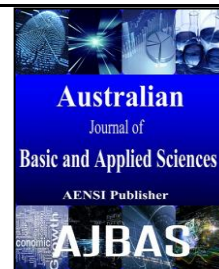




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Gravity of Job based determinants among different Levels of Star Category Hotel Employees

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ABSTRACT

The aim of the paper is to study the role played by the job based determinants among different level of employees (manager, supervisor and staff) in star category hotels. Data was collected from 500 employees across South India through a questionnaire that depicts the attitude of employees towards job based determinants. Discriminant analysis was carried out to determine the variables that are considered important among different levels of employees in star category hotels. The results revealed that employees consider interpersonal & guest relationship skills, responsibility, demand of abilities, skills & experience, job fit, growth & learning opportunities and promotion as strong determinants of the job than monetary rewards.

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INTRODUCTION

The Indian tourism industry has provided employment to 41.8 million people and has contributed to 5.9 percentage of the Gross Domestic Product. This shows the importance of tourism industry to the Indian economy. The government has taken various initiatives to bring out the hidden potential of this sector. And one of the initiatives is the encouragement of the hospitality industry. The act of being benevolent in welcoming and taking care after the basic needs of the guests or strangers is referred as hospitality. The foremost needs of the guests or strangers include food, drink and accommodation. A compatible explanation of hospitality is the relationship between a guest and a host. According to (Singh *et al* 2007), hospitality is referred as the reception and entertainment of guests, visitors, or strangers, with liberality and goodwill. The restaurants, hotels, casinos, catering and other service oriented industry that deals with guests are included under tourism industry. The hospitality industry plays a significant role in the development of Indian economy. It helps in the preservation of social and cultural lives of the people. Over 382 million domestic tourists visiting different parts of the country every year return with a better understanding of the people living in different regions of the country. A better appreciation is provided for the cultural diversity of India. Thus, hospitality industry has been recognized as an important instrument for sustainable human

development. Hospitality industry has shown an increasing trend towards the global investments in the last few years. Asia holds the position of top global prospect for Hospitality Investment. The hospitality Industry is a nonpareil part of the progression, stability and economy of India. Over the past thirteen years, the hospitality industry imparted foreign direct investments inflow worth INR 400 billion. An enormous amount of foreign exchange is aided by this sector to the country's economy. Hotels act as an important component of this industry and are posting a vigorous growth till today. India has several categories of hotels to cater its ever booming travel and tourism industry. Suddenly many hotels and resorts appeared in India over the last few years.

According to the Travel and Tourism Competitiveness Report 2011 by the World Economic Forum indicated that India is ranked as 68th in the world and 12th in Asia-Pacific region in the list of enticing destination. The country is expected to invest in the next five years approximately INR 448 billion in the hospitality industry. Travel and tourism directly creates employment opportunities in hotels, restaurants, airlines, travel agencies and passenger ships.. India's share in tourism business at global level is far below than its capacity to develop this industry. Smaller countries like Singapore, Indonesia and Thailand etc. are doing much better business than India from tourism. It is because of the number of problems faced by tourism and hotel industry in India. The hotel industry in India is facing a number of problems such as low occupancy rate,

increasing competition, high taxes, increasing cost, fuel shortage, low profitability and so forth. Foreign tourists have special attractions in India for centuries and Indian hospitality is a legend by itself. Apart from ancient culture and civilization, the diverse natural beauty of India can hardly be seen elsewhere in the world.

The traditional stereotyped image of India as a cultural destination is being replaced with the image of diversified tourism products after liberalisation and tourism has been declared as an industry. Both central and state governments have identified tourism as a priority sector. Therefore in coming years, tourism may emerge as a major foreign exchange earner and employment generating industry. However, the hotel and tourism industry has been declared a high priority industry for foreign investment. But, to make tourism industry globally competitive there is a need to create adequate infrastructure. Government should also provide this industry the infrastructure status and income tax, custom duty, sales tax and excise duty benefits. Huge investment is required to improve communication, transport and accommodation facilities for various categories of tourists.

Tourism and hospitality industry has a lot of potential for large-scale investment, employment and earnings. In recent times any discussion on the hotel industry only veers around the falling occupancy rates and average room rates and the trying times that the Indian hotel industry is going through. It is expected that in the metro cities, after three to four years, the hotel industry is expected to face major problems on the supply side. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' (ADB) campaign have also helped in the growth of domestic and international tourism and consequently the hotel industry.

Over recent years government has taken several steps to boost travel & tourism which have benefited hotel industry in India. These include the abolishment of the inland air travel tax of 15%; reduction in excise duty on aviation turbine fuel to 8%; and removal of a number of restrictions on outbound chartered flights, including those relating to frequency and size of aircraft. The government's recent decision to treat convention centers as part of core infrastructure, allowing the government to provide critical funding for the large capital investment that may be required has also fuelled the demand for hotel rooms. The most important source for the success of the hotel business are their

valuable employees. The efficient and effective performance of an employee is the building block for the success of hotel business. The employees who work effectively and perform well, shows that they are satisfied with their job (Toker, 2007). For a successful career in the hotel industry, the employees must be committed in order to ensure customer satisfaction. Employees should be always ready to do anything that helps in keeping the customers happy and also create repeat business. It is implied that growth of hotel business depends on employees. This shows that research is necessary to ensure that employees stay satisfied with their job. The present paper examines the role of job based determinants among different levels of employees. The hotels should take initiatives to identify the key factors that act as basic requirement for the employees to stay in a job.

Background of the study:

Lots of researches have been conducted on job satisfaction all over the world, the diversity of economic, geographical or social contexts surrounding will always constitute a necessity for further research. There are studies that have researched in the hotel context as well but in various geographic locations like America, Europe, the middle-east and some Asian countries like Singapore, Hong Kong, Malaysia and China. Such a study is lacking in the Indian research literature and thus this research is carried out so that it will be useful to academicians as well as the hotel management to understand the concept better in the Indian context. This literature review focuses on job based determinants among star category hotel employees.

Literature review:

According to the research conducted by (Parker, 1998) in a company, work redesign played a significant role in improving the employee's self-efficacy. The work environment of the company was redesigned by increasing employee's autonomy and participation in decision-making. Then the employee's self-efficacy was measured to carry out a broader and more proactive role 18 months later. Work redesign resulted in higher self-efficacy among employees. The most essential competencies required by the hotel managers in the divisions of F&B, front desk, and sales in Spain were studied by Kay and Russette (2000). The study measured five core competencies. The measurement includes competency domains like leadership, technical skills, interpersonal skills, conceptual-creative skills, and administrative skills. The result of this study reported that the essential skills required by the managers were leadership skills, technical skills, interpersonal skills, administrative skills, and conceptual-creative skills in order of importance. Edwards *et al.* (2000) referred that complexity is a distinct factor in work

environment. But, when work involves complex tasks requires the use of various high-level skills and is more mentally demanding and challenging, which will likely result in positive motivational outcome. When the manager/supervisor of the organisation values the work performed by the employees and provides them with appropriate control and authority in making decisions related to their work the perception of the employees towards their work will become positive. The employees will gain more confidence about their work and will perform better. (Yoon *et al.*, 2001).

According to the research work of (Mitchell *et al.* 2001), the employee's values, career goals and plans for the future must match with the demand of his immediate work as well as with the larger corporate culture. For instance the knowledge an employee has about his work, skills required to do the work and the abilities should match with the work the employee is currently doing and with the goals of the organisation. The research study of M. D. Lee, MacDermid, and Buck (2002) revealed that when the workload of the employees is reduced, that will strongly result in the enhancement of the employee's wellbeing leading to a decrease in the stress and fatigue level. This in turn resulted in the improvement of satisfaction level among the employees, increased the involvement level of the employees in their work and improved their relationships with the co-workers, superiors and peers. Zimmerman and Hammer (2010) in their research found that work based characteristics play a significant role in initiating work-to-family balance of employees.

The researcher had found that high autonomy and high social support were associated will help the employees in balancing Zimmerman and Hammer (2010) in their research found that work based characteristics play a significant role in initiating work-to-family balance of employees. The researcher had found that high autonomy and high social support were associated will help the employees in balancing both their work and family life leading to high employee satisfaction. Spector (1997) summarized the following dimensions which will increase the satisfaction levels of employees: They include appreciation, communication, co-worker relationship, fringe benefits, working conditions, nature of the work itself, the nature of the organization itself, policies and procedures of the organisation, pay, personal growth, promotional opportunities, recognition, security and supervision. The presence of these factors will help in increasing the satisfaction level among the employees and motivate them to stay in the organisation.

The organisation should know what motivates their employees and incorporate that knowledge into identifying, recruiting, employing, training, and retaining a productive workforce. Motivating the employees requires both managers and employees to

work together. This will help in increasing the loyalty level of the employees (Buford, 1993). Employees feel comfortable to stay longer in the organisation where they are in a position in which they are involved in some level of the decision-making process. That is at any time employees should be fully aware about the issues that affect their working atmosphere (Magner *et al.* (1996)). (Kaye, Jordan-Evans, 2000) in the study found that the top reasons that will help the management in retaining employees. They are career growth, learning and development, exciting work and challenge, meaningful work, making a difference, great people, being part of a team, good boss, recognition, autonomy and flexible fair pay and benefits. When the supervisor recognises and rewards the employee's performance then the employee will feel committed. This commitment will in turn increase the performance of the employee. The results in increasing the loyalty rate and retention rate of the employees (Padron, 2004). Recognition and rewards are playing the lead role in the attraction and retention of the employees in the hotel industry. Employees will be happier if their contribution is recognised. Employee recognition creates a working atmosphere of high employee morale. Performance related rewards and financial incentives should be provided (Seema, 2010).

Research objective:

To determine the role played by the job based determinants among the three different levels (managers, supervisors and staff) of employees in star category hotels.

Methodology:

Design of survey instrument:

Literature review was conducted to identify the relevant contributors to job based determinants in the hotel sector. These findings helped in extending the questionnaire. This process provided a framework within which attitude and behaviour with respect to job based determinants among the star category hotel employees of India can be determined. Section 1 deals with the employment profile, department and job level, duration of work. Section 2 has 14 items that reflected various dimension of job based determinants within hotel industry. They were rated using a likert scale from 1 'strongly disagree' to 5 'strongly agree'.3.2

Sampling and data collection:

Primary data was collected across 60 hotels distributed throughout South India. The States included are Tamil Nadu, Kerala, Karnataka and Andhra Pradesh. Major cities in these states were taken for the study. The respondents were given a brief summary of the nature and purpose of the research and asked to consider each question on the basis of what generally happened on a day-to-day

basis in their places of work. Confidentiality and anonymity was protected in an attempt to promote honesty and to provide the best possible feedback.

Data analysis:

The primary data (n=500 responses) were processed using SPSS. In order to discriminate the job based determinants based on the employee levels (Managers, Supervisors, staff) in star category hotels, the discriminant analysis has been applied and the results are analysed.

Findings:

Demographic profile of respondents:

The respondents of the study were distributed as follows: Tamil Nadu (40%); Karnataka (20%); Kerala (20%); Andhra Pradesh (20%). Though it may not fully represent, a valid conclusion can be drawn. Out of 60 hotels, 35.40 % of the hotels came under the three star category 35 % of the hotels come under four star and 29.60% of the hotels fall under five star category. On the age wise distribution, 35.80% of the employees in star category hotels belong to the age group of 26-35 years followed by 36-45 years (31.00 %), 21-25 years (25.80 %), 46-55 years (5.40 %) and less than 20 years (2.00 %). It is clear from the results that 36.80 per cent of the employees in the star category hotels have an experience of (0-5) years. On the basis of experience employees with (11-15) years in hotel industry are around 32 %. 25.80 % of employees who have the experience of 6-10 years and employees having

experience of greater than 15 years constitute 5.40 %. The data on the levels of the employees which we have taken for the study it is evident that 42.80% of the employees are staff, 29.20 % of the employees are managers and 28 % of the employees belong to the supervisor level. 17.4 % of the employees taken for the study were in food production, 19 % of the employees are in food and beverage, 13.6 % of the employees belonged to housekeeping. 22.6 % of the employees were from front office, 6 % were working as security. In engineering and maintenance 7.6 per cent of the employees were surveyed, 5.8 per cent of the employees were surveyed in human resource department and 8 per cent were from accounts, purchase, sales and marketing. 84.20 % of the employees have worked previously worked many hotels before joining the current hotel. Only for 15.80 % employees this hotel stands as their first hotel experience.

Discriminant Analysis:

In order to determine the most important job based determinants (independent variables) that contribute to different levels of employees (dependent variable). The results are presented in Table 1. The F test is significant for 10 variables out of 14 variables. It includes Demand of abilities, skills & experience, Hard & Soft skills Interpersonal & guest relationship skills, Ethics, responsibilities, job fit, growth and learning opportunities, promotion and pay policy.

Table 1: Tests of Equality of Group Means.

	Wilks' Lambda	F	df1	df2	Sig.
Job Attractiveness	.997	.866	2	495	.434
Demand of abilities, skills & experience	.992	1.948	2	495	.054
Distinct skills & responsibilities	.998	.509	2	495	.612
Hard & Soft skills	.992	1.969	2	495	.040
Interpersonal & guest relationship skills	.987	3.265	2	495	.039
Recognition	.996	.953	2	495	.376
Ethics	.991	2.162	2	495	.016
Autonomy	1.000	.023	2	495	.954
Responsibilities	.993	1.692	2	495	.035
Job fit	.996	1.063	2	495	.036
Growth & learning opportunities	.997	.758	2	495	.039
Promotion	1.000	.062	2	495	.040
Challenging tasks	.997	.828	2	495	.419
Pay policy	.992	2.090	2	495	.025

Table 2: Eigen values.

Function	Eigen value	% of Variance	Cumulative %	Canonical Correlation
1	.048 ^a	70.8	70.8	.814
2	.020 ^a	29.2	100.0	.339

a.First 2 canonical discriminant functions were used in the analysis

Table 3: Standardized Canonical Discriminant Function Coefficients.

	Function	
	1	2
Job Attractiveness	-.057	-.152
Demand of abilities, skills & experience	-.624	.235
Distinct skills & responsibilities	.205	.256
Hard & Soft skills	.222	-.406
Interpersonal & guest relationship skills	-.561	.300
Recognition	.174	-.381

Ethics	-.391	-.157
Autonomy	-.045	-.101
Responsibilities	.437	.130
Job fit	.401	.291
Growth & learning opportunities	-.494	.102
Promotion	.370	.029
Challenging tasks	-.216	.466
Pay policy	-.105	-1.196

The discriminant analysis is carried out for ten job based determinants and it results two discriminate functions and consequently first two eigen values and the results are presented in Table 2. An eigen value indicates the proportion of variance explained. (Between-groups sums of squares divided by within-groups sums of squares). A large eigen value is associated with a strong function. Function 1 explains 70.8 per cent of variance. The second function explains only 29.2 per cent of the variance indicating that this function does not help well in discriminating the groups. The canonical relation is a correlation between the discriminant scores and the levels of the dependent variable. A high correlation indicates a function that discriminates well. The present correlation of 0.814 of function 1 indicates strong correlation.

As Function 2 yielded non- significant results, for standardized canonical discriminant function coefficient we consider only Function 1 and the results are presented in Table 3. Taking into the account that the first function has the highest discriminating power, the first discriminant function is:

$$Z = -0.057Z_1 - 0.624 Z_2 + 0.205 Z_3 - 0.222Z_4 - 0.561Z_5 + 0.174 Z_6 + 0.391Z_7 - 0.045Z_8 - 0.437Z_9 - 0.401 Z_{10} - 0.494 Z_{11} + 0.370 Z_{12} - 0.216 Z_{13} - 0.105 Z_{14}$$

The Z_1 to Z_{14} are standardized X_1 to X_{14} variables.

The size of the coefficients variables Demand of abilities, skills & experience, Interpersonal & guest relationship skills, Ethics, Responsibilities, Job fit, Growth & learning opportunities and promotion discriminate best among the three level a of employees in the star category hotels.

Table 4: Structure Matrix.

	Function	
	1	2
Interpersonal & guest relationship skills	-.487*	.301
Responsibility	.466*	.144
Demand of abilities, skills & experience	-.455*	-.304
Job fit	.382*	.153
Growth & learning opportunities	-.373*	-.150
Promotion	-.367*	.042
Autonomy	-.041	.026*
Pay policy	-.210	-.565*
Hard & Soft skills	-.241	-.512*
Recognition	.310	-.441*
Ethics	-.320	-.439*
Job Attractiveness	-.127	-.371*
Challenging tasks	-.155	-.333*
Distinct skills & responsibilities	.097	.285*

Table 5: Classification Results^a

Original	Count	LEVEL OF EMPLOYEES	Predicted Group Membership			Total
			Managers	Supervisors	Staff	
		Managers	12	2	5	19
		Supervisors	42	278	71	391
		Staff	17	7	64	88

a. 70.8 % of original grouped cases correctly classified.

The structure matrix coefficients are presented in Table 4. From the table, the results indicate the correlation between each predictor measures and the discriminant function For the first discriminant function, it can be seen that correlation coefficients have high values for six measures out of fourteen measures which includes Interpersonal & guest relationship skills, Responsibility, Demand of abilities, skills & experience, Job fit, Growth & learning opportunities and promotion. This indicates

that these measures are strongly correlated with the first function. These measures would probably characterize best job based determinants for the three different levels of employees.

Classification Results is a simple summary of number and percent of cases classified correctly and incorrectly. The efficiency of discriminate function is presented in Table 5. Based on the discriminant function, 70.80 per cent of the measures have been correctly classified.

Discussion:

The different levels of employees in star category hotels appears to be influenced by interpersonal & guest relationship skills, responsibility, demand of abilities, skills & experience, job fit, growth & learning opportunities and promotion. All levels of star category hotel employees acknowledged the importance of the above. This shows that rewards and pay are not considered so important as predicted by many researchers. Sirgy (1990) in the study on effective appraisal of various job dimensions: the work itself, supervision, pay, promotion policies, and co-workers. The employee job satisfaction can be increased when an employee is having good relationships with the colleagues, high salary, good working conditions, training and development opportunities and career developments. Many work related factors have impact on the behavior of the employees. They are: sufficient wage, job security, training programmed, new growth opportunities and transfer rate. In addition to these factors working hours and social conditions also affect employees. (Karatepe & Uludağ, 2007). An employee will be satisfied with his/her working culture and environment if the content of the work is up to his/her satisfaction. Job security also plays a major role in raising the satisfaction level of the employees (Green and Tsitsianis, 2005). Chance of promotion for the employees plays a vital role in satisfying the employees as it provides upward mobility.

Contribution and Practical recommendation:

The finding of the present study focuses on contribution of job based determinants among different level of employees in star category hotels. The necessary feature required for an employee to stay in the organisation is that there should be a fit between the organizational motive and the motives of the employees, which refers to job fit. It focuses on the match between work requirements, individual skills and the knowledge required to perform the work (Lauver & Kristof-Brown, 2001). Nickson *et al.* (2001) in his study pointed out that managing workers who are empowered in an international hotel chain is very much essential for the growth and success of the hotel chain. Aesthetic labour is really important, as it includes employees with good interpersonal and social skills. He emphasised that hotels at any cost should not lose those employees as they play a critical role in the productivity of an organization. Autonomy should be provided to the employees in order to take decision related to their work. This will in build a feeling of belonging and attachment towards the hotel. This belongingness will motivate employees to stay in the hotels for a longer period with a sense of satisfaction instilled. A clear career path should be framed by the management so that the employees will have an accurate idea of their future prospects within the

hotel. They should not be overburdened and in the same way they should not be idle. The management should allocate work with care. The need of all the employees will not be same. It changes according to their age, financial status and position employed. It will be good if the employees are consulted before providing them with the benefits. The functional efficiency of the employees should be recognised. Hotels should provide variety of responsibilities to the employees and make them feel that they are valuable and their presence is essential in the hotel functions.

Conclusion:

The study clearly indicates that out of the most important factors that contribute as the job based determinants among different levels of hotel employees' monetary incentives or benefits is not the real contributor. Interpersonal & guest relationship skills, responsibility, demand of abilities, skills & experience, job fit, growth & learning opportunities and promotion have greater impact on employees. Monetary factor could not be ignored, though it serves as a crucial factor, the major research finding is that in order to create job determinants that motivate employees to stay in the job the hotel should place emphasis on the key six contributors while creating jobs.

Limitation and Scope of future work:

Several efforts were made by the researcher to carry out a research that was theoretically and empirically sound, the study does suffer from few limitations. Due to very vast and varied geographical expanse of India, the respondents in the study represent only a certain geographical that is southern part of India. A more diverse coverage of geographic regions could be done in the future. The current study has explored different factors of job based determinants. Future research can be performed by exploring each and every factor in detail. In future an extended study that evaluates a wider scope of the dimensions of employee job based determinants in the hotel industry should be conducted using a larger representation of hotel employees and various strengths between the variables can be established in this study amongst the different samples.

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