Getting better job satisfaction from the employee through hospitality policies

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Abstract
The policies of human behaviour transformed in policies of hospitality are fundamental for the organization to keep the employees working energized and highly motivated to reach those high levels of accomplishment, which will lead the company to a leading position on the market. This relationship is the essence of motivation. Finally, we presented in this work some of the main evaluations obtained in field research and finally some recommendations for implementation of a program of Politics of hospitality that promotes larger satisfaction degree in the work.
Key Word: Job satisfaction, motivation, work, hospitality policies

I. Introduction

Business organizations are social systems that combine science and technology and people and we need to understand how they work together. Science makes possible the technology that is applied by people according to their motivation. When people apply science/technology in a business organization, an immensely complex social system is created that must be carefully managed and used. Human behaviour in an organization produces a special and complex network of human relationships that interacts in many ways in order to obtain social balance. It is very important that this balance occur in a business organization because it will make possible the success and continued development of the business to obtain more competitiveness in the market.

The behavior of human beings is rather unpredictable because it reflects the deep-seated needs, which must be taken into account for effectively motivating them to contribute to improving the competitiveness of the business.

Taking these factors into consideration, it is evident that it is of great importance for these organizations to look at the main influence of the inside environment of the companies upon the performance of their employees and the companies as a whole. Analysing their level of job satisfaction, the company can better inform their hospitality policy in order to improve employee motivation.

The organization that seeks continuous development is assured that it is going to obtain more competitive advantage and market control. Specifically, the research is designed to answer the following questions:

1. What is necessary for companies to create conditions and introduce the best hospitality policy to improve their employees' motivation?

2. What is the influence of the environment inside a company upon the motivational development of its employees and organization?
3. How can the organizational process respect the intrinsic factors of human motivation and establish an ideal environment in order to obtain continued development and an increased business' market share?

The study to gather data about national and multinational companies located in Brazil that are doing very well and are having good results in both local and global markets; to find out how these companies are working with factors linked to human behaviour and the programs that they are developing for improving employee motivation through the establishment of a good work environment; to evaluate companies that are facing difficulties within the market as a result of losing their competitive edge in relation to quality, price and assistance and how they are working on workers' motivational problems that might be caused by poor working conditions.

In this research, we looked for the conditions necessary for responding to the important issues at stake in this area. We will seek to develop parameters and orientation for organizations to motivate their employees in the creation of a positive environment that stimulates innovative behavior in order to improve their competitiveness as a world-class business in the global market.

It is very important that the organizations perceive that employee satisfaction with their work is related to the hospitality policy of the organizations as a motivating factor for employees to contribute toward improving the companies' share in the market.

These behavioural policies are fundamental for the organization to keep the employees working energetically and highly motivated to reach those high levels of accomplishment, which will lead the company to a leading position on the market. Behaviour produces consequences. We can manage 2behaviour and change the consequences when we motivate employees by challenging them with a job that they see as connected with the successful completion of a determined project, which they consider important. This relationship is the essence of motivation. *Motivated employees are those who see their work as helping to accomplish important goals* (Davis, 1981). We can manage motivation inside the organizations through job satisfaction that is related with positive working conditions of the organization and with the expectations of the employee.

Job satisfaction is the guarantee of quality of a well-managed organization. By means of it, we can measure the progress being made to build a better organization through people working in good human conditions and cooperating as a team. When people work with satisfaction, they perform better, which in turn develops more job satisfaction in their work and contributes to the development of the organization. Therefore, why not appreciate these factors and processes of employee motivation, since they are the main resource of any organization?

This research also intends to supply elements to help administrators of hospitality policies to elaborate plans and programs to be implemented in their companies in order to change the existent paradigm by giving proper attention to the main resource of an organization, its employees.

The study compare the market results obtained by companies that are leaders in the market with those companies that are not so successful, taking into account the influence of their existing hospitality policies on employee satisfaction, which we believe is as important as the company's financial policies for their market success.

A significant characteristic of managing organizational behavior is that the object of this effort is not only to control employee behavior but also to help them contribute to the company's performance in the market by providing them with a more motivational work environment.

1. Literature review

1.1. Hospitality

Hospitality policies, in the wake of the disasters that have befallen many organisations, is gaining importance as a management tool to avoid the risks of environmental claims and economic scandals. There was, until recently, the concept that corporate hospitality policies were summarised as what companies could offer to their communities through campaigns and community grants. According to Henderson (2001), this perspective has been accentuated in modern settings since the early nineteenth century, as a result of changes occurring in the human values shaped by the Industrial Revolution.

Hospitality education programs (Tourism) first appeared in Brazil in 1971. In the years since, these programs have undergone many changes. Today, these programs are very similar to other education hospitality programs today are appearing in accredited colleges and universities, and put a very high emphasis on scientific research, mainly in the Anhembi Morumbi University. Due to the changes, faculty in hospitality education programs in Brazil is also changing. The high quality of hospitality education in Brazil is attracting a large number of international students who are unable to attain the necessary skills from hospitality training programs in their country.

According Lashley and Morison (2000:19) :

> The basic function of hospitality is to establish a relationship or to promote exchange of goods and services, both material and symbolic, between those who give hospitality (hosts) and those who receive it (guests)…   One of the principal functions of any act of hospitality is to consolidate the recognition that hosts and guests share the same moral universe or to enable the construction of a moral universe to which both host and guest agree to belong.

For Lashley (2004), hospitality has been reported as a means of creating or consolidating relationships with strangers, by which society changes, grows, and renews itself through processes played out within social, private, and commercial spheres. To Grinover (2003, p. 26), what defines hospitality is the act of accommodating and providing services to someone who, for some reason, is away from their place of domicile. Hospitality is not to give space to another, but to receive another in one's place. Lashley (2004, p. 21) best expresses the above approach as a broader understanding regarding hospitality in which the relationship built between host and guest is the most important.

To Kotler and Armstrong (2008), social marketing is a strategy for behaviour change within organisations. Its combination of elements of traditional approaches with social change – within a process that integrates planning and action – takes advantage of advances in communications technology and marketing techniques. Currently, this concept is evolving and becoming more comprehensive, incorporating other important factors such as hospitality policies and an appreciation of innovation developers as part of companies, as well as a concern for creating measures that ensure quality of life within organisations and promote the process of enterprise motivation.

The relationship between hospitality and employees emotions is relatively stable, at least in the long-standing question. The thrill is momentary, or at least short-term, is a matter of conscience and public sentiments (Yik, 2001). Many psychologists have focused on the relationship between entertainment and emotion, stories demonstrated that hospitality is related to emotion. Hospitality companies also have progressively undertaken the management of leisure venues that include hospitality. The range of natural activities managed by hospitality companies extends beyond the minimal of action that they seek to identify and supply facilities to meet the progressive growth in motivational internal demand.

The hospitality in Brazil is teeming with opportunities untapped, that can create jobs and empower its citizens. There also exist investment opportunities and platforms for

sustainable initiatives. The increased emphasis of hospitality education in Brazil is coupled with a growing emphasis on quality in recruitment and selection in the hospitality industry. An increased emphasis on referrals and minority hiring are ways in which hospitality organizations in Brazil are decreasing turnover and increasing employee satisfaction.

As Camargo (2008, p. 15) writes, "Nothing is more [important to] hospitality than the act of welcoming people who are knocking on the door." For those who search to improve their understanding of how to greet their guests, hospitality means giving full attention to the guest. The way a host talks to and addresses a guest client is more important than the mechanics of the hospitality process. Hospitality must be understood in its broadest sense to be social relationships between an established community and outsiders to that place who have come to visit or simply rest (Gotman, 2008, p. 115). If visitors face issues that, in different ways, stand out particularly sharply in the daily life of contemporary cities, this implies hosts must engage in a deep reflection on how to resolve these.

According to Selwyn (2004, p. 26), hospitality is a set of behaviors originating in the very basis of society, whose basic function is to establish relationships or strengthen existing relationships. Along these lines, Camargo (2004, p. 19) states that "hospitality is the human act of . . . receiv[ing], host[ing], feed[ing] and entertain[ing] people temporarily displaced from their habitat." Thus, hospitality becomes an act of closer relationships among individuals, which Lashley and Morrison (2004) divide into three areas based on the different scenarios where these activities take place: social, private and commercial environments. These are shown in Figure 1 below.
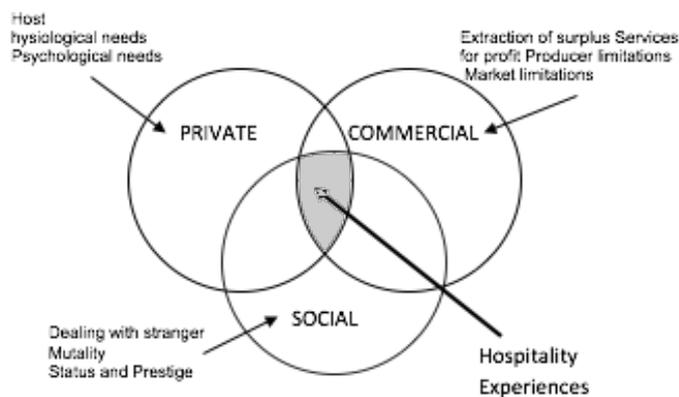

Figure 1: Hospitality domains
Source: Lashley and Morrison (2004, p. 6)

Cultural Intelligence is one of the key managerial competencies needed for dealing effectively with people from different cultural backgrounds across sectors and industries including hospitality. Selecting the proper candidate is also taking a more scientific approach. Many hospitality companies are using structured interviews, realistic job previews, and aptitude tests to aid in hiring the best candidates for the job (Bonn & Forbinger, 1992).

Tourism is a complex and horizontal sector, touching on numerous other economic activities, policies on employment, planning, and transport to say a few. The hospitality industry always creates also a multiplier effect as a result of any sector activities it undergoes, and this has been shown to play a huge role in emerging market economies as well, because it indirectly and directly creates jobs as well, along with providing jobs and services for a long list of activities, suppliers, products or services. Management training programs are becoming more and more common in the hospitality industry. Many hospitality companies understand the importance of promoting from within on employee satisfaction, motivation, and retention,

and are instituting programs to develop employees into quality managers (Lashley and Morison (2000).

One of the most studied links of human resource practices to service quality is that of employee satisfaction to customer satisfaction. If a company takes care of their employees and provides them with the necessary resources, it will lead to employee satisfaction and employee loyalty. In turn, productivity will increase, and the superior service will get passed on to the customer. Employee satisfaction will of course lead to repeat to the customer satisfaction that will drive up profitability. The increased profitability will allow the company to invest more into their human capital, thus rekindling the cycle (Pritchard and Silvestro, 2005).

Indeed, hospitality is an intensely important component to any emerging market. Brazil's economy an evidence of this, were in the last five years 20 million people have been brought into the middle class. This has also impacted on the economy of Brazil and reduced poverty levels. The hospitality industry is thus critically important because it not only creates a demand; it is labour intensive, a virtuous cycle that provides employment at various levels (Flaxman, 2012). Initiatives as this described are backed up with the appropriate policy framework, and the knowledge that as hospitality also feeds off tourism there is an inevitable certainty that the development of hospitality service operations to improve job satisfaction and reduction of unemployment in the hospitality industries.

2.2. Motivation and job satisfaction

Management of motivation develops better organizational conditions for encouraging people to use their creative potentials to help solve social and technological problems and to create favorable conditions for a better quality of life. The main objective of the study is to offer elements and recommendations for solving the problem presented in an attempt to verify what sort of relationship exists between the organizations' hospitality policies.

According to the parameters established by the study and the dependent variable "job satisfaction" for the application and definition of a methodology capable of measuring appropriately the group of variables considered. With the objective of evaluating the influences of different approaches in hospitality policies, because according Davis(1981);"*certain functions occur without motivation, but nearly all conscious behavior is motivated. It requires no motivation to grow hair, but getting a haircut does*", with regard to employee job satisfaction, a conceptual model is defined, as shown in figure 2.
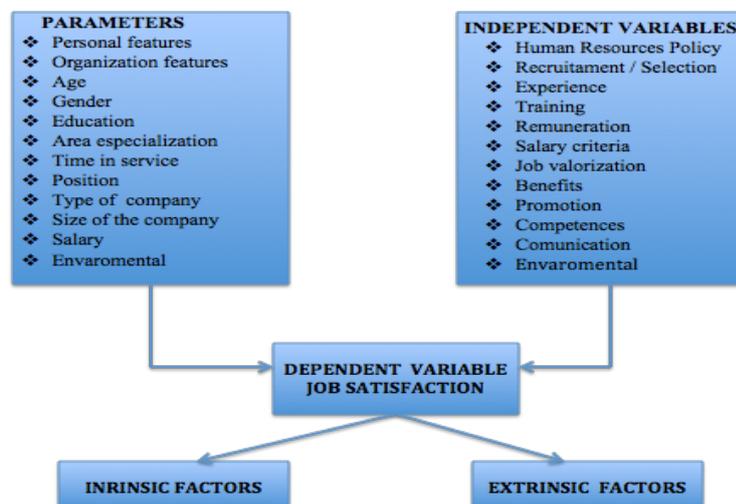

Figure 2 - Model of study of hospitality policies and job satisfaction
Source. David (1981)

This study takes as subjects "employees" working in different organizations in Brazil. The hypotheses associated with the conceptual model study that should or should not be ratified after the analysis of the obtained results are the following as show in the figure 3.

1. Different individual perceptions of the employees about the characteristics of the Hospitality Policies that take into consideration different levels of feelings and satisfaction associated with the work,

2. Different evaluations of each of the Hospitality Policies that represent the emphasis observed in each one of those policies and that characterize the level of structuring noticed by the employees in relation to the considered policy,

3. Employees' perception of the existing Hospitality Policy is the decisive factor about the possible effect of the policy upon the employees' job satisfaction and not the features attributed to it during its elaboration phase,

4. Peculiar characteristics of the employees and of the organization where they work are also factors that affect job satisfaction,

5. Knowledge of the theories pertinent to job satisfaction provides the basis for understanding and interpreting the results of the study.

Figure 3. Subjects of working in different organizations associated with the conceptual model
Source. Author

The original contribution of the study will be represented by the importance given to hospitality policies. The research intends to present to organizations a type of orientation appropriate to practices involved in the organizational process that takes into account the intrinsic factors of human motivation in order to establish the ideal environment for obtaining continuity of development. The study is composed of two parts:
1. First an evaluation of job satisfaction theory and its measures is made. A description of a conceptual model, which associates job satisfaction as a dependent variable with independent variables of hospitality policy;
2. The second part deals with research results that are obtained by a survey questionnaire that was applied to 800 employees in many organizations in Brazil.

The data was analyzed by means of correctional analysis and a statistical proportion test in order to establish relationships between the perceived values of the independent variables and the job satisfaction felt by employees. Development of this research was planned in such a way as to allow obtaining the following contributions for Hospitality Management as show in the figure 4.

1. Evaluating the effects of the systematization, refinement and sophistication of Hospitality Policies upon the dependent variable "job satisfaction";
2. Supplying elements for identifying which Hospitality Policies and parameters of the study are linked to job satisfaction;
3. Identifying the intrinsic and extrinsic factors responsible for satisfaction in work;
4. Facilitating the inclusion of job satisfaction in Hospitality Policy planning;
5. Offering means that will help Hospitality Policy to better execute its role of constituting instruments for the improvement of the work environment of employees at all levels of the organization. This contributes to the elevation of the efficiency level.

Figure 4. Contributions for Hospitality Management
Source. Author

Improving the capacity of the employees for cooperating better with their company's efforts toward improving their market share. In this way, the organization, taking advantage of the personal job satisfaction of their employees, which optimizes the organization's physical resources, will better reach its goals and ensure that survival; continuity and growth that make it possible to contribute to the economic and social development of the general community.

The results of this study will be the basis for a series of recommendations to improve the implementation of hospitality policies, providing a fundamental concept that can serve as an orientation parameter for any type or size of organization in any continent. This parameter can help the organization manage the factors of motivation of their employees, leading them to that satisfaction with their work, which will help guide the organization to better satisfy their shareholders and to control the market better.

From the review of the literature, you can conclude that the concept of satisfaction in work depends on the peculiar features of individual employees, their job, the activities they perform, the context or atmosphere where the work is performed, and, mainly, the perception of the organization of these aspects to be able to create satisfying work conditions.

Edwin Locke (1969), after a detailed analysis of the evolution of the job satisfaction concept in the work and the epistemological roots of the term itself, proposes the following definition for this concept: "Job Satisfaction is a state of emotional pleasure resulting from the evaluation that a professional person has about how far his work presents the capacity to facilitate or to attain his objectives and values".

According to Edwin, job satisfaction is a concept that involves emotional aspects, characterizing a feeling and not a certain pattern of behavior or activity. Therefore, it represents, essentially, an attitude of individuals in relation to their work. As in any other activity or attitude, according to Organ & Hammer (1982), this is composed of a complex group of cognition, emotion, perception, and evaluation that determine or influence the diverse tendencies of behavior.

Furthermore, the concept, "job satisfaction" is characterized by a vision of the person's relationship with the concepts of morality and, mainly, "involvement in the work" Locke (1976). Like morality, job satisfaction refers to emotionally positive states that are experienced by employees in their work. In the definition of morals presented by Viteles, Locke(1976), a distinct relationship can be traced between morals and job satisfaction. According to Viteles, morals can be understood as *"...an attitude of satisfaction with a desire of reaching and methodically searching for the objectives of a group or a particular organization"*. In a similar way, we can say that morality has a connotation very indicative of a future time to be reached; while the concept of work satisfaction refers much more to a positive emotional status, present or past, but even so, with a strong wish to maintain it in the future. Also, morality involves a referential of the group, based on the sense of common purpose and faith in the belief that the group objective can be reached. It is compatible with individual objectives, but mainly with the objectives of the organization; while job satisfaction refers typically to an evaluation of a work situation of a particular individual.

In relation to the concept of involvement in the work, the involved person who visualizes his importance in his professional and social life constructs morality and it consists of important values that are a part of a person's development. For the individual, the experiences lived in undertaking his work will affect his disposition and future feelings, since this individual has been physically and mentally involved in the work. Therefore, people, to become highly involved in the work, should encounter better conditions for feeling higher degrees of job satisfaction in relation to their activities; those who are not becoming involved are apparently not encountering motivational work conditions.

According to Locke, job satisfaction is considered as a psychological state that results from the perception of individuals about how many the activities developed by them in their work assist or facilitate the consummation of values that are considered important. There is the same consistency between those values and the inherent needs they are trying to satisfy, when employees decide to be devoted to the accomplishment of their work as Locke (1976).

Finally, to summarize the dimensions involved in the concept of job satisfaction, Wofford (1982) uses an illustration of a work situation described by George Orwell in his book *Animal farm*, "*... the animals worked as slaves. However, they were happy in their work, they did not deny efforts, sacrifice, conscious that what they did was for their own benefit and for another of their species that would come later...*". In this example the three dimensions of the concept of satisfaction in work are revealed as involving aspects of behavior (they worked as slaves), feelings (they were happy in their work) and cognition (conscious that they benefited from what they did).

These dimensions relative to the aspects of behavior, feelings and cognition that are involved in the determination of feeling satisfaction in work clearly show not only the complexity of the same, but also the degree of inter-relationship between the components of an organization. Job satisfaction is also described in most of the studies as a result of global evaluation, without particularizing which dimension is more specifically involved in the evaluation.

According to Locke (1976), more than 3,300 studies about job satisfaction have already been published. The first ones emphasized the effects of the physical conditions of work and wages upon employee attitudes, as well as social factors such as supervision and the work group itself. Models of analyses of the causes of job satisfaction and of the supporting theories presented follow. These items are taken from the work elaborated by Wofford (1982) and they represent a summary of the main results obtained up to now.

For a better understanding of satisfaction in work, it is necessary to evaluate the principal features that can affect the degree of job satisfaction manifested by an individual as show in figure 5.
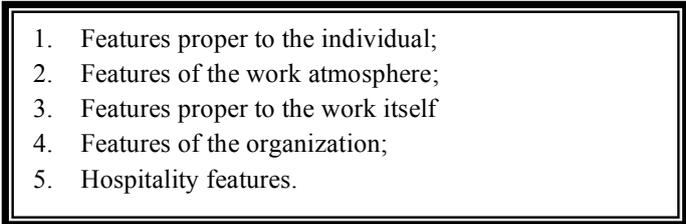
1. Features proper to the individual;
2. Features of the work atmosphere;
3. Features proper to the work itself
4. Features of the organization;
5. Hospitality features.

Figure 5. Degree of job satisfaction manifested by an individual
Source. Wofford (1982)

In terms of theoretical concepts for the study of satisfaction in work, there are, according to the classification of Wofford (1982), three basic models for explaining the degree of satisfaction that an individual obtains in his work. We will be identifying and analysing each one in order to understand the question better.

The Theory of Needs has been best represented by the researchers Maslow and Herzberg. According to this theory, job satisfaction exists when the personal needs of the individual who performs it are met (for instance, the basic needs of safety, participation, self-accomplishment, etc.). Maslow's theory of motivation declares that human needs of importance and influence that can be visualized as a pyramid (see figure 6). At the base of the pyramid there are the lowest needs (e.g., physiological needs) and at the top, the highest needs (e.g., self-accomplishment). These needs are organized and distributed in hierarchical levels needs assume forms and expressions that vary from one person to another.
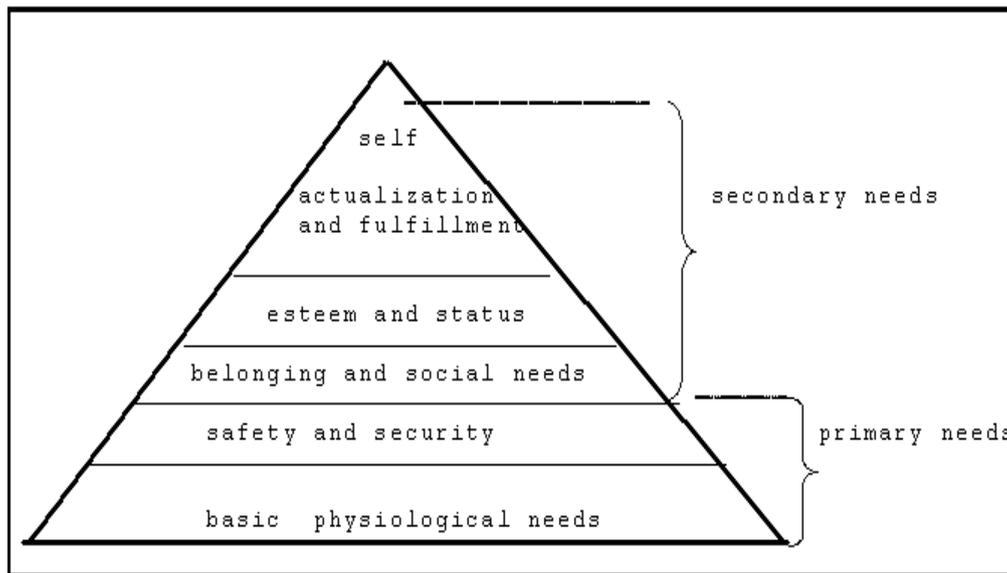
Figure 6 - The Needs Hierarchies of Maslow
Source. Maslow Theory

The needs of Maslow are described in the five steps, as show in figure 7.

1. Physiological needs, the lowest level of all human needs, but, even so, of vital importance. At this level there are the needs of nourishment (hunger and thirst), sleep, rest and shelter (cold, heat and housing). Physiological needs are related to the survival and preservation of the individual. They are the instinctive needs that people are born with. They are the most present of all human needs. Among all human needs, the most motivating are the physiological ones. An individual's behavior will always be more strongly directed to finding relief from the demands that these needs make of the organism.

2. Need for safety, the second level in Mallow's pyramid (safety and stability). It is the search for protection against menaces and privations. It appears when physiological needs are relatively satisfied. When the individual is dominated by the need for safety, his organism, on the whole, acts as a mechanism searching for safety. This need works as an almost exclusive element that organizes the behavior. Safety needs have great importance in human behavior, since every employee is always in a dependent relationship with the company. Arbitrary administrative actions or incoherent decisions can cause uncertainty or insecurity in the individual regarding his permanence in the company.

3. Social needs appear in behavior when the lowest needs   (physiological and safety) have been relatively satisfied. Among   social needs there are the needs of association, participation, acceptance, changes and affection. When these needs are not sufficiently satisfied, the individual becomes resistant, antagonistic and hostile in relation to the people that surround him.

4. Need for esteem is related to the way the individual sees and evaluates himself. It involves aspects of self-confidence, self-evaluation, social approval and respect and, mainly, consideration, prestige and status. The satisfaction of the need for esteem leads to feelings of self-confidence, personal value, strength, prestige, capability, power, and usefulness.

5. Self-evaluation needs are the priority needs of the human being that are found at the top of the person's hierarchy. These are the ones that allow each individual to use all his creative and innovative potential at all times.

Figure 7. The five steps by needs of Maslow.
Source. Maslow Theory

The needs of Maslow are described in the six points and considers the following important aspects as show in figure 8.

a) Only when an inferior level of needs is satisfied or appropriately listened to, is it possible for the following level to begin to influence the individual;

b) It is impossible for everyone to reach the top of the pyramid because of the fact of organizational diversity;

c) When the lower needs are reasonably satisfied, the higher needs begin to dominate the person's behavior;

d) Each person lives with several levels of motivation influencing him. Therefore, all the levels act jointly on the human being, the higher needs predominating the lower, since these will be more listened to;

e) Motivated behavior is a channel for expressing and satisfying many fundamental needs;

f) Any frustration or possible frustration of satisfaction of certain needs is considered a psychological menace, generally resulting in emergency reactions in a person's behavior.

Figure 8. Maslow in his Theory of Needs.
Source. Maslow Theory

Herzberg formulated the so-called Theory of the Two Factors to explain an individual's behavior at work. Herzberg (1966) called these the Hygienic Factors and Behavior Factors: *Hygienic or extrinsic factors are those that are located in the environment that surrounds the employees and it includes conditions inside the work place.*

These conditions are created and managed by the administration therefore; they are beyond the personal control of the employees. The main hygienic factors are: wages, social benefits, authority type, physical conditions of the work place and job, and the company's internal regulations, policies and guidelines. These are context factors and they are located in the external ambit that surrounds the person.

Herzberg points out that traditionally the hygienic factors were not taken into account in the employee's motivation; formerly, the job was considered an unpleasant activity and to make a person produce more, it became necessary to resort to prizes and salary incentives, democratic leadership, open managerial policies and motivations, all those incentives external to the employee. In Herzberg's study, when the hygienic factors are favorable, they only avoid the employees being dissatisfied because they do not consistently improve satisfaction, and even if they do, they do not maintain the improvement; Behavior or intrinsic motivational factors are related to the employee's work position and to the nature of the tasks performed, that is, what the task is and how it is carried out. These motivational factors are under the person's control and involve feelings of personal growth, professional recognition and self-accomplishment.

According to Herzberg's study (1971), the effects of motivational factors upon personal behaviour are much deeper and stable than satisfaction with the position occupied as a function of its challenges and stimulating activities. In addition, dissatisfaction occurs as a function of the context of wages, benefits, supervision, colleagues and the general context of the task performed.

According to Wofford, given the difficulty of examining all the specific factors that contribute to job satisfaction, it is important to analyse the main and decisive causes of job satisfaction by taking into account the results of other studies about the subject. These results are summarized in the following section as presented by Wofford. The comments identify the effects of the factor upon the analysis of the ambit of the job satisfaction model proposed by Lawler and Porter starting with the theory of discrepancy.

Values and personal needs contribute to the perception of expectations and actual rewards. This being the case, somebody with a strong need of accomplishment or affinity in work will have high hopes of obtaining from his job larger opportunities of accomplishment. In this case, compatibility between felt needs and personal perception about the organization's capacity for satisfying these needs is constituted as the most important aspect to be considered, more than the very strength of the felt need.

3. Research methodology

This is an exploratory study. Developed within an area where there is little elaborated research here in Brazil and mainly dealing with Brazilian companies, it was planned to be comprised of associations or correlations of the variables treated. The approach chosen is compatible with the objectives of verifying the possible existence of relationships between the variables that constitute the basis for some recommendations directed to the persons responsible in the hospitality area. These recommendations are made with the intention of helping guide hospitality policy by recognizing the influence of behavior upon job satisfaction.

The sense given to the concept of job satisfaction during the process of evaluation was general and intrinsic, including a percentage rate of job satisfaction for each employee studied. The indicators of this global satisfaction are the nature and context of the activities performed the degree of interest and importance of the work accomplished and its recognition by the company. The evaluation of this feeling was centered on the result, without concern for identifying each factor (colleagues, leadership, wage, policies, atmosphere, and so on) or specific responsibility for the level of satisfaction manifested. The option for this type of measurement is justified by the increasing complexity of evaluation, once it becomes necessary to include an even larger number of subjects in the research tool in order to cover all the involved factors.

The population chosen as subject of this study is made up of employees working in a great diversity of functions. The origin and rules that configure different Human Resource Policies associated to each operational function developed in the area should, in ideal terms, reflect the human resource needs available in the organization. These serve as orientation for the process of making decisions that correspond to the specific needs of the employees and produce job satisfaction. The main characteristic of this study is to verify how valid this presupposition really is. The importance of this verification is well explained by the following citation:

> The people of hospitality should conduct control operations for the survey and surveillance of the risks of disparity in the application of Human Resource policies and the practices within the different functional units. They should methodologically study the reactions of the hospitality and try to integrate them into the system as important elements for feed-back (AFREGEP, 1977,p.42).

Job Satisfaction is an indicator of these reactions and an element of feedback for realigning the process itself of redefining and improving Human Resource Policies

4. Analysis and results

Wallace and Szilagyi (1982, p.33) present and analyse a model that is intended to be a guide for understanding the interaction between rewards, behaviour and working in organizations. The inclusion of this model is justified by the fact that it contributes to understanding the dynamics of job satisfaction and to elaborating the classification of rewards (satisfaction factors) and the rules of organizations. The main aspects of this model are commented on below.

According to Wallace and Szilagyi (1982) the policies and practices of rewards alone do not influence behaviour or activity. Rather, it is the degree of correspondence

between personal needs and these policies/or practices that will determine the level of job satisfaction. Along with Locke, they consider that satisfaction in work is a process of evaluation of the work relationship itself. For Wallace and Szilagyi (1982, p.34), satisfaction is *"... a measure of how happy the employee is with the results and rewards that he receives through his employment."* The model of rewards, behavior and accomplishment is presented in figure 9, in the next page.

The contribution of Wallace and Szilagyi (1982,p.35) resides in the fact of their recognizing the dynamic character of the satisfaction process. *"...the employee is constantly responding to several satisfaction levels through searching for and making decisions that increase his expected satisfaction "*. They also affirm that the influence of rewards on behaviour and performance is equally dynamic. In this way, they go on to state that: *"... changes in the policies and practices of rewards can cause changes in behaviour and performance: the employees are aware of the policies and of the effective practices of rewards and they will adjust their behaviour accordingly "*.
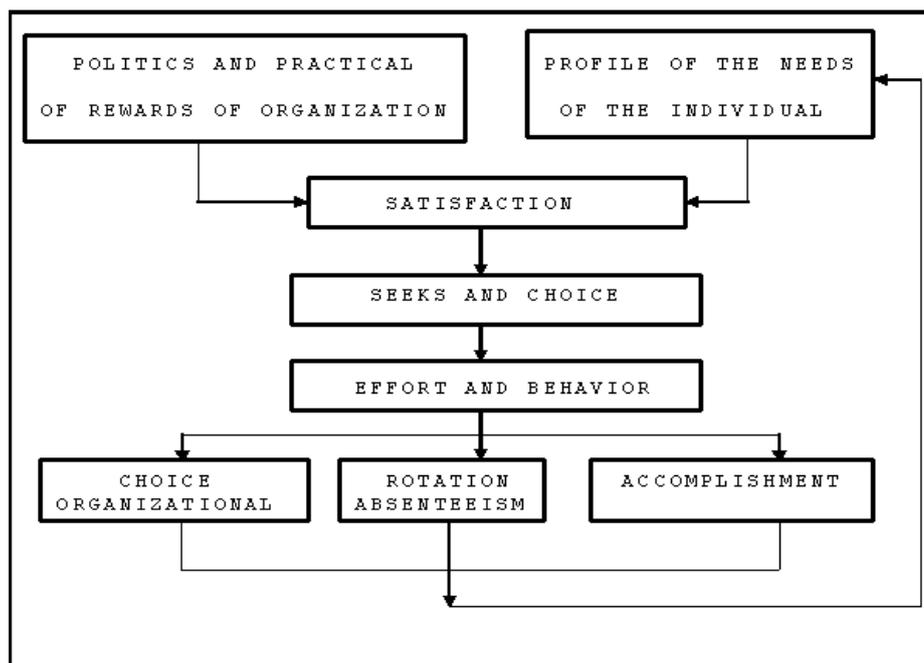

Figure 9. The model of rewards, behaviour and accomplishment
Source. Wallace and Szilagyi (1982,p.35)

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They go on to state that*: "... changes in the policies and practices of rewards can cause changes in behaviour and performance: the employees are aware of the policies and of the effective practices of rewards and they will adjust their behaviour accordingly "*. Wallace and Szilagyi call attention to the aspect that there can be discrepancy between policies and present practices and the intention or principles that orient the definition of the same. The employee will behave according to what he perceives as actual or effective and not according to what the organization defines as actual or effective.

Concluding their analysis of the model of rewards, behavior and performance, Wallace and Szilagyi (1982) highlight the importance of administrators promoting or

guaranteeing a balance between the organization's policies and practices of rewards and the needs of the individuals. Along these lines, these researchers consider an attempt at classifying the different sorts of rewards (satisfaction factors) as a manner of facilitating the adaptation of the policies themselves to the real needs of the employees. The classification presented by Wallace and Szilagyi (1982:36) appears in the following items about intrinsic and extrinsic factors.

Because of the difficulties of surveying the actual number of employees working in organizations here in the State of São Paulo in Brazil, the following criteria, which help define the sampling of employees in the present study, were adopted. First, it was assumed that the size of the employee population was big enough to receive the statistical treatment of infinite population. Admitting a level of error of 5% for the estimates of the population characteristics and a coefficient of reliability of 95%, we arrived at a sample of 800 employees from different companies to guarantee the representitiveness of the study. Besides this sample, fifty (50) additional questionnaires were reserved for cases of questionnaires not answered. Due to practical reasons, participation in the study obeyed a process of non-probabilistic sampling. The distribution of the questionnaires was made in two basic population areas, the first being one represented by organizations that are in effective control of the markets where they operate with prestige due either to economic reasons or to being an attractive place to work. The second population area is represented by companies with a normal market situation or even those in a difficult financial situation and without prestige. The process of handing out the forms was through formal and informal contacts.

The kind of hypotheses that are examined indicates that the data should be analyzed in order to offer conditions that determine the existence of statistically significant relationships among the independent variables (characteristics of the hospitality policies) and the dependent variable job satisfaction. Among the statistical techniques commonly used in most of the studies of this nature, there are the Qui-square Test for evaluation of the degree of association or dependence among variables, the contingency coefficient and the correlation coefficient, all of them used in the process of analysis of the results of this research.

For the purpose of comparison, Tests of Equality of Proportions through the division of employees with a high degree of job satisfaction into two populations are used, taking the degrees of perception of the independent variables, (high and low) as a basis. The objective of this kind of statistical test was to identify differences between the employee population satisfied in work that perceive a high degree of the independent variables and the population that is also satisfied in work, but perceive a low degree of the independent variables.

The statistical tests are performed by using the SPSS (Statistical Package for Social Sciences) and routines especially delineated for this study. The level of significance for the diverse tests was fixed at a maximum of 5% (five percent).

The results of the study will be presented according to the order pre-established in the research and they identify the relationships contained in the theoretical model through analysis of correlation and association and the statistical tests of proportion between job satisfaction and the different characteristics of hospitality policy. For this purpose, the perceptions of the employees of the organization about the group of variables represent the empirical evidence for suggestions about the delineation of hospitality policy by the persons responsible for this area. This work was developed in two directions with the same contents: one for the leading companies in the Brazilian market (85.0% of the field research) and another for the companies considered less important in the market (15,0%).

The complete report of the research on the leading companies was demonstrated, confirming the hypothesis of the research. We are presented only

some data on the less important companies, because these companies present a high degree of job dissatisfaction and a bad position on the market, the opposite of that shown by the leading companies.

Factors of Job Satisfaction and Dissatisfaction, in this topic the results of the survey in the last part of the questionnaire of the research are presented with the objective of identifying, according to the employees' free choice, which factors were really representative of job satisfaction. For this reason, the employees should point out and classify such factors, defining those five factors that are more related, in the first place, to the feeling of satisfaction and secondly, the ones related to feeling of dissatisfaction with their work.

The results presented here indicate the employees' individual choices in a pondered way, that is to say, the percentages presented were calculated starting from the points obtained by the factor in function of the order in which it was classified. The very classification of the factors as intrinsic and extrinsic was elaborated a posteriori and in agreement with the main theoretical considerations about job satisfaction identified in the study. For better understanding, some factors were subdivided, detailing in this way the opinions about job satisfaction and dissatisfaction manifested by the employees studied.

Factors of Satisfaction (Intrinsic), those associated with the nature of the developed activities are presented the way they were performed and to personally valorize the employee as a professional. The classification is visualized in Table 1, bellow.

Table 1. Classification of personal valorisation

ITENS	% total	%
Characteristics of the Work	45,0	
Degree of Innovation		11,2
Degree of Challenge		10,7
Degree of Learning		7,5
Degree of Diversification		4,3
Degree of Importance		3,7
Deg. of Appl. of Knowledge		3,2
Degree of Definition		2,3
Degree of Influence		2,1
Recognition	15,4	
Objectives	13,5	
Self-accomplishment	10,5	
Autonomy	8,9	
Personal development	4,1	
Others	2,6	
TOTAL	100,0	

Source. Research date

Factors of Satisfaction (Extrinsic), those associated with the other outlying and important aspects of the work situation are presented, excluding the nature and characteristics of the same. This classification is visualized in Table 2.

Table 2. Classification of work situation

ITENS	% total	%
Hospitality police	48,7	
Motivation		18,3
Information		9,9
Training		7,3
Benefits		5,9
Knowledge		4,1
Empowerment		3,2
Relationship with colleagues	32,3	
Environment	13,9	
Others	5,1	
TOTAL	**100,0**	

Source. Research date

Factors of Dissatisfaction (Intrinsic), those associated with the nature and situation of the work accomplished are presented according to the manner of development of the activities and the lack of employees being valorized as professionals.This classification is visualized in Table 3.

Table 3. Classification of personal valorization

ITENS	% total	%
Characteristics of the Work	55,8	
Degree of Routine/Bureaucracy		26,2
Lack of Resources/Pressure		10,0
lack of Planning /Organization		6,7
Load of Work		6,2
Lack of Challenge		4,5
Others		2,2
Without Recognition	33,1	
Lack of Autonomy	7,1	
Others	4,0	
TOTAL	**100,0**	

Source. Research date

Factors of Dissatisfaction (Extrinsic), those associated the other outlying and important aspects in the work situation, being excepted from the very nature and characteristics of the same.This classification is visualized inTable 4.

FTable 4. Classification of work situation

ITENS	% total	%
Inadequacy of hospitality policy	57,8	
Hospitality Performance		20,4
Program of Promotions		16,4
Program of Benefits		8,1
Training		6,2
Salary		4,5
Others		2,2
Without Recognition	29,5	
Lack of Autonomy	9,4	
Others	3,3	
TOTAL	**100,0**	

Source. Research date

5. Conclusion

The main conclusions and implications of the research, based on the results of the analysis of the data surveyed, are now presented. The main purpose is to show organizations that when hospitality policy is addressed to motivating and developing employee satisfaction, they equally lead the production and the organization to full attendance of their customers' demands in their tangible and intangible aspects in order for the organization to achieve the leadership and domination of the market that it desires.

The form of presentation of the most important conclusions is developed in three stages: first, referring to the results of the relationship of job satisfaction with the parameters of the research; second, commenting on the main implications for elaboration of a hospitality policy addressed to employee motivation that is based on the results obtained regarding the effects of this policy in relation to the different levels of job satisfaction; and third, comments about the implications for the area of hospitality of the main factors of job satisfaction and dissatisfaction that were selected in the research.

A summary of the results and the main recommendations for implementation of hospitality policy that promote a larger degree of job satisfaction are described and commented on below. In relation to this type of policy, the main objective of the study was to identify the employees' perception of the emphasis given to the concern for systematizing a group of norms and procedures that would be the indicator of the importance attributed to the policy in question in the organizational context.

Hospitality policies and those specifically related to the functions of Salary, Recruitment, Benefits, the sum total of salary and benefits and Training are associated with the employees feeling satisfaction with their work. The good implementation of the suggested recommendations, taking as a basis the results of relating Job Satisfaction to hospitality policy and the characterization of satisfaction factors, seeks to provide a greater feeling of job satisfaction for the employees in the plant and of hole organization, mainly in the manufacturing system. Feeling more satisfied with their work, employees will perform with more efficiency. It is hoped that the organizations where such employees work may also become more efficacious in fulfilling their role as leading enterprises and guarantee their very survival in the long run. In this way, the economic and social development that would be generated by the improved performance of these organizations will guarantee larger profits for investors, growth and leadership, and make them more competitive in their manufacturing system and the global market.

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