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**Predictive Model of
Employee
Job Satisfaction in
the Hospitality
Industry**

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Introduction

In today's dynamic and highly competitive business landscape, the hospitality industry stands out as a sector of immense significance, both in Italy and across Europe. It is a realm where the delicate art of customer service converges with operational intricacies, creating a unique set of challenges and opportunities. Within this complex environment, this research delves into the core elements that shape the success of the hospitality industry, focusing on the intricate relationship between organizational challenges, job satisfaction and corporate culture.

The hospitality industry has been a cornerstone of economic growth, tourism, and cultural exchange for centuries. Its multifaceted nature encompasses a wide spectrum of businesses, from luxury hotels in picturesque landscapes to small country bed and breakfasts offering authentic regional experiences. It thrives on the art of creating memorable experiences, where the satisfaction of guests is paramount.

The hospitality industry is not without its trials and difficulties. It faces a myriad of organizational challenges that warrant in-depth exploration. These challenges encompass the realms of employment rates, high turnover, and profitability, which will be briefly assessed below.

Employment Rates and High Turnover: One of the pivotal organizational challenges plaguing the hospitality industry is the fluctuation in employment rates. As we navigate through the intricate alleys of the industry, it becomes evident that the hospitality sector plays a significant role in shaping employment statistics across Europe. However, the persistent issue of high turnover rates casts a shadow over the industry's capacity to maintain stable employment levels.

The hospitality industry is a dynamic ecosystem, continuously influenced by a multitude of factors, including economic conditions, cultural shifts, and technological advancements. Among these technological advancements, artificial intelligence (AI) stands as a disruptive force, promising increased efficiency while simultaneously necessitating the retraining of employees. Our exploration reveals the delicate dance between technological innovation and the preservation of a skilled workforce.

The Service-Profit Chain: At the heart of this intricate dance lies the service-profit chain concept, a fundamental framework that underscores the interdependence of employee satisfaction, customer satisfaction, and overall profitability. As we investigate deeper, the significance of striking a balance between employee well-being, customer experience, and financial performance emerges as a cornerstone of success.

Luxury Management Principles: Within the vibrant offering of the hospitality industry, luxury management principles have emerged as a unique perspective. This perspective transcends traditional notions of service and perfection, ushering in a new era of brand and service excellence. As the research deepens, unconventional marketing practices emerge that have challenged marketing norms in other product categories.

Employee Satisfaction and Retention: Amidst these challenges, employee satisfaction and retention remain pivotal. The hospitality industry has learned that a contented workforce is not only more likely to remain committed to their roles but also to the organization itself. Our exploration takes us to studies that identify the factors influencing employee retention, including the role of empowerment and the impact of organizational culture.

Among the landscape of organizational challenges, we encounter another dimension – Corporate Social Responsibility (CSR). The hospitality industry's capacity to promote employee well-being and job performance through CSR initiatives emerges prominently.

With a deeper understanding of the organizational challenges facing the hospitality industry, the research focuses into the heart of employee dynamics - job satisfaction. Job satisfaction, often described as the "employee's general affective evaluation of his or her job," holds a central position in organizational behavior studies.

Satisfied employees are considered a driving force: they are akin to the lifeblood of an organization. Their contentment ripples through every aspect of their professional lives and often extends into their personal domains. The empirical evidence is clear - satisfied employees tend to perform better at work and find greater enjoyment in their lives in general.

Frontline Employees and Customer Satisfaction: Within the hospitality industry, the significance of job satisfaction is even more pronounced for frontline employees. These individuals serve as the face of the organization, and their job satisfaction is reflected in their interactions with customers. As the research unfolds, the symbiotic relationship between employee satisfaction and customer satisfaction is unveiled – a critical nexus that can provide a comparative advantage and lead to higher profits.

The Five-Factor Model (OCEAN): Our journey through job satisfaction leads us to the Five-Factor Model, known as OCEAN. This model categorizes personality into five dimensions – Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Each of these dimensions plays a unique role in influencing job satisfaction.

With job satisfaction as the compass of this research, the investigation enters the realm of employee retention, specifically it delves into job satisfaction and employees' intentions to stay or leave their organizations.

Employee retention assumes paramount significance in the hospitality industry. The costs associated with high turnover rates are staggering, and they extend far beyond financial implications. As we journey through this chapter, the critical role of creating a positive work environment, competitive compensation, and fostering job satisfaction in retaining talent becomes increasingly evident.

Previous literature on the topic has proven that job satisfaction stands as a crucial factor influencing employees' intentions regarding their organizational loyalty. The turbulence of turnover intentions is influenced by multifaceted factors, including perceived organizational politics, core self-evaluation, job insecurity, and job embeddedness.

Moreover, job satisfaction emerges as a formidable force in shaping the corporate culture within organizations. Satisfied employees, as we discover, exhibit higher commitment and engagement, breathing life into the organization's culture. We unveil how employee empowerment is a catalyst, fostering not only job satisfaction but also a culture founded on values, respect, and innovation.

In the context of corporate culture, also the concepts of organizational commitment and internal marketing alignment will be investigated, underscoring the pivotal role of consistency and positivity in customer experiences, a dynamic duo that strengthens the organization's brand image.

The Proposed Research

The research aims to investigate the predictors of employee satisfaction, drawing insights from both the perspectives of employees and HR specialists within the hospitality industry.

From the Employee Perspective

Our research seeks to gather direct insights from employees, delving into the intrinsic and extrinsic variables that influence job satisfaction. We propose a model that examines the impact of OCEAN personality traits on job flow experience, and the impact of job flow experience on organizational commitment and consumer-oriented behavior. Finally, the relationship between consumer-oriented behaviour and job satisfaction will be assessed. On the other hand, the research explores the connection between external and organizational factors, such as employment security, empowerment, compensation, opportunities for promotion, job training, leadership acceptance, with job satisfaction.

From the HR Specialist Perspective:

To gain a more comprehensive view, we have conducted interviews with HR specialists within the hospitality industry. These specialists share their experiences and insights into the best practices HR has been implementing to enhance the most critical drivers of job satisfaction.

The research aims at gaining valuable insights that will contribute to a deeper understanding of employee satisfaction within the hospitality industry. These insights will not only be of academic significance but also offer practical recommendations for industry practitioners and organizations seeking to thrive in this dynamic and competitive sector.

The following chapters will provide an overview of the hospitality industry, the concepts of job satisfaction, and employee retention from an organizational behavior perspective.

Subsequently, the objectives of the research model and the respective statistical results will be presented.

The second part of the research will focus on the insights gathered from interviews with HR specialists and investigations into other aspects of the industry. Finally, a concluding chapter will summarize the research findings.

1. Hospitality Industry Organizational Challenges

In the context of the hospitality industry in Italy and Europe, employment rates, turnover rates, and the consequent challenge of profitability are critical factors that have gained significant attention in recent years. According to Eurostat (2020), the tourism sector is a major contributor to employment in Europe, and the hospitality industry plays a substantial role in this sector. However, the industry faces challenges in maintaining stable employment rates due to high turnover rates. The following study aims to review some literature on the organizational challenges faced by the hospitality industry, focusing on job satisfaction and retention, as well as to investigate a proposed model of job satisfaction.

In the pursuit of profitability, the hospitality industry faces the challenge of adapting to emerging technologies. Ruel and Njoku (2020) emphasize the role of AI in redefining the industry, which can lead to increased efficiency but also necessitates the retraining of employees. This focus on developing a strong corporate culture and gaining organizational effectiveness, as discussed by Denison, Haaland, and Goelzer (1991), must be managed strategically to ensure job retainment and thus long-term profitability.

Moreover, the concept of the service-profit chain, as introduced by Heskett et al. (1997), shows the interdependence of employee satisfaction, customer satisfaction, and profitability in the hospitality industry. To prosper, organizations in this sector must strike a delicate balance between employee well-being, customer experience, and financial performance.

Furthermore, luxury management principles, as discussed by Kapferer and Bastien (2009), have brought a unique perspective to the context of the luxury hospitality industry. They emphasize the importance of striving for brand and service excellence rather than pursuing perfection. This perspective introduces various marketing practices that might be considered controversial in other product categories, such as focusing solely on brand identity as opposed to common brand positioning and targeting, adopting a superlative rather than a comparative approach towards competitors, maintaining a meritocratic relationship with customers rather than treating them equally, resisting clients' demands that conflict with the brand identity, maintaining exclusivity for the elite, increasing prices to boost demand, and engaging in advertising beyond the target group to raise awareness

rather than solely to drive sales. These principles have played a significant role in shaping the strategies of upscale establishments and have had a profound influence on the competitive landscape of the industry.

In the past five years, the hospitality industry in Europe, particularly in Italy, has witnessed significant shifts in employment and turnover trends, largely influenced by a complex interplay of factors ranging from leadership styles to economic conditions.

Employee satisfaction and retention have remained pivotal in the hospitality sector. Studies such as the one conducted by Qazi, Khalid, and Shafique underline the importance of being able to mitigate turnover intentions by identifying and enhancing the factors that influence employee retention. Additionally, AlKahtania et al. (2021) and Wong Humborstad and Perry (2011) have explored the link between employee empowerment, job satisfaction, and organizational commitment, highlighting the role of empowerment in fostering a positive work environment.

It is crucial to consider the broader context of organizational culture and effectiveness within the European hospitality industry. Denison, Haaland, and Goelzer's research from 1991 shows the significance of corporate culture in organizational effectiveness. The service-profit chain concept, as articulated by Heskett et al. (1997), continues to be a fundamental framework for understanding the relationship between employee satisfaction, customer satisfaction, and financial performance.

The role of Corporate Social Responsibility (CSR) in promoting employee well-being and job performance has also been highlighted by Kim et al. in the *International Journal of Contemporary Hospitality Management*.

In conclusion, the hospitality industry faces complex challenges related to employment and turnover rates, which directly impact profitability. Effective leadership, employee empowerment, and organizational culture have emerged as key strategic drivers to adapt to the ever-changing environment of the industry.

2. Job Satisfaction

Many organizational behaviour studies have been focusing on the concept of job satisfaction as the “employee’s general affective evaluation of his or her job” (Dennis B. Arnett, Debra A. Laverie, And Charlie Mclane; Using Job Satisfadon and Pride as Internal-marketing Tools; Cornell University, 2022) and its implications from an entrepreneurial perspective.

Both theoretical and empirical studies have proven that it is in the interest of organizations to enhance its employees’ satisfaction not only to improve their job performance, but also to enjoy wider positive outcomes. Robbins and Judge (S.P. Robbins, T. A. Judge; Organizational Behavior, 17h Edition, Pearson Education Limited 2017) propose a list of benefits deriving from job satisfaction: satisfied employees tend to enjoy more their life in general and perform better at work. This is particularly important for the so called “frontline employees” in service industries, as it has been proven that their satisfaction is reflected into the way they deal with customers, resulting in an increased satisfaction of the final client. This, in the long run, may contribute to the development of a trust and loyalty attitude from the customers leading to a comparative advantage and thus higher profits for the organization.

Job satisfaction has also been found moderately (positively) correlated with the development of Organizational Citizenship Behaviour, which is a “discretionary behaviour that contributes to the psychological and social environment of the workplace” (Robbins, Judge, 2017), for example, in “Organizational Behaviour” by Robbins and Judge (2017) some of the listed behaviours show a strong organizational citizenship: the employees’ commitment to “do more than their job duties”, the tendency to avoid conflicts and/or helping other colleagues beyond what is expected from them. OCB as opposed to a possible withdrawal behaviour of employees is an important desired outcome within the discipline of organizational behaviour studies, as it contributes to the development of an overall better work environment from both a performative and moral perspective (S.P. Robbins, T. A. Judge; Organizational Behavior, 17h Edition, Pearson Education Limited 2017).

2.1. Literature review on Job Satisfaction and Employee Retention

The relationship between job satisfaction and employee retention has been extensively examined in the literature, with numerous studies highlighting the crucial role of job satisfaction in influencing employees' intentions to stay or leave their organizations. Qazi, Khalid, and Shafique (2019) conducted a comprehensive study, as referenced in "Contemplating Employee Retention Through Multidimensional Assessment of Turnover Intentions," which investigates perceived organizational politics, employees' core self-evaluation (CSE), job insecurity, and job embeddedness as important predictors of turnover intentions. They found that job satisfaction is a pivotal factor affecting employees' intentions to remain with their current employers. Higher levels of job satisfaction are associated with higher talent retention.

Ann Suwaree Ashton's research, cited in "How human resources management best practice influences employee satisfaction and job retention in the Thai hotel industry," focuses on the context of the hospitality industry. As stated before, employee retention is a paramount concern for hotels and restaurants. Ashton's study underscores the importance of human resource management best practices in enhancing employee satisfaction and, consequently, job retention in the Thai hotel industry. The findings emphasize the need for personalized HR strategies that align with employee preferences and enhance job satisfaction to mitigate high turnover rates.

In the context of organizational behavior, by S.P. Robbins and T.A. Judge provide valuable insights into the relationship between job satisfaction and employee retention. In "Organizational Behaviour" the authors discuss how job satisfaction influences various aspects of an employee's behavior within an organization. They highlight the significance of job satisfaction in reducing turnover intentions and promoting employee retention. The book underscores that organizations need to prioritize creating a positive work environment, offering competitive compensation packages, and fostering job satisfaction to retain their valuable talent.

Furthermore, high turnover rates can lead to increased recruitment and training costs, decreased service quality, and decreased customer satisfaction.

In conclusion, the link between job satisfaction and employee retention is particularly critical in this sector. Studies such as those by Qazi, Khalid, and Shafique and Ann Suwaree Ashton emphasize the need for organizations, especially in the hospitality industry, to invest in strategies that enhance job satisfaction, as this directly impacts employees' intentions to stay with the company. Moreover, the insights provided by Robbins and Judge's "Organizational Behavior" highlight the broader organizational implications of job satisfaction and its role in reducing turnover, ultimately contributing to the success and stability of businesses in the hospitality sector. A satisfied workforce is more likely to stay committed to their jobs and their organization, making employee retention strategies that prioritize job satisfaction critical in the competitive hospitality industry.

2.2. The Impact of Job Satisfaction on Corporate Culture and Marketing Alignment

Job satisfaction is a critical factor that significantly influences corporate culture within organizations, and its impact has profound implications for the development of a consistent marketing strategy both internally and externally. The interplay between job satisfaction and corporate culture is multifaceted, as demonstrated by the findings of several studies.

One essential dimension of this relationship is the internal marketing aspect, where job satisfaction serves as a powerful tool for fostering a positive corporate culture. Arnett, Laverie, and McLane (2022) underscore the importance of job satisfaction and pride as internal marketing tools. When employees are satisfied with their jobs, they tend to exhibit a higher level of commitment and engagement, which, in turn, contributes to the formation of a positive corporate culture. In such an environment, employees are more likely to share the organization's values and beliefs, aligning their behaviors with the company's goals and objectives.

Furthermore, employee empowerment plays a crucial role in enhancing job satisfaction, as highlighted in the research by AlKahtania et al. (2021). Empowered employees tend to experience greater job satisfaction, as they have a sense of control and autonomy in their roles. This empowerment-driven job satisfaction, when woven into the fabric of an organization's culture, can result in a corporate environment where employees feel valued and respected. Such a culture not only bolsters job satisfaction but also has a ripple effect

on other aspects of corporate identity, shaping the way employees perceive their roles and responsibilities.

The relationship between job satisfaction and organizational commitment is another pivotal aspect of this dynamic. Wong Humborstad and Perry's empirical investigation in 2011 further investigates the positive correlation between job satisfaction and organizational commitment. Employees who are satisfied with their jobs are more likely to be committed to the organization and its goals. In the context of corporate culture, this implies that a workforce characterized by high job satisfaction is also likely to demonstrate a strong commitment to the organization's values, mission, and vision.

The implications of job satisfaction on corporate culture extend beyond internal dimensions and have a direct impact on the development of a consistent marketing strategy, both internally and externally. Internally, a culture rooted in job satisfaction helps the development of an atmosphere of positivity and cohesiveness. Employees who are satisfied with their roles are more likely to become brand ambassadors, promoting the organization's values and ethos in their interactions with colleagues and clients alike. This internal alignment ensures that marketing messages are delivered consistently and authentically, reinforcing the organization's brand identity.

Externally, job satisfaction influences customer perceptions and interactions. Satisfied employees tend to be more engaged and motivated in their interactions with customers, leading to enhanced service quality and customer satisfaction. AlKahtania et al. (2021) highlight the positive impact of employee job satisfaction on organizational commitment in the hotel industry, which directly correlates with improved customer experiences. A consistent and positive customer experience, in turn, strengthens the organization's brand image and reputation.

In summary, job satisfaction plays a pivotal role in shaping corporate culture within organizations. Its influence extends to internal marketing efforts, where it acts as a catalyst for fostering a positive culture and organizational commitment. This, in turn, has significant implications for the development of a consistent marketing strategy, both internally and externally. A satisfied workforce becomes a key driver of brand consistency, promoting the organization's values and delivering superior customer experiences. As organizations

strive to build a strong and consistent brand in today's competitive landscape, the critical role of job satisfaction in shaping corporate culture cannot be overstated.

3. Case study objectives

The study proposed below focuses on developing and improving HR practices to enhance job satisfaction among hospitality workers, thereby helping organizations in retaining their talents. This will be achieved through an investigation into the assumption that job satisfaction in customer-oriented industries results from a combination of external and internal drivers.

Hence, the following model is inspired by two previous research studies conducted by Myung Ja Kim et al. in 2019 titled 'Effects of Employees' Personality and Attachment on Job Flow Experience Relevant to Organizational Commitment and Consumer-Oriented Behavior,' and by A. Ashton in 2018 with the study titled 'How Human Resources Management Best Practices Influence Employee Satisfaction and Job Retention in the Thai Hotel Industry.' Both studies have proposed lists of drivers in the personal and organizational spheres that contribute to higher job satisfaction.

The first part of this chapter will delve into specific personal motivators and personality traits that are expected to lead to a better alignment between employees' personalities and their work. The second half of the chapter will examine organizational practices designed to enhance employee satisfaction.

3.1. Intrinsic Drivers of Job Satisfaction

Job satisfaction is a critical factor in the hospitality industry, where the quality of service directly affects customer experiences and, consequently, the success of businesses. Understanding the intrinsic drivers of job satisfaction is vital for hospitality organizations to retain their talented workforce. This part explores three intrinsic drivers of job satisfaction in the hospitality industry, as identified by Quazi et al. (2015): Job Flow Experience, Organizational Commitment, and Consumer-Oriented Behavior. Investigating the insights from the referenced literature, we will analyse the significance of these drivers and their impact on employee satisfaction and retention.

Job Flow Experience

Job Flow Experience refers to the perception of being in a state of "flow" while performing one's job. Flow is a psychological concept that occurs when an individual is fully immersed in an activity, experiencing a sense of enjoyment, concentration, and timelessness. In the context of the hospitality industry, employees who experience job flow are more likely to find their work engaging and fulfilling.

Quazi et al. (2015) emphasize the importance of Job Flow Experience as an intrinsic driver of job satisfaction in the hospitality sector. When employees are in a state of flow, they are more likely to excel in their roles and find their work meaningful. This heightened sense of engagement contributes to higher job satisfaction and increased motivation.

The study by Ashton (2018) in the Thai hotel industry also focuses on the significance of job satisfaction in employee retention. Employees who consistently experience a sense of flow in their work are more likely to stay with their organizations, reducing turnover rates. Therefore, organizations in the hospitality industry should strive to create work environments and roles that facilitate job flow experiences, allowing employees to fully immerse themselves in their tasks and find joy in their work.

Organizational Commitment

Organizational Commitment is a psychological bond between an employee and their organization. It can be divided into three components: affective commitment, continuance

commitment, and normative commitment. Affective commitment reflects an emotional attachment to the organization, continuance commitment relates to the perceived costs of leaving the organization, and normative commitment pertains to a sense of obligation to stay (“The Three Component Model of Commitment”, By the Mind Tools Content Team).

In the hospitality industry, organizational commitment is a critical intrinsic driver of job satisfaction and retention. Ming-Chun Tsai, Ching-Chan Cheng, and Ya-Yuan Chang (2010) conducted a study that highlighted the role of organizational commitment in job satisfaction and job performance among hospitality employees. High levels of organizational commitment indicate that employees are emotionally invested in their organization, which can foster a sense of loyalty and belonging. Employees with strong organizational commitment are more likely to go the extra mile to ensure customer satisfaction, leading to improved service quality and customer experiences.

To nurture organizational commitment, hospitality organizations should focus on building positive workplace cultures, providing opportunities for employee development and growth, and acknowledging and rewarding employee contributions. These efforts can enhance job satisfaction and reduce turnover, as employees are more likely to remain loyal to organizations that value and invest in them.

Customer-Oriented Behavior

Customer-Oriented Behavior refers to the degree to which employees in the hospitality industry prioritize the satisfaction and needs of customers. This intrinsic driver is particularly relevant in a sector where customer interactions are frequent and critical to business success.

Quazi et al. (2015) emphasize that employees who exhibit consumer-oriented behavior are more likely to contribute to positive customer experiences, which, in turn, lead to increased job satisfaction. When employees are genuinely focused on meeting customer needs and providing exceptional service, they often find their work more rewarding and meaningful.

The study by Heimerl, Haid, Benedikt, and Scholl-Grissemann (2020) also investigates the role of consumer-oriented behavior in job satisfaction in the hospitality industry. Hospitality employees who prioritize customer satisfaction tend to experience greater job

satisfaction themselves, as their efforts are recognized and appreciated by both customers and employers.

To encourage consumer-oriented behavior, hospitality organizations should provide training and development programs that emphasize the importance of customer service. Recognizing and rewarding employees for their customer-centric efforts can further reinforce this behavior and enhance job satisfaction. Creating a work environment that values customer satisfaction as a shared goal can have a profound impact on both employee satisfaction and overall business success.

Intrinsic drivers of job satisfaction, such as Job Flow Experience, Organizational Commitment, and Consumer-Oriented Behavior, play a pivotal role in the hospitality industry. These drivers are mutually reinforcing, leading to improved employee satisfaction, higher service quality, and enhanced customer experiences and ultimately contributing to long-term success in the competitive hospitality industry.

3.2. The OCEAN Personality Traits

One aspect that has gained attention in recent years is the impact of personality traits on job satisfaction. Personality traits are enduring patterns of thoughts, feelings, and behaviors that distinguish one individual from another. They are known to influence how individuals perceive and interact with the world around them. In the workplace, understanding the personality traits of employees can provide valuable insights into their job performance, job satisfaction, and overall fit within the organization.

One prominent model for understanding personality is the Five-Factor Model, often referred to as the OCEAN model. This model is a personality assessment that encapsulates five human dimensions that underlie most of the basic personality traits in people: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Robbins, Judge, 2017). This paragraph will explore the definition of the OCEAN personality traits and their implications in the previously analysed job flow experience of employees, as studied by Myung Ja Kim, Mark Bonn, Choong-Ki Lee, and Jinok Susanna Kim in their research conducted in 2019.

The OCEAN model, also known as the Five-Factor Model, provides a framework for understanding human personality by categorizing it into five primary dimensions described below by A. Baburaj in "From OCEAN to Action: How to Use Your Big Five Personality Test Results?" (2023):

- **Openness to Experience:** This trait reflects an individual's inclination toward novelty, curiosity, and a willingness to explore new ideas and experiences. People high in openness tend to be imaginative, creative, and open-minded, while those low in this trait may be more traditional and resistant to change.
- **Conscientiousness:** Conscientiousness refers to an individual's degree of organization, responsibility, and diligence. High conscientiousness is associated with being goal-oriented, reliable, and detail-oriented, while low conscientiousness may manifest as procrastination and disorganization.
- **Extraversion:** Extraversion represents the extent to which an individual is outgoing, sociable, and energetic. Extraverts are typically enthusiastic, assertive, and seek social interactions, while introverts tend to be more reserved and introspective.

- Agreeableness: This trait reflects an individual's proclivity for cooperation, empathy, and friendliness, whereas those low in agreeableness may be more competitive or less concerned with others' feelings.
- Neuroticism: Neuroticism measures an individual's emotional stability and ability to cope with stress. High neuroticism is characterized by anxiety, mood swings, and emotional reactivity, while low neuroticism suggests emotional stability and resilience.

Kim et al. (2019) investigated the effects of employees' personality traits on their job flow experience and reached the following conclusions regarding the implications of these personality traits in job flow experience.

Openness to Experience: Employees high in openness may approach their job tasks with a greater sense of creativity and innovation. They are more likely to embrace new challenges and adapt to changing work environments, potentially leading to improved job flow experience. However, individuals with very high openness may sometimes struggle with routine tasks or may become easily bored.

Conscientiousness: Conscientious employees tend to be highly organized, reliable, and committed to their work responsibilities. This trait is associated with a strong work ethic and attention to detail, which can contribute to a smooth job flow experience. They are less likely to miss deadlines or make errors, thereby enhancing overall work efficiency and quality.

Extraversion: Extraverts thrive in social settings and may excel in roles that involve interpersonal interactions. Their sociable nature can lead to better teamwork, effective communication, and a positive workplace atmosphere. However, extreme extraversion may lead to distractions or overemphasis on socializing, potentially impacting job flow negatively.

Agreeableness: Agreeable individuals are skilled in conflict resolution and maintaining harmonious relationships with colleagues. They are likely to contribute to a positive work environment, which can enhance job flow experience. However, excessively agreeable individuals may avoid necessary confrontations or assertiveness, potentially hindering their own progress or the team's effectiveness.

Neuroticism: Employees with high neuroticism may be more prone to stress and anxiety in the workplace. This heightened emotional reactivity can negatively impact job flow experience by causing distractions and reducing focus. Conversely, individuals with low neuroticism tend to handle workplace stress more effectively, contributing to a smoother work experience.

Kim et al.'s (2019) research highlights the importance of considering personality traits when examining the job flow experience of employees. It demonstrates that personality traits can significantly influence employees' attachment to their organizations and their consumer-oriented behavior. This attachment, in turn, has implications for employee retention, job satisfaction, and overall organizational performance.

To further support the findings of Kim et al. (2019) and explore the relationship between personality traits and job flow experience, we can draw insights from relevant literature. Robbins and Judge (2009) emphasize the role of personality in shaping employee behavior and attitudes. They argue that personality traits, such as conscientiousness and extraversion, can significantly impact job performance and satisfaction. This perspective aligns with the notion that these traits influence job flow experience by affecting work efficiency and interpersonal interactions.

Qazi et al. (2015) delve into the multidimensional assessment of turnover intentions, highlighting the importance of understanding why employees choose to stay or leave an organization. Personality traits, as discussed by Kim et al. (2019), are likely to play a vital role in employees' decisions to remain committed to their organizations. Conscientious individuals, for example, may be more committed due to their strong work ethic, while neuroticism could increase turnover intentions due to stress-related factors.

Iverson and Deery (1997) focus on the turnover culture in the hospitality industry, shedding light on the impact of organizational culture on employee retention. It is plausible that employees' personality traits, particularly their level of agreeableness, may influence how they perceive and adapt to the organizational culture. Agreeable individuals may find it easier to integrate into a cooperative culture, enhancing their job flow experience and commitment.

The model hereby proposed aims at integrating part of the research conducted by Kim et al. and its hypothesis and assumptions towards the internal drivers of job satisfaction in hospitality workers as follows:

H1. OCEAN personality traits have directly significant effects on job flow experience.

H1a. Openness has a significant effect on job flow experience.

H1b. Conscientiousness has a significant effect on job flow experience.

H1c. Extraversion has a significant effect on job flow experience.

H1d. Agreeableness has a significant effect on job flow experience.

H1e. Neuroticism has a significant effect on job flow experience.

H2. Job flow experience has a significant effect upon organizational commitment.

H3. Job flow experience has a significant effect on consumer-oriented behavior.

H4. Organizational commitment has a significant effect on consumer-oriented behavior.

H5. Consumer-oriented behavior has a significant effect on job satisfaction.

3.3. Hypothesis on extrinsic motivators of Job Satisfaction

Alongside personal and internal drivers that may directly or indirectly contribute to workers' job satisfaction, Ann Suwaree Ashton, in her 2018 study titled 'How Human Resources Management Best Practices Influence Employee Satisfaction and Job Retention in the Thai Hotel Industry,' offers a list of Human Resources Management (HRM) best practices to enhance employee engagement and, consequently, organizational success. The investigation explores several motivators crucial for the development of job satisfaction and retention.

Some of the drivers discussed include Employment Security Perception, Empowerment, Compensation and Fringe Benefits, Promotion and Career Opportunities, Training and Personal Development Opportunities, and Leadership.

Employment Security Perception

The perception of employment security refers to an employee's confidence in the stability and continuity of their job within the organization. This perception is closely linked to job satisfaction, as noted by Ming-Chun Tsai et al. (2010). When employees feel secure in their positions, they are less likely to experience job-related stress and anxiety, leading to higher job satisfaction levels. Ashton's study (2018) in the Thai hotel industry further reinforces this concept, emphasizing that HR practices that promote job security can positively impact employee satisfaction and job retention. A sense of security encourages employees to invest in their roles and build a long-term commitment to the organization.

Empowerment

Empowerment in the workplace involves granting employees the authority and autonomy to make decisions and take ownership of their work. Myung Ja Kim et al. (2019) have shown that empowerment has a significant influence on job satisfaction. Empowered employees tend to experience greater job satisfaction because they feel valued and trusted by their organization. In the Thai hotel industry context, Ashton's research (2018) indicates that HR practices that empower employees by involving them in decision-making processes can lead to higher job satisfaction. Empowered employees are more likely to be engaged and motivated, contributing positively to their overall job satisfaction.

Employee empowerment can be a strategic tool in the hospitality industry, as discussed by Kim et al. in 'From teamwork to psychological well-being and job performance: the role of CSR in the workplace', 2022. Empowered employees are more likely to be committed to their organizations and provide better service to guests, ultimately influencing profitability.

Pay and Fringe Benefits

Pay and fringe benefits include the financial rewards and additional perks provided to employees by their organization. These extrinsic factors have a direct impact on job satisfaction. S.P. Robbins and T.A. Judge (2017) highlight the role of compensation in shaping job satisfaction. Employees who perceive their compensation as fair and competitive are more likely to be satisfied with their jobs, but while pay itself can be considered a great motivator for workers, it cannot be considered the best predictor of job satisfaction. Ashton's study (2018) in the Thai hotel industry underscores the importance of competitive pay and attractive fringe benefits in enhancing employee satisfaction and retention. A well-structured compensation package not only attracts talent but also motivates employees to perform at their best, contributing to overall job satisfaction.

Promotion and Career Opportunities

The availability of promotion and career advancement opportunities within an organization is a crucial driver of job satisfaction. Ming-Chun Tsai et al. (2010) found that employees who perceive clear paths for career progression are more satisfied with their jobs. Moreover, Ashton's research (2018) in the Thai hotel industry highlights the significance of HR practices that offer growth and advancement opportunities. When employees believe that their organization's policies value meritocracy and thus support a career development framework, they are more likely to be satisfied in their current roles.

Training and Personal Development Opportunities

Training and personal development opportunities refer to the programs and initiatives that organizations offer to enhance their employees' skills and knowledge. Such opportunities play a pivotal role in job satisfaction. Research by S.P. Robbins and T.A. Judge (2017) suggests that employees who receive continuous training and development experiences tend to be more satisfied with their jobs. Ashton's study (2018) in the Thai hotel industry

underscores the importance of HR practices that invest in employee development, as they contribute to higher job satisfaction. Employees tend to value organizations that support their professional growth and offer opportunities for learning and skill development.

Leadership

Leadership within an organization significantly impacts employee job satisfaction. Effective and supportive leadership can foster a positive work environment, while poor leadership can lead to dissatisfaction and turnover intentions. Qazi et al. (2020) emphasize the role of leadership in employee retention, highlighting that employees are more likely to stay with organizations where leadership is perceived as inspirational. Ashton's research (2018) in the Thai hotel industry reinforces this notion, emphasizing the importance of HR practices that promote strong leadership to enhance employee satisfaction and job retention. Leaders who provide guidance, support, and clear communication contribute to a positive work culture that strengthens job satisfaction. Ashton in 2018 offers a deeper distinction between transactional and transformational leadership and emphasizes the importance of both in shaping workers' attitudes toward their job, the former, and the organization, the latter.

The proposed Job Satisfaction model aims to integrate predictions regarding the external drivers of job satisfaction, drawing from research conducted by Ashton in 2015, with the following assumption:

H6. If employment security is high, then job satisfaction is high.

H7. Empowerment is positively related to job satisfaction.

H8. If pay/fringe benefits are high, then job satisfaction is high.

H9. If opportunities for promotion are high, then job satisfaction is high.

H10. More job training leads to greater job satisfaction.

H11. The higher the acceptance of leadership, the higher the job satisfaction.

Fig. 1 shows the proposed model of Job Satisfaction predictors.

4. Methodology

This chapter addresses the methodology of the proposed research model.

4.1. Study area and samples

Five hotels located in northern Italy were contacted to participate to the collection of the survey. Additionally, internet network instruments have been utilized to reach out a broader population of workers in the European context.

4.2. Data collection

The research employed an online questionnaire available in English and Italian and to better investigate the study proposed it is divided in three main sections. The first part aimed to collect demographic information such as gender, age, and other qualitative indicators including the number of years of experience, their job roles in the industry, preferences and dislikes related to their job, and finally their assessment on job satisfaction.

The second part of the survey was dedicated to the OCEAN personality traits assessment and the evaluation of the personal drivers discussed above.

Finally, the third part investigated the respondents' opinions on the extrinsic motivators of job satisfaction.

The link to the survey informed all participants that the response to the questionnaire was voluntary and confidential and the responses would be analysed only for academic purposes, moreover, no information about the employer was asked or collected, apart from the star-rating of the facility, when applicable.

4.3. Research instruments

The items for the section of the questionnaire regarding the Big Five personality traits and personal motivator have been adopted from the studies of Kim et al. (2019) on the personality and attachment on job flow experience relevant to organizational commitment and consumer-oriented behavior. Table 1 shows the list of five items used for each personality trait assessment and the four items used for the variables of job flow experience, organizational commitment, and consumer-oriented behavior.

The research instrument developed for the dependent variable job satisfaction is formed by the five items adopted from the research on the human resources management best practices by A. Ashton (2017): “I am satisfied with the hotel’s policy; I am satisfied with the support provided by this hotel; I am most satisfied with my job when I am making guests happy; I believe that the opportunity to meet people is a primary source of enjoyment; and overall I am satisfied with my job in the hotel industry.”

The external drivers’ items were created ad hoc for the purpose of this research and each variable among employment security, empowerment perception, pay and fringe benefits, promotion opportunities, training and leadership encompasses two items, as shown in Table 2.

To be consistent with the study of A. Ashton (2017), all items were measured by a 7-point Likert scale, where 1= strongly disagree and 7= strongly agree.

4.4. Data analysis

The collected data have been analysed using the R-Studio tool and Microsoft Excel for descriptive analysis.

Initially, an internal consistency reliability check of all research variables has been conducted. Secondly, each hypothesis was tested using a linear regression model, along with the calculation of a correlation index. Finally, a multiple regression analysis was performed on the three dependent variables of the model: job flow commitment, customer-oriented behavior and job satisfaction. Prior to conducting the multiple regression analyses, the correlation between the independent variables of the model has been checked using Pearson correlation coefficient (r), to address concerns of multicollinearity between variables.

5. Results

A total of 27 questionnaire forms were collected, and of these 24 were usable.

5.1. Demographic results and workers' profile

The participants' ages ranged from 18 to 49. The 26-30 age group represented the highest percentage at 35%, followed by the 18-24 range at 30%, with 20% in the 46-50 range, and 15% falling between 31 and 35. 79% of respondents identify themselves as female.

Further analysis of respondents' experience showed that 40% of had previous employment experiences in the industry, while 42% of the participants had been working in the industry for the past three years. The survey collected the responses from 33% of professionals that have been present in the hospitality industry for more than 3 years (29% with more than five years of experience), while the remaining 25% were newcomers, practicing their jobs for less than one year.

Regarding the type of facility where they currently work, half of the population works in hotel structures, with 26% employed by Village Hotels. The remaining quarter of respondents was evenly divided among cruise lines, B&Bs, and luxury hotels.

The participants were also asked to express their opinion on what they enjoy most of their job and what they think should be improved. 42% of respondents indicated that dealing with customers is what they prefer most of their jobs, followed by the location of the facility (17%). Almost half of respondents stated that pay and benefit should be improved (46%), while the quality of work-life aspect stands as a challenge, as while 21% of respondents state that their organisation lack of work-life balance practices, another 13% states that, on the contrary, the quality of their work-life is what they enjoy most.

Regarding the respective job department, 42% of respondents are employed in Guest-Services related jobs, followed by Food and Beverage Services (21%), Sales and Marketing for 17%. The remaining 21% percentage consists of workers in Human resources, Accounting, Event planning and Food preparation.

Table 3 summarises the information about the workers profiles presented above.

5.2. Results of hypotheses testing on personal drivers

Reliability analysis of the personality and internal variables has been proven by calculating Cronbach's Alpha coefficient. As shown in Table 4, all variables showed at least an acceptable reliability coefficient (equal to or greater than 0.7).

H1a: Openness has a significant effect on job flow experience.

Reliability analysis on openness shows a coefficient of 0,79, with a mean of 5,58 and a standard deviation of 1,14. The high reliability index justifies the use of the mean of the five items as the openness variable.

The analysis shows a positive significant linear relationship between openness and job flow experience ($\beta = 0.5247$, $p\text{-value} = 0.0276^*$, $R\text{-squared} = 0.2018$), with a correlation of 0.44927. Thus, hypothesis H1a is supported, and openness explains a total of 20% of the variance in job flow experience.

H1b: Conscientiousness has a significant effect on job flow experience.

Reliability analysis on conscientiousness shows a coefficient of 0,85 with a mean of 5,44 and a standard deviation of 0,93. The high reliability index justifies the use of the mean of the five items as the conscientiousness variable.

The analysis shows a positive linear relationship between conscientiousness and job flow experience ($\beta = 0.4557$), with a correlation of 0.317 and a R-squared of 0.10

05. However, with a p-value of 0.1311 the null hypothesis (H_0) cannot be rejected. Hence, due to the lack of significant statistics, H1b was rejected.

H1c: Extraversion has a significant effect on job flow experience.

Reliability analysis on extraversion shows a coefficient of 0,78 with a mean of 4,61 and a standard deviation of 1,07.

The analysis shows a positive significant linear relationship between extraversion and job flow experience ($\beta = 0.6297$, $p\text{-value} = 0.0117^*$, $R\text{-squared} = 0.2557$), with a correlation of 0.506. Thus, hypothesis H1c is supported, and extraversion explains a total of 26% of the variance in job flow experience.

H1d: Agreeableness has a significant effect on job flow experience.

Reliability analysis on agreeableness shows a coefficient of 0,69 with a mean of 5,31 and a standard deviation of 0,87.

The analysis shows a positive significant linear relationship between agreeableness and job flow experience ($\beta = 0.6754$, $p\text{-value} = 0.0324^*$, $R\text{-squared} = 0.1916$), with a correlation of 0.438. Thus, hypothesis H1d is supported, and agreeableness explains a total of 19% of the variance in job flow experience.

H1e: Neuroticism has a significant effect on job flow experience.

Reliability analysis on neuroticism shows a coefficient of 0,89 with a mean of 4,03 and a standard deviation of 1,47. The analysis shows an almost negligible linear relationship between neuroticism and job flow experience ($\beta = 0.07358$, $R\text{-squared} = 0.0065$), with a correlation of 0.081. Moreover, with a $p\text{-value}$ of 0.707, the null hypothesis (H_0) cannot be rejected. Hence, due to the lack of significant statistics, H1e was rejected.

H1: OCEAN personality traits have directly significant effects on job flow experience.

To support H1, a multiple linear regression model of the job flow experience as dependent variable of the five OCEAN personality traits has been undertaken. Initially, the presence of multicollinearity between variables was checked via the Pearson correlation index, which showed no significant correlation between independent variables exceeding 0.6.

As inferred from the linear regression analyses presented above, the extraversion trait has emerged as the best predictor of job flow experience in workers ($\beta = 0.604$, $p\text{-value} = 0.0723^*$). The multiple linear regression model yields an $R\text{-squared}$ value of 0.3712. However, all other explanatory variables, except for experience, exhibit non-significant $p\text{-values}$. This may be attributed to either an insufficient sample size or the presence of an omitted variable, having confirmed the absence of significant correlations between variables.

H2: Job flow experience has a significant effect upon organizational commitment.

Reliability analysis on organizational commitment shows a Cronbach's Alpha coefficient of 0,95 with a mean of 3,90 and a standard deviation of 1,87.

The analysis shows strong positive significant linear relationship between job flow experience and organizational commitment ($\beta = 0.8439$, $p\text{-value} = 0.00186^*$, $R\text{-squared} = 0.3624$), with a correlation of 0.6020. Thus, hypothesis H2 is supported, and Job flow experience explains a total of 36% of the variance in organizational commitment.

H3: Job flow experience has a significant effect on consumer-oriented behavior.

Reliability analysis on consumer-oriented behavior shows a coefficient of 0,85 with a mean of 5,41 and a standard deviation of 1,12.

The analysis shows positive significant linear relationship between job flow experience and consumer-oriented behavior ($\beta = 0.4791$, $p\text{-value} = 0.0036^{**}$, $R\text{-squared} = 0.3254$), with a correlation of 0.5705. Thus, hypothesis H3 is supported, and positive job flow experience explains a total of 33% of the variance in consumer-oriented behavior.

H4: Organizational commitment has a significant effect on consumer-oriented behavior.

The analysis reveals a positive, significant linear relationship between organizational commitment and consumer-oriented behavior ($\beta = 0.3041$, $p\text{-value} = 0.0113^*$, $R\text{-squared} = 0.2576$), with a correlation of 0.5076. Thus, hypothesis H4 is supported, and organizational commitment explains 26% of the variance in consumer-oriented behavior.

To further investigate customer-oriented behavior in hospitality workers, a multiple linear regression model was developed, considering both explanatory variables: organizational commitment and job flow experience.

As previously explained, multicollinearity between variables was assessed using the Pearson correlation index, which once again indicated no significant correlation between independent variables exceeding 0.6. The model exhibits a positive relationship with both predictor variables, with an $R\text{-squared}$ value of 0.3677. However, only job flow experience is slightly statistically significant ($\beta = 0.3490$, $p\text{-value} = 0.0696$), while organizational commitment has a slope of $\beta = 0.1543$ and a non-significant $p\text{-value}$ of 0.2493. As mentioned earlier, this may be attributed to either an insufficient sample size or the presence of an omitted variable.

H5: Consumer-oriented behavior has a significant effect on job satisfaction.

Reliability analysis on satisfaction shows a coefficient of 0,83, with a mean of 4,82 and a standard deviation of 1,14.

The analysis reveals a positive, significant linear relationship between consumer-oriented behavior and job satisfaction ($\beta = 0.6261$, p-value = 0.00138 **, R-squared = 0.3782), with a correlation of 0.6150149. Thus, hypothesis H5 is supported, and consumer-oriented behavior explains 38% of the variance in job satisfaction.

5.3. Results of hypotheses testing on organizational drivers

Reliability analysis of the external drivers has been confirmed through the calculation of correlations between the two items composing each variable. As depicted in Table 4, certain variables displayed poor reliability coefficients: empowerment, pay, and training. To assess the robustness of the research findings for these drivers, three linear regression models were developed. Initially, the variables were computed as the averages of the two items, in line with the other predictors. Subsequently, recognizing the limitations of the composite variable, both items were analysed individually as single variables. Table 5 shows the adjusted list of extrinsic variables investigated.

H6: If employment security is high, then job satisfaction is high.

Reliability analysis on employment security shows a coefficient of 0,62, with a mean of 4,98 and a standard deviation of 1,61.

The model reveals a positive, significant linear relationship between employment security and job satisfaction ($\beta = 0.3768$, p-value = 0.007585**, R-squared = 0.282), with a correlation of 0.6150. Thus, hypothesis H6 is supported, and employment security explains 28% of the variance in job satisfaction.

H7: Empowerment is positively related to job satisfaction.

Reliability analysis on empowerment shows a coefficient of 0,48, with a mean of 5,23 and a standard deviation of 1,20.

The analysis reveals a positive, slightly significant linear relationship between empowerment and job satisfaction ($\beta = 0.3701$, p-value = 0.06129, R-squared = 0.1502),

with a correlation of 0.3876. Thus, it seems that hypothesis H7 is supported, and empowerment explains 15% of the variance in job satisfaction.

However, taking into consideration the low correlation between the two items, separate linear regression models have been developed for each of the two items, which will be referred to as 'empowerment1' and 'empowerment2.'

The regression model using the first item 'empowerment1' as a predictor shows a positive, significant linear relationship with job satisfaction ($\beta = 0.2499$, p-value = 0.0852, R-squared = 0.1287), with a correlation of 0.3587. However, with a p-value of 0.1532, the null hypothesis (H0) linked to the second item 'empowerment2' cannot be rejected.

H8: If pay/fringe benefits are high, then job satisfaction is high.

Reliability analysis on pay shows a coefficient of 0,31, with a mean of 3,67 and a standard deviation of 1,20.

The analysis reveals a positive, significant linear relationship between pay/fringe benefits and job satisfaction ($\beta = 0.5050$, p-value = 0.007500 **, R-squared = 0.2827), with a correlation of 0.5317. Thus, it seems that hypothesis H8 is supported, and pay/fringe benefits explain 28% of the variance in job satisfaction.

However, taking into consideration the low correlation between the two items, separate linear regression models have been developed for each of the two items, which will be referred to as 'pay1' and 'pay2.'

The regression model using the first item 'pay1' as a predictor shows a p-value of 0.131597, hence, the null hypothesis (H0) linked to the first item cannot be rejected. On the other hand, the regression model using the second item 'pay2' as a predictor shows a positive, significant linear relationship with job satisfaction ($\beta = 0.3749$, p-value = 0.00788 **, R-squared = 0.2797), with a correlation of 0.5288.

H9: If opportunities for promotion are high, then job satisfaction is high.

Reliability analysis on promotion shows a coefficient of 0,76, with a mean of 3,46 and a standard deviation of 1,60.

The model reveals a positive, marginally significant linear relationship between opportunities for promotion and job satisfaction ($\beta = 0.2547$, $p\text{-value} = 0.0872$, $R\text{-squared} = 0.1272$), with a correlation of 0.3566. Thus, hypothesis H9 is supported, and opportunities for promotion explains 13% of the variance in job satisfaction.

H10: More job training leads to greater job satisfaction.

Reliability analysis on training shows a coefficient of 0,42, with a mean of 3,98 and a standard deviation of 1,43.

The analysis reveals a positive, marginally significant linear relationship between job training and job satisfaction ($\beta = 0.3092$, $p\text{-value} = 0.0613$, $R\text{-squared} = 0.1502$), with a correlation of 0.3876. Thus, it seems that hypothesis H10 is supported, and job training explain 15% of the variance in job satisfaction.

However, taking into consideration the low correlation between the two items, separate linear regression models have been developed for each of the two items, which will be referred to as 'training1' and 'training2'.

The regression model using the first item 'training1' as a predictor shows a $p\text{-value}$ of 0.393, hence, the null hypothesis (H_0) linked to the first item cannot be rejected. On the other hand, the regression model using the second item 'training2' as a predictor shows a positive, significant linear relationship with job satisfaction ($\beta = 0.3367$, $p\text{-value} = 0.0171^*$, $R\text{-squared} = 0.2323$), with a correlation of 0.4820.

H11: The higher the acceptance of leadership, the higher the job satisfaction.

Reliability analysis on leadership shows a coefficient of 0,68, with a mean of 4,73 and a standard deviation of 1,67.

The model reveals a positive, significant linear relationship between leadership and job satisfaction ($\beta = 0.2642$, $p\text{-value} = 0.0629$, $R\text{-squared} = 0.1486$), with a correlation of 0.3854. Thus, hypothesis H11 is supported, and leadership explains 15% of the variance in job satisfaction.

5.4. Multiple linear regression model of job satisfaction

To further investigate how job satisfaction works, considering the variables examined above, a multiple linear regression model has been developed, including all variables that have been confirmed as statistically significant in the linear regression analysis (see Table 6).

Consistently with the previous results, only the predictor 'consumer behavior' shows a statistically significant relation (p -value= 0.0164 *), with a coefficient β of 0.5055.

Table 7 presents a summary of the results for the hypotheses proposed in the model. These results can be visualized in Images 2 and 3, respectively, which represent the Personality and Internal Variables Model, and the Job Satisfaction Predictors Model. Finally, Table 6 displays the final list of explanatory variables included in the Predictive Model of Job Satisfaction. Transcripts of the regression model calculations and scatterplots are available in Appendices A and B.

5.5. Discussion of findings

Sample Size and Representativeness

In this study, data were collected from a total of 27 participants, with 24 responses deemed usable for analysis. It's important to acknowledge that while this sample size is not large, it still provides valuable insights into the relationships between variables. However, the relatively small sample size may limit the generalizability of the findings to a broader population of hospitality workers.

Furthermore, it is crucial to consider the representativeness of the sample. Participants were drawn from five hotels in northern Italy and through internet network instruments. The inclusion of a diverse range of participants, both geographically and through online channels, adds some diversity to the sample. However, the study may still be subject to selection bias, as those who chose to participate may have different characteristics or motivations compared to those who did not.

P-Values and Statistical Significance

Throughout the analysis, p-values were used to determine the statistical significance of relationships between variables. It's worth noting that p-values are essential tools in hypothesis testing, but they are not the sole criteria for evaluating the practical significance of findings.

In this study, some relationships were found to be statistically significant ($p < 0.05$), while others were not. For instance, the relationships between personality traits (e.g., openness, extraversion) and job flow experience were statistically significant, suggesting that these traits have an impact on job flow experience. However, not all personality traits exhibited statistically significant effects.

It's important to recognize that statistical significance does not necessarily imply practical or meaningful significance. Researchers should consider the magnitude of the effects, along with the p-values, to assess the practical importance of the relationships observed. Additionally, the practical relevance of statistically significant relationships should be discussed in the context of the research objectives and industry implications.

Correlation vs. Causation

While this study identified several significant correlations between variables, it's crucial to remember that correlation does not imply causation. For example, a positive correlation was found between extraversion and job flow experience, suggesting that individuals with higher extraversion scores tend to have more positive job flow experiences. However, it would be incorrect to conclude that extraversion causes improved job flow experiences.

There may be confounding variables or reverse causality at play. Further research, including experimental studies, would be necessary to establish causal relationships.

Implications for the Hospitality Industry

The findings of this study have several implications for the hospitality industry. Notably, the study identified personality traits (e.g., openness, extraversion, agreeableness) that are associated with job flow experience. This information can be valuable for human resource managers and organizations seeking to hire and retain employees who are more likely to have positive job flow experiences.

Additionally, the study found that job flow experience has a significant impact on organizational commitment and consumer-oriented behavior. This highlights the importance of fostering positive job flow experiences among hospitality workers, as it can lead to increased commitment to the organization and improved customer interactions.

Moreover, the study explored the influence of external drivers (e.g., employment security, empowerment, pay) on job satisfaction. Understanding these factors can help organizations design better work environments and compensation packages to enhance job satisfaction among their employees.

Limitations and Future Research

It's important to acknowledge the limitations of this study. One significant limitation is the relatively small sample size, which may limit the generalizability of the findings. Additionally, the use of self-reported data may introduce response bias, and the cross-sectional design prevents the establishment of causal relationships.

To address these limitations, future research could consider larger and more diverse samples. Longitudinal or experimental designs could be employed to investigate causal relationships between variables. Furthermore, exploring the influence of additional

variables not considered in this study, such as work-life balance practices and workplace culture, could provide a more comprehensive understanding of job satisfaction in the hospitality industry.

In conclusion, this study provides valuable insights into the factors influencing job satisfaction, organizational commitment, and consumer-oriented behavior among hospitality workers. While the findings indicate significant relationships between various personality traits, job flow experience, and external drivers, it is essential to interpret these results with consideration of the study's limitations.

The practical implications of these findings for the hospitality industry underscore the importance of fostering positive job experiences and considering personality traits when hiring and managing employees. However, further research is needed to delve deeper into causality, explore additional factors, and validate these findings on a larger and more diverse scale.

5.6. Comparing Existing Predictive Models from the Literature

The research presented in the study introduces a comprehensive model for understanding job satisfaction, organizational commitment, and consumer-oriented behavior among hospitality workers. The model integrates both internal and external drivers, drawing from previous research by Kim et al. and A. Ashton, and presents several hypotheses for testing. This paragraph will delve into a comparative analysis of the proposed model with the models proposed by A. Ashton (2018) and Kim et al. ("Effects of Employees' Personality and Attachment on Job Flow Experience").

Firstly, the proposed model incorporates personality traits based on the OCEAN framework (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) as internal drivers of job flow experience. This aligns with the model developed by Kim et al., which also explores the influence of personality traits on job flow experience. However, the current study goes further by examining the specific impact of each personality trait on job flow experience (H1a to H1e). This granularity allows for a more detailed understanding of how individual traits contribute to job satisfaction.

Secondly, the proposed model considers job flow experience as a central component with significant effects on both organizational commitment (H2) and consumer-oriented behavior (H3). This mirrors the findings of Kim et al., who emphasize the importance of job flow experience in influencing job satisfaction and attachment. However, the current model extends this by examining the relationship between job flow experience and consumer-oriented behavior, highlighting its relevance not only for employee engagement but also for customer interactions.

Additionally, the proposed model incorporates external drivers of job satisfaction, such as employment security, empowerment, pay/fringe benefits, opportunities for promotion, and job training. These factors are consistent with A. Ashton's research in the Thai industry (2018), where external motivators were examined. However, the present study expands on these factors by examining their individual impacts on job satisfaction (H6 to H11) as well as and their relationships with job flow experience and consumer-oriented behavior.

The empirical findings of the current study support several of the proposed hypotheses, demonstrating that factors like openness, extraversion, agreeableness, employment security, and pay/fringe benefits have significant positive effects on job satisfaction and related outcomes. Notably, extraversion emerges as a strong predictor of job flow experience, suggesting that individuals with higher extraversion scores tend to have more positive job flow experiences.

However, it's important to note that not all hypotheses are supported, highlighting the complexity of factors influencing job satisfaction in the hospitality industry. For instance, while conscientiousness and neuroticism were expected to have significant effects on job flow experience, the data did not support these hypotheses. This underscores the need for a nuanced understanding of how various factors interact in real-world contexts.

In conclusion, by integrating internal and external drivers, the model aims to offer a holistic view of the factors influencing job satisfaction, organizational commitment, and consumer-oriented behavior among hospitality workers while drawing inspiration from previous research by Kim et al. and A. Ashton. However, further research will be needed to validate and refine the model on a larger and more diverse scale and to explore the nuanced interplay of these factors in different cultural and organizational contexts.

6. Further insights on HR best practices provided by professionals in the Hospitality Industry

In order to gain a better understanding of the main drivers and best practices implemented by organizations in the hospitality industry, we interviewed three HR specialists with decades of experience in the cruise line industry: Mr. Deon Correa, Sr. Director of Learning and Development at Carnival Cruise Line (Miami, FL); Mr. Razvan Tudose, Human Resources Consultant at TACT Business Development; and Mr. Martin Rusneac, Human Resources Director at Norwegian Cruise Line. The interviews focused on the challenges of talent retention and job engagement faced by the hospitality management industry today. During the discussions, some concepts drew particular attention and will be further investigated in this chapter.

6.1. Employee turnover and customer retention

As has been stated before, employee retention is of paramount importance in the hospitality industry, where a significant percentage of revenues are derived from retained customers. According to data from the Userpilot blog, the average customer retention rate in the hospitality industry stands at 55%, making it crucial for organizations to focus on retaining both their clientele and their staff. This industry nowadays shows one of the lowest customer retention rates among various sectors, stressing out the need for a robust employee retention strategy. ('Average Customer Retention Rate by Industry & How to Improve Your SaaS Retention Rate'; Userpilot Blog, 2023)

In the hospitality sector, employees play a pivotal role in delivering a personalized experience to guests. As stated also by Dr Correa, customers often return not just for the quality and services but also for the familiar faces and warm interactions they encounter. This emotional connection between staff and guests highlights the limitations of Customer Relationship Management (CRM) tools alone, which can capture data and preferences of a customer but fail to replicate the human touch. Frequent turnover can disrupt these personal relationships, leading to a decline in customer retention and loyalty.

To understand the implications of employee retention on organizational performance, it is essential to consider the average turnover rate. As detailed in the Harver blog ('8 Causes of

Employee Turnover in Hospitality, Harver, 2023), the hospitality industry faces a substantial challenge when it comes to employee retention. High turnover rates are a common concern, particularly in restaurants and hotels, where the demands of the job, including long hours and the need for exceptional customer service, can lead to burnout and turnover. The cost of recruiting, training, and onboarding new employees is also important to take into consideration.

When employees stay with an organization over time, they can develop a deep understanding of the company's culture, values, and, most importantly, the preferences and needs of the customers they serve. This accumulated knowledge creates a valuable asset for the organization, facilitating the creation of client profiles that can be used by new staff. Retained talents become brand ambassadors, as they embody the organization's image and build lasting relationships with customers.

In conclusion, in a competitive industry like hospitality, customer loyalty is a driving force and organizations rely on customer retention to drive revenue. Thus, it can be stated that employee retention directly impacts the organization's performance as customer retention rate are tied to the ability of employees to build lasting relationships with guests. Less turnover not only does it reduce recruitment and training costs, but it also contributes to increased customer satisfaction and loyalty. As customers become attached to the familiar faces and personalized service provided by long-term employees, they are more likely to return, ultimately bolstering the organization's revenue.

It is important for organizations in the industry to focus on HR practices that improve retention. They must invest in strategies that prioritize employee satisfaction, reduce turnover, and recognize the unique value of a stable, experienced workforce that ensures a consistent service quality.

6.2. Employee empowerment

The concept of employee empowerment has been stressed out as a crucial aspect of the hospitality industry. Empowering employees involves granting them the autonomy and authority to make decisions that directly impact guest experiences. This approach not only

enhances job satisfaction but also contributes significantly to the organization's success. One notable example of empowerment in action is the Ritz-Carlton's practice of providing each employee with a discretionary budget to address customer concerns and requests on the spot (C. A. Enz and J. A. Siguaw, "Best Practices in Service Quality," Cornell University, 2000). This level of empowerment not only demonstrates trust in employees but also enables them to create memorable guest experiences by promptly addressing individual needs and preferences.

Empowering employees in the hospitality industry is essential for several reasons. Firstly, it improves job satisfaction and engagement. When employees can have a say in how to perform their roles and can make decisions that affect guests positively, they feel a greater sense of ownership and pride in their work. This heightened job satisfaction, as highlighted in the research by Aamir Hayat and Leila Afshari, leads to increased affective commitment, where employees develop an emotional attachment to the organization and its goals. Consequently, they are more likely to go above and beyond in their interactions with guests, resulting in superior service quality and customer satisfaction.

Moreover, employee empowerment contributes to organizational effectiveness. By decentralizing decision-making, organizations can respond promptly to guest needs and adapt to changing circumstances. This flexibility is particularly valuable in the hospitality industry, where customer expectations and preferences can shift rapidly. Empowered employees are better equipped to handle unpredicted requests and challenges and can deliver personalized solutions, enhancing the overall guest experience.

Corporate Social Responsibility (CSR) is another critical aspect of the hospitality industry, and the perception of employee empowerment plays a significant role in shaping an organization's CSR efforts. CSR encompasses an organization's commitment to ethical, social, and environmental responsibilities without profit orientation. When employees feel empowered, they are more likely to align with and support the organization's CSR initiatives. They become active participants in implementing CSR practices and communicating these values to guests.

The perception of power by employees can influence the success of CSR initiatives in several ways. Empowered employees are more engaged and motivated, leading to

increased job satisfaction and a positive workplace culture. This, in turn, can foster a sense of pride in the organization's CSR activities, as employees feel they are contributing to a larger, socially responsible mission. They become advocates for CSR efforts, both within the organization and when interacting with guests. Moreover, empowered employees can take the initiative to make environmentally and socially responsible choices. These actions not only align with CSR objectives but also can attract the increasingly number of conscious consumers who prioritize businesses that demonstrate commitment to social and environmental causes.

In conclusion, employee empowerment is integral to the success of the hospitality industry. Practices like the Ritz-Carlton's discretionary budgets are great example of the positive impact of empowerment on job satisfaction, service quality, and organizational agility. Moreover, the perception of employee empowerment plays a significant role in influencing an organization's Corporate Social Responsibility efforts. Ultimately, employee empowerment is not only a powerful tool for enhancing guest experiences but also for driving positive social and environmental change in the industry.

6.3. Leadership styles

Different leadership styles, such as transformational leadership, transactional leadership, and servant leadership, play important roles in shaping the work environment and employee experiences. As stated in chapter 3.3., leadership styles not only influence performance but also job satisfaction and turnover rates, ultimately impacting the overall success of hospitality organizations.

Transformational leadership is characterized by leaders who inspire and motivate their teams through a shared vision, charisma, and encourage creativity and innovation. This leadership style fosters a sense of purpose and personal growth among employees. Research by Huang in the "International Journal of Contemporary Hospitality Management" (2016) reveals that transformational leadership positively impacts firm performance in the hospitality industry. When leaders inspire their teams to excel and take ownership of their roles, employees experience higher job satisfaction as they feel their contributions are meaningful.

Transactional leadership, on the other hand, is based on a system of rewards and punishments to motivate employees to achieve specific goals. Leaders using this approach focus on clarifying roles, setting expectations, and monitoring performance. While it may seem less inspirational than transformational leadership, transactional leadership can also contribute to job satisfaction. Clear guidelines and structured feedback mechanisms provide employees with a sense of security in their roles. When employees know what is expected of them and receive recognition for their efforts, they are more likely to experience job satisfaction and lower turnover rates.

Servant leadership is characterized by leaders who prioritize the well-being and growth of their employees. They serve their teams by providing support, guidance, and resources to help employees reach their full potential. This leadership style has a strong impact on job satisfaction. Employees who feel supported and valued by their leaders are more likely to experience job satisfaction and a sense of belonging. Moreover, servant leadership fosters a collaborative and positive work environment, which leads to better performance and lower turnover rates.

It can be stated that better performance is a direct outcome of a leadership that inspires, clarifies expectations, and supports employee growth. Transformational leaders motivate employees to exceed their own expectations, transactional leaders provide structure and rewards for achieving goals, and servant leaders create a nurturing environment where employees can experience a personal development. As highlighted in the study by Hou et al. in 2024, entrepreneurial leadership, a concept closely related to transformational and servant leadership, has a cascading effect on employee creativity, leading to improved performance.

Job satisfaction is equally linked to leadership styles. When employees are inspired, supported, and rewarded for their efforts, they are more likely to find their work fulfilling and satisfying. This reduces turnover rates, as satisfied employees are less inclined to seek employment elsewhere. Hospitality organizations that prioritize leadership styles that enhance job satisfaction benefit from a more stable and motivated workforce, which in turn leads to improved guest experiences and long-term success.

In conclusion, by fostering these leadership styles, hospitality organizations can create an environment where employees thrive, resulting in greater job satisfaction and lower turnover, key ingredients for sustained success in the industry.

6.4. Organizational Commitment and Culture: Carnival Case study

Organizational commitment and organizational culture are critical factors that significantly impact job satisfaction within an organization. Organizational commitment refers to the degree to which employees are dedicated to and identify with their organization. It encompasses three components: affective commitment (emotional attachment to the organization), continuance commitment (perceived cost of leaving the organization), and normative commitment (feeling of obligation to stay with the organization) (Robbins & Judge, 2017). Organizational culture, on the other hand, comprises the shared values, beliefs, and norms that guide behavior within the organization. Both of these aspects play essential roles in determining job satisfaction.

As previously analysed, organizational commitment is important for job satisfaction because it influences an employee's overall attitude and attachment to their job and organization. Employees who are highly committed to their organization are more likely to experience job satisfaction as they feel emotionally connected and engaged in their work. This commitment can result from a positive organizational culture that fosters a sense of belonging and purpose (Robbins & Judge, 2017).

Organizational culture also plays a pivotal role in job satisfaction. A positive organizational culture, characterized by shared values that align with employees' personal values, creates a supportive and engaging work environment. Moreover, a strong organizational culture can contribute to a sense of community and cohesion among employees, fostering positive relationships and job satisfaction (Monteiro et al., 2022).

Regarding best practices of fostering organizational culture, the case study of the cultural transformation of Carnival Cruise Line provides valuable insights. The strategic implementation had three main objectives: reducing turnover rate, increasing guest satisfaction, and boosting profits.

To achieve these goals, several best practices were employed:

- **Recruitment of World HR Directors:** Bringing in experienced HR leaders ensured that the transformation was guided by individuals with expertise in cultural change and organizational development. The organization aimed to introduce a new hierarchical ecosystem that elevated the HR Department to be on par with the power held by the Staff Captain and Hotel Director, thereby transforming the leadership structure, in order to better implement the cultural transformation.
- **Gradual Rollout:** Over an 18-month period, the transformation was gradually introduced to allow employees at all levels to embrace and adopt the changes, reducing resistance and facilitating cultural integration.
- **Creation of New Values:** A new set of values was established to align with the desired culture and serve as guiding principles for employees.

To embed the new culture into the daily lives of employees, two tools were implemented: Daily Compass and a new performance evaluation assessment.

Daily Compass: this tool involved the daily repetition of the "Carnival value of the day" at team meetings. Repetition helped reinforce the new values in employees' minds over time, a concept supported by neuroplasticity.

Performance Evaluation Assessment: shifting from technical evaluations to holistic assessments, where value delivery was prioritized in the performance examination, ensured that employees were evaluated based on their alignment with the new values. The strategy of introducing the new values as a benchmark for their career success has been proven as a great tool to nudge workers into adapting their job and living by the new values of the organization.

6.4.1. The role of leadership for value cascading: a middle management controversy

Leadership plays a pivotal role in cascading organizational culture values throughout the organization. Leaders must exemplify these values in their actions, behaviors, and decisions, serving as role models for employees. However, a common controversy arises when middle managers are expected to promote these values without proper leadership

training. Dr. Rusneac offered insight on how middle managers often find themselves caught between top-level expectations and the day-to-day realities of their teams. To effectively project and promote organizational values, middle managers need training and support to bridge this gap and align their leadership practices with the desired culture (Robbins & Judge, 2017).

In conclusion, organizational commitment and culture are instrumental in determining job satisfaction in the hospitality industry. Commitment fosters emotional attachment and engagement, while culture shapes the work environment and aligns with employees' values. Best practices in cultural transformation, as exemplified by the Carnival Cruise Line case, highlight the importance of strategic planning, gradual implementation, and tools like the Daily Compass and revised performance assessments. Leadership's role in value-cascading is pivotal, but middle managers may require additional training and support to effectively promote organizational values.

7. Organizational Behavior and HR Challenges with the New Generation Z Workforce

Organizational Behavior (OB) is a fundamental concept that plays a pivotal role in understanding and managing individuals, groups, and entire organizational systems. Defined by Robbins and Judge in their seminal work "Organizational Behavior" (2017), it encompasses the study of how individuals, groups, and structures influence and are influenced by the behavior within an organization. OB delves into various aspects of human behavior in the workplace, aiming to decipher the intricacies that shape employee actions, attitudes, and overall performance.

At its core, OB recognizes the individual as a fundamental building block of any organization. It acknowledges that individuals bring their unique personalities, values, and attitudes into the workplace, all of which can significantly impact their motivation, job satisfaction, and productivity. Robbins and Judge underscore that a crucial aspect of effectively managing individuals revolves around understanding the psychological and emotional factors that underlie human behavior. Furthermore, understanding how individuals interact with their immediate workgroups and the broader organization is vital.

In the context of the study "Generation Z job seekers' expectations and their job pursuit intention" by Nguyen Ngoc et al. (2022), we gain insights into how OB extends its reach to address the expectations of the younger workforce generation. The new emerging generation, often referred to as Generation Z, has distinct aspirations and demands, redefining what they seek in a job. While career growth and financial incentives have been traditional priorities, Gen Z emphasizes quality of life, personal development, and a multitude of career options.

The role of OB in managing groups within an organization is equally critical. It acknowledges that group dynamics, communication patterns, and team cohesion all affect the collective performance of employees. The study by Nguyen Ngoc et al. reinforces this by shedding light on how Gen Z's expectations are influenced by the collaborative nature of their work environment and their desire for inclusive, supportive teams.

Finally, organizational systems, as described by Robbins and Judge, constitute the highest level of OB analysis. These systems encompass the entire organization and its structure, culture, and leadership. Effective OB principles and practices are instrumental in aligning

the organization's objectives with those of its workforce. Understanding how individual behaviors aggregate into group dynamics and ultimately influence the organization's overall performance is a fundamental tenet of OB.

In summary, Organizational Behavior, as outlined by Robbins and Judge (2017) and reinforced by the insights from Nguyen Ngoc et al. (2022), is the study of how individuals, groups, and organizational systems interact within the workplace. It serves as a guiding framework for comprehending and managing the diverse array of behaviors and expectations that define the modern workforce. By recognizing the individual as the cornerstone of organizational dynamics and considering the evolving needs of new generations like Gen Z, OB equips organizations with valuable tools to navigate the complexities of the contemporary workplace.

7.1. The Evolving Challenges in Organizational Behavior: HR Management and People Management Theories

In the ever-evolving landscape of organizational behavior (OB), contemporary challenges have emerged that necessitate a fresh perspective in the context of HR management and people management theories. As elucidated in "Organizational Behavior" by Robbins and Judge (2017), OB traditionally delves into understanding individual and group dynamics within organizations, but the dynamics of the modern workforce, particularly Generation Z, are catalyzing a paradigm shift.

One of the paramount challenges confronting OB today revolves around the rising prominence of Generation Z. Unlike their predecessors, state Nguyen Ngoc et al. in their study "Generation Z job seekers' expectations and their job pursuit intention" (2022), Gen Z places a premium on quality of life over conventional career trajectories. Their outlook is characterized by a desire for work-life balance, flexible schedules, and an intrinsic need for personal development. This shift in priorities aligns with OB's overarching goal of comprehending and managing human behavior within organizations.

In this dynamic landscape, the context in which OB intersects with HR management and people management theories becomes pivotal. HR management, guided by OB principles,

must adapt to cater to the distinct expectations of Gen Z job seekers. The need for accommodating flexible work arrangements, fostering an inclusive and supportive workplace culture, and providing opportunities for personal growth represents an integral facet of HR management. As highlighted by Robbins and Judge, HR practices play a pivotal role in shaping an organization's culture, which is a cornerstone of OB.

Moreover, HR management and OB must jointly address the multifaceted issue of the proliferation of job options. Gen Z, equipped with advanced technology and digital platforms, enjoys unprecedented access to diverse employment opportunities. Consequently, organizations must not only compete for top talent but also ensure that they align with the values and aspirations of this generation. The integration of OB and HR practices is essential for developing tailored recruitment strategies, employee engagement programs, and retention initiatives that cater to Gen Z's distinctive preferences.

People management theories are another essential facet that intersects with OB and HR management in this context. Traditional models of people management may need to be reevaluated and adapted to meet the changing needs of the workforce. The insights from Nguyen Ngoc et al.'s study underline the importance of considering personal development as a primary driver of job pursuit intention. This necessitates a shift from conventional hierarchical career development models toward more flexible and individualized pathways.

Furthermore, OB, HR management, and people management theories need to synergize to foster a culture of continuous learning and adaptability within organizations. Gen Z's access to information and rapid technological changes demand that organizations cultivate environments where employees can continuously acquire new skills and knowledge. This aligns with the core tenets of OB, which emphasize the role of organizational culture in shaping behavior and attitudes.

To sum up, the challenges confronting OB in today's organizational landscape are intrinsically linked to the expectations of Generation Z job seekers, as illuminated by the work of Nguyen Ngoc et al. (2022). The evolution of OB's role in managing individuals and groups within organizations necessitates a collaborative approach with HR management and people management theories. Organizations that embrace these changes by aligning

their practices with the shifting priorities of the modern workforce stand poised to thrive in an environment where quality of life, personal development, and a wealth of employment options reign supreme. This paradigm shift underscores the critical role that OB, HR management, and people management theories play in shaping the future of work.

7.2. Leveraging tools for modern organizational challenges: HR management software and beyond

In response to the evolving challenges outlined in "Organizational Behavior" by Robbins and Judge (2017) and the unique expectations of Generation Z job seekers, organizations are increasingly turning to a range of tools to navigate this dynamic landscape. The strategic utilization of these tools, including HR management software, is instrumental in addressing these multifaceted challenges effectively.

HR management software, as highlighted in digital resources such as "peoplemanagingpeople.com" and "techtarger.com," has emerged as a cornerstone tool for modern organizations. These platforms offer a comprehensive suite of functions that streamline HR processes, enhance communication, and foster a culture aligned with contemporary workforce preferences. The most notable features include:

- **Recruitment and Onboarding:** HR software facilitates the recruitment process by automating job postings, candidate screening, and interview scheduling. In the context of Generation Z's varied job options, this efficiency is invaluable in attracting top talent promptly.
- **Talent Management:** These systems support personalized career development plans, aligning with Gen Z's emphasis on personal growth. Employees can access learning resources, track progress, and set development goals, creating a culture of continuous improvement.
- **Performance Management:** HR software enables real-time performance tracking, regular feedback, and goal alignment, making performance management more agile and aligned with the expectations of a results-driven workforce.
- **Flexible Work Arrangements:** In response to the demand for work-life balance, HR software often includes modules for managing flexible work arrangements, such as

telecommuting or flexible hours, ensuring a harmonious integration of work and personal life.

- **Data Analytics:** Advanced analytics within HR software allow organizations to gain insights into employee behavior, preferences, and trends. Such data-driven decision-making is crucial for adapting to the evolving landscape of employee expectations.
- **Employee Engagement:** HR platforms often include tools for measuring employee engagement through surveys and feedback mechanisms, aiding organizations in maintaining a motivated and committed workforce.
- **Communication and Collaboration:** In the context of a diverse and technologically adept Generation Z, HR software supports seamless communication and collaboration among employees. This is crucial for fostering an inclusive and supportive workplace culture.
- **Compliance and Reporting:** HR software assists organizations in adhering to legal and regulatory requirements, reducing compliance risks in an era of changing labor laws.
- **Integration and Scalability:** Modern HR software is designed to integrate with other organizational systems, ensuring data consistency and providing scalability for growing businesses.

Beyond HR software, organizations are embracing additional tools to face these challenges. Personal assessment tools and surveys, mentioned earlier in the context of people management theories, are instrumental in understanding individual preferences and motivations. These tools enable organizations to tailor their approaches to meet the unique needs of each employee, aligning with the principles of OB.

Furthermore, organizations are investing in learning and development platforms that offer a diverse range of courses and resources. These platforms cater to the personal development aspirations of Generation Z and support the culture of continuous learning emphasized in OB.

In conclusion, organizations are leveraging an array of tools to effectively address the challenges posed by the evolving landscape of organizational behavior and the expectations of Generation Z job seekers. HR management software stands as a central

pillar, streamlining HR processes, enhancing communication, and fostering a culture that aligns with contemporary workforce preferences. Coupled with personal assessment tools, surveys, and robust learning and development platforms, these tools enable organizations to navigate the intricacies of the modern workplace, ultimately fostering a more engaged, motivated, and adaptable workforce.

8. Job Satisfaction vs. Job Engagement as Predictors of Employment Retention

In the domain of organizational behavior, the comprehension of factors influencing employee retention holds significant importance for organizations seeking to maintain a talented and dedicated workforce. Job satisfaction and job engagement are two pivotal concepts that have received considerable attention in this field. These concepts serve as indicators of overall employee well-being and commitment to their work. This chapter aims to provide an in-depth examination of the definitions of job satisfaction and job engagement, as delineated in the work "Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge (2017). Additionally, it seeks to analyze the respective advantages and disadvantages of considering either job satisfaction or job engagement as a superior predictor of employment retention.

8.1. Job Satisfaction: An In-depth Exploration

Job satisfaction can be defined as the pleasurable emotional state resulting from the evaluation of one's job or job experiences (Robbins & Judge, 2017). In simpler terms, it measures an employee's contentment or happiness with their job. Job satisfaction is a complex construct influenced by various factors, including the nature of the work, interpersonal relationships with colleagues, compensation, and opportunities for career advancement.

According to Robbins and Judge, some advantages of using job satisfaction as a predictor of employment retention include:

- **Long-term Commitment:** Employees satisfied with their jobs tend to exhibit prolonged commitment to their organizations, resulting in reduced turnover rates and associated costs related to hiring and training.
- **Positive Organizational Climate:** Elevated job satisfaction contributes to a positive organizational climate. Content employees are more likely to nurture a collaborative and constructive workplace, enhancing team productivity and overall organizational performance.

- **Enhanced Employee Well-being:** Job satisfaction is correlated with improved mental and physical health among employees. This is mutually beneficial for both the individual and the organization, as healthy, content employees tend to be more productive and make positive contributions to the workplace.
- **Customer Satisfaction:** A positive correlation exists between employee job satisfaction and customer satisfaction. Content employees are more inclined to provide superior customer service, potentially leading to increased customer loyalty and business success.

Conversely, the following drawbacks can be identified when using job satisfaction as a predictor of employment retention:

- **Subjective Nature:** Job satisfaction is highly subjective, making it challenging to measure accurately. It relies on individual employee perceptions, which can vary significantly among individuals and even from day to day.
- **Lack of Actionability:** While job satisfaction can highlight areas of concern, it may not necessarily provide actionable insights into how to enhance employee retention. It identifies that a problem exists but may not pinpoint the nature of the problem or how to address it.
- **Stagnation:** In some instances, excessively satisfied employees may become complacent and resistant to change. They might resist innovative initiatives or fail to seek out opportunities for personal or professional growth.

8.2. Job Engagement: An In-depth Examination

Job engagement, in contrast, represents a more dynamic concept. It pertains to the enthusiasm, dedication, and absorption experienced by an employee in their work (Robbins & Judge, 2017). Engaged employees transcend mere satisfaction; they become fully immersed in their tasks, find meaning in their work, and exhibit a high level of commitment.

Advantages of using job engagement as a predictor of employment retention can include:

- **High Commitment and Involvement:** Engaged employees demonstrate profound commitment to their work and their organization's goals. They often exceed their job descriptions, making significant contributions to the organization's success.
- **Resilience in the Face of Challenges:** Engaged employees display greater resilience when confronted with workplace challenges or setbacks. They are more likely to persevere and find solutions, reducing turnover during difficult times.
- **Innovation and Creativity:** Engaged employees are more prone to innovation and creativity in their roles. They actively seek ways to improve processes and contribute to the organization's growth.
- **Enhanced Performance:** Job engagement is strongly associated with superior job performance. Engaged employees tend to be more productive and deliver higher-quality work.

On the flip side, there may be some disadvantages to using job engagement as a predictor of employment retention:

- **Potential Burnout:** While job engagement is linked to high commitment and dedication, it can also lead to burnout if not managed effectively. Overly engaged employees may struggle to maintain a healthy work-life balance, ultimately affecting their retention.
- **Resource-Intensive:** Cultivating job engagement often demands substantial investments in terms of time, effort, and resources. Not all organizations may have the means to sustain high levels of engagement for all employees.
- **Not Universally Attainable:** Job engagement may not be equally attainable for all employees. Certain jobs or industries may naturally lend themselves to higher levels of engagement, while others may not, rendering it an unreliable predictor in certain contexts.

8.3. Job Satisfaction and Engagement as Predictors of Employment Retention

Having explored the definitions, advantages, and disadvantages of both job satisfaction and job engagement, it is imperative to compare them as predictors of employee retention.

One key distinction lies in their measurement dimensions: Job satisfaction and job engagement assess distinct facets of the employment experience. Job satisfaction primarily centers on an employee's overall contentment, while job engagement examines the depth of an employee's commitment and involvement in their work. The two concepts seem to contrast in the following aspects:

- **Dynamic vs. Static Sphere:** Job engagement is a more dynamic construct, reflecting an employee's current level of involvement and dedication. Conversely, job satisfaction tends to be more stable over time.
- **Retention vs. Performance:** Job satisfaction is often associated with employee retention, whereas job engagement is frequently linked to improved job performance and productivity.

Moreover, it can be stated that they have complementary roles: job satisfaction and job engagement can complement each other. Highly engaged employees who are also satisfied with their jobs are likely to be top performers and committed for the long term. Organizations can benefit from a combination of both constructs. Some may also argue, as confirmed by Dr. Tudose during the interview, that 'all engaged employees are satisfied, but not all satisfied employees are engaged.

Ultimately, the choice between job satisfaction and job engagement as a predictor of employment retention is a context matter, as it hinges on the organization's goals and specific context. In some industries, high job engagement may be essential due to the demanding nature of the work, while in others, job satisfaction may suffice.

In summary, when endeavoring to predict employment retention, both job satisfaction and job engagement prove to be valuable constructs offering unique insights into employee well-being and commitment. Job satisfaction offers a stable measure of overall contentment, potentially reducing turnover rates and fostering a positive organizational climate. However, it is inherently subjective and may lack actionable insights.

On the other hand, job engagement reflects the depth of an employee's commitment and involvement in their work. Engaged employees often exhibit high performance and resilience in the face of challenges. Nevertheless, fostering job engagement can be resource-intensive, and there is a risk of burnout if not managed appropriately.

Ultimately, the selection between job satisfaction and job engagement as predictors of employment retention should be based on the organization's goals, industry, and specific circumstances. In many instances, a combination of both constructs may provide the most comprehensive understanding of employee retention and well-being. Organizations that invest in measuring and enhancing both job satisfaction and job engagement are likely to cultivate a more resilient, committed, and high-performing workforce, contributing to long-term success.

9. Implications of Seasonal Employment

One final aspect of the hospitality industry deserving deeper analysis is the nature of seasonal employment.

This aspect has profound implications that extend beyond job satisfaction, significantly impacting turnover tendencies and training costs. This complex interplay between seasonal work patterns and their consequences is investigated by the research of Iverson and Deery (1997), who delve into the concept of "turnover culture" within the industry.

Seasonal employment, characterized by hiring surges during peak tourist seasons, creates a unique set of challenges for both employees and employers. One critical aspect is its effect on job satisfaction. As presented also in the proposed model, workers may experience lower job satisfaction due to the temporary and uncertain nature of their employment. Their limited job security and lack of long-term career prospects can lead to reduced commitment to the organization and lower morale. When employees do not perceive their work as rewarding or meaningful, it can result in decreased job satisfaction (Iverson & Deery, 1997).

Furthermore, the seasonality of employment is linked to higher turnover tendencies. Iverson and Deery (1997) identify a range of structural and pre-entry variables that indirectly motivate job search. These include factors such as limited hours of work, lack of employee benefits, and uncertainty about future employment opportunities along with other external factors already listed in the model proposed in this research. Seasonal workers are often compelled to seek alternative employment during off-seasons due to financial instability and the absence of continuous employment. Consequently, this perpetual cycle of hiring and turnover drives up turnover rates within the industry.

Training costs are another substantial concern in the context of seasonal employment. Hospitality establishments must invest in training their seasonal workforce to ensure they meet the required service standards. However, the transitory nature of seasonal positions means that organizations repeatedly incur training costs for new hires at the start of each season. This continuous onboarding and training process not only strains resources but can also lead to inconsistencies in service quality as newly trained employees adapt to their roles.

Iverson and Deery's model also identify three environmental variables: job opportunity, turnover culture, and kinship responsibility; and two union variables: union membership and union loyalty, that predict the intent to leave. In the context of seasonality, the concept of "turnover culture", defined by Iverson and Deery's as the "work group belief in legitimacy of labour turnover" (1997), takes on a distinct form. In an industry where seasonal workers are accustomed to ending their jobs after each season, this work group belief can either reinforce or challenge the norm.

In settings where turnover culture is accepted and even encouraged, work groups may develop a belief that it is entirely legitimate for employees to leave after each season, viewing it as a natural part of the employment cycle. This perception can lead to higher turnover rates as employees align their intentions with the prevailing turnover culture. Conversely, in work groups where turnover is seen as detrimental, there may be efforts to retain employees between seasons through various incentives or retention strategies.

In conclusion, the seasonality of employment in the hospitality industry carries multifaceted consequences. It not only affects job satisfaction when creating uncertainty and limited job security but also contributes to higher turnover tendencies due to various structural and pre-entry factors identified by Iverson and Deery (1997). Training costs escalate as organizations repeatedly invest in onboarding new seasonal hires. The concept of turnover culture, particularly the work group belief in the legitimacy of labor turnover, plays a pivotal role in shaping turnover intentions, influencing whether seasonal workers conform to or challenge the norm of leaving after one season (Iverson & Deery, 1997).

10. Conclusions

This research has provided a holistic view of the multifaceted factors that contribute to job satisfaction among hospitality workers. By considering both internal and external drivers and acknowledging the influence of personality traits, it has offered valuable insights into how organizations can enhance job satisfaction and talent retention. The research findings have practical implications for HR practices and can guide organizations in creating more engaging and satisfying work environments within the competitive hospitality sector and beyond.

The section dedicated to the research study was inspired by the works of Myung Ja Kim et al. (2019) and A. Ashton (2018), which identified drivers of job satisfaction in the personal and organizational domains. It has aimed to develop and refine HR practices to improve job satisfaction, ultimately contributing to talent retention. The research integrated existing literature and empirical findings to construct a robust framework for understanding the drivers of job satisfaction.

10.1. The Significance of Intrinsic Drivers

The investigation into intrinsic drivers of job satisfaction illuminated the critical role played by three key factors: Job Flow Experience, Organizational Commitment, and Consumer-Oriented Behavior. These factors are particularly pivotal in the hospitality industry, where service quality directly affects customer experiences and, consequently, organizational success.

Job Flow Experience: This concept, rooted in the psychological notion of "flow," captures the state of complete immersion and engagement in one's work. The study revealed that employees experiencing job flow tend to find their work engaging and fulfilling, leading to higher job satisfaction and motivation.

Organizational Commitment: A psychological bond between employees and their organizations, organizational commitment comprises affective, continuance, and normative commitment components. High organizational commitment fosters loyalty, contributing to improved job satisfaction and performance.

Consumer-Oriented Behavior: In a customer-centric industry like hospitality, employees who prioritize customer satisfaction often derive greater job satisfaction from their roles. Their efforts positively influence customer experiences and, in turn, their own job satisfaction.

10.2. The Role of Personality Traits

The research also explored the influence of personality traits, as categorized by the Five-Factor Model (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism), on job satisfaction. The findings highlighted that personality traits significantly impact employees' job flow experiences. For example, individuals with high extraversion tend to excel in roles involving interpersonal interactions, thereby positively affecting their job flow experiences. However, the impact of neuroticism on job flow experience was found to be relatively negligible.

The study integrated these findings into a comprehensive model that included hypotheses related to the internal drivers of job satisfaction. These hypotheses encompassed the direct and significant effects of OCEAN personality traits on job flow experience, the influence of job flow experience on organizational commitment and consumer-oriented behavior, and the impact of organizational commitment on consumer-oriented behavior, all culminating in job satisfaction.

Data collection involved collaborating with five hospitalitys in northern Italy and conducting an online survey to reach a broader population of hospitality workers across Europe. The survey encompassed demographic information, personality trait assessments, and an investigation into various internal and external job satisfaction drivers.

The results of hypothesis testing indicated significant relationships between personality traits and job flow experience, job flow experience and organizational commitment, job flow experience and consumer-oriented behavior, and consumer-oriented behavior and job satisfaction. While not all personality traits exhibited a significant impact on job flow experience, these findings demonstrated the nuanced role of individual differences in shaping job satisfaction.

10.3. Validity of Personality Inventories

Incorporating the criticism of personality trait validity, particularly regarding their predictive power in job performance, it is essential to address concerns raised by critics. The research acknowledges that not all personality traits may predict all performance criteria across all occupations. The expectation that personality traits should universally excel in predicting job performance, and thus job satisfaction, may be unreasonable, as their relevance varies depending on the job role and context. (Timothy A. Judge et al., *The Contributions of Personality to Organizational Behavior and Psychology: Findings, Criticisms, and Future Research Directions*).

In their critical overview of the contributions of Personality Traits to OB, Judge et al. (2008) assert that while it is true that personality traits might exhibit relatively lower validities compared to other predictors, such as general mental ability or intelligence, it is crucial to recognize that they provide valuable insights into aspects of employee behavior and job satisfaction that extend beyond traditional measures of performance. Personality traits can contribute to our understanding of why individuals may find their work more or less satisfying, how they interact with colleagues and customers, and how they fit within the organizational culture. Their research underscores the complexity of the interplay between personality traits, situational factors, and job satisfaction. It emphasizes the need for a holistic approach that considers both personality traits and the situational context to gain a more comprehensive understanding of organizational behavior. Organizational behavior is influenced by a dynamic interplay of individual traits, situational factors, and job-specific requirements, making it challenging to make absolute predictions about behavior.

10.4. The Significance of Extrinsic Drivers

The comprehensive exploration of extrinsic factors that significantly influence employees' overall job satisfaction levels within the hospitality industry has been conducted from two distinct points of view, combining employee surveys and interviews with HR specialists within organizations. This dual approach has been instrumental in ensuring the validity and originality of the data collected, as it captures both the subjective experiences of employees and the insights and practices employed by organizations. The following sections summarize the key findings and contributions of this research.

The perception of employment security emerges as a fundamental contributor to job satisfaction. Employees who feel secure in their positions and confident in the stability of their employment are more likely to experience lower levels of job-related stress and anxiety, ultimately leading to increased job satisfaction. The data collected from employee surveys highlight the pivotal role of job security as a key external motivator in shaping job satisfaction.

Empowerment is another critical factor that significantly impacts job satisfaction. The research findings underscore the importance of granting employees the autonomy to make decisions and take ownership of their work. Empowered employees tend to be more engaged and motivated, which positively impacts their job satisfaction. This aligns with previous research demonstrating that empowerment is strongly related to job satisfaction. The combination of employee surveys and insights from HR specialists further solidifies the importance of empowerment as a strategic tool in enhancing job satisfaction within the hospitality industry.

Compensation and fringe benefits also emerge as key drivers of job satisfaction. While competitive pay and attractive benefits are essential for attracting and retaining talent, they alone cannot guarantee job satisfaction. However, they play a crucial role in shaping employees' perceptions of their compensation fairness and can significantly contribute to overall job satisfaction. The triangulation of data from employee surveys and HR specialist interviews reinforces the role of compensation and benefits in the job satisfaction equation.

Opportunities for promotion and career advancement within an organization are pivotal drivers of job satisfaction. When employees perceive clear paths for career growth, they are

more likely to be satisfied with their current roles. This finding reinforces the importance of HR practices that offer growth opportunities and support career development frameworks. The data collected from both employees and HR specialists converge to highlight the significance of career advancement as an external motivator for job satisfaction.

Training and personal development opportunities significantly impact job satisfaction. Employees who have access to continuous training and skill development tend to be more satisfied with their jobs. Organizations that invest in employee development create a culture that values professional growth, ultimately contributing to higher job satisfaction. The combination of employee survey responses and insights from HR specialists underscores the role of training and personal development in shaping job satisfaction within the hospitality industry.

Effective leadership is another crucial factor influencing employee job satisfaction. Supportive and inspirational leadership fosters a positive work environment, while poor leadership can lead to dissatisfaction and turnover intentions. Organizations should prioritize leadership development to create a work culture that strengthens job satisfaction. The data collected from both employees and HR specialists emphasize the pivotal role of leadership styles in influencing job satisfaction levels.

Finally, the proposed Job Satisfaction model, incorporating the hypotheses related to these external drivers, provides a structured framework for understanding and predicting the factors that influence job satisfaction. The empirical testing of these hypotheses reveals valuable insights into their significance. Notably, employment security, empowerment, compensation/fringe benefits, opportunities for promotion, job training, and leadership are all found to be statistically significant predictors of job satisfaction, each explaining a portion of the variance. The robustness of these findings, supported by both employee and HR specialist perspectives, highlights their relevance and importance in the context of the hospitality industry.

10.5. The Contribution of Dual Perspectives

One of the distinctive features of this research is the dual perspective obtained by combining employee surveys and interviews with HR specialists. This approach had the objective of enriching the study by capturing the subjective experiences and perceptions of employees while also providing valuable insights into the HR practices and strategies employed by organizations. The convergence of data from these two sources has enhanced the validity and originality of the findings, as it offers a holistic view of the factors influencing job satisfaction.

10.6. Conclusions

In conclusion, research findings in this study hold practical implications for organizations within the hospitality industry and other customer-oriented sectors. By recognizing the significance of internal drivers of job satisfaction, organizations can tailor their HR practices to create more engaging and satisfying work environments, thereby promoting job flow experiences, fostering organizational commitment, and nurturing consumer-oriented behavior. These strategies can lead to improved job satisfaction and talent retention.

As organizations strive to enhance employee engagement and retention, a comprehensive understanding of the drivers discussed here will offer valuable insights into implementing effective HR practices and fostering a satisfied and motivated workforce. The triangulated data from employee surveys and HR specialist interviews offer actionable insights that can guide organizations in their efforts to improve job satisfaction levels. However, while this research provides a comprehensive exploration of extrinsic motivators of job satisfaction, there are several avenues for future research in this domain. First, longitudinal studies could be conducted to examine how these external motivators influence job satisfaction over time, allowing for a deeper understanding of their long-term impact. Additionally, comparative studies across different industries and cultural contexts could shed light on the generalizability of these findings. Finally, qualitative research approaches, such as in-

depth interviews and focus groups, could provide richer insights into the experiences of employees and HR specialists, complementing the quantitative data presented in this research.

Tables

Table 1: List of personal drivers' variables

<u>Openness</u>
1. I get excited at new ideas
2. I enjoy thinking about a lot of things
3. I enjoy hearing new ideas.
4. I enjoy looking for a deeper meaning.
5. I have a vivid imagination.
<u>Conscientiousness</u>
1. I tend to implement my plans.
2. I pay attention to detail.
3. I am always well prepared.
4. I tend to abide by my plans.
5. I do my work perfectly.
<u>Extraversion</u>
1. I talk to a lot of other people at parties.
2. I feel comfortable with people around me.
3. I tend to initiate conversations.
4. I make friends easily.
5. I do not mind being the center of attention.
<u>Agreeableness</u>
1. I sympathize with the feelings of others.
2. I am concerned about others.
3. I respect others.
4. I believe that others have good intentions.
5. I trust what people say to me.
<u>Neuroticism</u>
1. I get stressed out easily.
2. I worry about many things.
3. I fear the worst.
4. I am filled with doubts.
5. I panic easily.
<u>Job Flow Experience</u>
1. When I am working on my job, I feel totally captivated.
2. When I am working on my job, time seems to pass very quickly.
3. When I am working on my job, I can forget all concerns.
4. Working on my job often makes me forget where I am.
<u>Organizational Commitment</u>
1. My company is very important to me.
2. My company is very meaningful to me.
3. My company says a lot about who I am.
4. My company presents something about me.
<u>Customer-oriented behaviour</u>
1. I naturally know what consumers need.
2. I respond to consumer demands immediately.
3. The consumers' interest is always first for me.
4. Providing services that consumers want makes me happy.

Table 1 shows a list of the items that compose each personality trait and personal motivators analysed in the proposed study model. Source of the items: Myung Ja Kim et al.; Effects of employees' personality and attachment on job flow experience relevant to organizational commitment and consumer-oriented behavior; Journal of Hospitality and Tourism Management 41 (2019), p.163.

Table 2: List of extrinsic variables

<u>Employment security perception</u>
1. I consider my employment job as secure.
2. I am not likely to lose my job.
<u>Empowerment</u>
1. I feel powerful when dealing with customers' problems
2. When dealing with customers, i am confident my job performance will make an impact.
<u>Pay/fringe benefits</u>
1. The company offers a good salary.
2. The company offers good benefits apart from salary.
<u>Promotion</u>
1. The organization's structure offers good opportunities for career development.
2. There is a well-developed promotion system within the organization.
<u>Training</u>
1. The company offers a structured training programme.
2. I am trained to perform my job at the best.
<u>High acceptance of leadership</u>
1. In my job, leadership is essential for motivating and guiding employees' work within an organized structure.
2.in my job, leadership is essential for fostering employee morale and motivation.

Table 2 shows a list of the items that compose each extrinsic variable of job satisfaction and its items specifically designed for this research.

Table 3: Demographic results and workers' profile

Information	Frequency
Gender	
F	79%
M	21%
Age	
18-24	30%
26-30	35%
31-35	15%
46-50	20%
Previous employment	
Yes	61%
No	39%
Years of experience	
tra 1 e 3 anni	42%
more than 5 years	29%
da meno di un anno	25%
tra 3 tra 5 anni	4%
Favourite aspects	
Dealing with customers	42%
Location of the facility	17%
Quality of work-life	13%
Pay and benefits	8%
Security of employment in the future	8%
Strong training programme	8%
Career opportunities	4%
Improvement aspects	
Pay and benefits	46%
Quality of work-life	21%
Career opportunities	17%
Strong training programme	13%
Dealing with customers	4%
Job Department	
Guest services	42%
Food and beverage service	21%
Sales and Marketing	17%
Human resources	8%
Accounting	4%
Event planning	4%
Food preparation	4%

Table 3 shows the summarized frequency results of the personal information of the respondents and their workers' profile in terms of experience, job department and preferences of the job.

Table 4: Reliability coefficient, mean and standard deviation of the variables proposed in the model.

Variable	Reliability	Mean	SD
	Cronbach Alpha		
satisfaction	0,83	4,82	1,14
openness	0,79	5,58	1,14
conscientiousness	0,85	5,44	0,93
extraversion	0,78	4,61	1,07
agreeableness	0,69	5,31	0,87
neuroticism	0,89	4,03	1,47
job flow experience	0,86	4,48	1,34
org. commitment	0,95	3,90	1,87
Consumer-oriented behavior	0,85	5,41	1,12
	Cor		
employment security	0,62	4,98	1,61
empowerment	0,48*	5,23	1,20
pay	0,31*	3,67	1,20
promotion	0,76	3,46	1,60
training	0,42*	3,98	1,43
leadership	0,68	4,73	1,67

Table 5: Alternative list of external predictors of job satisfaction

Variable	Cor	Mean	SD
employment security	0,62	4,98	1,61
empowerment1	-	4,79	1,64
empowerment2	-	5,67	1,13
pay1	-	4,42	1,35
pay2	-	2,92	1,61
promotion	0,76	3,46	1,60
training1	-	3,33	1,76
training2	-	4,63	1,64
leadership	0,68	4,73	1,67

Table 6: List of explanatory variables included in the Predictive Model of Job Satisfaction.

Variable	Mean	SD
Consumer-oriented behavior	5,41	1,12
employment security	4,98	1,61
empowerment1	4,79	1,64
pay2	2,92	1,61
promotion	3,46	1,60
training2	4,63	1,64
leadership	4,73	1,67

Table 7: Summary of results of the regression models

Ind. Variable	Hypothesis	Results
OCEAN	H1. OCEAN personality traits have directly significant effects on job flow experience.	Rejected
openness	H1a. Openness has a significant effect on job flow experience.	Supported
conscientiousness	H1b. Conscientiousness has a significant effect on job flow experience.	Rejected
extraversion	H1c. Extraversion has a significant effect on job flow experience.	Supported
agreeableness	H1d. Agreeableness has a significant effect on job flow experience.	Supported
neuroticism	H1e. Neuroticism has a significant effect on job flow experience.	Rejected
job flow experience	H2. Job flow experience has a significant effect upon organizational commitment.	Supported
job flow experience	H3. Job flow experience has a significant effect on consumer-oriented behavior.	Supported
org. commitment	H4. Organizational commitment has a significant effect on consumer-oriented behavior.	Supported
consumer oriented behavior	H5. Consumer-oriented behavior has a significant effect on job satisfaction.	Supported
employment security	H6. If employment security is high, then job satisfaction is high.	Supported
empowerment1*	H7. Empowerment is positively related to job satisfaction.	Supported
pay2*	H8. If pay/fringe benefits are high, then job satisfaction is high.	Supported
promotion	H9. If opportunities for promotion are high, then job satisfaction is high.	Supported
training2*	H10. More job training leads to greater job satisfaction.	Supported
leadership	H11. The higher the acceptance of leadership, the higher the job satisfaction.	Supported

Notes: * indicates that the Hypothesis is supported for only one item of the variable.

Images

Image 1: Proposed Predictive Model of Employee Satisfaction

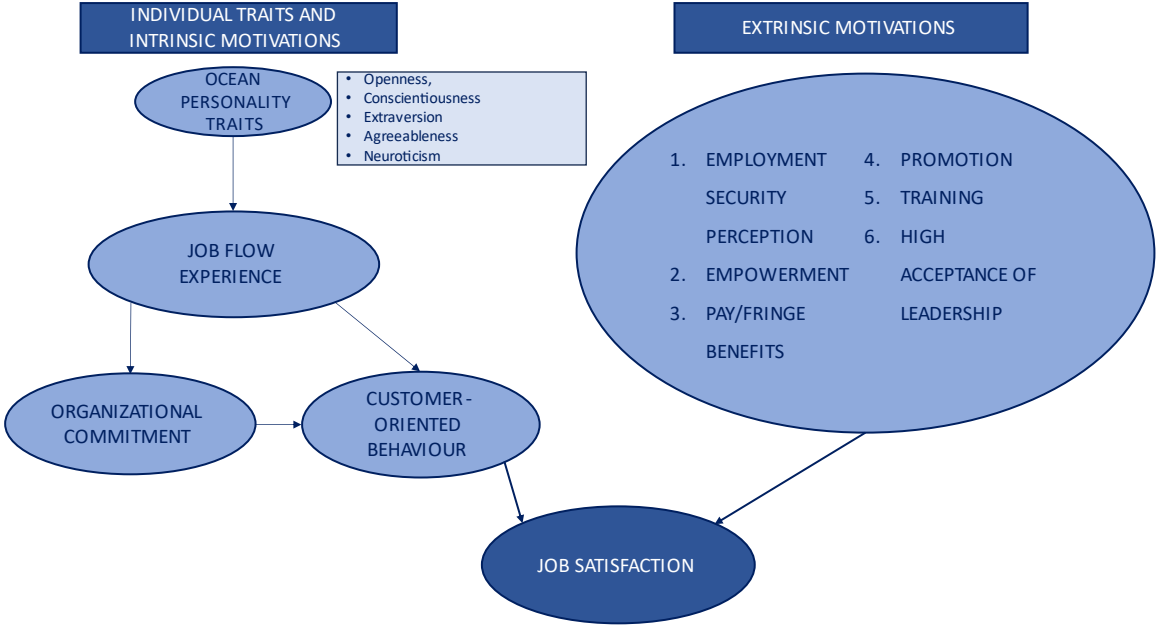


Image 2: Personality and Internal Variables Results

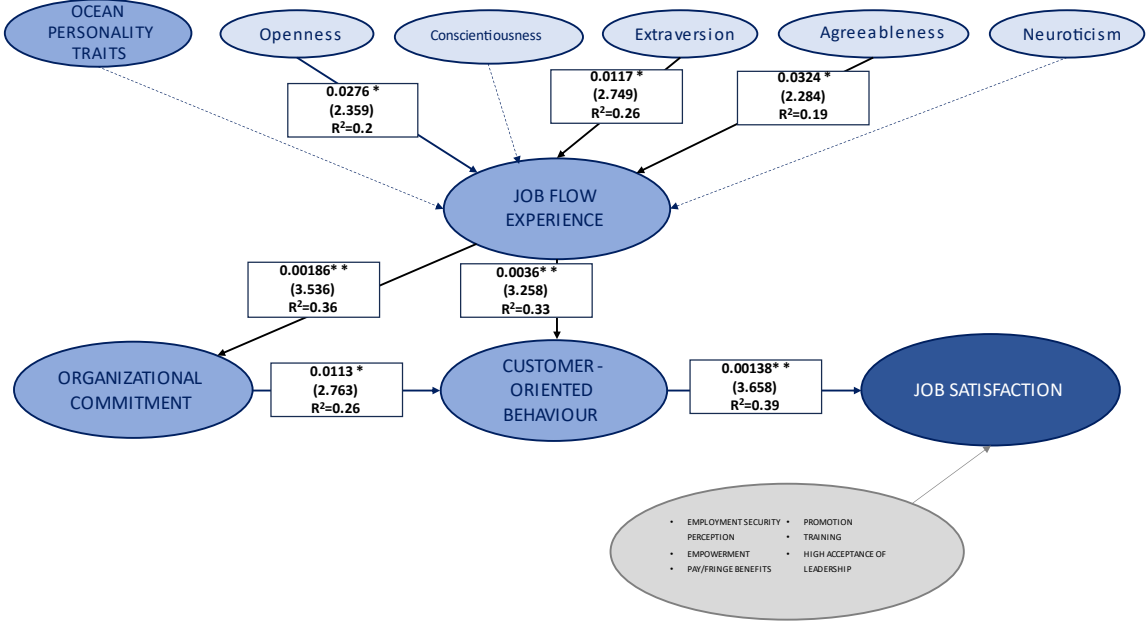
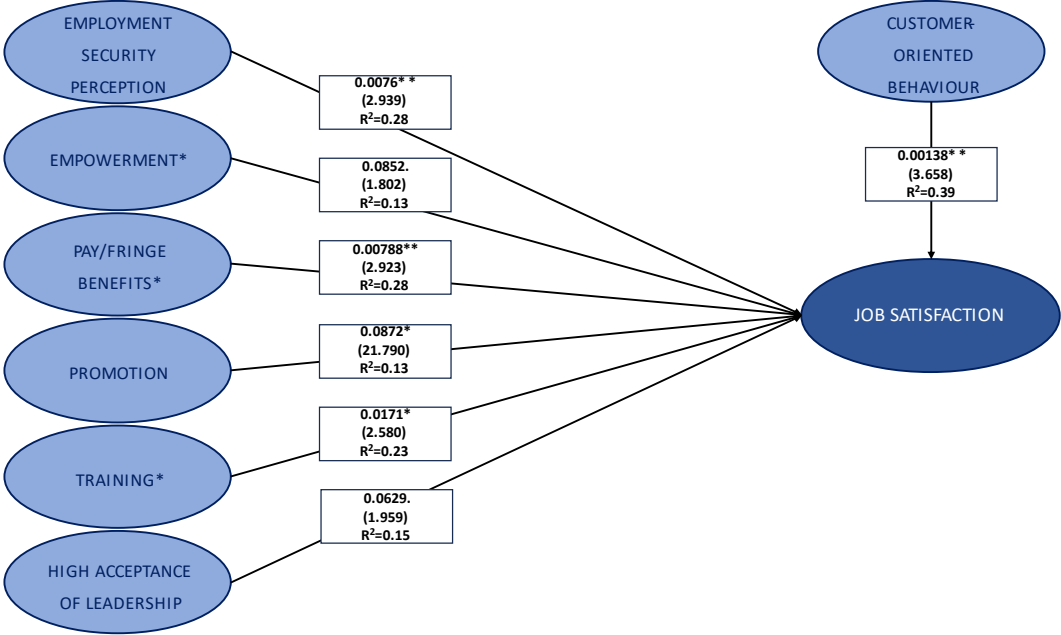


Image 3: Job Satisfaction Predictors Results



Notes: the linear regression on variables indicated with * has been developed on only one item of the research.

Notes2: Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1.

APPENDIX A

This appendix contains detailed tables, graphs, and transcripts of the statistical research conducted using R Studio software.

Multidimensional Assessment of Job flow

Img1a: Multicollinearity Summary of Job Flow Experience Predictive Variables

```
cor(flowmodel,method="pearson")
      openness conscientiousness extraversion agreeableness neuroticism
openness      1.0000000      0.49686025    0.47257857    0.61875486    0.23479897
conscientiousness 0.4968603      1.00000000    0.06577433    0.61944906   -0.01477837
extraversion    0.4725786      0.06577433    1.00000000    0.45307810   -0.18964037
agreeableness  0.6187549      0.61944906    0.45307810    1.00000000   -0.01450234
neuroticism     0.2347990     -0.01477837   -0.18964037   -0.01450234    1.00000000
flow            0.4492700      0.31709023    0.50564362    0.43773549    0.08089229

      flow
openness      0.44926999
conscientiousness 0.31709023
extraversion   0.50564362
agreeableness  0.43773549
neuroticism    0.08089229
flow           1.00000000
```

Img1b: Transcript of The Multiple Linear Regression Model for Job Flow Experience

```
> summary(flowmodel)

Call:
lm(formula = flow ~ openness + conscientiousness + extraversion +
    agreeableness + neuroticism, data = flowmodel)

Residuals:
    Min       1Q   Median       3Q      Max
-1.74115 -0.68960 -0.08637  0.83085  1.82795

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)   -1.40847    2.05193   -0.686   0.5012
openness         0.03082    0.33515    0.092   0.9277
conscientiousness 0.34527    0.38509    0.897   0.3818
extraversion    0.60359    0.31609    1.910   0.0723 .
agreeableness   0.08557    0.44718    0.191   0.8504
neuroticism     0.15552    0.19320    0.805   0.4313
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.199 on 18 degrees of freedom
Multiple R-squared:  0.3712,    Adjusted R-squared:  0.1966
F-statistic: 2.125 on 5 and 18 DF,  p-value: 0.1091
```

Multidimensional Assessment on Customer-Oriented Behavior

Img2a: Multicollinearity Summary of Customer-Oriented Behavior Predictive Variables

```
> cor(consumerorientationmodel, method="pearson")
           flow  orgcomm consumerb
flow      1.0000000 0.6019679 0.5704758
orgcomm   0.6019679 1.0000000 0.5075867
consumerb 0.5704758 0.5075867 1.0000000
```

Img2b: Transcript of The Multiple Linear Regression Model for Customer-oriented behavior

```
Call:
lm(formula = consumerb ~ flow + orgcomm, data = consumerorientationmodel)

Residuals:
    Min       1Q   Median       3Q      Max
-2.56364 -0.22857  0.00687  0.58583  1.56362

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.2561     0.6838   4.762 0.000105 ***
flow         0.3490     0.1825   1.912 0.069615 .
orgcomm      0.1543     0.1302   1.185 0.249291
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9346 on 21 degrees of freedom
Multiple R-squared:  0.3677,    Adjusted R-squared:  0.3075
F-statistic: 6.106 on 2 and 21 DF,  p-value: 0.00812
```

Multidimensional Assessment on Job Satisfaction

Img3a: Multicollinearity Summary of Job Satisfaction Predictive Variables

```
> cor(multisatisfactionmodel,method="pearson")
      satisfaction  consumerb  employsecurity  empowerment1  pay2  promotion
satisfaction      1.0000000  0.61744397      0.5310329    0.3586938  0.5288487  0.35662366
consumerb         0.6174440  1.00000000      0.2307091    0.2549967  0.2060840  0.00378846
employsecurity    0.5310329  0.23070911      1.0000000    0.5324860  0.4676367  0.39140821
empowerment1     0.3586938  0.25499671      0.5324860    1.0000000  0.1738205  0.14546173
pay2              0.5288487  0.20608402      0.4676367    0.1738205  1.0000000  0.69731811
promotion        0.3566237  0.00378846      0.3914082    0.1454617  0.6973181  1.00000000
training2        0.4820020  0.43651802      0.3430162    0.3256924  0.6299142  0.35876086
leadership       0.3854388  0.05854726      0.7215910    0.3834756  0.5892106  0.56134456

      training2  leadership
satisfaction    0.4820020  0.38543875
consumerb       0.4365180  0.05854726
employsecurity  0.3430162  0.72159100
empowerment1   0.3256924  0.38347556
pay2            0.6299142  0.58921063
promotion       0.3587609  0.56134456
training2       1.0000000  0.45484467
leadership      0.4548447  1.00000000
```

Img3b: Transcript of The Multiple Linear Regression Model for Job Satisfaction

```
> summary(satisfactionmodel)

Call:
lm(formula = satisfaction ~ consumerb + employsecurity + empowerment1 +
    pay2 + promotion + training2 + leadership, data = multisatisfactionmodel)

Residuals:
    Min       1Q   Median       3Q      Max
-2.16750 -0.26974  0.04725  0.60931  0.87393

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  0.41530    1.04333   0.398  0.6959
consumerb    0.50554    0.18858   2.681  0.0164 *
employsecurity 0.19921    0.18175   1.096  0.2893
empowerment1  0.03989    0.13428   0.297  0.7702
pay2         0.19997    0.19521   1.024  0.3209
promotion    0.06441    0.16419   0.392  0.7000
training2   -0.01806    0.16221  -0.111  0.9127
leadership  -0.05016    0.18289  -0.274  0.7874
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.8495 on 16 degrees of freedom
Multiple R-squared:  0.616,    Adjusted R-squared:  0.4481
F-statistic: 3.667 on 7 and 16 DF,  p-value: 0.01487
```

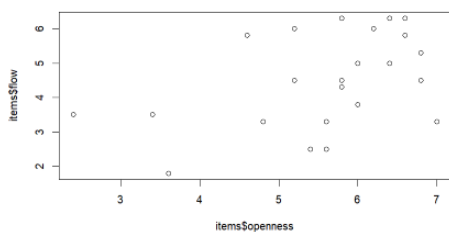

APPENDIX B

The following tables show detailed graphs and transcripts for the statistical research conducted using R Studio software. For clarity in the lecture, the corresponding hypothesis will be indicated at the beginning for each group for images.

H1a. Openness has a significant effect on job flow experience.

COR= 0.44927

Img1a: Scatter Plot of openness and job flow experience variables.



Img1b: Transcript for the linear regression model for H1a

```
> summary(H1a)
```

```
Call:
lm(formula = flow ~ openness, data = items)
```

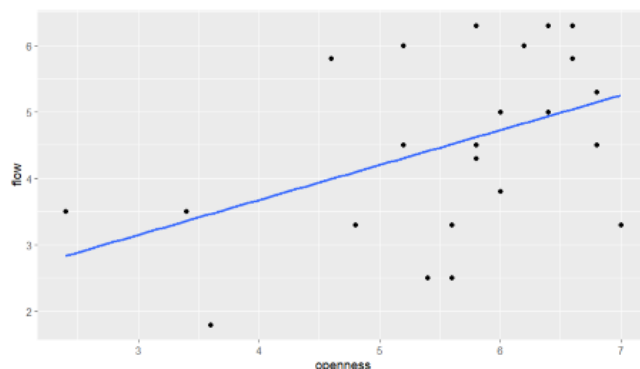
```
Residuals:
    Min       1Q   Median       3Q      Max
-2.0129 -0.8256  0.1494  0.8649  1.8118
```

```
Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  1.5746    1.2668   1.243  0.2270
openness     0.5247    0.2225   2.359  0.0276 *
```

```
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
```

```
Residual standard error: 1.222 on 22 degrees of freedom
Multiple R-squared:  0.2018,    Adjusted R-squared:  0.1656
F-statistic: 5.564 on 1 and 22 DF,  p-value: 0.02764
```

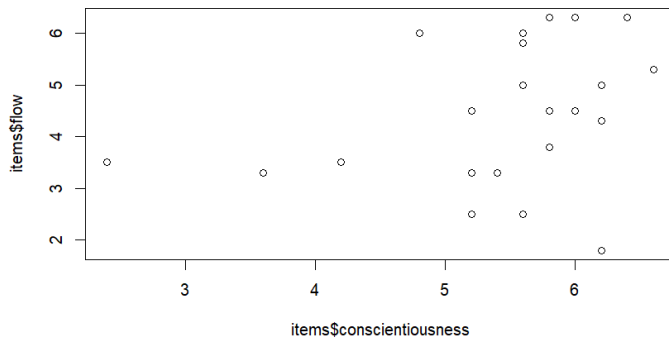
Img1c: Linear regression model for H1a



H1b. Conscientiousness has a significant effect on job flow experience.

COR= 0.3170902

Img2a: Scatter Plot of conscientiousness and job flow experience variables.



Img2b: Transcript for the linear regression model for H2a

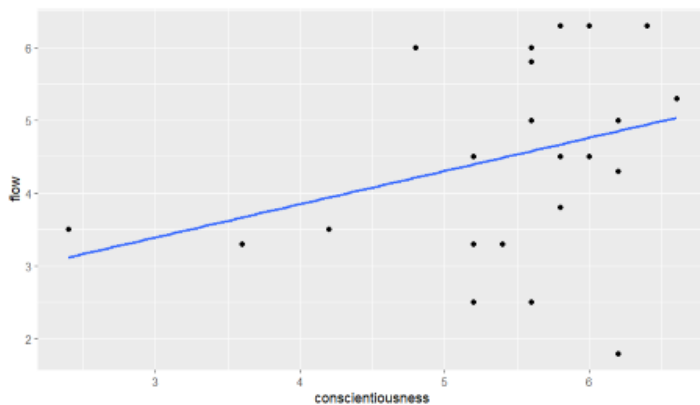
```
> summary(H1b)
Call:
lm(formula = flow ~ conscientiousness, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-3.0497 -0.6291  0.1281  1.2237  1.7882

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)    2.0247     1.6031   1.263   0.220
conscientiousness 0.4557     0.2906   1.568   0.131

Residual standard error: 1.297 on 22 degrees of freedom
Multiple R-squared:  0.1005,    Adjusted R-squared:  0.05966
F-statistic: 2.459 on 1 and 22 DF,  p-value: 0.1311
```

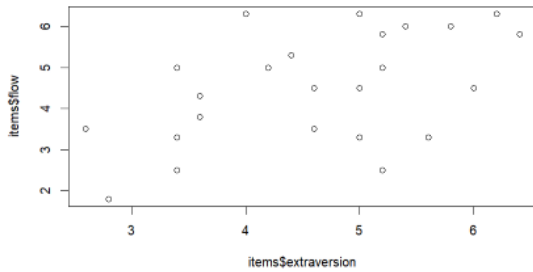
Img2c: Linear regression model for H1a



H1c. Extraversion has a significant effect on job flow experience.

COR= 0.5056436

Img3a: Scatter Plot of extraversion and job flow experience variables.



Img3b: Transcript for the linear regression model for H1d

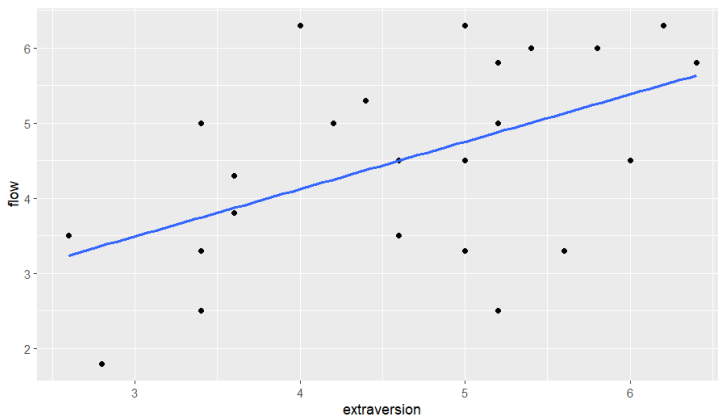
```
> summary(H1c)
Call:
lm(formula = flow ~ extraversion, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.3767 -0.9101  0.1454  0.8260  2.1789

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  1.6022     1.0828   1.480  0.1531
extraversion  0.6297     0.2291   2.749  0.0117 *
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.18 on 22 degrees of freedom
Multiple R-squared:  0.2557,    Adjusted R-squared:  0.2218
F-statistic: 7.557 on 1 and 22 DF,  p-value: 0.01171
```

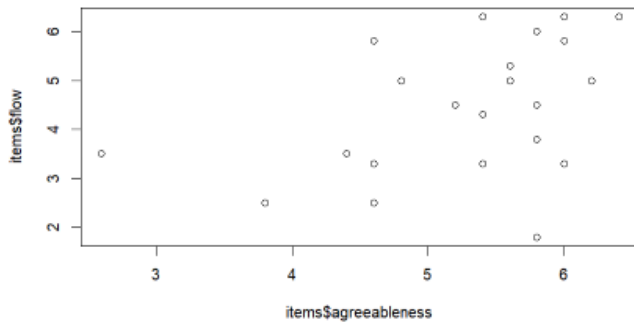
Img3c: Linear regression model for H1c



H1d. Agreeableness has a significant effect on job flow experience.

COR=0.4377355

Img4a: Scatter Plot of agreeableness and job flow experience variables.



Img4b: Transcript for the linear regression model for H1d

```
> summary(H1d)

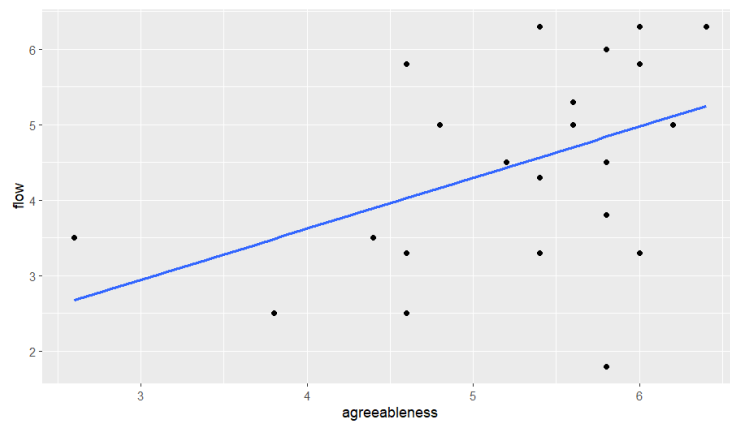
Call:
lm(formula = flow ~ agreeableness, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-3.03622 -0.79071 -0.01868  0.89400  1.77422

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  0.9191     1.5899   0.578  0.5691
agreeableness 0.6754     0.2957   2.284  0.0324 *
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.229 on 22 degrees of freedom
Multiple R-squared:  0.1916,    Adjusted R-squared:  0.1549
F-statistic: 5.215 on 1 and 22 DF,  p-value: 0.03241
```

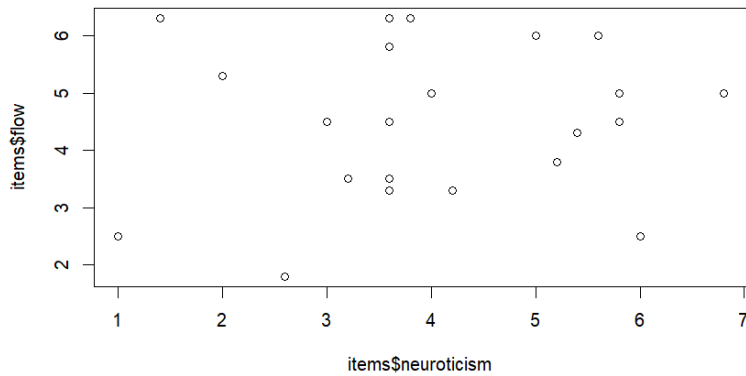
Img4c: Linear regression model for H1d



H1e. Neuroticism has a significant effect on job flow experience.

COR= 0.08089229

Img5a: Scatter Plot of neuroticism and job flow experience variables.



Img5b: Transcript for the linear regression model for H1e

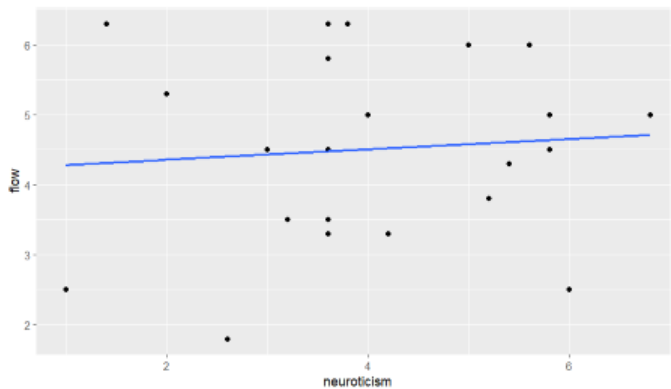
```
> summary(H1e)
Call:
lm(formula = flow ~ neuroticism, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.59931 -1.02289  0.04918  1.32711  1.98899

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  4.20799    0.82628   5.093 4.21e-05 ***
neuroticism  0.07358    0.19330   0.381  0.707
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.363 on 22 degrees of freedom
Multiple R-squared:  0.006544, Adjusted R-squared: -0.03861
F-statistic: 0.1449 on 1 and 22 DF, p-value: 0.7071
```

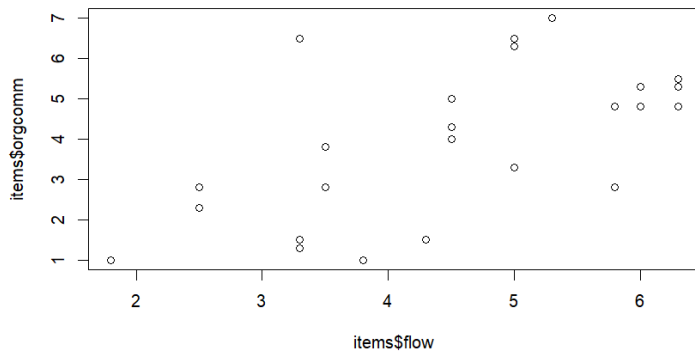
Img5c: Linear regression model for H1e



H2. Job flow experience has a significant effect upon organizational commitment.

COR= 0.6019679

Img6a: Scatter Plot of job flow experience and organizational commitment variables.



Img6b: Transcript for the linear regression model for H2

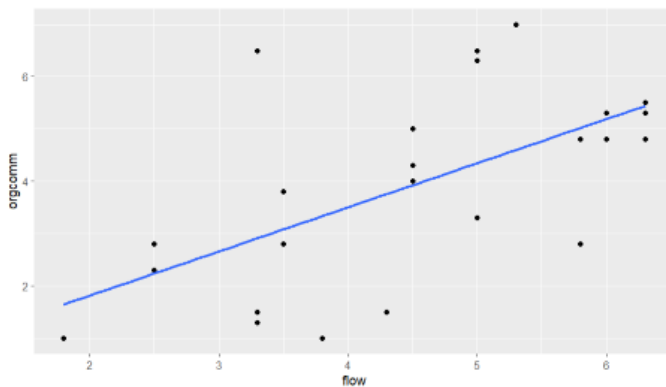
```
> summary(H2)
Call:
lm(formula = orgcomm ~ flow, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.3308 -0.7432 -0.0404  0.6053  3.5911

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  0.1241     1.1194   0.111  0.91271
flow         0.8439     0.2387   3.536  0.00186 **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.531 on 22 degrees of freedom
Multiple R-squared:  0.3624,    Adjusted R-squared:  0.3334
F-statistic: 12.5 on 1 and 22 DF,  p-value: 0.001857
```

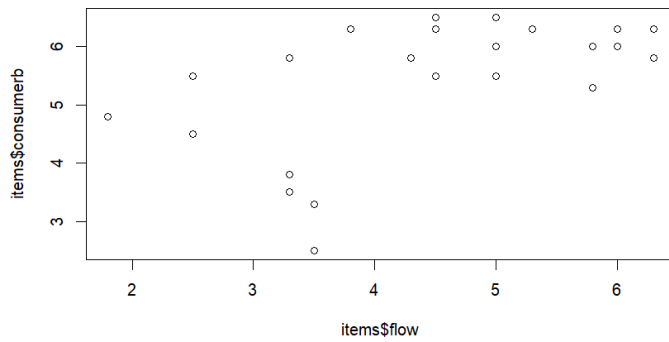
Img6c: Linear regression model for H2



H3. Job flow experience has a significant effect on consumer-oriented behavior.

COR= 0.5704758

Img7a: Scatter Plot of job flow experience and consumer-oriented behavior variables.



Img7b: Transcript for the linear regression model for H3

```
> summary(H3)

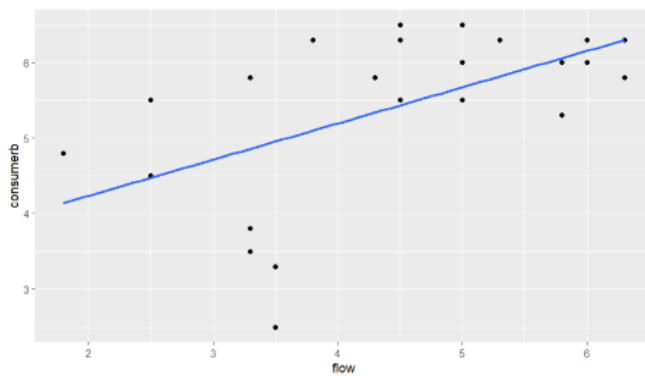
Call:
lm(formula = consumerb ~ flow, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.4522 -0.2516  0.0478  0.7040  1.2041

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.2752     0.6898   4.748 9.72e-05 ***
flow         0.4791     0.1471   3.258  0.0036 **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9432 on 22 degrees of freedom
Multiple R-squared:  0.3254,    Adjusted R-squared:  0.2948
F-statistic: 10.61 on 1 and 22 DF,  p-value: 0.003604
```

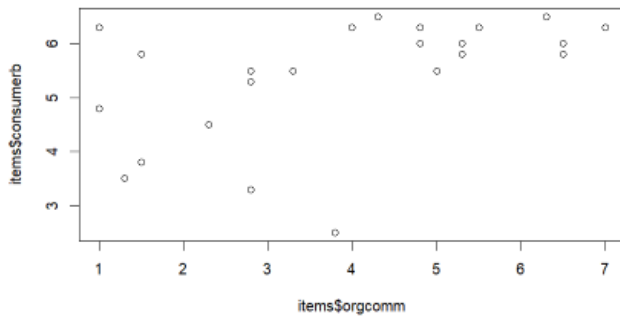
Img7c: Linear regression model for H3



H4. Organizational commitment has a significant effect on consumer-oriented behavior.

COR= 0.5075867

Img8a: Scatter Plot of organizational commitment and consumer-oriented behavior variables.



Img8b: Transcript for the linear regression model for H4

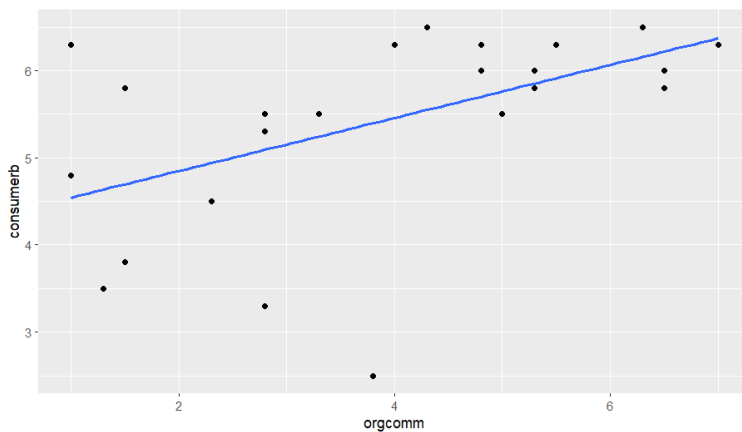
```
> summary(H4)
Call:
lm(formula = consumerb ~ orgcomm, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.8953 -0.2993  0.2325  0.4567  1.7562

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  4.2397     0.4769   8.891 9.8e-09 ***
orgcomm      0.3041     0.1101   2.763  0.0113 *
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9894 on 22 degrees of freedom
Multiple R-squared:  0.2576,    Adjusted R-squared:  0.2239
F-statistic: 7.635 on 1 and 22 DF,  p-value: 0.01134
```

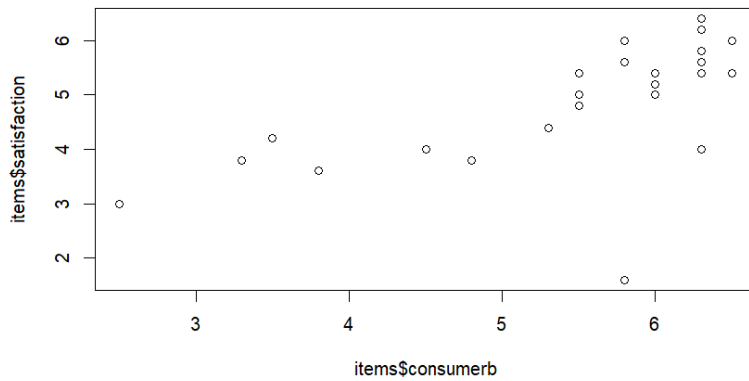
Img8c: Linear regression model for H4



H5. Consumer-oriented behavior has a significant effect on job satisfaction.

COR= 0.6150149

Img9a: Scatter Plot of consumer-oriented behavior and job satisfaction variables.



Img9b: Transcript for the linear regression model for H5

```
> summary(H5)

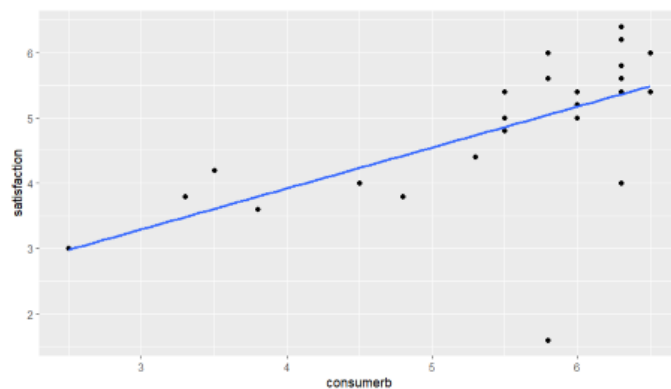
Call:
lm(formula = satisfaction ~ consumerb, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-3.4463 -0.1771  0.0911  0.5220  1.0407

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  1.4146     0.9488   1.491  0.15018
consumerb    0.6261     0.1712   3.658  0.00138 **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9219 on 22 degrees of freedom
Multiple R-squared:  0.3782,    Adjusted R-squared:  0.35
F-statistic: 13.38 on 1 and 22 DF,  p-value: 0.001382
```

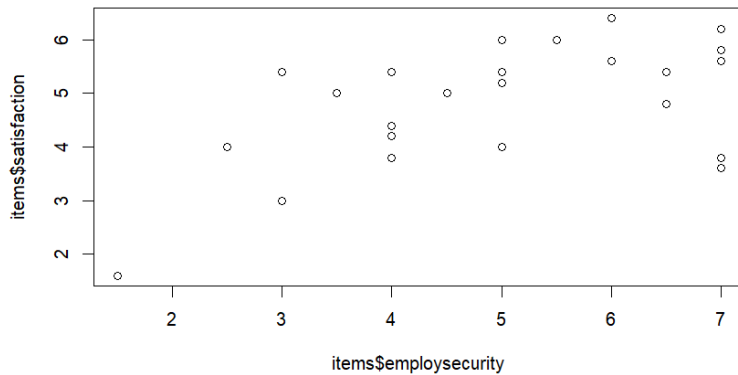
Img9c: Linear regression model for H5



H6. If employment security is high, then job satisfaction is high.

COR= 0.5310329

Img10a: Scatter Plot of employment security and job satisfaction variables.



Img10b: Transcript for the linear regression model for H6

```
> summary(H6)

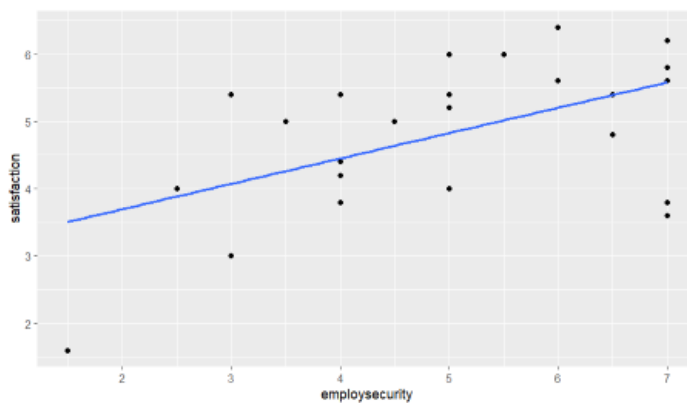
Call:
lm(formula = satisfaction ~ employsecurity, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-1.9781 -0.6042  0.1697  0.6516  1.3290

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  2.9406     0.6695   4.392 0.000231 ***
employsecurity  0.3768     0.1282   2.939 0.007585 **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9907 on 22 degrees of freedom
Multiple R-squared:  0.282,    Adjusted R-squared:  0.2494
F-statistic: 8.64 on 1 and 22 DF,  p-value: 0.007585
```

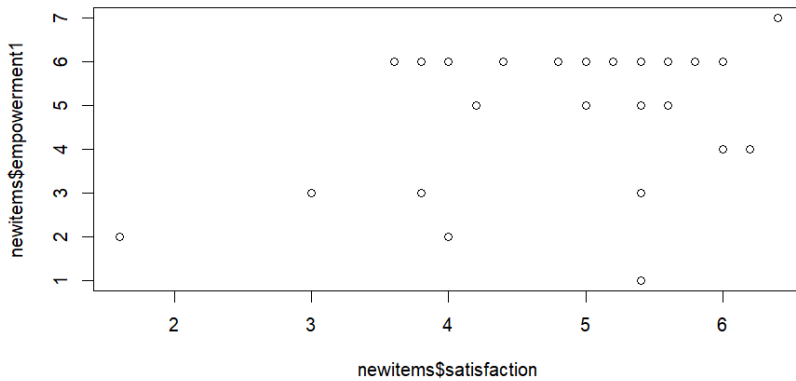
Img10c: Linear regression model for H6



H7. Empowerment is positively related to job satisfaction.

COR (item1) = 0.3586938

Img11a: Scatter Plot of empowerment1 and job satisfaction variables.



Img11b: Transcript for the linear regression model for H7 (item1)

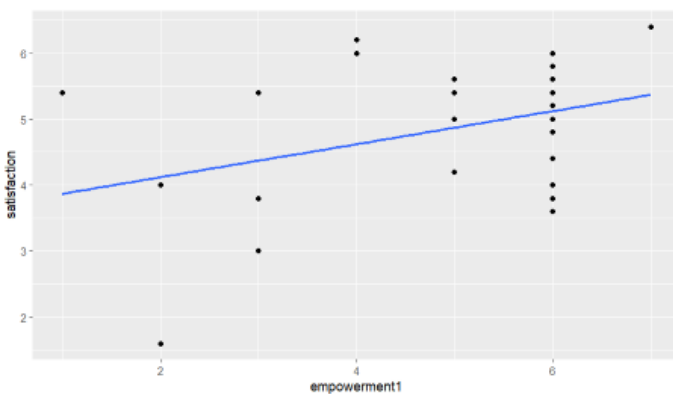
```
> summary(H7a)
Call:
lm(formula = satisfaction ~ empowerment1, data = newitems)

Residuals:
    Min       1Q   Median       3Q      Max
-2.5190 -0.6812  0.1063  0.7688  1.5812

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)   3.6192     0.7007   5.165 3.54e-05 ***
empowerment1  0.2499     0.1387   1.802  0.0852 .
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

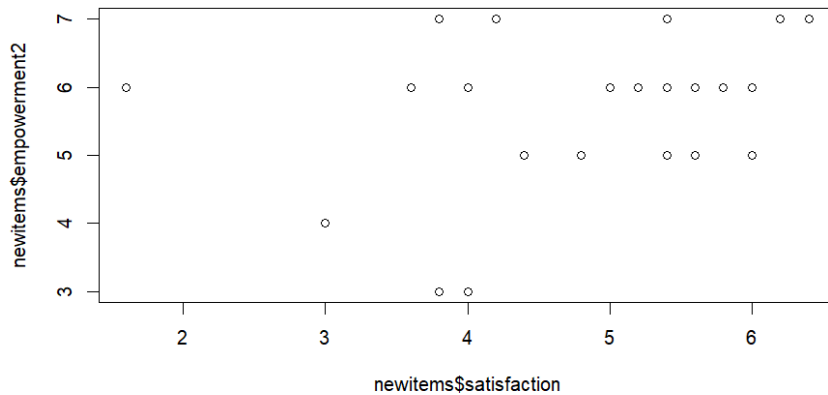
Residual standard error: 1.091 on 22 degrees of freedom
Multiple R-squared:  0.1287,    Adjusted R-squared:  0.08905
F-statistic: 3.249 on 1 and 22 DF,  p-value: 0.08521
```

Img11c: Linear regression model for H7 (item1)



COR (item2) = 0.3007752

Img11d: Scatter Plot of empowerment2 and job satisfaction variables.



Img11e: Transcript for the linear regression model for H7 (item2)

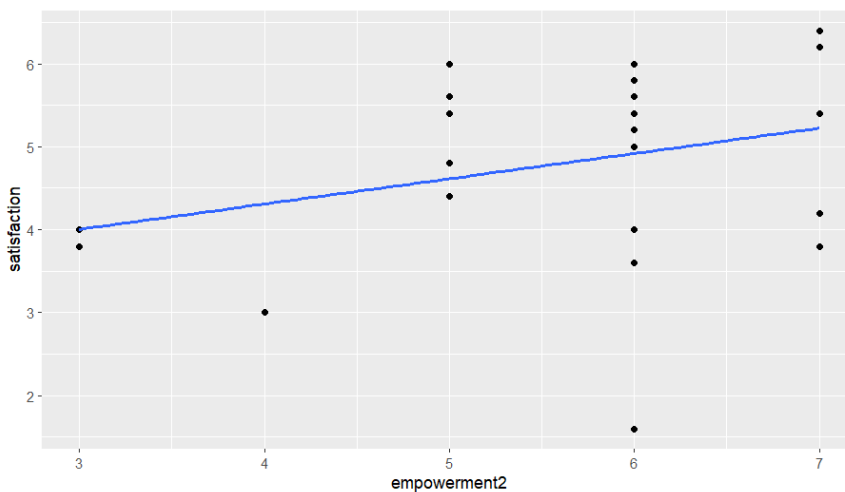
```
> summary(H7b)
Call:
lm(formula = satisfaction ~ empowerment2, data = newitems)

Residuals:
    Min       1Q   Median       3Q      Max
-3.3182 -0.3898  0.1818  0.8102  1.3864

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.0909     1.1886   2.600  0.0163 *
empowerment2  0.3045     0.2059   1.479  0.1532
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.115 on 22 degrees of freedom
Multiple R-squared:  0.09047, Adjusted R-squared:  0.04912
F-statistic: 2.188 on 1 and 22 DF, p-value: 0.1532
```

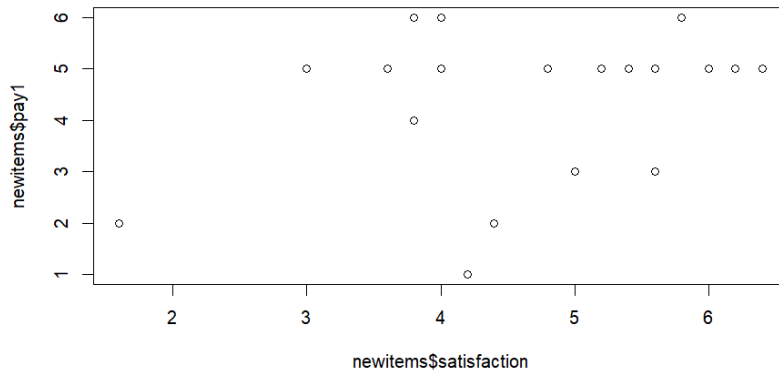
Img11f: Linear regression model for H7 (item2)



H8. If pay/fringe benefits are high, then job satisfaction is high.

COR (item1) = 0.3167062

Img12a: Scatter Plot of pay1 and job satisfaction variables.



Img11b: Transcript for the linear regression model for H8 (item1)

```
> summary(H8a)
```

Call:

```
lm(formula = satisfaction ~ pay1, data = newitems)
```

Residuals:

Min	1Q	Median	3Q	Max
-2.5677	-0.9219	0.4267	0.5795	1.4267

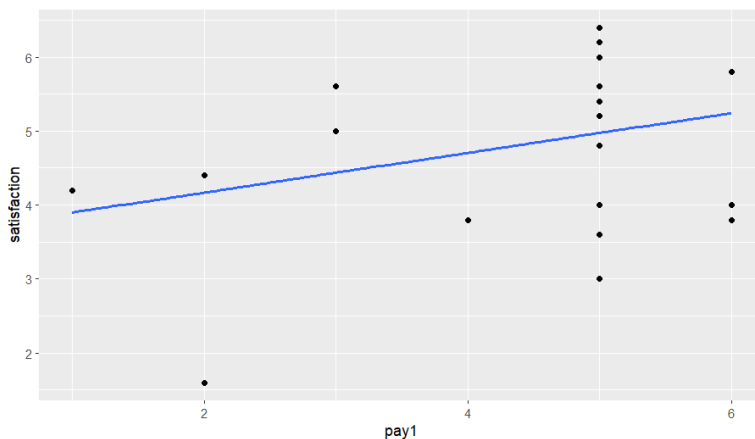
Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	3.6307	0.7904	4.593	0.000142 ***
pay1	0.2685	0.1715	1.566	0.131597

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

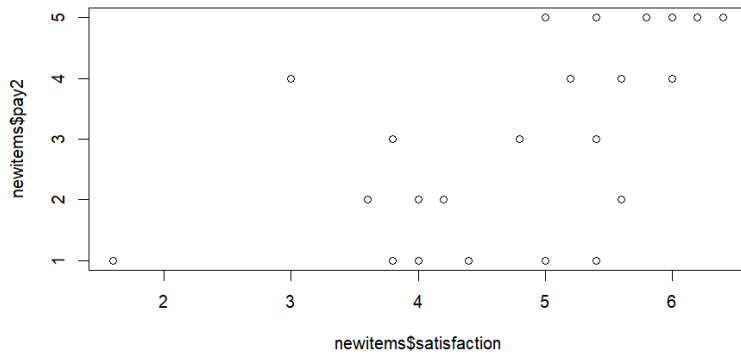
Residual standard error: 1.109 on 22 degrees of freedom
Multiple R-squared: 0.1003, Adjusted R-squared: 0.05941
F-statistic: 2.453 on 1 and 22 DF, p-value: 0.1316

Img12c: Linear regression model for H8 (item1)



COR (item2) = 0.5288487

Img12d: Scatter Plot of pay2 and job satisfaction variables.



Img12e: Transcript for the linear regression model for H8 (item2)

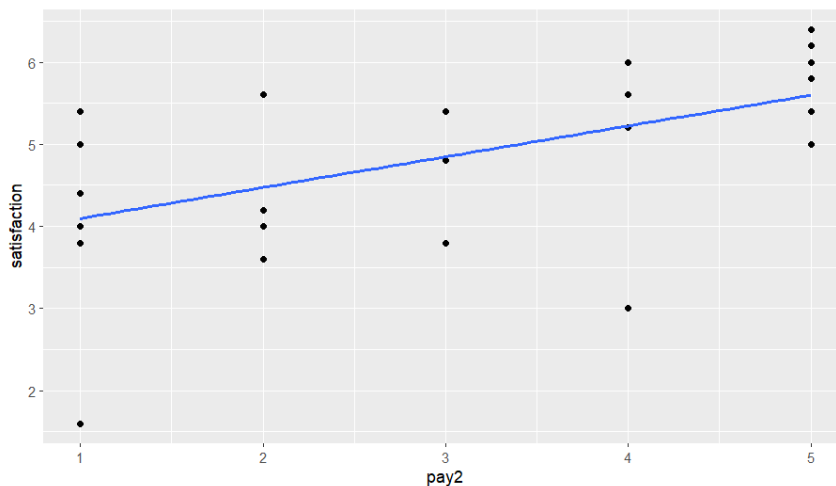
```
> summary(H8b)
Call:
lm(formula = satisfaction ~ pay2, data = newitems)

Residuals:
    Min       1Q   Median       3Q      Max
-2.49805 -0.34178  0.08969  0.64596  1.30195

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.7231     0.4255   8.751 1.29e-08 ***
pay2         0.3749     0.1283   2.923 0.00788 **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 0.9923 on 22 degrees of freedom
Multiple R-squared:  0.2797,    Adjusted R-squared:  0.2469
F-statistic: 8.542 on 1 and 22 DF,  p-value: 0.007884
```

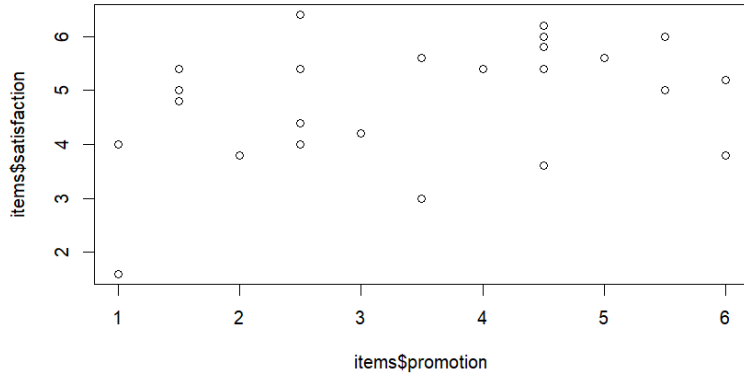
Img12f: Linear regression model for H8 (item2)



H9. If opportunities for promotion are high, then job satisfaction is high.

COR= 0.3566237

Img13a: Scatter Plot of promotion and job satisfaction variables.



Img13b: Transcript for the linear regression model for H9

```
> summary(H9)

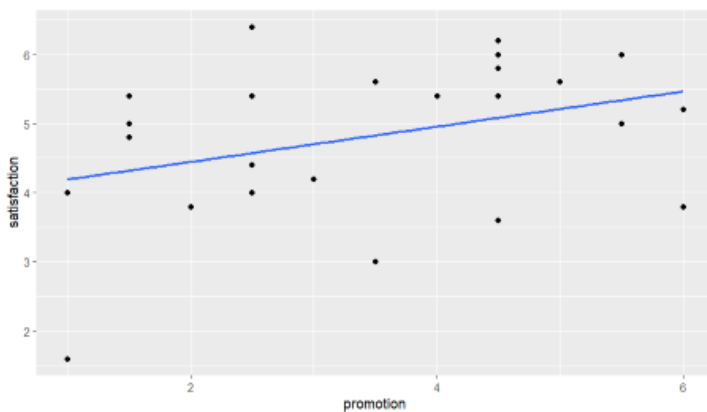
Call:
lm(formula = satisfaction ~ promotion, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.5905 -0.5181  0.3543  0.7317  1.8274

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.9358     0.5401   7.287 2.68e-07 ***
promotion    0.2547     0.1423   1.790  0.0872 .
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.092 on 22 degrees of freedom
Multiple R-squared:  0.1272,    Adjusted R-squared:  0.08751
F-statistic: 3.206 on 1 and 22 DF,  p-value: 0.08716
```

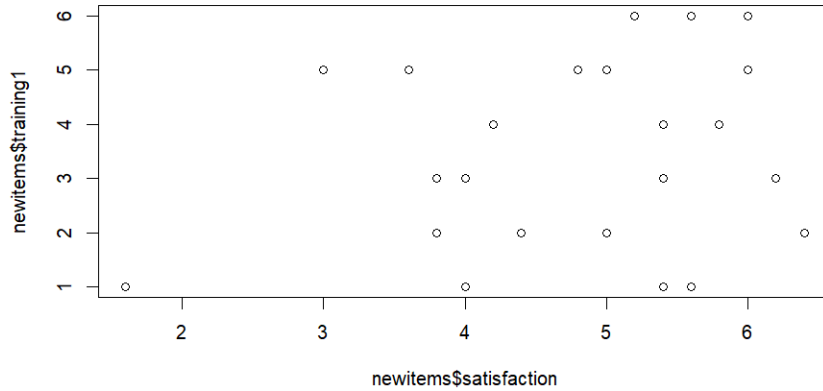
Img13c: Linear regression model for H9



H10. More job training leads to greater job satisfaction.

COR (item1) = 0.1827997

Img14a: Scatter Plot of training1 and job satisfaction variables.



Img14b: Transcript for the linear regression model for H10 (item1)

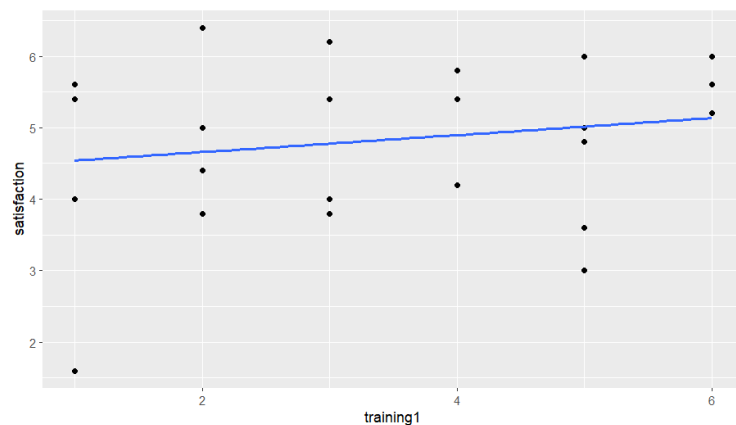
```
> summary(H10a)
Call:
lm(formula = satisfaction ~ training1, data = newitems)

Residuals:
    Min       1Q   Median       3Q      Max
-2.9397 -0.7161  0.2042  0.8619  1.7416

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  4.4210    0.5107   8.656 1.56e-08 ***
training1    0.1187    0.1361   0.872  0.393
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

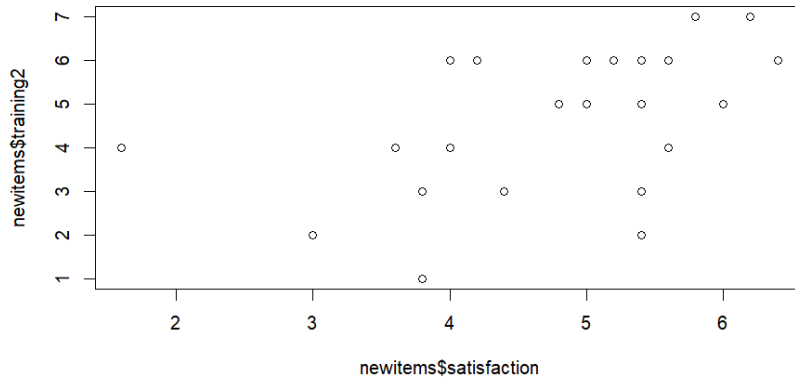
Residual standard error: 1.149 on 22 degrees of freedom
Multiple R-squared:  0.03342, Adjusted R-squared: -0.01052
F-statistic: 0.7606 on 1 and 22 DF, p-value: 0.3926
```

Img14c: Linear regression model for H10 (item1)



COR (item2) = 0.482002

Img14d: Scatter Plot of training2 and job satisfaction variables.



Img14e: Transcript for the linear regression model for H10 (item2)

```
> summary(H10b)

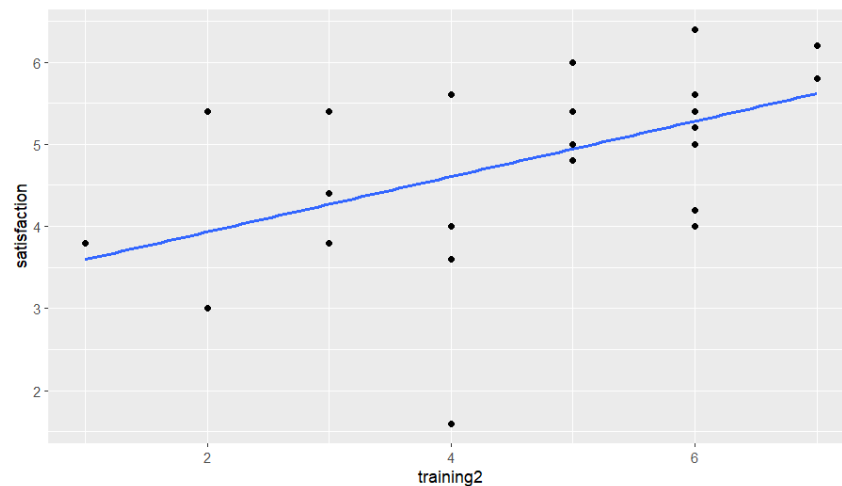
Call:
lm(formula = satisfaction ~ training2, data = newitems)

Residuals:
    Min       1Q   Median       3Q      Max
-3.0062 -0.5037  0.1254  0.6862  1.4672

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.2594     0.6387   5.103 4.11e-05 ***
training2    0.3367     0.1305   2.580  0.0171 *
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.024 on 22 degrees of freedom
Multiple R-squared:  0.2323,    Adjusted R-squared:  0.1974
F-statistic: 6.658 on 1 and 22 DF,  p-value: 0.01707
```

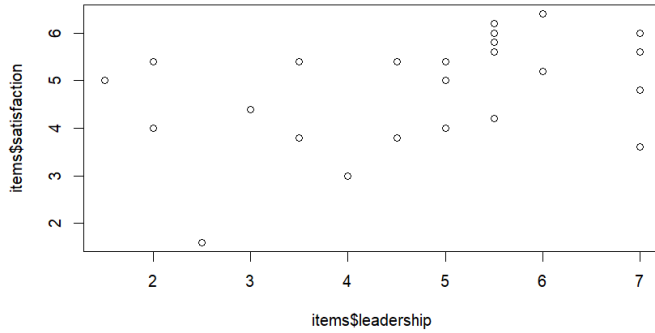
Img14f: Linear regression model for H10 (item2)



H11. The higher the acceptance for leadership, the higher the job satisfaction.

COR= 0.3854388

Img15a: Scatter Plot of leadership and job satisfaction variables.



Img15b: Transcript for the linear regression model for H11

```
> summary(H11)

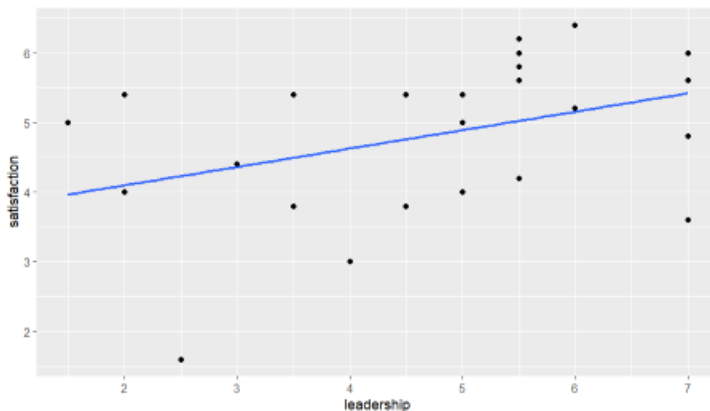
Call:
lm(formula = satisfaction ~ leadership, data = items)

Residuals:
    Min       1Q   Median       3Q      Max
-2.6276 -0.7240  0.1475  0.8118  1.3045

Coefficients:
            Estimate Std. Error t value Pr(>|t|)
(Intercept)  3.5671     0.6747   5.286 2.64e-05 ***
leadership    0.2642     0.1349   1.959  0.0629 .
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.079 on 22 degrees of freedom
Multiple R-squared:  0.1486,    Adjusted R-squared:  0.1099
F-statistic: 3.839 on 1 and 22 DF,  p-value: 0.06288
```

Img15c: Linear regression model for H11



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