent totals by hospitality management occupational category and supervisory status. Non-supervisors make up the largest category when comparing based on supervisory status, with the exception of within those occupational categories that include a managerial or supervisory role.

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<sup>20</sup> Categories for this variable include: (1) Male, (2) Female.

<sup>21</sup> Continuous variable.

<sup>22</sup> Continuous variable.

<sup>23</sup> Response categories for this variable include: (1) married, (2) civil partnership, (3) separated from spouse/civil partner(s), (4) divorced from spouse/ legally separated, (5) widowed/ civil partner died, (6) never married/ never in a civil partner

<sup>24</sup> Continuous variable.

<sup>25</sup> Continuous variable.

<sup>26</sup> Categories for supervising others: (1) Yes, (2) No.

<sup>27</sup> Categories for this variable include: (1) Employee, (2) self-employed without employees, (3) self-employed with employees, and (4) working for own family's business.

<sup>28</sup> Categories for type of organization: (1) Public, (2) Private

<sup>29</sup> All correlations, cross-tabulations, ANOVA, ANCOVA, post-hoc tests, and full descriptive statistics have not been included here due to space limitations, but are available upon request. Additionally, appropriate tests for multicollinearity were conducted. There are no issues with multicollinearity of variables in the OLS model. Additionally, all outliers were Winsorized in the initial data cleaning stages, prior to final models and analysis.

<sup>30</sup> Due to the ordinal nature of the dependent variable, it is most appropriate to use an ordered probit regression to look at the effect of different job characteristics on one's overall job satisfaction. However, many researchers have argued that using OLS regression is appropriate when looking at satisfaction variables on a Likert scale, where most respondents understand that the difference between responses of 1 and 2 is the same as the difference between responses of 2 and 3, and so on. Additionally, using OLS regression results allows us to report an r-squared and adjusted r-squared value for the model and compare coefficients across models, which comparison is not appropriate in a probit model. Therefore, all regression results reported herein are OLS regression result. It is important to note that when the same OLS models were run in an ordered probit regression, the same significant results appeared for each of the independent and control variables across countries and waves (full ordered probit model results, are available upon request).

Table 2: Hospitality Management Worker Totals by Occupational Category and Supervisory Status, 2015

	HM - Supervises Others	HM- Doesn't Supervise Others	Total
Hotel Managers	18	3	21
Restaurant Managers	54	9	63
Chefs	21	17	38
Hotel Receptionists	12	28	40
Cooks	75	201	276
Waiter	28	153	181
Bartender	14	30	44
Hotel Housekeeping Supervisors	26	23	49
Food Counter Helpers	17	58	75
Hotel Cleaners	21	406	427
Fast Food Cooks	6	18	24
Kitchen Helpers	7	88	95
Total	299	1,034	1,333

Figure 2 shows mean job satisfaction scores for hospitality management workers, by supervisory status, with a comparison to mean job satisfaction scores by supervisory status for all occupations. Overall, hospitality management workers have lower mean job satisfaction scores than workers across all occupations. Additionally, supervisors clearly have the highest job satisfaction levels, while hospitality management supervisors have significantly lower job satisfaction (5.40) than supervisors across all occupations (5.49). Non-supervisors have a lower mean job satisfaction score both within hospitality management occupations and in all occupations (5.03 and 5.26, respectively).

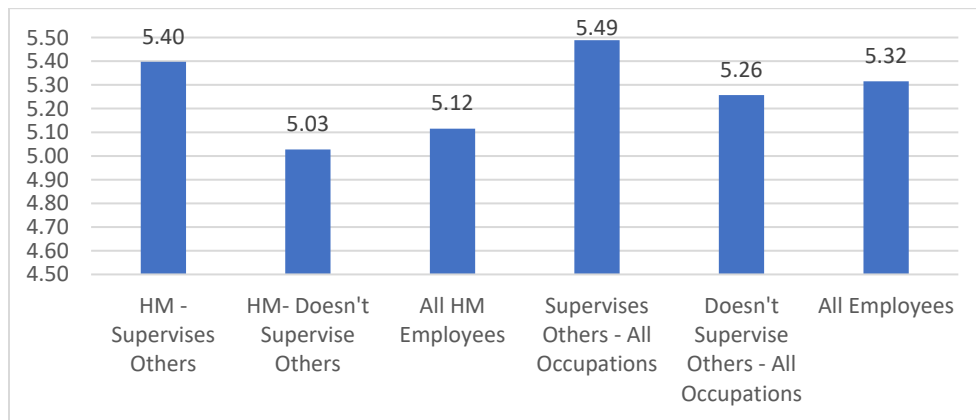


Figure 2: Mean Job Satisfaction Scores by Supervisory Status, 2015

Figure 3 below shows mean job satisfaction scores by hospitality management occupational category and supervisory status, with a comparison to the overall mean job satisfaction score for that occupational category. In addition to wide variation in mean job satisfaction scores across hospitality management occupation types, there is significant difference in the mean job satisfaction scores of supervisors and non-supervisors across each hospitality occupational category. Kitchen staff, hotel housekeeping, hotel cleaners, and hotel receptionists have the biggest difference in mean scores for supervisors versus non-supervisors, respectively.

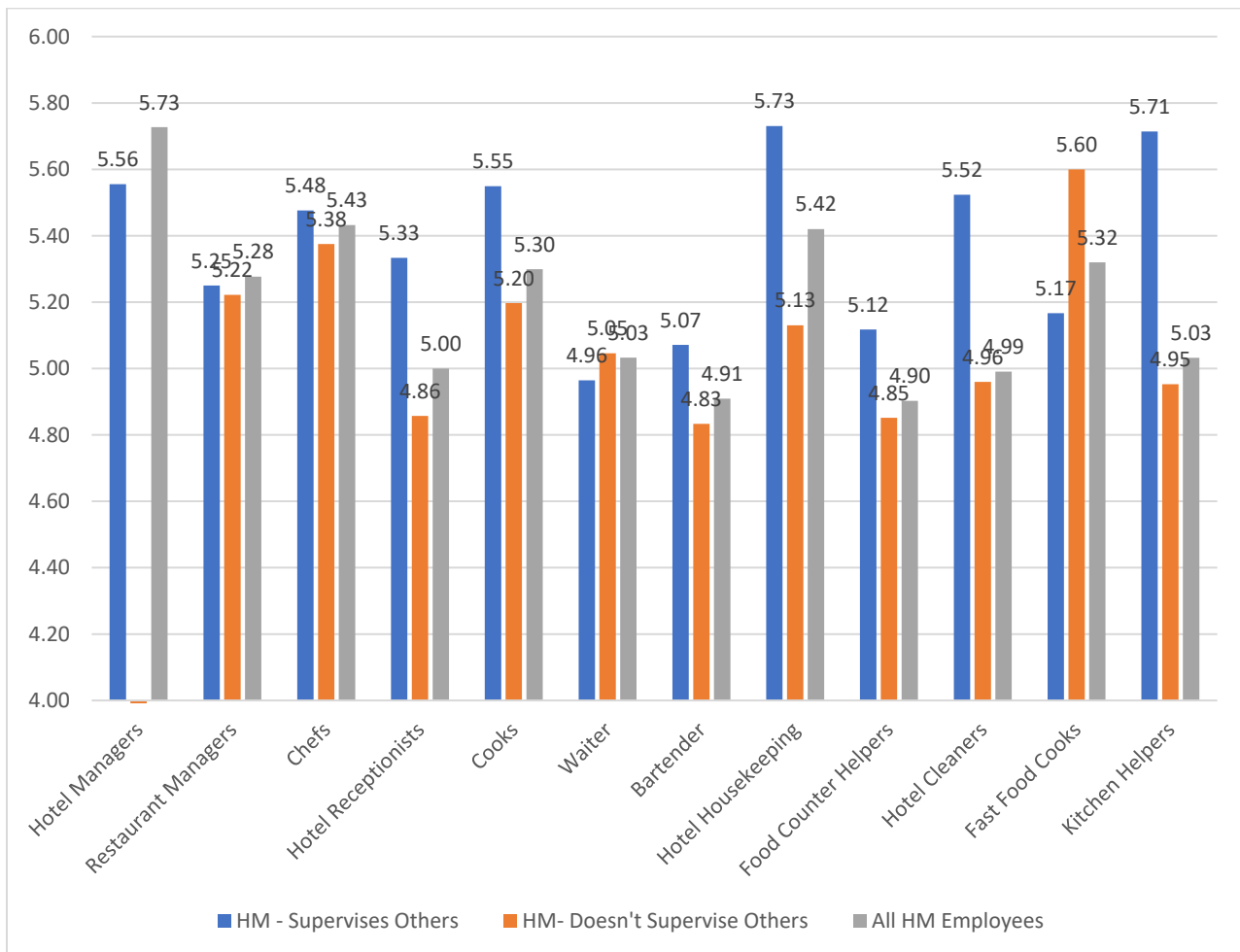


Figure 3: Mean Job Satisfaction Scores by HM Occupational Category and Supervisory Status, 2015

Table 3 below shows the means of job satisfaction and other main study variables, (1) broken down by hospitality management worker supervisory status, and (2) broken down by worker supervisory status for all jobs, regardless of occupation type, for respondents in all 37 countries included in the 2015 wave of ISSP Work Orientations data. Of note is the general variation across occupational category and supervisory status for the main study variables and the difference between supervisors and non-supervisors, both within the hospitality management occupations, and for all workers. While the difference in mean job satisfaction

levels has already been mentioned, non-supervisors within hospitality management jobs have lower mean scores than hospitality management supervisors and much lower scores than other workers, across most intrinsic, extrinsic, workplace relationships work-life balance variables.

Table 3: Mean Job Satisfaction of Main Study Variables by Supervisory Status, 2015

<b>VARIABLE</b>	<b>HM - Supervises Others</b>	<b>HM- Doesn't Supervise Others</b>	<b>All HM Employees</b>	<b>Supervises Others - All Occupations</b>	<b>Doesn't Supervise Others - All Occupations</b>	<b>All Employees</b>
Job Satisfaction	5.40	5.03	5.12	5.49	5.26	5.32
Interesting Work	3.78	3.27	3.39	4.09	3.75	3.83
Job Autonomy	3.84	3.44	3.55	4.05	3.73	3.82
Help Others	3.96	3.61	3.69	4.05	3.82	3.88
Job Useful to Society	3.89	3.72	3.76	4.04	3.91	3.94
Job Security	3.84	3.60	3.66	3.92	3.72	3.77
Pay	2.80	2.31	2.43	3.15	2.70	2.82
Promotional Opportunities	2.92	2.33	2.47	3.09	2.66	2.78
Physical Effort	3.31	3.30	3.30	2.59	2.73	2.71
Work Stress	3.46	2.97	3.08	3.38	3.10	3.17
Relations with Coworkers	4.26	4.10	4.14	4.24	4.17	4.19
Relations with Management	4.13	3.90	3.95	3.99	3.88	3.91
Contact with Others	4.45	4.13	4.20	4.41	4.17	4.23
Discriminated Against at Work	1.74	1.80	1.79	1.80	1.82	1.82
Harassed at Work	1.81	1.85	1.84	1.84	1.86	1.86
Work from Home	4.07	4.50	4.38	3.85	4.08	4.00
Work Weekends	2.17	2.86	2.69	3.02	3.21	3.14
Schedule Flexibility	1.68	1.36	1.45	1.76	1.56	1.63
Flexibility to Deal with Family Matters	2.33	2.54	2.47	2.05	2.32	2.25
Work Interferes with Family	3.39	3.89	3.78	3.39	3.75	3.66
Age	41.72	42.50	42.38	44.67	42.82	43.37
Education	12.66	11.71	11.90	14.40	13.05	13.34
Size of Family	3.00	3.25	3.18	3.18	3.23	3.23
Work Hours	45.57	37.82	39.64	43.66	39.83	40.96

## 5.2 Regression Results

Following the approach of Andrade and Westover (2018a, 2018b), Andrade, Westover, and Kupka (2019), and Andrade, Westover, and Peterson (2019), we built an OLS model based on the theoretical framework provided earlier<sup>31</sup>:

- Model 1—all control variables
- Model 2—all intrinsic rewards variables
- Model 3—all extrinsic rewards variables
- Model 4—all work relations variables
- Model 5—all work-life balance variables
- Model 6—a combined model of all key independent variables (intrinsic, extrinsic, work relations, and work-life balance) and the control variables on job satisfaction.

Nearly all variables were statistically significant ( $p < .001$ ) when the individual control model and models 2-5 were run, with the exception of size of family and working weekends. However, working weekends was significant in the combined model, while physical effort, contact with others, working from home, and several individual control variables were not significant. Additionally, there were variations in *adjusted r-squared* values for the individual controls model and models 2-5 (with the separate intrinsic and extrinsic rewards models holding the strongest predictability), with the combined model (including all intrinsic, extrinsic, work relations, work-life balance, and control variables) accounting for nearly 43% of the variation in job satisfaction (adjusted  $r$ -squared = 0.428).

The above specified combined model was then run for all workers regardless of job types, for all supervisors and non-supervisors, and then for all hospitality workers, by supervisory status<sup>32</sup>. As can be seen in Table 4, there is a great deal of variation in standardized beta coefficient statistical significance for each of the intrinsic, extrinsic, work relations, and work-life balance job characteristics and control variables in predicting job satisfaction when comparing supervisors and non-supervisors both within hospitality management occupations and in all occupations. Of particular note, many of the statistically significant independent variables in the model for all workers were not significant in the model for all hospitality jobs or the models for hospitality supervisors and non-supervisors. Part of this is likely due to the relatively small  $N$  for the hospitality occupations generally, but we also see some clear patterns of difference in the driving indicators of job satisfaction in hospitality versus all jobs, particularly when comparing supervisors and non-supervisors.

For hospitality management supervisors, only interesting work, relations with management, and work interferes with family were statistically significant variables in predicting job satisfaction. Additionally, relations with management had the largest beta coefficient score in that model, while interesting work was the most impactful variable in each of the other models.

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<sup>31</sup> Full OLS regression model development results available upon request.

<sup>32</sup> Due to the relatively small sample size of the hospitality occupations, OLS regression was only possible for the model combining all occupational categories.

Table 4: OLS Regression Results of Job Satisfaction and Main Study Variables by HM and non-HM Occupation Supervisory Status, 2015

VARIABLE	HM - Supervises Others	HM- Doesn't Supervise Others	All HM Employees	Supervises Others - All Occupations	Doesn't Supervise Others - All Occupations	All Employees
Interesting Work	0.227***	0.262***	0.252***	0.265***	0.291***	0.287***
Job Autonomy	0.074	0.034	0.045	0.020	0.018*	0.019**
Help Others	0.026	0.020	0.018	0.032*	0.018*	0.022**
Job Useful to Society	0.018	0.118***	0.120***	0.025	0.042***	0.037***
Job Security	0.038	0.113***	0.105***	0.057***	0.064***	0.063***
Pay	0.068	0.147***	0.126***	0.116***	0.091***	0.098***
Promotional Opportunities	0.033	-0.057	-0.021	0.068***	0.053***	0.057***
Physical Effort	0.085	-0.036	-0.022	0.019	0.000	0.005
Work Stress	-0.080	-0.039	-0.042	-0.083***	-0.086***	-0.086***
Relations with Coworkers	0.082	0.089**	0.084***	0.096***	0.081***	0.085***
Relations with Management	0.445***	0.187***	0.237***	0.246***	0.219***	0.225***
Contact with Others	-0.044	0.000	-0.006	0.001	0.012	0.010
Discriminated Against at Work	0.006	0.068**	0.047	0.032**	0.039***	0.037***
Harassed at Work	-0.047	-0.055*	-0.051*	0.026*	0.017*	0.019***
Work from Home	-0.016	-0.015	-0.023	0.003	0.006	0.005
Work Weekends	0.024	-0.097**	-0.081**	-0.031**	-0.020**	-0.023***
Schedule Flexibility	-0.042	-0.014	-0.002	-0.004	0.020**	0.014*
Flexibility to Deal with Family Matters	-0.056	0.018	0.000	-0.047***	-0.032**	-0.036***
Work Interferes with Family	0.107*	0.206***	0.173***	0.095***	0.097***	0.097***
Gender	0.030	0.002	-0.003	0.007	0.003	0.005
Age	-0.014	0.044	0.047	0.025*	0.036***	0.033***
Education	-0.015	-0.078**	-0.056*	-0.051***	-0.042***	-0.045***
Marital Status	-0.087	-0.064*	-0.067*	-0.015	-0.032***	-0.028***
Size of Family	-0.106*	-0.023	-0.043	-0.002	-0.007	-0.007
Work Hours	0.028	-0.012	-0.009	0.013	0.005	0.006
Employment Relationship	-0.032	-0.070**	-0.057*	0.020	0.002	0.008
Public/Private Organization	-0.083	0.021	0.016	-0.035**	-0.026***	-0.030***
N	225	757	992	5,206	15,510	18,716
ADJ. R-SQUARED	<b>0.5066</b>	<b>0.4228</b>	<b>0.4388</b>	<b>0.430</b>	<b>0.421</b>	<b>0.428</b>
F	9.52***	21.51***	29.70***	141.44***	351.77***	483.58***

Beta Values; Level of significance: \* =  $p < .05$ ; \*\* =  $p < .01$ ; \*\*\* =  $p < .001$

Finally, as shown in Figure 4, regression results show a significant difference in overall model predictability between the hospitality supervisor model compared with all other models. OLS model fit is the worst for non-supervisors across all occupations (*adjusted r-squared* = 0.421) and best for hospitality Supervisors (*adjusted r-squared* = 0.507).

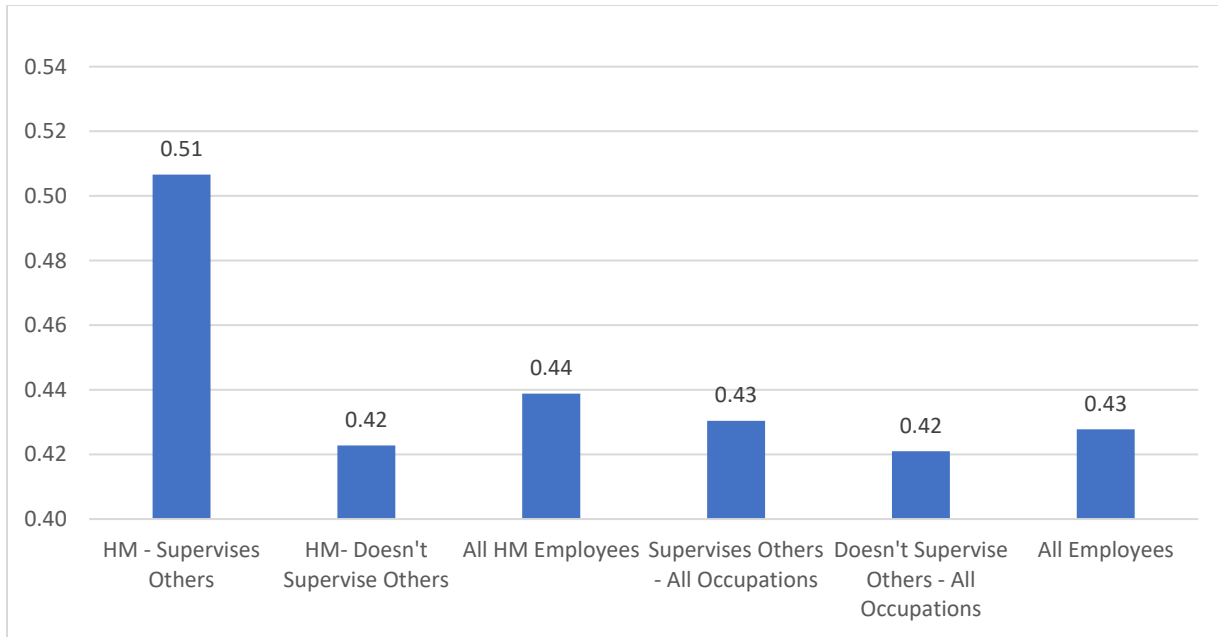


Figure 4: Model Fit – Adjusted R-Squared Value, by Supervisory Status

## 4 Findings

This study helps to bridge the gap between current research on job satisfaction for hospitality industry supervisors and the need to increase understanding of this critical issue in a labor-intensive industry. Direct comparison of job satisfaction between supervisors and those they supervise can offer insights into better management practices and attempts to improve job satisfaction for both groups. Limited previous research has focused on job satisfaction for hospitality supervisors but has not been comparative (e.g., Gunlu et al., 2009; Gorenak et al., 2019). Research in this area has focused primarily on the impact of hospitality supervisors on their employees (Borges, 2013; DeSantis & Durst, 1996; Ferguson & Cheek, 2011; Gorenak et al., 2019; Moynihan & Pandey, 2007; Wnuk, 2016). The findings in this research address this issue.

The differences in job satisfaction between line employees and their supervisors show supervisors are more generally satisfied. The value of the study is identifying the factors that contribute to this difference. The greatest differences are found in the intrinsic and extrinsic factors. Work relations and work-life balance factors between these two groups are more closely aligned with only a few significant differences between the factors. Between hospitality industry supervisors and supervisors of all other occupations the differences are more pronounced. Hospitality industry supervisors score lower on almost all measured factors.

### 4.1 Hypothesis 1

Hypothesis 1 is supported by the findings as supervisors in hospitality management have higher job satisfaction scores than non-supervisors. This is consistent with the literature review and general expectations of job advancement equating to happier and more committed employees. Specifically, previous research indicates that intrinsic motivational factors associated with supervision include autonomy (Kim et al., 2016; Wilkinson et al., 2017a, 2017b), the ability

to effect change (Lee, 2011), and control over one's work (Tracey & Hinkin, 1996). In this study, supervisors scored higher satisfaction scores on 14 of the combined factors measured and only lower on two factors. While no significant difference exists between the two groups in levels of discrimination and harassment at work, it should be noted that both reported low levels. In fact, these factors are scored equally low across all employee groups (hospitality industry supervisors and employees, and all occupation supervisors and employees). Of course, even low levels of discrimination and harassment are problematic and should be addressed.

## **4.2 Hypothesis 2**

Hypothesis 2 is also supported. Hospitality industry jobs are typically found to have lower job satisfaction than most other industries (Andrade et al., 2020). This study identifies the factors most responsible for this difference. All four intrinsic satisfaction factors score lower for hospitality industry supervisors compared to their colleagues in all other occupations. Extrinsic factors also favor other supervisors as job security, pay, and promotional opportunities score better for them in keeping with other studies (Droussiotis & Austin, 2007; Ling et al., 2017). Previous research in this area for hospitality managers is limited but has shown that extrinsic factors positively impact job satisfaction (Aksu & Aktas, 2005). Physical effort and work stress favored hospitality industry supervisors. However, comparing physical effort across all industries is problematic when studying job satisfaction as some industries are very physical by nature and does not necessarily mean satisfaction is lower.

Work relations is mostly equal across the two groups. Hospitality supervisors are slightly favored in relations with management and non-hospitality supervisors score better on the factor "discriminated against at work." Previous research generally indicates that positive work relations generally result in job satisfaction (Wnuk, 2016) and within the hotel industry (Gorenak et al., 2019). Again, significantly favorable results show for all supervisors compared to hospitality industry only supervisors in the work-life balance category. These differences are discussed in the H3 summary.

## **4.3 Hypothesis 3**

Hypothesis 3 has a mixed result. Work-life balance is, in fact, lower for hospitality supervisors than it is for all other occupation supervisors. Research has also shown that work-life balance is a concern for all levels of hospitality workers (Deery & Jago, 2015; Groblena et al., 2016; Mansour & Tremblay, 2016), and for supervisors in general (Dex & Smith, 2002; Wilkinson et al., 2017b). However, work relations are very similar in all factors between hospitality supervisors and all other occupation supervisors and reveals no significant difference. The hospitality industry is very people-oriented – both in terms of large employee numbers and significant contact with many guests.

An area of particular concern for hospitality industry supervisors is the work-life balance factor of working weekends. Hospitality industry supervisors score significantly lower in this factor than their counterparts in all other industries and significantly lower than hospitality industry general employees. Also, it is noteworthy that the only other variable where hospitality supervisors score lower than general hospitality industry employees is also another work-life



balance factor – work interferes with family. The job satisfaction of hospitality industry supervisors can then be impacted by addressing the closely related variables of working weekends and work interfering with family.

The study results compare closely to the literature review as indicated in this discussion. Job satisfaction in supervisors is often positive due to higher scores in intrinsic, extrinsic, and work relationships and often negative due to lower scores in work-life balance. A valuable contribution of this study is that it adds to a very limited number research articles in this area -- none in the case of job satisfaction compare between hospitality industry supervisors and hospitality industry line-level employees.

## **5 Conclusions**

This research sought to examine three objectives: 1) To identify factors affecting job satisfaction for supervisors in the hospitality industry overall and by occupational category; 2) To compare job satisfaction levels for supervisors and non-supervisors in the hospitality industry; and 3) To compare job satisfaction for supervisors in the hospitality industry with supervisors and workers in all occupations. These objectives have been achieved and future research questions have been identified. In addition, this study reveals specific factors that create gaps in job satisfaction between supervisors and line-level workers, and between hospitality industry supervisors and their peers in other industries. These gaps are established in the research results and described through the hypotheses. The findings support the premise of the study – job satisfaction in the hospitality industry lags behind other industries at the supervisory level and line-level, and within the industry itself line-level employees are less satisfied in their jobs than their supervisors. This is problematic in an industry that is focused on guest/customer satisfaction.

## **6 Limitations and Future Research**

The study used a robust data set of supervisors and line-level employees, both in hospitality and other industries and from a global pool. While the data set provided the large number of respondents needed for research rigor a limitation is the diversity of the global pool. There are differences between countries and culture and job satisfaction norms. Our efforts were to limit these nuances and make only valid claims due to them. Future research using fewer countries but larger respondents in the selected countries would produce valuable information missing in this study. The lack of literature in the hospitality industry research specific to supervisor level employees creates an opportunity but also a challenge in our research. While we hope our research adds needed interest in this area, we recognize its limitation and future research. It should be repeated that supervisor job satisfaction in the hospitality industry is too important to ignore. Much research has been conducted on the cost of employee turnover in the industry, but this focuses mainly on line-level workers. Future research should quantify the expense of supervisor turnover due to low work-life balance job satisfaction. Our prediction is it would be highly significant as finding and training new supervisors is much more costly and detrimental to the operation of the hotel.

In an industry infamous for low pay for both employees and supervisors (Dogru et al., 2019), it is important to study further the cost-benefit relationship of increased pay structures (Hinkin & Tracey, 2000). Outside of employee remuneration, research should continue on improving the other factors identified in this paper to achieve higher job satisfaction in the industry. Job satisfaction is a heavily researched subject as it has important implications to the mission and financial success of all industries. However, it is a subject that changes and evolves and needs constant analysis. After decades of academic research and practitioner initiatives, significant increases in job satisfaction remain elusive. Improvements are particularly needed in the hospitality industry as evidenced by the high turnover rate and the difficulty filling vacant positions in times of stable national employment. Every nuance of this subject is important to study and disseminate to the industry stakeholders in an effort to make these needed improvements.

COVID-19 has created an opportunity to navigate new approaches to employee job satisfaction and subjective well-being (Baum et al., 2020). Hospitality scholarly journals are calling for research on the effects of COVID-19 and employee issues (Gursoy, & Chi, 2020). This paper has addressed gaps in job satisfaction between employees and their supervisors and raises awareness that the industry performs poorly compared to other industries. Regardless of what the post-COVID-19 changes, problems, and opportunities are presented, the hospitality industry must do more to improve job satisfaction. Future research should look at job satisfaction levels of supervisors compared to higher level managers. Is there distinct evidence that with each hierarchical level of employment job satisfaction increases? And what factors account for the increases – is it pay, work relations, work-life balance, or all above? What can be learned about improving job satisfaction for non-supervisory positions by identifying the factors of greatest difference and generating ideas specifically targeting these factors?

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