

## **Job Satisfaction of Hospitality Managers of the Department of Tourism Accredited Hotels in Baguio City Philippines**

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### **Abstract**

Job satisfaction among managers in the hospitality industry has a direct correlation to the ability of the hotels to increase guest satisfaction and improve services. This study aimed to determine the level of job satisfaction of hospitality managers among accredited hotels according to the star classification, their level of management, assigned departments and personal factors. By determining the level of satisfaction of managers according to the identified factors, management and owners of hospitality businesses would be able to focus on sustaining the perceived essential factors and will increase the manager's level of performance. A descriptive survey was used to gather the result of the study involving 91 managers of 4-Star and 3-Star hotels. The findings showed that the managers of the Department of Tourism accredited hotels in Baguio City are very satisfied with their jobs. Managers of 3-Star hotels are very satisfied while those who are in 4-Star hotels are satisfied. Middle managers are satisfied with their jobs, while the top and lower-level managers are very satisfied with their jobs. Managers in the front offices have a higher level of satisfaction than the support departments. The varying levels of job satisfaction among managers are dictated by several factors other than the job. In the personal factors, Millennial managers are satisfied while the Baby Boomers and Generation X are very satisfied. In ranking the most dominant factor that affects the level of satisfaction of hospitality managers, salaries and wages, promotion chances, and company policies emerged as the top three factors.

**Keywords:** *Job satisfaction; accredited hotels; hotel classification; job factors*



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### **INTRODUCTION**

Tourism has experienced continued growth and has become one of the fastest-growing economic sectors in the world. Tourism has become one of the primary income sources for many developing countries and contributed to a lot of improvements among industrialized nations. In the travel and tourism competitiveness report of Weforum.org (2015), there were almost 280 million international tourist arrivals in 2015. This report shows that the region's economic development continues to impact the travel and tourism sector positively.

Baguio City, the summer capital and a major tourist destination in the Philippines, has recorded a 126-percent increase in tourist arrivals during the first quarter of 2017 (Baguio City Tourism Office, 2017). The report categorized arrivals by the numbers of domestic and foreign visitors with a total of 292,078 recorded from January to March, compared to the 129,121 during

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the same period in 2016. Domestic visitors reached 280,761 as compared to 89,046 last year, while foreign visitors also increased from 208 to 11,317 in the same period.

The increased tourist arrivals put pressure among owners and managers of hotels to ensure sustainability in providing the highest level of satisfaction among guests. Studies have shown that there is a direct correlation between job satisfaction and increased guest satisfaction. The ability of the managers to sustain that level of satisfaction results in improved services and increased guest satisfaction. Thus, the study to determine the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City according to the star classification of the hotel, their level in management, assigned departments, and personal factors are of great importance. This study would help managers, owners and other stakeholders in the hospitality and tourism industry to determine the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City. Strategies and programs would be developed to address the areas where the employees are dissatisfied and further enhance job factors that satisfy them. Furthermore, this study identified the impact of selected factors on job satisfaction that would lead to the satisfaction of employees and determine the most important factors that lead to job satisfaction. The result of this study would also become vital data as a basis for further and related studies.

## **LITERATURE REVIEW**

Gazioglu & Tansel (2006) stated that worldwide research projects have suggested that employee turnover is among the highest in the hospitality industry, with an average turnover level among non-management hotel employees to 50 percent and about 25 percent for management staff.

The correlation between job satisfaction and the level of performance has become a focal point even in human resources management. Job satisfaction of employees plays an essential role in determining job productivity. Wilkin (2013) mentioned that high performing individuals would be able to assist institutions in achieving their strategic aims, mission and vision, thus sustaining the organization competitive advantage over time.

Hamdan (2011) also revealed a strong link between job satisfaction and job performance. The study has established that satisfied employees show a better performance in their work. Consequently, employee's satisfaction leads to deliver better products and services for their customers, who contribute to achieving customers' loyalty within a competitive environment.

According to E.A. Locke (1969) cited by Saari (2004), "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important and beneficial. In the field of organizational development, job satisfaction is considered the most important attitude.

There are several theories that explain how people behave in an organization. Luthans (2006) cited Herzberg's Two Factor Theory is one the basis in determining the factors that motivate people to work.

In this study, several variables that may influence the level of job satisfaction had been identified. Likewise, these were limited to the classification of a hotel, the manager's level of management, the assigned department where the manager belongs and personal factors.

In the rules and regulations to govern the accreditation of hotels, tourists inns, motels, apartments, resorts, pension houses, and accommodation establishments pursuant to the provisions of Executive Order No. 120 in relation to Republic Act. No. 7160, otherwise known as the Local Government Code of 1991 on the devolution of the Department of Tourism (DOT's) regulatory function over tourist establishments, and pursuant to the authority vested in the Department of Tourism (DOT) by Republic Act No. 9593 otherwise known as the Tourism Act of 2009 dated May 12, 2009, on the mandatory accreditation of primary tourism enterprises, the national tourism standards for accommodation sector (Tourism.gov.ph).

Managers play an integral role in the organizations for which they work. Managers of hotels have specific functions they need to fulfil within the management hierarchy. Within this hierarchy, managers typically have varying levels of power and responsibility. In most organizations, this hierarchy consists of three primary levels. The lower level managers would include supervisors, assistant managers and team leaders in an organization. Middle-level managers consist of the department heads, while the Top-level manager includes the general managers, executive directors, and director level.

The organization of hotels are different from each other. The organizational structure help divide the task, specify the job for each department, and delegate authority within and among departments. Each hotel organized the workforce in different ways. Hotels would normally include the following departments: Executive and Administrative Office, Front Office, Housekeeping, Food and Beverage, Accounting and Finance, Sales and Marketing, Human Resource, Security, Engineering and Maintenance, and Recreations. The management may create a specific department depending on its needs.

The increase in tourist arrivals put more pressure on managers of hotels to keep up with the guests and tourists' expectations in providing quality products and services. Hospitality managers must be satisfied with their jobs to be able to rally those people that they are working with and under their supervision.

In the interview with hotel managers and hospitality stakeholders of Baguio City, they all shared the same sentiments that many hospitality positions are temporary, the work environment may be unpleasant at times due to irate guests, and there is high employee turnover and the challenge in managing the younger workforce in the industry. Managers also perform leadership functions which at times are taken negatively by hospitality employees. Owners of the hotels likewise expect managers to provide the returns and profitability of their investments.

In this regard, by determining the level of satisfaction of managers according to the identified factors, management and owners of hospitality businesses would be able to focus on sustaining the factors which are perceived important and will increase the manager's level of performance while creating sustainable human resource programs on areas needing improvements.

## **RESEARCH METHOD**

The study utilized a descriptive survey using an adapted and modified internationally accepted and tested job satisfaction questionnaires. A 4-point Likert Scale checklist type of questionnaire was used to gather the needed information in the study. The questions were made based on researches, literature and books. Specifically, some items found in the questionnaire were adapted from the "Overall Job Satisfaction" by Cammann, Fichman, and Klesh; "Job Descriptive

Index (JDI)" developed by Smith, Kendall, and Hulin; and "Job Satisfaction Survey" developed by Fields (2002). The reliability of the questionnaire has been pre-tested with 20 respondents from non-accredited hotels in Baguio, and a Cronbach's Alpha score of 0.891 has been established, showing the high reliability of the questionnaire. The questionnaire has three parts. Part one contains the personal factors and demographic profile of the respondents. Part two contains questions related to the level of job satisfaction, while the third part contains the factors affecting the job satisfaction of managers, which are ranked according to a level of importance. Interviews were conducted to supplement the information gathered from the questionnaires.

The study was endorsed by the Regional Director of the Department of Tourism-Cordillera Administrative Region. Questionnaires were floated upon approval of the management. A face-to-face interview with some of the managers were made to record responses and comments to corroborate the findings. The population and demographic profile of the study (Table 1) were limited to managers of 26 hotels in Baguio City is accredited by the Department of Tourism-Cordillera Administrative Region (DOT-CAR). Of the 26 DOT-CAR accredited hotels, 22 participated with 91 respondents. Of the 22 hotels that participated, there were three 4-Star hotels and 19 3-Star hotels. The study focused on the Baguio City hotels since Baguio City is considered a prime tourist destination in the Cordillera Administrative Region and in the Philippines. The Department of Tourism accredited hotels enjoys government endorsements and recognition. Furthermore, accreditation is perceived as adherence to the quality standards set by the Department of Tourism.

Table 1. Population and Demographic Profile of the Respondents

	Frequency (f)	Percentage (%)
<b>Hotel Classification</b>		
4-Star Hotels	26	28.57
3-Star Hotels	65	71.43
Total	91	100.00
<b>Level of Management</b>		
Top Level Managers	16	17.58
Middle-Level Managers	27	29.67
Lower-Level Managers	48	52.75
Total	91	100.00
<b>Department</b>		
Executive/Administrative	16	17.58
Front Office	22	24.17
Housekeeping	9	9.89
Food and Beverage	18	19.78
Accounting/Finance	14	15.38
Sales & Marketing	4	4.40
Human Resource	4	4.40
Engineering & Maintenance	4	4.40
Total	91	100.00
<b>Gender</b>		
Male	34	37.36

Female	57	62.64
Total	91	100.00
<b>Age</b>		
18-36 Years old (Millennials)	65	71.43
37-57 Years old (Generation X)	20	21.98
58 and above (Baby Boomers)	6	6.59
Total	91	100.00
<b>Highest Educational Attainment</b>		
High School	2	2.20
Technical/Vocational	3	3.30
Undergraduate/College	63	69.23
Graduate/Masters/Doctorate	23	25.27
Total	91	100.00

## FINDINGS AND DISCUSSION

The overall level of job satisfaction of the hospitality managers of DOT accredited hotels in Baguio City is very satisfied, with an overall mean of 3.28 (Table 2). Based on the job factors affecting the level of job satisfaction of managers, the organizational factors are satisfied (mean=3.10) while the work environmental factors (mean=3.34) and work itself factors (mean=3.36) showed a very satisfied response from the managers. The overall level of job satisfaction according to personal factors like age, gender, and educational attainment is very satisfied (mean=3.33). It was noted, however, that the Millennial managers are satisfied (mean=3.22) while the Generation X (mean=3.37) and Baby Boomers (mean=3.38) managers are very satisfied. Male managers are very satisfied (mean=3.34), while female managers are satisfied (mean=3.22). Managers who finished high school (mean=3.96) and undergraduate studies (mean=3.31) are very satisfied, while those managers who finished technical/vocational (mean=3.10) and graduate studies (mean=3.12) are satisfied. In the study of Sell & Cleal (2011), it showed that the different psychosocial and work environment variables like workplace and social support have a direct impact on job satisfaction and that increase in rewards does not improve the satisfaction level among employees.

Table 2. Level of job satisfaction of hospitality managers

<b>Job Factors</b>	<b>Descriptive Interpretation</b>
<b>I. Organizational Factors</b>	
<i>1. Salaries and Wages</i>	
1.1 Appropriateness of salary as	3.24 Satisfied
1.2 Pay in relation to what it cost to live in	3.23 Satisfied
1.3 Salary for the work I do	3.03 Satisfied
Sub-Area Mean	3.17 Satisfied
<i>2. Promotion Chances</i>	
2.1 Merit system for promotion	2.99 Satisfied
2.2 Promotion opportunities are available	2.93 Satisfied
2.3 Participation in national / international	2.65 Satisfied
Sub-Area Mean	2.86 Satisfied

<i>3. Company Policies</i>		
3.1 Liberal and fair policies	3.29	Very Satisfied
3.2 Retention policy is clearly defined	3.26	Very Satisfied
3.3 Appropriateness for employee benefits	3.24	Satisfied
Sub-Area Mean	3.26	Very Satisfied
Total Mean	3.10	Satisfied
<hr/>		
II. Work Environmental Factors		
<i>1. Supervision</i>		
1.1 Communication between superiors and	3.38	Very Satisfied
1.2 Management involves people in a	3.36	Very Satisfied
1.3 Management involves people in	3.33	Very Satisfied
Sub-Area Mean	3.36	Very Satisfied
<i>2. Work Group</i>		
2.1 Communication with colleagues in the	3.55	Very Satisfied
2.2 Cooperation between departments	3.20	Satisfied
2.3 Competitiveness between department	3.20	Satisfied
Sub-Area Mean	3.32	Very Satisfied
<i>3. Working Conditions</i>		
3.1 Clean and healthy working	3.51	Very Satisfied
3.2 Consideration given to personal needs	3.32	Very Satisfied
3.3 Adequacy of machines and equipment	3.23	Satisfied
Sub-Area Mean	3.35	Very Satisfied
Total Mean	3.34	Very Satisfied
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III. Work Itself		
<i>1. Job Scope</i>		
1.1 The workload that could be completed	3.25	Satisfied
1.2 The job provides the appropriate	3.38	Very Satisfied
1.3 Amount of work pace is appropriate to	3.38	Very Satisfied
Sub-Area Mean	3.34	Very Satisfied
<i>2. Autonomy and Freedom</i>		
2.1 Consideration given to your opinions	3.37	Very Satisfied
2.2 Consideration given to your	3.40	Very Satisfied
2.3 Autonomy over work methods and	3.32	Very Satisfied
Sub-Area Mean	3.36	Very Satisfied
<i>3. Clarity of Roles</i>		
3.1 Accountability and responsibility are	3.33	Very Satisfied
3.2 Job functions expected are appropriate	3.33	Very Satisfied
3.3 Expected behaviors relative to my	3.44	Very Satisfied
Sub-Area Mean	3.37	Very Satisfied
Total Mean	3.36	Very Satisfied
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IV. Personal Factors		
<i>1. Age</i>		
1.1 18-36 Years old (Millennials)	3.22	Satisfied
1.2 37-52 Years old (Generation X)	3.37	Very Satisfied
1.3 53 Years old and above (Baby Boomers)	3.38	Very Satisfied
Sub-Area Mean	3.32	Very Satisfied
<i>2. Gender</i>		
1.1 Male	3.34	Very Satisfied
1.2 Female	3.22	Satisfied
Sub-Area Mean	3.28	Very Satisfied
<i>3. Highest Educational Attainment</i>		
1.1 High School	3.96	Very Satisfied
1.2 Technical-Vocational	3.10	Satisfied
1.3 Undergraduate (College)	3.31	Very Satisfied
1.4 Graduate (Masters/Doctorate)	3.12	Satisfied

Sub-Area Mean	3.37	Very Satisfied
Total Mean	3.33	Very Satisfied
Overall Mean	3.28	Very Satisfied

Similarly, a proper working environment manifested in the workplace among hospitality managers are validated in the study of Chandrasekar (2011) that an organization needs to create an environment that enhances the ability of employees to become more productive by emphasizing human interactions and relations in the overall job satisfaction. However, hospitality managers are highly satisfied with their jobs and find that the establishments do have sound policies for benefits such as service charges and bonuses. There is a good rapport between superiors and co-workers with a high degree of involvement in the decision making affecting the work environment among managers. Cooperation and competitiveness between departments garnered a rating equivalent to satisfaction among managers.

The results also showed the importance of the physical working conditions and the social working conditions in increasing the level of job satisfaction of managers (Skalli et al., 2008). There is excellent communication between superiors and co-workers. The managers are involved in the decision that affects the work environment as well as those affecting their job. This importance of the working condition in increasing job satisfaction was also reinforced in the study of Bakotic & Babic (2013), stressing that employees, in general, are satisfied under the reasonable working condition and in return overall performance will increase. Higgins (2011) emphasized that managers should exert effort to understand whether and to what degree their employees have job-related needs and the extent to which their jobs can be modified.

As stressed in the study of Tariq et al., (2013), variables like workload, salary, and stress at the workplace may lead an employee towards dissatisfaction. Management continually monitors the effects of these job factors in increasing job satisfaction. The results showed agreement in the study of Stello (2011) where differences between satisfaction and dissatisfaction cannot be clarified and that the level of satisfaction cannot be predicted with hygiene factors only. Managers see job satisfaction factors as relatively and subjectively different.

The overall mean (Table 3) of the 4-Star hotel managers is satisfied (mean=3.24) while the 3-Star hotel managers are very satisfied (mean=3.28). 3-Star hotel managers have slightly lower expectations overall in job factors than those managers of 4-Star hotels.

Table 3. Mean differences according to the classification of the hotel

Job Factors	4-Star		3-Star	
	MR	DI	MR	DI
I. Organizational Factors	3.09	S	3.10	S
II. Work Environmental Factors	3.34	VS	3.34	VS
III. Work Itself	3.28	VS	3.39	VS
Overall Mean	3.24	S	3.28	VS

*Legend: MR – Mean Rating*

*DI – Descriptive Interpretation*

*VS – Very Satisfied*

*S – Satisfied*

Using a 2-tailed test on the differences of equality of means between groups in SPSS (Table 4) showed no significant differences at 0.05 level of significance since the value is higher (P=0.484). Therefore, there is no significant difference in the level of job satisfaction of hospitality managers according to the classification of the hotel.

Table 4. T-test on the differences in the job satisfaction according to hotel

	T-test for Equality of Means		
	t	df	Sig. (2-tailed)
Classification of the Hotel	0.703	89	0.484

*P=0.05 level of significance*

The level of job satisfaction (Table 5) of top-level managers (mean=3.48) and lower-level managers (mean=3.26) are very satisfied, while the middle-level managers are satisfied (mean=3.14). Middle-level managers often receive more job pressures from top management and lower-level managers, resulting in a lower level of job satisfaction.

Table 5. Mean differences according to level in management

Job Factors	TOP		MIDDLE		LOWER	
	MR	DI	MR	DI	MR	DI
I. Organizational Factors	3.32	VS	2.98	S	3.09	S
II. Work Environmental	3.49	VS	3.23	S	3.36	VS
III. Work Itself	3.64	VS	3.22	S	3.34	VS
Overall Mean	3.48	VS	3.14	S	3.26	VS

*Legend: MR – Mean Rating VS – Very Satisfied*

*DI – Descriptive Interpretation S – Satisfied*

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to level in management (Table 6) in the following specific job factors at the P=0.05 level of significance. These identified factors become an avenue for management to address variances in perceptions of managers since they are all present in the three categories of job factors.

Table 6. ANOVA in the level of job satisfaction according to level in management

<b>ANOVA According to Level in Management</b>						
	Sum	d	Mean	F	Sig	
	f		Squar			
Retention policy is clearly defined (Company	1.902	2	.951	3.0	.05	
Appropriateness for employee benefits (Company	3.931	2	1.966	6.0	.00	
Clean and healthy working environment (Working	2.201	2	1.100	3.9	.02	
Consideration is given to personal needs (Working	3.177	2	1.589	4.5	.01	
Workload that could be completed in working	3.106	2	1.553	5.2	.00	
Autonomy over work methods and work pace	3.177	2	1.589	5.6	.00	
Accountability and responsibility (Clarity of Roles)	3.564	2	1.782	3.8	.02	
Job functions expected appropriate to position	3.786	2	1.893	4.5	.01	

Expected behaviors relative to work (Clarity of                    2.121 2 1.061 3.8 .02

*P=0.05 level of significance*

The level of job satisfaction of managers according to their assigned department showed that Sales and Marketing managers have the highest mean of 3.72 (very satisfied), Housekeeping managers at 3.47 (very satisfied), and Engineering and Maintenance at 3.43 (very satisfied). While Human Resource managers mean of 3.09 and Executive or Administrative managers mean of 3.11 have the lowest respectively (satisfied) since they cater mainly to the needs of the other support departments in the hotel.

It was also noted that there were significant differences in the level of job satisfaction of hospitality managers according to the assigned department (Table 7) in the following specific job factors at the P=0.05 level of significance. Management should carefully evaluate company policies on security of tenure, improvement in communication among departments, and consideration in autonomy over decision making.

Table 7. ANOVA in the level of job satisfaction according to the assigned department

	Sum	df	Mean	F	Sig.
Retention policy is clearly defined (Company	5.30	7	.758	2.5	.01
Management involves people in decision- work	6.52	7	.932	2.2	.03
Management involves people in decision-job (Sup.)	5.82	7	.832	2.2	.03
Communication with colleagues in the department	4.72	7	.675	2.5	.01
Competitiveness between department members	10.5	7	1.509	3.9	.00
Job provides the appropriate amount of	5.81	7	.831	2.4	.02
Consideration is given to opinions (Autonomy and	7.98	7	1.141	3.2	.00
Consideration is given to suggestions (Autonomy	6.50	7	.930	3.3	.00

*P=0.05 level of significance*

The level of job satisfaction of Generation X (mean=3.37) and Baby Boomer (mean=3.38) managers are very satisfied with their jobs while Millennial (mean=3.22) managers are satisfied (Table 8). Younger managers are less satisfied with their jobs than older managers. This result was also mentioned in the study of Tian & Pu (2019), where satisfaction levels in the hotel industry were low and differed with age and gender. Younger managers are motivated to achieve higher and are ambitious at work. They also have high expectations, tend to seek new challenges, and aren't afraid to question authority. These characteristics are often misunderstood by other managers resulting in a lower level of job satisfaction among other managers.

Table 8. Differences in the level of job satisfaction according to age

Job Factors	18-36 YO		37-52 YO		53 above	
	MR	DI	MR	DI	MR	DI
I. Organizational Factors	3.04	S	3.21	S	3.30	VS
II. Work Environmental Factors	3.33	VS	3.35	VS	3.41	VS
III. Work Itself	3.29	VS	3.54	VS	3.44	VS

Overall Mean	3.22	S	3.37	VS	3.38	VS
<i>Legend:</i>	<i>MR – Mean Rating</i>		<i>VS – Very Satisfied</i>			
	<i>DI – Descriptive Interpretation</i>		<i>S – Satisfied</i>			

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to age (Table 9) in the following specific job factors at the P=0.05 level of significance. Managers, especially the millennials, believe that their salaries are not enough in relation to the work that they perform in the organization. Likewise, clarity of roles and better communication with colleagues are needed to increase the manager's job satisfaction. There were significant differences in the level of job satisfaction of managers according to personal factors, specifically in the management involvement in decision making as well as the consideration given to employee opinions. The older the manager, participation in decisions and opinions were perceived higher than younger managers. This level of confidence in management among older employees increased their level of satisfaction compared to younger managers. In the study of Dobrow et al. (2016), it was stressed that job satisfaction tends to improve as people get older. Maturity in decision making is also associated with age and tended to experience an increase in job satisfaction over time.

Table 9. ANOVA in the level of job satisfaction according to age

Factors	Sum of	df	Mean	F	Sig.
Appropriateness of salary as compensation	3.333	2	1.666	3.9	.023
Salary for the work I do (Salaries)	3.264	2	1.632	3.4	.036
Communication with colleagues in the	2.174	2	1.087	3.9	.023
Expected behaviors relative to work are known	2.330	2	1.165	4.2	.017

*P=0.05 level of significance*

The level of job satisfaction of hospitality managers according to gender (Table 10) showed that male managers are very satisfied (mean=3.34) than female managers (mean=3.22) as satisfied. Women hospitality employees are less satisfied than men. The significant differences in job satisfaction of males and females are due to what they value, goals, and expectations in the workplace. This finding is validated in the study of Brockmann (2018) that sex differences inherent in job satisfaction may be because the job is secondary to many compared to their family. Women were stereotyped to be confined at home. This notion had placed the burden on female employees to satisfy both the needs at work and home, resulting in lower satisfaction at work.

Table 10. Differences in the level of job satisfaction according to gender

Job Factors	Male		Female	
	MR	DI	MR	DI
I. Organizational Factors	3.07	S	3.11	S
II. Work Environmental Factors	3.44	VS	3.28	VS
III. Work Itself	3.51	VS	3.26	VS

Overall Mean	3.34 VS 3.22 S
<i>Legend: MR – Mean Rating</i>	<i>VS – Very Satisfied</i>
<i>DI – Descriptive Interpretation</i>	<i>S – Satisfied</i>

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to gender (Table 11) in the following specific job factors at the P=0.05 level of significance. Work environmental factors and work itself has to be improved to increase the level of job satisfaction of managers. Female managers perceived that male managers get more preferential treatment in the workplace. Although this may not necessarily have practiced by the hotels, stereotyping has been perceived prevalent even in the hospitality and tourism industry. Males showed greater empowerment than females.

Table 11. T-test in the level of job satisfaction according to gender

Job Factors	T-Test for		
	t	df	Sig.
Communication with colleagues (Work Group)	4.02	89	.000
Workload that could be completed in work hours (Job	2.50	89	.014
Job provides the appropriate amount of responsibility	2.53	89	.013
Amount of work pace is appropriate to position (Job	2.53	89	.013
Consideration is given to your suggestions (Autonomy)	2.54	89	.013
Accountability and responsibility are defined (Clarity of	2.48	89	.015
Expected behaviors are clearly known (Clarity of Roles)	2.05	89	.043

*P=0.05 level of significance*

The level of job satisfaction of hospitality managers varies according to their highest educational attainment (Table 12). High School (mean= 3.96) and College (mean=3.31) graduate managers are very satisfied, while those who finished Technical/Vocational courses (mean=3.10) and postgraduate studies (mean=3.12) are satisfied. The nature of workloads was attributed to more of the physical and hands-on jobs more than the conceptual abilities in the performance of their work. The result showed similarities in the study by Heriyati (2012) that workers with higher educational level would tend to be more satisfied with their job than workers with lower educational level. The findings showed that the higher the level of educational attainment among hospitality managers, the higher their level of satisfaction.

Table 12. Differences in the level of job satisfaction according to level of education

Indicators	HS		Tech/Voc		College		Graduate	
	MR	DI	MR	DI	MR	DI	MR	DI
I. Organizational Factors	4.00	VS	3.04	S	3.11	S	2.99	S
II. Work Environmental	3.89	VS	3.22	S	3.41	VS	3.13	S
III. Work Itself	4.00	VS	3.04	S	3.40	VS	3.23	S
Overall Mean	3.96	VS	3.10	S	3.31	VS	3.12	S

*Legend: MR – Mean Rating VS – Very Satisfied*  
*DI – Descriptive Interpretation S – Satisfied*

It was noted that there were significant differences in the level of job satisfaction of hospitality managers according to highest educational attainment (Table 13) in the following specific job factors at the P=0.05 level of significance. Promotion opportunities, communication between managers, cooperation between departments, competitiveness between the department and expected behaviors to work were highlighted as significant differences among employees with different levels of educational attainment. The results showed that the higher the educational attainment translates in lower job satisfaction due to higher job expectations from managers who are not often satisfied by the hospitality establishments. Similar results were highlighted in the study of Tam et al., (2001), where employees with higher levels of education were not satisfied with work and presented higher levels of aggression as they expect more from the company.

Table 13. ANOVA in the level of job satisfaction according to educational attainment

	Mean	F	Sig.
Promotion opportunities are available to me (Promotion	2.429	3.285	.02
Communication between superiors and co-workers	1.132	3.766	.01
Cooperation between departments (Work Group)	3.349	10.26	.00
Competitiveness between department members (Work	2.176	5.270	.00
Expected behaviors to work are clearly known (Clarity of	.746	2.683	.05

*P=0.05 level of significance*

The top three most dominant job factors (Table 14) that affect the level of satisfaction of hospitality managers are salaries and wages (rank 1; mean=2.41); working conditions (rank 2; mean=4.40); and promotion chances (rank 3; mean 4.83). This shows that the organizational factors play a major role in retaining and increasing the level of job satisfaction of managers regardless of the moderator variables. Management should, therefore, put emphasis on these factors in organizational development to increase the level of satisfaction.

Table 14. Rank of the most dominant job factors that affect the level of satisfaction

Job Factors	Mean	Rank
Salaries and Wages	2.41	1
Working Conditions	4.40	2
Promotion Chances	4.83	3
Job Scope	4.97	4
Work Group	5.27	5
Clarity of Roles	5.32	6
Company Policies	5.33	7
Supervision	6.21	8
Autonomy and Freedom	6.26	9

*Note: Ranking of items in order of importance with #1 being the most important factor to #9 being the least important factor*

In the study of Zhu (2013), he pointed out that job satisfaction is primarily classified by importance as compensation, the superior, the colleagues, working environment, job content, and promotion. The managers believed that salaries and wages remained the most dominant factor in increasing their level of job satisfaction. Managers felt that top management or owners of the establishments could provide better compensation packages for them. Promotion opportunities could increase the level of job satisfaction among employees. Buhai et al., (2008) suggested that a firm can increase its productivity through the improvement of the physical dimensions of the work environment and may have a positive impact on the company's productivity. Indeed, as mentioned by Zaim (2012), manager satisfaction has many aspects and could be influenced by various factors. Although managers may vary in priorities as to the impacts of the different job factors, top management and owners of hospitality establishments do not end in providing the needs and expectations of guests but extended to their employees as well.

## **CONCLUSION**

Based on the findings of the study, it shows that the level of job satisfaction of hospitality managers of the Department of Tourism accredited hotels in Baguio City is very satisfied along with organizational factors while completely satisfied in work environmental factors and work itself. This means that the DOT accredited hotels are generally meeting the expectations of their managers according to their needs along with job factors.

There were no significant differences in the level of job satisfaction of hospitality managers along with job factors regardless of the classification of the hotel. It was noted, however, that managers of 4-Star hotels are slightly lower in their level of job satisfaction than that of 3-Star hotels due to a higher level of expectations among job factors.

There were significant differences in the level of job satisfaction of managers according to the level of management, specifically in the organizational factors wherein the middle and lower-level managers are satisfied while the top-level managers are very satisfied. Top-level managers receive higher compensation and a greater degree of freedom in making decisions. Training opportunities are also available for middle and lower-level managers because they become the priority representatives of the other managers. A lower level of expectations among lower-level managers constitutes a higher level of satisfaction compared to middle managers. Overall, the middle managers are satisfied, while the top and lower-level managers are very satisfied.

Managers of Sales and Marketing, Housekeeping, Engineering and Maintenance, and Front Office are very satisfied, while managers of the Food and Beverage, Accounting and Finance, Executive and Administrative, and Human Resources are satisfied with their jobs. The varying levels of job satisfaction among managers of the hotel departments are dictated by several factors other than a job. Generally, the managers exposed to more guest contacts have a higher level of satisfaction than managers under the support departments. This emphasizes that job satisfaction of a manager is not affected by the load of works. However, future research uncovering what the exact factors affecting the high job satisfaction despite the heavy-duty and standard remunerations are would help the owners and managers of the hospitality industry.

The managers believed that salaries and wages remain the most dominant factor in increasing their level of job satisfaction.

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