

**KEY HUMAN RESOURCE DETERMINANTS OF JOB SATISFACTION
AMONG EMPLOYEES IN GUANGDONG'S HOTEL INDUSTRY**

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Thesis Title	Key Human Resource Determinants of Job Satisfaction Among Employees in Guangdong's Hotel Industry
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ABSTRACT

This study examines the key human resource determinants of employee job satisfaction in four- and five-star hotels in Guangdong Province, China. Specifically, this study selected compensation and benefits, performance evaluation, training and learning, career development, and workplace safety as independent variables from the human resource management field, delving into their impact on overall employee job satisfaction. Given the current dynamics of the regional economy, the fierce competition in the four- and five-star hotel industry, and the strategic importance of service quality, understanding the factors that enhance employee job satisfaction is crucial for maintaining a competitive advantage. Using a quantitative methodology, the study collected data from 385 full-time, non-management employees (regardless of department) at four- and five-star hotels in Guangdong Province via an online questionnaire.

The results showed that training and development had the most significant, highly significant, positive impact on overall job satisfaction. Compensation and benefits and performance appraisal also showed significant positive effects. In contrast, career development and workplace safety did not show a statistically significant relationship with job satisfaction.

The significance of this study lies in that it not only enriches the localized research on human resource management in four- and five-star hotels in Guangdong Province but also

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provides practical recommendations for hotel management. It emphasizes that, in the current socioeconomic climate, hotel managers must prioritize improving training and learning programs, performance appraisal systems, and compensation and benefits systems as key strategies for enhancing employee job satisfaction. At the same time, they must also ensure that they meet employees' minimum expectations for career development and workplace safety.



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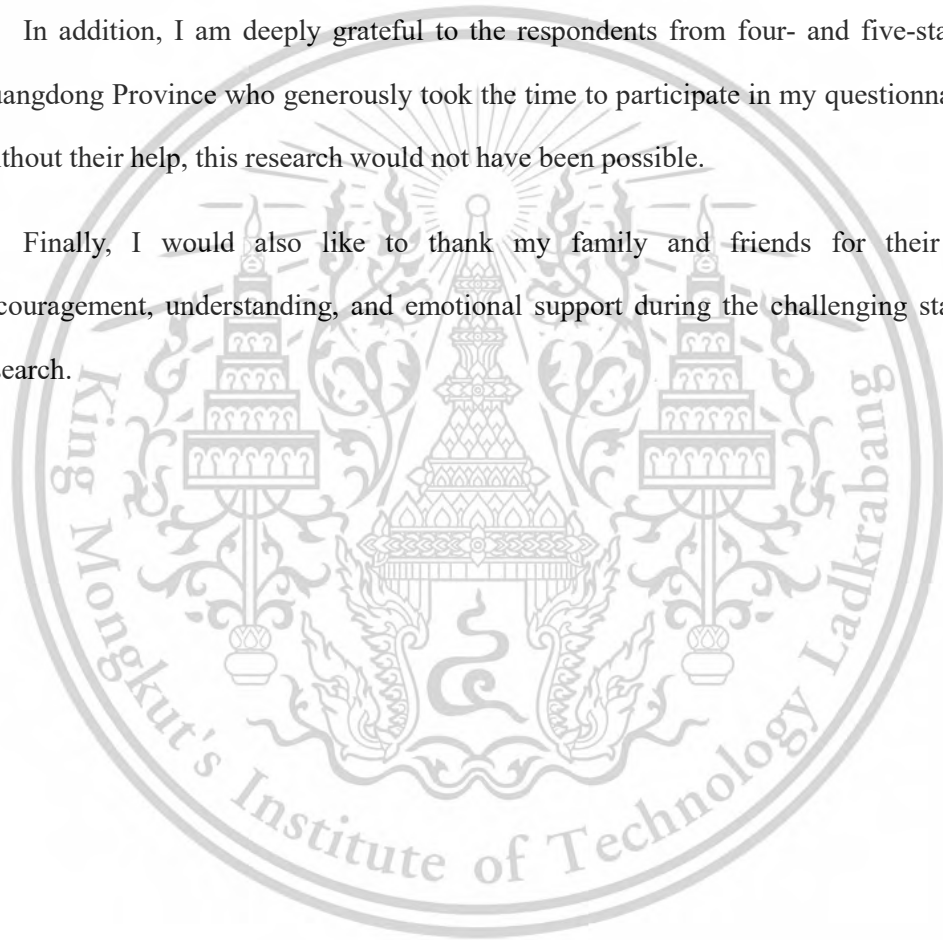


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CHAPTER 1

INTRODUCTION

1.1 Research Background

In the field of human resource management, factors such as salary and benefits, performance evaluation, training and learning, career development, and employee compensation are widely considered to be key variables affecting employee job satisfaction (Elrehail et al., 2019). For example, reasonable salary and a complete welfare system are important foundations for improving employee job satisfaction, because they meet the basic needs and career expectations of employees (Bame, 1974); and a scientific performance evaluation mechanism can not only help employees clarify their own work performance, but also stimulate their potential and enhance their sense of accomplishment and satisfaction (Locke, 1970); in addition, a clear career development path and efficient training and learning plans can not only help improve employees' professional capabilities, but also enhance their sense of belonging and loyalty to the company, thereby comprehensively improving the overall satisfaction of employees (Winda, Nayati, & Arik, 2017). Workplace safety has a positive impact on satisfaction, underscoring the importance of a safe work environment (Muhammad & Siti, 2025).

With the continuous development of the global economy, the competition in the hotel service industry around the world is becoming increasingly fierce. Service quality has gradually become one of the key factors for the hotel service industry to gain a competitive advantage among many peer competitors. The core of service quality lies in employee job satisfaction (Hussein, Mohammad, Alheet, Joma & Lehyeh, 2023a). Employee job satisfaction not only directly affects the work efficiency and performance of employees but also affects the long-term development of a hotel and the profitability of the hotel during operation through customer satisfaction (Chi & Gursoy, 2009).

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Guangdong Province, China (hereinafter referred to as Guangdong Province), is one of the most economically developed and active regions in China. The four- and five-star hotel service industry in the province ranks among the top in China in terms of local market size and comprehensive service level (Guangzhou Municipal Bureau of Culture, Radio, Film and Tourism, 2021).

However, in recent years, especially under the influence of the COVID-19 pandemic, the competitive pressure faced by Guangdong Province's hotel service industry in peer competition has continued to increase, and many four- and five-star hotels in the province are facing a series of human resource management issues. For example, according to the data in the 2023 Guangdong Province Hotel Industry Salary Survey Report, the average monthly salary of grassroots employees in four- and five-star hotels is 3,200-3,800 yuan, which is lower than the average salary of the service industry in Guangdong Province (5,200 yuan), resulting in low job satisfaction of employees (Human Resources and Social Security Department of Guangdong Province, 2024). In addition, the case of Guangzhou White Swan Hotel (a landmark five-star hotel in Guangdong Province) shows that due to the single promotion path within the hotel (relying on administrative positions), most young employees are dissatisfied with their development space, which in turn affects their enthusiasm and satisfaction in their work (Landow, 2024). The study conducted by (Qiu & York, 2015) on the hotel industry in Shenzhen, Guangdong Province showed that limited promotion opportunities and insufficient compensation were important factors affecting employee job satisfaction.

On the other hand, this study chose four- and five-star hotels in Guangdong Province as the research carrier because according to official reports, as of April 2025, the total number of star-rated hotels in Guangdong Province is 435 (Guangdong Provincial Department of Culture and Tourism, 2025). Although it has ranked first in the country for many consecutive years, the proportion of four- and five-star hotels is about 5% (about 22), and the supply density of high-end hotels is lower than that of first-tier cities such as Beijing and Shanghai (China Hotel Association, Ctrip Group, & Shanghai Yingdie Enterprise Management Consulting Co., Ltd., 2025). At present, the province is still dominated by low- and

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medium-end hotels (two-star and below account for 82%, three-star 13%, and four- and five-star only 5%), and the high-end supply is insufficient. Combined with the above-mentioned problems such as the salary of industry employees being lower than the average salary of the province, the international competitiveness of the region is jointly restricted.

In recent years, firstly, with the strong support of provincial policies, by building a high-quality tourism accommodation system, actively introducing domestic and foreign high-end hotels and famous hotel management groups, and cultivating local high-quality hotel brands, promoting the increase and quality of high-star hotels (Nan Fang Daily, 2025a, 2025b), and secondly, integrating advantageous cultural and tourism resources through regional collaboration. For example, Huilai County and Nankunshan County under the jurisdiction of Guangdong Province have introduced high-end hotels through the "Hundred Million Project", forming a development pattern of "scenic spots leading towns and villages" (Huilai County People's Government, 2025; Nan Fang Daily, 2025a). Third, cultural and tourism consumption has grown steadily. In 2024, China's total domestic tourism expenditure will reach 5.75 trillion yuan, surpassing the level of 2019. During the main holidays in the first and second quarters of 2025, the growth trend will continue, and many indicators will reach new highs, further stimulating demand (China Hotel Association et al., 2025). Fourth, the change in consumption structure, in 2024, service consumption will account for 46.1%, and "emotional value" and "value for money" will gradually become the core demands, and the demand for IP theme rooms in high-end hotels will surge (China Hotel Association et al., 2025). Fifth, the transformation of the industry has affected the industry. Mid-to-high-end hotels have become the main engine of growth, and the brand chain rate has continued to rise (China Hotel Association et al., 2025). At the same time, the competition among hotel brands has shifted from "competing in scale" to "competing in service", "competing in innovation" and "competing in operation", and lean growth has become the main focus of high-end hotel companies. In summary, although the hotel industry in Guangdong Province is still dominated by two-star and below hotels, with the strong support of superior policies, resource integration,

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growth in cultural and tourism consumption, changes in consumption structure and industry transformation, the future development space of four- and five-star hotels in Guangdong Province is very considerable.

In order to improve employee job satisfaction in four- and five-star hotels, many international scholars and experts have conducted a lot of research on the impact of human resource factors such as salary and benefits, performance evaluation, training and learning, career development, and employee compensation. For example, (Hussein, Mohammad, Alheet, Joma & Lehyeh, 2023b) explores how human resource practices, including employee compensation, benefits, and training, affect employee satisfaction in the hotel industry, (Pearson & Ananthram, 2008) analyzes the impact of career development opportunities on job satisfaction among employees in the hotel industry. Although many researchers in existing literature and reports have selected five factors from the perspective of human resource management, namely compensation and benefits, performance evaluation, training and learning, career development, and workplace safety, and combined other factors to study and analyze the relationship between employee job satisfaction, few studies have combined the above factors for analysis and research, or tend to focus on the impact of a certain factor on employee job satisfaction. Moreover, in my country, especially in Guangdong Province, there are relatively few localized studies on the four- and five-star hotel industry.

In summary, this study aims to fill the gap in this field. Taking four- and five-star hotels in Guangdong Province as the research object, it selected factors such as compensation and benefits, performance evaluation, training and learning, career development, and workplace safety from the field of human resource management to explore their impact on employee job satisfaction, providing strong theoretical and data support for enhancing the industry competitiveness of four- and five-star hotels, and providing a scientific basis for hotel service industry managers to formulate effective human resource strategies.

1.2 Research Objectives

1.2.1 To study the level of job satisfaction of employee in the four- and five-star hotel industry in Guangdong Province.

1.2.2 To study the influence of human resource factors on job satisfaction of employee in the four- and five-star hotel industry in Guangdong Province.

1.3 Research Hypothesis

H1: Compensation and benefits have a significant impact on the job satisfaction of employees in the four- and five-star hotel service industry in Guangdong Province.

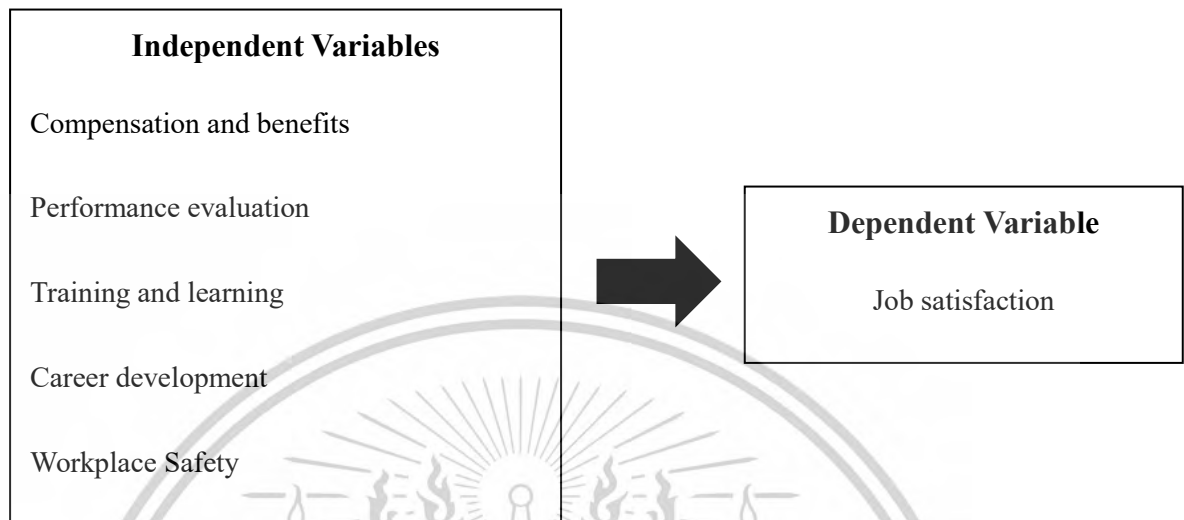
H2: Performance evaluation has a significant impact on the job satisfaction of employees in the four- and five-star hotel service industry in Guangdong Province.

H3: Training and learning have a significant impact on the job satisfaction of employees in the four- and five-star hotel service industry in Guangdong Province.

H4: Career development has a significant impact on the job satisfaction of employees in the four- and five-star hotel service industry in Guangdong Province.

H5: Workplace safety has a significant impact on the job satisfaction of employees in the four- and five-star hotel service industry in Guangdong Province.

1.4 Conceptual Framework



1.5 Research Scope

1.5.1 Population and Sample

The target population for this study is full-time, non-management employees with at least one year of industry experience in all four- and five-star hotels in Guangdong Province. However, the exact total number of employees in this population is unknown. To determine the sample size, Cochran's formula will be applied, as this study lacks precise data on the total population size. Cochran's formula is suitable for large or unknown populations and ensures a representative sample. Based on this formula, the sample size for this study is set at 385 full-time, non-management employees with at least one year of industry experience from four- and five-star hotels in Guangdong Province, regardless of position.

1.5.2 The Scope of the Study

This study focuses on examining the influence of key human resource determinants on employee job satisfaction within Guangdong Province's four- and five-star hotel industry.

The research specifically investigates five independent variables: compensation and benefits, This material is reserved for educational use only, not allowed for commercial use.

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performance evaluation, training and learning, career development, and workplace safety. These HR factors are analyzed in relation to their influence on the dependent variable of employee job satisfaction. The study aims to identify which of these human resource practices have statistically significant effects on satisfaction levels among hotel employees in Guangdong's upscale hospitality sector.

1.5.3 Time frame of this study

The study is expected to be conducted between March 2025 and August 2025.

1.6 Research Significance

Guangdong Province is one of China's most economically developed regions, and its hotel industry is highly competitive. While the relationship between employee job satisfaction and various factors has been widely discussed internationally, there is limited research on how regional economic characteristics and industry-specific factors influence employee job satisfaction in localized contexts, particularly in the human resources field. This study addresses this gap by focusing on key human resource factors—compensation and benefits, performance evaluation, training and learning, career development, and workplace safety—and their impact on employee job satisfaction in the four- and five-star hotel industry in Guangdong Province.

This study contributes to the academic literature by providing new insights into the localized dynamics of employee job satisfaction within the context of Guangdong Province's hotel industry. By examining the interplay between regional economic characteristics, industry-specific factors, and human resource practices, this research enriches the theoretical understanding of job satisfaction in a highly competitive and economically significant sector. The findings will serve as a valuable reference for future studies in similar contexts.

For the four- and five-star hotel industry, this study offers practical implications for sustainable development. By identifying the key factors that influence employee job satisfaction, the research provides actionable recommendations for hotel management to reduce employee turnover, improve service quality, and enhance overall market competitiveness. The findings will help hotel enterprises in Guangdong Province optimize their human resource strategies, fostering a more motivated and productive workforce.

This study also holds importance for employees in the hotel industry. By highlighting the factors that directly impact their job satisfaction, such as fair compensation, career development opportunities, and workplace safety, the research empowers employees to advocate for better working conditions. Additionally, the findings can guide employees in making informed decisions about their career paths within the industry.

1.7 Definition of Terms

1.7.1 Compensation and benefits refer to the economic rewards provided by an organization to its employees. These include basic salary, performance bonuses, and additional benefits such as medical insurance, housing subsidies, paid vacations, and annual health checkups. In the hotel industry, the fairness and competitiveness of an organization's compensation and benefits system directly influence employees' motivation and retention. A well-structured compensation and benefits system is a critical tool for attracting and retaining top talent.

1.7.2 Performance evaluation is the process by which an organization assesses and provides feedback on employees' work performance over a specific period (monthly, quarterly, semi-annually, or annually). This process uses scientific methods and standards tailored to the nature of each position and its responsibilities. In the hotel industry, performance evaluations typically focus on indicators such as service quality, communication skills, customer satisfaction, and teamwork. The results of these evaluations are often linked to performance bonuses, salary adjustments, and promotion opportunities. An effective performance

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evaluation system not only enhances employee productivity but also fosters a healthy competitive environment.

1.7.3 Training and learning refer to the process through which an organization enhances employees' job skills, knowledge, and professional competencies. This is achieved through various training activities, including government-sponsored programs, on-the-job training, and other learning resources, as outlined in the organization's annual training plan. In the hotel industry, training often covers areas such as customer service, communication skills, foreign language proficiency, culinary knowledge, workplace etiquette, and information technology. A well-designed training and learning program improves employees' professional abilities and overall service quality, contributing to the hotel's operational efficiency.

1.7.4 Career development refers to the progression of employees within an organization or throughout their professional lives, involving skill enhancement, role changes, and career advancement. In the hotel industry, career development is often reflected in employees' progression from entry-level positions to senior management or technical expert roles. A clear and comprehensive career development plan enhances employees' job security and organizational loyalty, regardless of the industry.

1.7.5 Workplace safety refers to the measures and practices implemented by an organization to ensure the physical and mental well-being of its employees. This includes maintaining a safe working environment, providing safety training, and adhering to health and safety regulations. In the hotel industry, workplace safety is crucial for protecting employees from occupational hazards and ensuring a positive work environment.

1.7.6 Job satisfaction refers to employees' overall contentment with their work environment, job responsibilities, compensation and benefits, performance evaluations, training opportunities, and career development prospects. It reflects employees' perceptions of organizational management and the fulfillment of their personal needs. Employees with high job satisfaction typically exhibit greater productivity and loyalty. In the hotel industry, job satisfaction is particularly important, as satisfied employees are more likely to deliver

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high-quality customer service, thereby enhancing customer satisfaction and the hotel's reputation.



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CHAPTER 2

LITERATURE REVIEW

This chapter reviews relevant theories and research to explore the impact of human resource management factors (salary and benefits, performance evaluation, training and learning, career development, and employee compensation) on the job satisfaction of employees in the four- and five-star hotel industry in Guangdong Province. The purpose is to provide sufficient theoretical basis and case support for this study. The literature review is mainly divided into the following parts:

- 2.1 Theory of Employee Job Satisfaction
- 2.2 Existing Relevant Literature
- 2.3 Key HR Factors Affecting Employee Job Satisfaction
- 2.4 Current Status and Challenges of Guangdong Province's Four- and Five-Star Hotel Industry

2.1 Theory of Employee Job Satisfaction

Employee job satisfaction refers to the overall evaluation and feelings of employees on their work environment, content, salary and benefits, performance, promotion and development, training and learning, and related factors. It directly affects employee performance, turnover rate, and the overall performance of the organization. Understanding the theoretical basis of employee job satisfaction is crucial for management to formulate effective management strategies.

2.1.1 Two-factor Theory

The two-factor theory was first proposed by American psychologist Frederick Herzberg in the late 1950s. It is also called the Motivation-Hygiene Theory and is one of the important theories for studying employee job satisfaction. This theory divides the factors that affect employee job satisfaction into two categories: the first category is motivators: this factor is related to the work itself, including a sense of accomplishment, recognition, challenging work content, a sense of responsibility, and personal growth opportunities. The existence of motivators can improve employee job satisfaction, stimulate their intrinsic motivation, and promote higher work performance. The second category is hygiene factors. This factor is related to the work environment, including salary, company policies, working conditions, interpersonal relationships, and job security. The absence of hygiene factors may lead to employee dissatisfaction, but their existence will not significantly improve job satisfaction (Herzberg, 1966; Ewen, Smith, & Hulin, 1966). Herzberg's two-factor theory shows that the presence of motivational factors can improve employees' job satisfaction and enthusiasm, while the absence of hygiene factors may lead to dissatisfaction, but their existence is not enough to motivate employees (Ewen et al., 1966).

According to Bassett-Jones and Lloyd (2005), although the improvement of hygiene factors can reduce employee dissatisfaction, only by enhancing motivational factors can employee job satisfaction be truly improved. The research of Sun (2024) is based on Herzberg's two-factor theory, analyzing the problems and optimization strategies in the employee motivation mechanism of enterprises. It also points out that enterprises should pay attention to both motivational factors and hygiene factors to improve employee job satisfaction.

2.1.2 Expectancy Theory

The expectancy theory was first proposed by Victor Vroom in 1964. It is mainly used to explain the relationship between employees' behavioral motivation and their subjective expectations of work rewards. Vroom believes that employees' motivation is generated by a

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comprehensive evaluation of three factors: expectancy, instrumentality and valence (Vroom, 1964) . According to expectancy theory, only when employees perceive that the above three factors are fully met will they show higher work motivation and satisfaction, thereby improving service quality, customer satisfaction and the overall performance of the hotel.

According to the research of Chiang and Jang. S (2008) , employees in the hotel industry attach more importance to intrinsic valence (such as sense of achievement), but if the external instrumentality (such as salary factors, etc.) is not fulfilled, it will have an inhibitory effect. And the research of Chen (2012) shows that the job satisfaction of hotel employees is closely related to the gap between their expectations and actual factors such as training and career development space, enterprise development prospects, salary and welfare levels.

2.1.3 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory is one of the important theoretical foundations for understanding employee job satisfaction. The theory divides human needs into five levels: First, physiological needs: including basic guarantees such as salary and working conditions. Second, safety needs: including job stability, career security and a healthy and safe working environment. Third, social needs: involving teamwork, colleague relationships, a sense of belonging and corporate culture. Fourth, respect needs: refers to gaining self-esteem through performance recognition, promotion opportunities and professional recognition. Finally, self-actualization needs: involving career growth, personal potential and innovation opportunities (Maslow, 1943) .

Maslow's hierarchy of needs theory believes that individual needs present a pyramid structure, from basic physiological needs and safety needs to higher-level social, respect and self-actualization needs. In the four- and five-star hotel industry, human resource factors such as employee salary and benefits, performance evaluation, training and learning, career development and employee compensation improve job satisfaction by meeting the above different levels of needs.

According to the Jennifer (2025) , the literature guide reviews how organizations can use Maslow's hierarchy of needs to structure benefits, design jobs, and create a positive workplace culture. It emphasizes that once basic needs are met (such as competitive wages and a safe environment), companies must focus on cultivating a sense of belonging and identity to improve employee job satisfaction and performance. According to Channell (2024), it discusses how effective leaders can apply Maslow's hierarchy theory to motivate teams. It provides managers with practical strategies - from ensuring basic working conditions to providing personal and professional development opportunities - to enhance employee engagement and satisfaction.

2.2 Existing Relevant Literature

Adeoye and Fields (2014) investigated the relationship between remuneration management and employee job satisfaction in the Nigerian insurance industry, as well as its impact on organizational performance. The study found that respondents were dissatisfied with their remuneration, perceiving it as inadequate. This dissatisfaction negatively affected their job satisfaction, which in turn had detrimental effects on organizational performance. The findings also highlighted that the lack of guaranteed remuneration further exacerbated the low levels of job satisfaction among employees in the insurance sector.

Ashton (2018) examined the influence of soft human resource management (HRM) factors on employee job satisfaction within the hotel industry in Thailand. The results revealed that job security and training opportunities were positively correlated with job satisfaction. Specifically, the study emphasized that increased investment in employee training and enhanced job security could significantly improve job satisfaction levels among hotel employees.

Adam (2024) explored the relationship between salary systems and employee job satisfaction. The findings underscored the critical role of salary and benefits systems in influencing employee satisfaction and loyalty. The study concluded that a well-structured and

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equitable salary system could significantly enhance employee job satisfaction and productivity, highlighting the importance of fair compensation policies in fostering a motivated workforce.

Ma and Yong (2024) explored the impact of salary, career development and performance appraisal on employees' willingness to stay, among which performance evaluation and salary factors are key factors in employees' willingness to stay in China's hotel industry, and emphasized their connection with job satisfaction.

Ding, Borbon and Deng (2022) aims to assess the job satisfaction of hotel employees in China. Specifically, the significant relationship between job satisfaction and job engagement was tested from the perspectives of compensation, benefits, recognition and rewards, and career development opportunities. The results showed that employees generally agreed that they were satisfied with their jobs, especially in terms of benefits, recognition and rewards, and training and development. In terms of compensation and promotion, if the system is reasonable, employees can also express recognition or satisfaction. Employees are happy to participate in work.

Muhammad and Siti (2025) show that workplace safety, workload and compensation significantly affect employee job satisfaction. Workplace safety factors have a positive impact on employee job satisfaction, emphasizing the importance of a safe working environment; it also verifies that compensation is positively correlated with employee satisfaction, highlighting the value of a fair and competitive compensation system.

Kong, Cheung and Song (2012) aimed to examine the relationship between career management, professional competence, and job satisfaction in Chinese hotels. Results indicate that professional competence mediates the impact of the three dimensions of hotel career management (career assessment, career development, and career training) on job satisfaction. This also suggests that career development and training within hotel career management have a positive impact on job satisfaction.

Murat and Gonca (2009) studied the impact of occupational health and safety risk factors on job satisfaction in hotel companies. The study examined job satisfaction levels and perceptions of occupational health and safety risk factors among employees of five-star hotels. The results showed that as occupational health and safety risk levels increased, employee satisfaction decreased accordingly.

Joshua (2021) examined the impact of organizational safety climate on employee job satisfaction in selected hotels in Tamale Metropolis, Ghana. The results showed that an organizational safety environment can enhance employee job satisfaction. Specifically, the role of hotel management had the greatest impact on employee job satisfaction. This suggests that a hotel's safety climate and environment are significantly positively correlated with employee job satisfaction.

In summary, the above-mentioned existing literatures summarize the factors of compensation and benefits, performance evaluation, training and learning, career development and workplace safety in human resource management.

Table 2.1 Summary of Literature Review

Category	Literature research finding	Author/Years
Compensation and Benefits	Research has found that low salary leads to low job satisfaction among employees, indicating a positive relationship between salary and job satisfaction among employees.	Adeoye and Fields (2014)
Compensation and Benefits	A well-structured and fair salary system can significantly enhance employees' job satisfaction and productivity, highlighting the importance of formulating fair and reasonable salary policies in stimulating employees' enthusiasm.	Adam (2024)
Compensation and Benefits/Workplace Safety	The research found that a safe working environment (i.e., the workplace safety factors in this study) and fair and competitive compensation can enhance employee satisfaction.	Muham and Siti (2025)

Table 2.1 (Continue)

Category	Literature research finding	Author/Years
Compensation and Benefits/Performance Evaluation/Career Development	Research has found that the three factors of salary, career development and performance evaluation are crucial for the job satisfaction and retention of employees in China and Malaysia. For China, the focus is mainly on strengthening the salary structure and performance evaluation system	Ma and Yong (2024)
Compensation and Benefits/Career Development	Research findings reveal that the key to enhancing employee satisfaction lies in hotel management prioritizing factors such as fair compensation and benefits, promotion systems, and development opportunities.	Ding, Borbon and Deng (2022)
Training and Learning	Research has found that training and learning factors in soft human resource management have a positive impact on employee satisfaction. Relying solely on high salaries and other simple compensation and benefits cannot guarantee employee satisfaction.	Ashton (2018)
Training and Learning/Career Development	Research has found that both career development and training can help employees enhance their competence and bring about higher employee satisfaction. In addition to continuously investing in training and learning, hotel management should also improve career development and training measures.	Kong, Cheung and Song (2012)
Workplace Safety	Research has found that the existence of various occupational safety and health risk factors (including physical, chemical, biological and psychosocial factors, etc.) and the increase in the level of occupational health and safety risks will lead to a decline in employees' job satisfaction, indicating that hotel management must actively respond to various occupational health factor safety risks to enhance employees' satisfaction.	Murat and Gonca (2009)

Table 2.1 (Continue)

Category	Literature research finding	Author/Years
Workplace Safety	Research has found that employees' perception of the organizational safety atmosphere (workplace safety conditions and environment) is an important factor influencing their job satisfaction, emphasizing the significance of a good safety atmosphere in enhancing employee satisfaction.	Joshua (2021)

2.3 Key HR Factors Affecting Employee Job Satisfaction

2.3.1 Compensation and Benefits

Employee compensation and benefits refer to the economic and non-economic rewards provided by an organization to its employees. These include basic salary, performance bonuses, and additional benefits such as medical insurance, housing subsidies, meal allowances, paid annual leave, and annual health checkups (Gerhart & Fang, 2015). Compensation and benefits play a critical role in attracting, retaining, and motivating employees, making them a cornerstone of effective human resource management.

Jaworski et al (2018) highlighted that pay fairness—employees' subjective perception of whether their compensation is equitable—directly influences their job satisfaction. When employees perceive their pay as fair relative to their contributions and the compensation of their peers, they are more likely to exhibit higher levels of job satisfaction. Similarly, Mabaso and Dlamini (2017) explored the impact of various salary and benefit packages on employee job satisfaction, emphasizing that both monetary and non-monetary rewards significantly contribute to enhancing job satisfaction. Heimerl et al (2020) further reinforced the importance of pay fairness in the hotel industry, demonstrating a positive correlation between fair compensation and job satisfaction among hotel employees. Their findings suggest that pay fairness is a key factor in improving employee morale and satisfaction. Additionally, Lam, Zhang and Baum (2001), in their study focusing on Hong Kong hotels, found that salary—as

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a component of compensation—has a statistically significant positive effect on job satisfaction. However, they also noted that intrinsic rewards, such as job meaningfulness, can sometimes overshadow the direct impact of monetary compensation.

The compensation and benefits system is a core component of an organization's human resource management strategy and a vital tool for enhancing employee job satisfaction. Beyond serving as basic economic rewards, compensation and benefits encompass non-economic incentives, such as medical insurance, housing subsidies, and paid vacations, which collectively contribute to employee well-being and organizational loyalty.

2.3.2 Performance Evaluation

Performance evaluation is a critical component of human resource management. It is a systematic process through which an organization assesses and provides feedback on employees' work performance over a specific period, based on clear and objective standards. The scientific rigor and fairness of performance evaluations are directly linked to employees' job satisfaction.

For instance, the fairness of performance evaluations not only enhances employees' acceptance of the results but also motivates them to improve their performance, thereby increasing overall job satisfaction (Elrehail et al., 2019b). According to Keeping and Levy (2000), this study examines how employees' perceptions of fairness in performance appraisals influence their overall job satisfaction. Fair and transparent performance appraisals can significantly enhance job satisfaction. Additionally, Ilgen, Fisher and Taylor (1979) found that specific and timely feedback reduces uncertainty about performance standards and improves work behavior. Their research highlights that clear feedback helps employees adjust their efforts by reinforcing strengths and addressing weaknesses, ultimately boosting job satisfaction and performance. Furthermore, London and Smither (1995) demonstrated that feedback from multiple sources (e.g., supervisors, colleagues, and subordinates) enhances self-awareness, as it provides a well-rounded perspective on one's strengths and areas for

improvement. The study concluded that such comprehensive feedback promotes better self-regulation and goal setting, leading to improved performance and job satisfaction.

In summary, establishing a fair, transparent, and timely performance evaluation mechanism can mitigate negative emotions caused by unfair assessments or lack of transparency. It is one of the key strategies for enhancing employee job satisfaction.

2.3.3 Training and Learning

Employee training and learning refer to a series of organized learning activities and resource support provided by organizations to enhance employees' professional skills, knowledge, and overall work performance (Dresang, 2017). In the hotel service industry, training and learning are particularly critical, as the competitive advantage of hotels largely depends on the quality of services delivered by employees. High-quality services, in turn, rely on continuous improvement in employees' professional skills and the cultivation of a strong service mindset.

Research has shown that regular and effective training can significantly improve job satisfaction and professional identity among hotel employees. For example, Chiang, Back, and Canter (2005b) found that after receiving systematic customer service skills training, hotel employees not only improved their work performance but also gained greater self-confidence, leading to higher overall job satisfaction. Additionally, Walsh and Taylor (2007) emphasized that when designing training programs, the hotel industry must prioritize the relevance and timeliness of training content. This approach avoids resource waste and ensures that employees acquire skills and knowledge directly applicable to their roles.

In recent years, competition in the hotel industry has intensified. Moreover, during the post-pandemic market recovery phase, many hotel companies have placed greater emphasis on employee training, aiming to enhance overall service quality and customer satisfaction by improving employee capabilities. However, some hotels face challenges in implementing training effectively, such as generic training content, limited training methods, and

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insufficient follow-up evaluation of training outcomes. These issues hinder the overall effectiveness of training programs. For instance, Saadeh (2020) found that a telephone skills training program improved certain competencies, particularly among front-office staff. However, the program's impact was limited due to its narrow, homogeneous content and the absence of advanced learning processes, which restricted its overall influence on performance and organizational culture. Similarly, Neupane and Khanal (2022), based on survey data from Marriott employees, revealed that while training positively impacted employee performance, the use of a one-size-fits-all approach and the lack of systematic follow-up evaluations prevented training from fully enhancing service quality and productivity. These limitations also negatively affected employee job satisfaction.

Therefore, this study delves into how employee training and learning influence job satisfaction and proposes recommendations for optimizing training systems. These insights provide theoretical support and practical guidance for human resource management strategies in the hotel industry. As highlighted by Gu and Siu (2009) in their research on casino hotels, career development opportunities—alongside effective reward and recognition systems—are key drivers of job satisfaction.

2.3.4 Career Development

Employee career development refers to the process through which employees achieve their personal career goals and realize their self-worth by engaging in continuous learning, skill enhancement, and job advancement. In the hotel industry, clear career progression paths, promotions, and recognition through praise and rewards serve as strong motivators for employees. When employees perceive opportunities and support for career development, they are more likely to exhibit higher job satisfaction. For instance, Gu and Siu (2009), in their research on casino hotels, found that career development opportunities—alongside effective reward and recognition systems—were key drivers of job satisfaction.

Recognizing and rewarding employees for their contributions is an integral part of career development. Programs that celebrate employee achievements not only motivate

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individuals but also enhance job satisfaction. According to Koo et al (2020), both emotional (intrinsic) and material (extrinsic) rewards were significantly associated with higher job satisfaction and affective commitment among employees.

2.3.5 Workplace Safety

Workplace safety refers to the measures and systems implemented by an organization to protect employees from accidents, injuries, or other work-related risks. It also includes the economic and non-economic compensation provided to employees in the event of workplace accidents or injuries. Establishing and maintaining a fair, transparent, and efficient workplace safety system is crucial for safeguarding employee rights, enhancing their sense of security, and improving job satisfaction.

A robust workplace safety system can significantly alleviate the psychological and financial stress employees face due to work-related accidents or injuries. Research by Goetzel et al (2003) indicates that employees' trust in their organization is closely tied to the transparency and responsiveness of the compensation process. When companies address employees' health and safety needs promptly, employees' sense of belonging to the organization increases by 27%. Furthermore, when employees perceive the company's arrangements as fair and efficient, their trust in the organization and overall job satisfaction improve significantly. However, research by Mammen (2022) highlights that hotel employees face a higher rate of occupational injuries compared to most other service workers, and these injuries tend to be more severe.

2.4 Current Status and Challenges of Guangdong Province's Four- and Five-Star Hotel Industry

2.4.1 Definition and Standards of Four- and Five-Star Hotels in Guangdong Province

In China, the star rating of the hotel industry is based on the latest national standard "Classification and Rating of Tourist Hotel Stars" (GB/T 14308-2023) (State Administration for Market Regulation, & National Standardization Administration, 2023). The standard was released on November 27, 2023 and officially implemented on March 1, 2024. It puts forward specific requirements for the facilities, services, and management of domestic one-star to five-star hotels. Guangdong Province, as a provincial-level administrative region in China, strictly follows this national standard for the evaluation and management of four-star and five-star hotels, and has not separately formulated local star-rated hotel standards. According to the latest standard, the main definition standards for four-star and five-star hotels are as follows:

Table 2.2 Guangdong Province Four- and Five-Star Hotel Standards

Comparison Dimensions	Four-star	Five-star
Equipment and facilities	<ol style="list-style-type: none"> 1. The guest rooms are equipped with high-quality facilities (such as small refrigerators and independent bathrooms). 2. Basic fitness facilities (such as gyms) are provided. 	<ol style="list-style-type: none"> 1. The guest rooms must be equipped with intelligent systems (such as intelligent temperature control, voice assistant). 2. Equipped with high-end health facilities (such as swimming pools, SPA).
Service requirements	<ol style="list-style-type: none"> 1. The guest rooms are equipped with high-quality facilities (such as small refrigerators and independent bathrooms). 2. Basic fitness facilities (such as gyms) are provided. 	<ol style="list-style-type: none"> 1. Provide 24-hour butler service and multilingual reception. 2. Emphasize personalized services (such as business and family customization).
Catering standards	Equipped with Chinese and Western restaurants, and catering services meet basic needs.	<ol style="list-style-type: none"> 1. Specialty restaurants, bars and high-end catering services are required. 2. Catering services must cover multiple time periods (such as afternoon tea and supper).

Table 2.2 (Continue)

Comparison Dimensions	Four-star	Five-star
Safety management	<ol style="list-style-type: none"> 1. Formulate emergency plans (fires, natural disasters, etc.). 2. Food safety requires a sample retention and inspection mechanism. 	<ol style="list-style-type: none"> 1. Add food laboratories or a stricter sample retention mechanism. 2. Strengthen data security and personal information protection
Public health	<ol style="list-style-type: none"> 1. Comply with basic hygiene standards. 2. Regularly clean and disinfect public areas. 	<ol style="list-style-type: none"> 1. Add independent disinfection facilities (such as ultraviolet disinfection in guest rooms). 2. Implement more stringent hygiene monitoring procedures.
Evaluation standards	<ol style="list-style-type: none"> 1. Reviewed by provincial tourism star rating agencies. 2. Must meet the four-star requirements among the 84 core indicators. 	<ol style="list-style-type: none"> 1. Reviewed by the Ministry of Culture and Tourism or the National Tourism Standardization Technical Committee. 2. Need to meet 84 core indicators with higher standards.

2.4.2 Development Status of Four- and Five-Star Hotel Industry in Guangdong Province

As one of the most economically developed regions in China, Guangdong Province has an important position in the country in terms of its four- and five-star hotel industry. According to the latest data, the number of branded hotels in Guangzhou and Shenzhen, the two major economic core cities of Guangdong Province, is 1,467 and 1,261 respectively, ranking first in the province. In 2024, with the strong recovery of the tourism market, the hotel industry in core cities of Guangdong Province such as Guangzhou and Shenzhen has shown a positive development trend, and the proportion of four- and five-star hotels has increased significantly (Sina Financial News, 2024).

2.4.3 Main Challenges Faced by Guangdong Province's Four- and Five-Star Hotel Industry

This study specifically selected four- and five-star hotels in Guangdong Province to explore the human resource factors that affect employee job satisfaction. The main reasons are as follows (i.e., the series of challenges currently faced): first, Guangdong Province is one of the most dynamic economic regions in China, and the local hotel industry has made important contributions to the development of the regional economy, tourism, and service industries (China Hotel Association et al., 2025; Guangzhou Municipal Bureau of Culture, Radio, Film and Tourism, 2021); second, compared with low-star hotels, four- and five-star hotels have higher standards in human resource management and service quality (State Administration for Market Regulation, & National Standardization Administration, 2023); third, the market competition in the four- and five-star hotel industry in Guangdong Province is fierce, resulting in employees having higher expectations for compensation and benefits, performance evaluation, training and learning, and career development than low-star hotels (Human Resources and Social Security Department of Guangdong Province, 2024); fourth, the four- and five-star hotel industry faces unique human resource challenges, including a huge gap between employee salary expectations and actual salaries, limited promotion channels, and a high degree of attention to workplace safety and training effectiveness, making it an excellent place to examine the relationship between human resource management practices and employee job satisfaction (Landow, 2024; Qiu et al., 2015); finally, the existing literature generally explores hotel employees' job satisfaction or focuses on a single human resource factor, but does not comprehensively explore how the comprehensive human resource practice factors (i.e., the independent variables of this study) in the four- and five-star hotel sector affect employee satisfaction.

2.4.4 Employee Expectations

In today's highly competitive hotel industry in Guangdong Province, understanding employees' expectations of corporate human resource management is crucial to improving job satisfaction and organizational performance. We can analyze this from the five independent variables in this study.

Table 2.3 Employees' Regarding of Corporate Human Resource Management

Factor	Current situation	Expectation
Compensation and Benefits	The average salary level for hotel employees is much lower than that of other service industries in the region. Their salary expectations are not met and they often feel there is a gap between their compensation and their contributions(Human Resources and Social Security Department of Guangdong Province, 2024; Landow, 2024; Qiu et al., 2015).	Receive fair, transparent and competitive compensation packages, including salary, bonuses and comprehensive benefits
Performance Evaluation	Although previous studies have shown that fairness in performance evaluation can significantly improve employee satisfaction and performance incentives, the main source of employee dissatisfaction is still the unfairness or ambiguity in performance evaluation(Cao & Xing, 2020; Elrehail et al., 2019; Keeping & Levy, 2000).	The performance evaluation system is fair, transparent, objective, and provides clear feedback (i.e., the evaluation accurately reflects the employee's work contribution).
Training and Learning	Despite the significant impact of effective training and learning on employee job satisfaction, employees are often disappointed by infrequent training, overly general content, or a lack of alignment with their actual job responsibilities(Chiang, Back & Canter, 2005; Kate & Masako S., 2007; Neupane & Khanal, 2022; Saadeh, 2020).	Have high expectations for comprehensive, ongoing, job-specific training programs designed to enhance their professional abilities and career prospects.

Table 2.3 (Continue)

Factor	Current situation	Expectation
Compensation and Benefits	The average salary level for hotel employees is much lower than that of other service industries in the region. Their salary expectations are not met and they often feel there is a gap between their compensation and their contributions(Human Resources and Social Security Department of Guangdong Province, 2024; Landow, 2024; Qiu et al., 2015).	Receive fair, transparent and competitive compensation packages, including salary, bonuses and comprehensive benefits
Performance Evaluation	Although previous studies have shown that fairness in performance evaluation can significantly improve employee satisfaction and performance incentives, the main source of employee dissatisfaction is still the unfairness or ambiguity in performance evaluation(Cao & Xing, 2020; Elrehail et al., 2019; Keeping & Levy, 2000).	The performance evaluation system is fair, transparent, objective, and provides clear feedback (i.e., the evaluation accurately reflects the employee's work contribution).
Training and Learning	Despite the significant impact of effective training and learning on employee job satisfaction, employees are often disappointed by infrequent training, overly general content, or a lack of alignment with their actual job responsibilities(Chiang et al., 2005; Kate & Masako S., 2007; Neupane & Khanal, 2022; Saadeh, 2020).	Have high expectations for comprehensive, ongoing, job-specific training programs designed to enhance their professional abilities and career prospects.
Career Development	The organization has limited promotion opportunities or unclear promotion standards, and the career development path is single and vague. Employees cannot get their expectations met, and their job satisfaction is low(Gu & Siu, 2009; Landow, 2024).	They have high expectations for clear, achievable and transparent career paths, and expect their employers to actively support their career development.
Workplace Safety	Gaps in organizations' ability to meet employee expectations, particularly between adequate security measures and their actual implementation, can severely damage employee trust and job satisfaction(Goetzl et al., 2004; Mammen, 2022; Muhammad & Siti, 2025).	Having a safe and reliable working environment and a complete occupational safety system can effectively manage risks and put occupational safety first.

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2.4.4 The Importance of Employee Job Satisfaction in the Hotel Industry

Employee job satisfaction is crucial in the hotel industry and directly affects the hotel's service quality, customer satisfaction, and overall hotel operating efficiency. This section analyzes the importance of employee job satisfaction in the hotel industry from the perspective of the five independent variables of this study.

Fair and competitive employee salaries and benefits are key factors in improving employee job satisfaction. Salary satisfaction is closely related to employee job satisfaction. In the hotel industry, competitive salaries and comprehensive benefits can effectively reduce employee turnover and enhance employee belonging and loyalty (Adeoye, 2019). A transparent and fair performance evaluation system helps improve employee job satisfaction. The fairness and transparency of performance evaluation are closely related to employee job satisfaction. In the hotel industry, clear performance system standards and timely performance feedback evaluation can help employees understand their own performance and promote career development (Jawahar, 2006). Continuous training and learning opportunities can improve employees' comprehensive skills and job satisfaction. Training and development opportunities are closely related to employee job satisfaction. In the hotel industry, regular training not only improves service quality, but also enhances employees' professional confidence and satisfaction (Chiang et al., 2005). Clear career paths and opportunities for advancement are critical to employee job satisfaction. Career opportunities are closely related to employee job satisfaction and willingness to stay. In the hotel industry, providing clear promotion paths and career planning can motivate employees and reduce turnover rates (Weng & McElroy, 2012). A reasonable employee compensation mechanism, such as work injury compensation and accident insurance, can enhance employees' sense of security and job satisfaction. Employees' satisfaction with the compensation system is closely related to their job satisfaction. In the hotel industry, a reasonable and complete compensation system can improve employee loyalty and work enthusiasm (Goetzel et al., 2004).

In summary, how to improve employee job satisfaction by analyzing key human resource factors in the hotel industry, such as employee salary and benefits, employee

performance evaluation, employee training and learning, employee career development, and employee compensation, is crucial to the success of the hotel industry.



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CHAPTER 3

METHODOLOGY

3.1 Population and Sample

The target population of this study consists of full-time employees working in four- and five-star hotels across Guangdong Province, China. This population was selected due to its direct relevance to the research objectives of identifying factors influencing employee job satisfaction in the premium hospitality sector. Four- and five-star hotels are pivotal to Guangdong's economy and tourism industry, representing a workforce characterized by diverse roles, hierarchical levels, and service standards.

A key challenge in defining the population is the lack of precise data on the total number of full-time employees in this sector. Publicly available workforce statistics for Guangdong's luxury hotels are limited, necessitating a statistically validated approach to determine the minimum sample size required for generalizable conclusions. To address the unknown population size, Yamane's formula (1967) was applied to calculate the minimum sample size for this study. The formula is expressed as:

$$n = \frac{Z^2 \times p \times (1-p)}{E^2}$$

n = required sample size

Z = Z-score corresponding to the desired confidence level (e.g., for a 95% confidence level, the Z-score is approximately 1.96)

p = estimated proportion of the population exhibiting a certain characteristic or outcome (if unknown, 0.5 is often used for maximum variability)

E = margin of error (desired level of precision)

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Therefore, in order to meet the research purpose and ensure the minimum sample size for data analysis, the sample size of this study is 385 full-time employees, so as to draw effective conclusions and provide feasible suggestions for improving employee job satisfaction in the future.

3.2 Variables

This study examines the relationship between five independent variables and one dependent variable, focusing on their impact within the four- and five-star hotel industry in Guangdong Province.

Independent Variables

The independent variables represent key human resource factors hypothesized to influence employee job satisfaction. These include:

1. **Compensation and Benefits:** Economic and non-economic rewards provided to employees, such as salary, bonuses, medical insurance, and housing subsidies.
2. **Performance Evaluation:** The process of assessing and providing feedback on employee performance, including its fairness and transparency.
3. **Training and Learning:** Opportunities for skill development, professional growth, and access to learning resources.
4. **Career Development:** Pathways for employee advancement, including promotions, role changes, and long-term career planning.
5. **Workplace Safety:** Measures and systems implemented to ensure employee safety and well-being in the workplace.

These variables were selected based on their established relevance to employee satisfaction in the hospitality industry and their alignment with the study's objectives.

Dependent Variable

The dependent variable is job satisfaction, which reflects employees' overall contentment with their work environment, roles, and organizational practices. Job satisfaction is a critical outcome variable in this study, as it directly influences employee retention, productivity, and service quality in the hotel industry.

3.3 Research Instrument

This study adopts a quantitative research approach to examine the causal relationships between the dependent variable (employee job satisfaction) and the five independent variables (compensation and benefits, performance evaluation, training and learning, career development, and workplace safety). The research instrument used is a structured survey questionnaire, designed to collect data that aligns with the study's objectives and hypotheses.

Design and Development of the Questionnaire

The questionnaire was developed with three key considerations to ensure rigor and validity:

1. **Clear Framework and Logic:** The questionnaire is structured to reflect the study's theoretical framework, ensuring a logical flow and alignment with the research objectives.
2. **Relevance and Detail:** Each question is carefully designed to closely relate to the study's theme, objectives, and hypotheses, ensuring high relevance and specificity.
3. **Ease of Implementation:** The questionnaire is user-friendly and straightforward, facilitating efficient data collection and minimizing respondent burden.

Structure of the Questionnaire

The survey questionnaire is divided into two main sections:

Section 1: Demographic Information

This section collects basic information about respondents, including:

- Gender
- Age
- Education level

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- Years of service
- Salary range
- Job nature (e.g., front-line staff, supervisor, manager)

These questions are presented as multiple-choice items to ensure ease of response and accurate data collection.

Section 2: Independent and Dependent Variables

This section investigates the five independent variables and the dependent variable (job satisfaction) through a series of questions. Questions are designed to measure respondents' perceptions of compensation and benefits, performance evaluation, training and learning, career development, workplace safety, and job satisfaction.

Responses are measured using a 5-point Likert scale, with the following options and corresponding scores:

Strongly agree = 5 points

Agree = 4 points

Neutral = 3 points

Disagree = 2 points

Strongly disagree = 1 point

This scale allows for the quantification of respondents' perceptions and attitudes, enabling robust statistical analysis.

3.4 Reliability and Validity Analysis

3.4.1 Reliability Analysis

To ensure the validity and internal consistency of the survey questionnaire data, this study employs Cronbach's Alpha coefficient (Cronbach, 1951) to assess the reliability of the instrument. Reliability is a critical indicator of the quality of a survey questionnaire, as it directly influences the accuracy and credibility of the study's findings. Cronbach's Alpha coefficient, first introduced by Lee Cronbach in 1951, is a statistical measure used to evaluate the internal consistency of a scale or questionnaire. It assesses the degree of correlation between the items in the questionnaire, with values ranging from 0 to 1. A value closer to 1 indicates higher reliability, suggesting that the items consistently measure the same underlying construct. This method is widely used to evaluate the reliability of instruments, including those utilizing Likert scales, such as the survey questionnaire in this study.

The standard formula for Cronbach's Alpha coefficient is as follows:

$$\alpha = nr / [(n-1)r + 1]$$

According to Koo and Li (2016), a Cronbach's Alpha value of at least 0.7 is considered the minimum acceptable threshold for reliability in survey research. To ensure the reliability of the questionnaire, this study conducted a preliminary reliability analysis using a subset of 30 responses from the total sample of 385.

The data were analyzed using professional statistical software to calculate the Cronbach's Alpha coefficients for each construct. The results show that all constructs have acceptable reliability, with Cronbach's Alpha coefficients well above the 0.7 threshold. Specifically, the Cronbach's Alpha for Compensation and Benefits is 0.756, Performance Evaluation is 0.781, Training and Learning is 0.829, Career Development is 0.784, Workplace Safety is 0.837, and Job Satisfaction is 0.774.

3.4.2 Validity Analysis

To ensure the quality and relevance of the survey questionnaire, this study employs content validity analysis based on the recommendations of three well-known industry experts. Content validity analysis is a widely recognized method used to evaluate whether the questionnaire items adequately represent the constructs being measured and align with the research objectives (Gliem & Gliem, 2003).

For this study, the Index of Item-Objective Congruence (IOC) is used to assess the content validity of the questionnaire. The IOC is a reliable and effective method for evaluating the consistency between the content of the questionnaire and the research objectives (Lawshe, 1975; Polit & Beck, 2006).

In the IOC analysis, each item in the questionnaire is evaluated using the following scoring system:

Score -1: The content is inconsistent with the research objectives or definitions.

Score 0: It is uncertain whether the content aligns with the research objectives.

Score 1: The content is consistent with the research objectives or definitions.

Interpretation of IOC Scores

The final IOC score for each item is interpreted as follows:

$IOC \geq 0.5$: The content of the questionnaire is relevant to the research objectives.

$IOC < 0.5$: The content of the questionnaire is irrelevant to the research objectives.

$0.5 < IOC < 1$: The overall research results are within an acceptable range.

Applying the IOC method ensured the survey questionnaire was relevant and aligned with the research objectives, thereby enhancing the validity and reliability of the findings.

This study invited three senior human resources experts in the industry to conduct IOC evaluations on the survey questionnaires. They all come from the human resources management positions in high-star hotels (one human resources director and two department managers), and all have more than 10 years of working experience. (The list of experts is provided in Appendix B.) The IOC results from three experts for all questionnaire items

ranged from 0.5 to 1.0, which is above the acceptable threshold of 0.5 (The IOC scoring table is shown in Appendix C).

3.5 Data Collection

This study employs an online survey method administered through the Wenjuanwang platform, a widely used and reliable data collection tool in China. The survey targets full-time employees working in four- and five-star hotels across Guangdong Province. To ensure methodological rigor, the questionnaire design incorporates validated scales aligned with the study's objectives, and pilot testing was conducted to refine question clarity and eliminate ambiguities. A convenience sampling approach was adopted due to its practicality and alignment with the study's focus on accessibility within the geographically dispersed hotel industry. Collaboration with human resource departments of participating hotels facilitated survey distribution through internal organizational channels, such as dedicated WeChat groups or email lists. This strategy ensured direct access to the target population while maintaining respondent anonymity.

3.6 Data Analysis Methods

To ensure the accuracy and rigor of this study, advanced statistical techniques are employed for data analysis. The analysis process includes descriptive statistics, regression analysis, multicollinearity assessment, and hypothesis testing, all of which are supported by relevant literature and methodological guidelines.

Descriptive Statistics

The data collected through the Likert scale questionnaire are analyzed using descriptive statistics to calculate the mean values for each variable. The interpretation of these mean values follows the guidelines established in the literature (Kemp, 2003; Mason & Perreault Jr., 1991), with the following numerical intervals:

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$4.20 \leq \text{Mean} \leq 5.00$: Highest level of agreement.

$3.40 \leq \text{Mean} \leq 4.19$: High level of agreement.

$2.60 \leq \text{Mean} \leq 3.39$: Moderate level of agreement.

$1.80 \leq \text{Mean} \leq 2.59$: Low level of agreement.

$1.00 \leq \text{Mean} \leq 1.79$: Lowest level of agreement.

These intervals provide a clear framework for interpreting the degree of alignment between the survey results and the study's objectives.

Regression analysis is used to examine the relationships between the independent variables (compensation and benefits, performance evaluation, training and learning, career development, and workplace safety) and the dependent variable (job satisfaction). The standardized coefficient (beta coefficient) is calculated to measure the change in the dependent variable for a unit increase in an independent variable, while holding other variables constant. The p-value is used to determine the statistical significance of these relationships, with a threshold of $p \leq 0.05$ indicating significance at the 5% level (Sheather, 2009).

Multicollinearity Assessment

To ensure the integrity of the regression analysis, multicollinearity is assessed using the Variance Inflation Factor (VIF). The VIF measures the degree of correlation between independent variables, with the following interpretation guidelines (Akinwande, Dikko, & Samson, 2015; Shrestha, 2020):

VIF < 5: Indicates no significant multicollinearity; the model is acceptable.

$5 \leq \text{VIF} \leq 10$: Suggests moderate multicollinearity; results should be interpreted with caution.

VIF > 10: Indicates severe multicollinearity; the model requires modification.

Hypothesis testing is employed to evaluate the credibility of the research hypotheses based on the collected data. This technique determines whether the relationships between variables are statistically significant. A p-value ≤ 0.05 indicates that the results are significant, providing evidence to support the hypothesis that the variables are related. Conversely, a p-value > 0.05 suggests no significant relationship between the variables (Smith, 2019).

The R-squared (R^2) value is used to evaluate the goodness of fit of the regression model. It represents the proportion of variance in the dependent variable explained by the independent variables. A higher R^2 value indicates a better fit of the model to the data (Field, 2024).



CHAPTER 4

ANALYTICAL RESULTS

The research topic of this study is "Key Human Resource Determinants of Job Satisfaction of Employees in Guangdong's Hotel Industry". The main data of this study was collected through an online questionnaire survey tool. A total of 385 questionnaires were collected. The researcher conducted a rigorous check on the validity and integrity of the study and used appropriate statistical software and statistical methods to analyze the data in order to achieve the expected research objectives. In this chapter, the data analysis results will be presented in a complete descriptive table. It will be divided into the following four parts to systematically organize the elaboration and detailed explanation.

4.1 Demographic Information Overview

4.2 Levels of Key Human Resource Determinants

4.3 Levels of Employee Job Satisfaction

4.4 Hypothesis Testing

4.1 Demographic Information Overview

A descriptive analysis was conducted on the demographic data collected from respondents through the questionnaire survey. Since this study targets full-time employees of four- and five-star hotels in Guangdong Province, screening questions were included at the beginning of the survey to ensure clarity, eliminate ambiguity, and maintain the validity and rigor of data collection. The pre-test screening criteria required respondents to (1) not hold a management position and (2) have at least one year of work experience in the hotel industry. All 385 participants met these conditions, accounting for 100% of the sample.

Table 4.1 Basic Information and Percentage of Respondents (n=385)

Demographic Information	Frequency	Percent
Gender		
Male	180	46.8
female	205	53.2
Age		
20-30 years old	89	23.1
31-40 years old	103	26.8
41-50 years old	82	21.3
51-60 years old	59	15.3
above 60 years old	52	13.5
Education		
Junior high school and below	46	11.9
High school	86	22.3
College	135	35.1
Bachelor's degree	88	22.9
Master's degree	21	5.5
Doctoral degree	9	2.3
Years of Service in the Hotel Industry		
1-3 year	148	38.4
4-6 years	92	23.9
7-9 years	76	19.7
10 years or more	69	17.9
Monthly salary (unit: yuan)		
2,500 yuan or less	57	14.8
2,501 – 3500 yuan	147	38.2
3,501 – 4,500 yuan	91	23.6
More than 4,500 yuan	90	23.4
Department		
Front Office (e.g., Reception, Guest Services)	78	20.3
Housekeeping (e.g., Room Attendants, Supervisors)	65	16.9
Food & Beverage (F&B) (e.g., Servers, Bartenders, Banquets)	26	6.8
Kitchen/Food Production (e.g., Chefs, Cooks)	48	12.5
Engineering/Maintenance	39	10.1
Finance/Accounting	14	3.6
Security	43	11.2
Human Resources	14	3.6
Sales & Marketing	51	13.2
Other	7	1.8

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Table 4.1 (Continue)

Demographic Information	Frequency	Percent
Star Rating of the Hotel You Work For		
4-star hotel	180	46.8
5-star hotel	205	53.2

Table 4.1 describes the basic demographic characteristics of the respondents related to the data of this study, including the following factors: gender, age, education level, years of service in the industry, monthly income, department position and current employment in a four-star or five-star hotel. The "Data" column indicates the number of individuals in each category, and the "Percentage" column indicates the proportion of each category in the total population sample. The following provides a comprehensive analysis:

Regarding gender: among the respondents, male account for 46.8% (180 people) of the total population sample, and female account for 53.2% (205 people) of the total population sample. Overall, there are more female employees.

Regarding age: among the respondents, there are 192 employees aged 40 and below, which is more than half of the total population (employees aged 31-40 ranked first, with a total of 103 people, accounting for 26.8%. Then there are employees aged 20-30, with a total of 89 people, accounting for 23.1%). The number of employees aged 41-50, 51-60 and over 60 accounted for 21.3% (82 people), 15.3% (59 people) and 13.5% (52 people) respectively, ranking third, fourth and fifth. The data shows that the hotel industry is currently dominated by young and middle-aged people (under 40 years old).

Regarding education: among the respondents, the largest number of people have a college degree, a total of 135 people (35.1%), followed by a bachelor's degree, accounting for 22.9% (88 people). Next is a high school degree, a total of 86 people (22.3%), a junior high school degree or below, a total of 46 people, accounting for 11.9%, and a master's and doctoral degree, a total of 30 people, accounting for less than 10% (including 21 masters (5.5%), 9 doctors (2.3%)). The data shows that college and undergraduate degrees are

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dominant in this industry, and the industry's educational requirements for employees are getting higher and higher.

Regarding years of service in the hotel industry: among the respondents, the working years are concentrated in 1-3 years, accounting for 38.4% (148 people), followed by 4-6 years, accounting for 23.9% (92 people), 7-9 years, accounting for 19.7% (76 people), and finally only 69 people have worked for more than 10 years, accounting for 17.9%. The data shows that most of the respondents have short working years in the industry.

Regarding monthly salary: among the respondents, those with a monthly salary of 2501-3000 yuan ranked first, with a total of 147 people (38.2%), followed by those with a monthly salary of 3501-4500 yuan, with a total of 91 people (23.6%), then those with a monthly salary of more than 4500 yuan, with 90 people (23.4%), and finally those with a monthly salary of less than 2500 yuan, with 57 people, accounting for 14.8%. The results show that most respondents have a monthly salary of 2501-3000 yuan, which is average.

Regarding department: among the respondents, the top three positions are front office department with 78 people (20.3%), housekeeping department with 65 people (16.9%) and sales & marketing department with 51 people (13.2%). The following positions are in order of number of people in kitchen/food production department with 48 people (12.5%), security department with 43 people (11.2%), engineering/maintenance department with 39 people (10.1%), food & beverage (F&B) department with 26 people (6.8%), finance/accounting department with 14 people (3.6%), human resources department with 14 people (3.6%) and others with 7 people (1.8%). The data shows that most of the positions of the respondents are distributed in the hotel's business departments (front office, housekeeping, sales & marketing).

Regarding the star rating of the hotel you work for: among the respondents, The number of people currently working in four-star/five-star hotels is 180 (46.8%) and 205 (53.2%) respectively. The number of respondents working in five-star hotels is slightly higher than that working in four-star hotels.

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4.2 Levels of Key Human Resource Determinants

Table 4.2 Mean and Standard Deviation of Compensation and Benefits

Compensation and Benefits	Mean	S.D.	Interpretation
My salary and benefits are fair compared to others in similar roles at my organization.	3.96	1.070	High
My compensation package (salary + benefits) is competitive compared to similar positions in other organizations.	3.98	1.096	High
I feel there are adequate opportunities for salary advancement in my role.	4.04	1.099	High
The benefits provided (e.g., healthcare, housing subsidies, meals) meet my needs and expectations.	3.98	1.101	High
The overall compensation system at my organization is transparent and easy to understand.	4.00	1.074	High
Overall	3.99	0.854	High

Table 4.2 shows the analysis results of compensation and benefits factors. The results show that:

The point “I feel there are adequate opportunities for salary advancement in my role” has the highest mean score (4.04 points) and a standard deviation of 1.099, indicating that the respondents generally agree that there are sufficient salary increase opportunities in their current positions.

The point “The overall compensation system at my organization is transparent and easy to understand” has the mean score of the hotel was ranked second (4 points), with a standard deviation of 1.074, indicating that the vast majority of respondents highly agree with the salary and benefits system implemented by the hotel where they currently work.

The point “My compensation package (salary + benefits) is competitive compared to similar positions in other organizations” ranked third, with mean score of 3.98 and a standard deviation of 1.096, indicating that the respondents generally agree that their compensation package is competitive compared to similar positions in other organizations.

deviation of 1.096, indicating that the respondents agreed that their current salary and benefits are competitive among similar occupations in the same industry.

The point “The benefits provided (e.g., healthcare, housing subsidies, meals) meet my needs and expectations” ranked fourth, with mean score of 3.98 and a standard deviation of 1.101. This means that the respondents generally agree that the benefits provided by the current hotel can meet their needs and expectations.

The point “My salary and benefits are fair compared to others in similar roles at my organization” ranked last, with mean score of 3.96 and a standard deviation of 1.070, indicating that respondents generally believe that their own salary and benefits are fair compared to others in similar positions within the organization.

The overall mean score of the compensation and benefits factor is 3.99, and the standard deviation is 0.854. The analysis results show that the respondents are relatively satisfied with the compensation and benefits system of the organization they are currently working for.

Table 4.2.1 Mean and Standard Deviation of Performance Evaluation

Performance Evaluation	Mean	S.D.	Interpretation
The performance evaluation system in my organization is fair and transparent.	3.65	1.250	High
My supervisor evaluates my performance based on clear and objective standards.	3.71	1.233	High
I receive constructive feedback that helps me improve my performance.	3.66	1.206	High

Table 4.2.1 (Continue)

Performance Evaluation	Mean	S.D.	Interpretation
The performance evaluation process motivates me to achieve my goals.	3.65	1.255	High
The results of my performance evaluations accurately reflect my contributions to the organization.	3.65	1.318	High
Overall	3.66	1.018	High

Table 4.2.1 shows the analysis results of performance evaluation factors. The results show that:

The point “My supervisor evaluates my performance based on clear and objective standards” has the highest mean score (3.71 points) and a standard deviation of 1.233, this indicates that respondents generally believe that their supervisors can evaluate their daily work performance based on clear and objective criteria.

The point “I receive constructive feedback that helps me improve my performance” was followed closely by a mean score of 3.66 and a standard deviation of 1.206. Respondents were more likely to agree that they received constructive feedback that helped improve their work performance.

The point “The performance evaluation system in my organization is fair and transparent” ranked third with a mean of 3.65 and a standard deviation of 1.250. Respondents are more likely to agree that the performance evaluation system of their organizations is fair and transparent.

The point “The performance evaluation process motivates me to achieve my goals” ranked fourth with a mean of 3.65 and a standard deviation of 1.255. Respondents are more likely to agree that the performance appraisal process can motivate them to achieve their goals.

The point “The results of my performance evaluations accurately reflect my contributions to the organization” ranked last, the mean score is 3.65 and the standard

deviation is 1.318. Respondents tend to agree that their performance evaluation results accurately reflect their contributions to the organization.

The overall mean of the performance evaluation factor is 3.66 points, and the standard deviation is 1.018. The results show that the respondents are relatively satisfied with the current performance evaluation work of their organizations.

Table 4.2.2 Mean and Standard Deviation of Training and Learning

Training and Learning	Mean	S.D.	Interpretation
The hotel provides regular training opportunities that are relevant to my role and responsibilities.	3.90	1.110	High
The training programs offered by the hotel help me develop new skills and improve my performance.	3.84	1.149	High
The hotel evaluates the effectiveness of training by measuring improvements in employee performance.	3.94	1.083	High
I feel supported by the hotel to pursue continuous learning and professional development.	3.85	1.179	High
The training I receive is practical and directly applicable to my daily work in the hotel.	3.88	1.178	High
Overall	3.88	0.898	High

Table 4.2.2 shows the analysis results of training and learning factors. The results show that:

The point “The hotel evaluates the effectiveness of training by measuring improvements in employee performance” has the highest mean score (3.94 points) and a standard deviation of 1.083. Respondents generally agree that their current organizations evaluate the overall effect of a training session by measuring whether employee performance has improved.

The point “The hotel provides regular training opportunities that are relevant to my role and responsibilities” ranked second, the mean is 3.90 and the standard deviation is 1.110. This shows that most of the employees interviewed are able to enjoy relevant training opportunities for various positions regularly provided by their organizations.

The point “The training I receive is practical and directly applicable to my daily work in the hotel” ranked third, the mean is 3.88 and the standard deviation is 1.178. This shows that the respondents generally feel that the training provided by the organization is very practical and can be directly applied to their daily work.

The point “I feel supported by the hotel to pursue continuous learning and professional development” ranked fourth, the mean is 3.85 and the standard deviation is 1.179. This shows that respondents generally feel that their organizations support employees in their own continuous learning and professional development.

The point “The training programs offered by the hotel help me develop new skills and improve my performance” ranked last, the mean is 3.84 and the standard deviation is 1.149. It shows that the respondents generally agreed that the training programs provided by the organization helped me develop new skills and improve my performance.

The overall mean of the training and learning factors was 3.88 points, with a standard deviation of 0.898. The results showed that the respondents were relatively satisfied with the various training and learning opportunities provided by their organizations.

Table 4.2.3 Mean and Standard Deviation of Career Development

Career Development	Mean	S.D.	Interpretation
The hotel has a clear and transparent internal promotion system.	3.84	1.187	High
The hotel offers clear and achievable opportunities for career progression.	3.78	1.146	High

Table 4.2.3 (Continue)

Career Development	Mean	S.D.	Interpretation
Promotion decisions in the hotel are fair and based on employee performance.	3.78	1.177	High
The hotel provides adequate support for employees' career planning and development.	3.84	1.100	High
I feel that my current role prepares me well for future career growth within the hotel.	3.78	1.281	High
Overall	3.80	0.942	High

Table 4.2.3 shows the analysis results of career development factors. The results show that:

The point "The hotel provides adequate support for employees' career planning and development" has the highest mean score (3.84 points) and a standard deviation of 1.100. This shows that the respondents feel strongly that the organization provides adequate support for employees' career planning and development.

The point "The hotel has a clear and transparent internal promotion system" ranked second, the mean is 3.84 and the standard deviation is 1.187. This shows that the respondents are relatively satisfied with the clear and transparent internal promotion system currently implemented by the organization.

The point "The hotel offers clear and achievable opportunities for career progression" ranked third, the mean is 3.78 and the standard deviation is 1.146. This indicates that respondents generally recognize the clear and feasible career development opportunities provided by the organization.

The point "Promotion decisions in the hotel are fair and based on employee performance" ranked fourth, the mean is 3.78 and the standard deviation is 1.177. This shows that the respondents are more accepting and supportive of the organization's promotion policy that is based on employee performance and is fair.

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The point “I feel that my current role prepares me well for future career growth within the hotel” ranked last, the mean is 3.78 and the standard deviation is 1.281. This shows that the respondents generally believe that the organization has made preparations for the future development of their current positions.

The overall mean of career development factors was 3.80 points, with a standard deviation of 0.942. The results showed that the respondents are satisfied with their current career development prospects.

Table 4.2.4 Mean and Standard Deviation of Workplace Safety

Workplace Safety	Mean	S.D.	Interpretation
The hotel has a clear and effective safety system in place to protect employees.	3.98	1.070	High
The hotel handles employee safety concerns and incidents fairly and promptly.	3.94	1.101	High
The hotel provides adequate support and resources to employees in case of accidents or injuries.	3.95	1.088	High
The hotel regularly evaluates and improves its safety policies to better protect employees.	3.88	1.141	High
I feel safe and secure in my working environment at the hotel.	3.92	1.167	High
Overall	3.93	0.865	High

Table 4.2.4 shows the analysis results of workplace safety factors. The results show that:

The point “The hotel has a clear and effective safety system in place to protect employees” has the highest mean score (3.98 points) and a standard deviation of 1.070. This shows that the respondents are relatively satisfied that the organization has a clear and effective security system to protect employees.

The point “The hotel provides adequate support and resources to employees in case of accidents or injuries” ranked second, the mean is 3.95 and the standard deviation is 1.088. This shows that the respondents are satisfied that the organization can provide adequate support in the event that an accident or injury occurs to employees during work.

The point “The hotel handles employee safety concerns and incidents fairly and promptly” ranked third, the mean is 3.94 and the standard deviation is 1.101. This shows that the respondents are more likely to agree that the organization handles employee safety issues and incidents fairly and promptly

The point “I feel safe and secure in my working environment at the hotel” ranked fourth, the mean is 3.92 and the standard deviation is 1.167. This shows that the respondents feel safe and secure in their current working environment.

The point “The hotel regularly evaluates and improves its safety policies to better protect employees.” ranked last, the mean is 3.88 and the standard deviation is 1.141. This indicates that respondents are more likely to agree that organizations should regularly evaluate and improve their security policies in order to better protect employees.

The overall mean of workplace safety factors was 3.93 points, with a standard deviation of 0.865. The results showed that the respondents felt safe in their current working environment.

4.3 Levels of Employee Job Satisfaction

Table 4.3 Mean and Standard Deviation of Employee Job Satisfaction

Job Satisfaction	Mean	S.D.	Interpretation
I find my current job in the hotel interesting and meaningful.	3.91	1.125	High
I feel proud to work for this hotel and would recommend it to others.	3.91	1.125	High
I feel motivated and engaged in my current role at the hotel.	3.91	1.138	High
I plan to stay with this hotel for the foreseeable future.	3.86	1.161	High
I am satisfied with the overall working conditions and environment at the hotel.	3.89	1.086	High
Overall	3.89	0.897	High

Table 4.3 shows the analysis results of employee job satisfaction factors. The results show that:

The point “I feel proud to work for this hotel and would recommend it to others” and point “I find my current job in the hotel interesting and meaningful” are tied for first place, with mean of 3.91 points and a standard deviation of 1.125 points. This indicates that the work of the respondent's current organization is interesting and meaningful, and that the respondent is proud to work for the current organization and would recommend it to others if given the opportunity.

The point “I feel motivated and engaged in my current role at the hotel” ranked third, the mean is 3.91 and the standard deviation is 1.138. This shows that the respondents are motivated and committed to their current jobs.

The point “I am satisfied with the overall working conditions and environment at the hotel” ranked fourth, the mean is 3.89 and the standard deviation is 1.086. This shows that the respondents are satisfied with the overall working conditions and environment of the organization where they are currently working.

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The point “I plan to stay with this hotel for the foreseeable future.” ranked last, the mean is 3.86 and the standard deviation is 1.161. This indicates that the respondents are likely to continue working in their current organization in the future.

The overall mean of employee job satisfaction factor is 3.89 points, and the standard deviation is 0.897. The results show that the respondents have high job satisfaction.

4.4 Hypothesis Testing

Table 4.4 Results of Linear Regression Analysis of Key Human Resource Determinants of Employee Job Satisfaction in Guangdong's Hotel Industry

Variable	Unstandardized Coefficients		Standardized Coefficients	t	p-value	VIF
	B	St. Error	Beta			
Constant	1.472	.254		5.793	.000**	
Compensation and benefits (CAB)	.114	.052	.108	2.175	.030*	1.210
Performance evaluation (PE)	.119	.053	.136	2.243	.025*	1.791
Training and learning (TAL)	.283	.052	.283	5.457	.000**	1.321
Career development (CD)	.056	.054	.058	1.022	.307	1.598
Workplace Safety (WS)	.057	.059	.055	.955	.340	1.610

R=0.476, R²=0.226 Adj. R²=0.216, S.E.est=0.794, F=22.146, p-value= 0.000**

* p<0.05; ** p<0.01

As shown in Table 4.4, the multivariate regression analysis shows that the overall model is statistically significant ($F = 22.146$, $p < .001$), explaining about 23% of the variance in employee job satisfaction. Specifically, compensation and benefits, performance evaluation, training and learning have a statistically significant positive impact on job satisfaction,

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supporting Hypotheses 1, 2, and 3 of this study. Among them, the impact of training and learning factors is the most significant (Beta is 0.283), and performance evaluation factors (Beta is 0.136) and compensation and benefits factors (Beta is 0.108) rank second and third, respectively. In contrast, career development factors and workplace safety factors do not show a significant impact on job satisfaction in this model, so Hypotheses 4 and 5 of this study are not supported.



CHAPTER 5

CONCLUSION AND DISCUSSION

This study focuses on analyzing and studying the key human resource factors that affect the job satisfaction of non-management employees in four- and five-star hotels in Guangdong Province. From the perspective of human resource management, this study selected factors such as compensation and benefits (CAB), performance evaluation (PE), training and learning (TAL), career development (CD) and workplace safety (WS) as key human resource factors for analysis and research, namely independent variables. The dependent variable is job satisfaction (JS). In order to ensure the validity and completeness of the survey data, this study surveyed a total of 385 respondents through an online questionnaire survey. At the same time, due to the dispersion of the survey subjects and the uncertainty of their positions, to directly contact the survey subjects, we designed two pre-screening questions to ensure the validity of the survey data. By using appropriate statistical analysis methods to analyze and statistically analyze the 385 data, the analysis results were obtained, and finally the hypothesis test was performed. In this chapter, the data analysis results of the above chapters will continue to be explained and discussed in more detail, and finally relevant suggestions for future research will be put forward.

5.1 Conclusion

5.1.1 Pre-screening

Since the survey subjects of this study are full-time employees of four- and five-star hotels in Guangdong Province, in order to ensure the validity and rigor of the collected data, the potentially invalid data were checked in the preliminary stage to improve the clarity of the questions and eliminate ambiguity. This strategy ensures direct contact with the target

population while maintaining the anonymity of the respondents. 100% of the data collected are non-management employees who have been in the industry for at least one year.

5.1.2 Demographic Information Overview

Among the 385 respondents in this study, according to the data analysis results, among the 385 respondents in this study, the proportion of females (53.2%) was slightly higher than that of males (46.8%), and the gender bias of the population sample was not high. In terms of age, employees under the age of 40 account for a dominant proportion of 49.9%, nearly half of the respondents, among whom the majority are in the 31-40 age group (26.8%), indicating that the respondents are mainly young and middle-aged people. In terms of educational level, respondents with college degree ranked first, totaling 135 people, accounting for 35.1%. The second educational level was high school education, accounting for 22.3%. It is worth noting that people with high education (masters, doctors) accounted for only 7.8%, which was 4.1% less than the junior high school education and below (11.9%). The results of the years of working in the hotel industry show that the top level is 1-3 years of industry experience, accounting for 38.4%, followed by 4-6 years of industry experience, accounting for 23.9%. Respondents with 7-9 years and more than 10 years of work experience accounted for only 19.7% and 17.9% respectively. Most respondents have little industry work experience. In terms of monthly salary, respondents with a salary level between 2501-3500 yuan ranked first with 38.2%, and those with a salary level of 3501-4500 yuan and more than 4500 yuan accounted for 23.6% and 23.4% respectively, and those with a salary level below 2500 yuan accounted for 14.8%. The salary level of most respondents remained between 2501-3500 yuan. As for department distribution, the front office department, housekeeping department, and sales & marketing department ranked the top three, accounting for 20.3%, 16.9% and 13.2% respectively, while the kitchen/food production department, security department, and engineering/maintenance department followed closely in fourth, fifth and sixth place with 12.5%, 11.2% and 10.1% respectively, and the catering department, finance/accounting department, human resources department, and others ranked seventh,

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eighth, ninth and last with 6.8%, 3.6%, 3.6% and 1.8% respectively. The results show that the vast majority of respondents are from business departments within the industry, followed closely by logistics support departments, and the least number of people are from functional departments. Finally, the proportion of respondents currently working in five-star hotels (53.2%) is slightly higher than those working in four-star hotels (46.8%), and more respondents would prefer to work in hotels with higher star ratings.

5.1.3 Levels of Key Human Resource Determinants

The analysis results of compensation and benefits factors show that the vast majority of respondents agree that their current positions provide them with sufficient opportunities for salary increases (mean=4.04, SD=1.099); they strongly agree with the salary and benefits system implemented by their current organizations (mean=4.00, SD=1.074); and they also believe that the salary and benefits they currently enjoy not only meet their own needs and expectations (mean=3.98, SD=1.101), but are also competitive with similar positions in the same industry (mean=3.98, SD=1.096). As for the salary and benefits of similar positions within the same organization, it is still relatively fair (mean=3.96, SD=1.070).

The analysis results of performance evaluation factors show that respondents are satisfied that their direct supervisors can evaluate their daily performance based on clear and objective standards (mean=3.71, SD=1.233) and are more likely to agree that they receive constructive feedback that helps improve their daily work performance (mean=3.66, SD=1.206). In contrast, they are more satisfied and recognize the overall performance management work of their current organization, such as the fairness and transparency of the performance evaluation system (mean=3.65, SD=1.250), the performance evaluation process motivating them to achieve their goals (mean=3.65, SD=1.255), and the evaluation results accurately reflecting their contributions to the organization (mean=3.65, SD=1.318).

The results of the training and learning factor analysis show that most respondents agree that the organization evaluates the effect of each training session by measuring the degree of employee performance improvement (mean = 3.94, SD = 1.083), and are also very

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satisfied with the organization's regular provision of training opportunities related to job responsibilities (mean = 3.90, SD = 1.11). Respondents also generally believe that the training they have participated in can be directly used in the daily work of their organization (mean = 3.88, SD = 1.178). In contrast, in terms of achieving professional development through continuous learning (mean = 3.85, SD = 1.179) and improving performance through training new skills (mean = 3.84, SD = 1.149), the organization's comprehensive support has some disagreements with the above discussion.

The results of the career development factor analysis show that most respondents recognize the clear and transparent internal promotion system implemented by their current organizations (mean = 3.84, SD = 1.187) and that the organization fully supports their career planning and development (mean = 3.84, SD = 1.100). In contrast, they are also satisfied with the clear and feasible career development opportunities provided by the organization (mean = 3.78, SD = 1.146) and fair promotion based on employee performance (mean = 3.78, SD = 1.177). The respondents believe that the stability of their recognition of whether the organization is fully prepared for the future career development of their current positions is average (mean = 3.78, SD = 1.281).

The results of the workplace safety factor analysis show that most respondents are very satisfied with the fact that their current organization has a clear and effective safety system to protect employees (mean = 3.98, SD = 1.070), and are also relatively satisfied with the positive response and adequate support provided to employees after accidents or injuries during work (mean = 3.95, SD = 1.088). Employees are highly satisfied with the organization's ability to handle employee safety issues fairly and promptly (mean = 3.94, SD = 1.101) and make employees feel safe in the work environment (mean = 3.92, SD = 1.167). Finally, more respondents also agreed that the organization can regularly evaluate and improve internal workplace safety policies to better protect employees (mean = 3.88, SD = 1.141).

In summary, according to the analysis results of 385 data, the respondents have a high degree of satisfaction with the current human resource management of their current

organizations, including the salary and benefits system (overall mean = 3.99, SD = 0.854), performance evaluation system (overall mean = 3.66, SD = 1.018), training and learning opportunities (overall mean = 3.88, SD = 0.898), career development opportunities (overall mean = 3.80, SD = 0.942) and workplace safety (overall mean = 3.93, SD = 0.865).

5.1.4 Levels of Employee Job Satisfaction

The results of the data analysis showed that most respondents were highly satisfied with their daily work in their current organization (overall mean = 3.89, SD = 0.897), and were more likely to stay in the organization in the future and were more willing to recommend others to work in the same organization.

5.1.5 Hypothesis Testing

Hypothesis testing, primarily quantified by a p-value, is employed to evaluate the statistical credibility of research hypotheses using empirical data. Conventionally, a p-value ≤ 0.05 indicates statistical significance, providing evidence for a hypothesized relationship between variables (Smith, 2019). Furthermore, a more stringent threshold of p-value ≤ 0.01 is often used to denote highly statistically significant findings, reflecting even stronger evidence.

This study mainly analyzes the impact of five independent variables, namely salary and benefits, performance appraisal, training and learning, career development, and workplace safety, on the job satisfaction of employees in four- and five-star hotels in Guangdong Province. The data analysis results of 385 valid questionnaires show that the overall job satisfaction of employees is high (mean = 3.89, S.D. = 0.897). Based on the data results of multiple regression analysis and the interpretation of p-value results, among the five independent variables in this study, the training and learning factor has the most significant positive impact on employee job satisfaction (dependent variable) ($p=0.000$), followed by performance evaluation factors ($p=0.025$) and compensation and benefits factors ($p=0.030$), both of which have significant positive effects on employee job satisfaction. In contrast, career

development factors ($p=.307$) and workplace safety factors ($p=.340$) have no significant effects.

5.2 Discussion

1. The training and learning variable have a significant impact on employee job satisfaction ($p<0.01$), becoming the first variable with the greatest impact among the five independent variables in this study. This result is consistent with the findings of (Jiang et al., 2005b), who showed that structured training can not only improve employees' professional capabilities, but also significantly improve employees' overall job satisfaction. The high standardized coefficient indicates that employees attach great importance to opportunities for continuous learning and training, which proves the importance of having a complete and systematic training and learning system for retaining talents and maintaining competitive advantages in the four- and five-star hotel industry.

2. The performance evaluation variable and the compensation and benefits variable also show a significant positive impact on employee job satisfaction ($p < 0.05$). These data further support the findings of Keeping and Levy (2000), who emphasized that a fair and transparent evaluation mechanism can clearly define expected goals and provide employees with meaningful performance feedback, thereby improving employee job satisfaction. Hotel management should provide each employee with a transparent and fair performance evaluation system in a fair and just manner, with the aim of increasing employee motivation while maintaining employee retention. This is consistent with the findings of Jaworski et al (2018), which showed that employees' satisfaction with a fair pay and benefits system significantly affects their job satisfaction. The data analysis results show that a hotel with a reasonable, fair, just and highly competitive salary and benefits system in the hotel industry has always played an irreplaceable and key role in maintaining employee job satisfaction and loyalty. This also demonstrates the urgent need for Guangdong's four- and five-star hotel industry to regularly benchmark and adjust employee compensation structures to meet or

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exceed market standards, especially given that hotel employee salaries in the region currently fall below the average for similar service industries (Human Resources and Social Security Department of Guangdong Province, 2024). To sum up, in the current ever-changing market economy environment, as the management of the four- and five-star hotel industry, we need to have a strategic thinking that adapts to the trend of the times, adhere to the "people-oriented" principle, and continuously improve and perfect a fair, equitable, transparent, and industry-competitive salary and welfare system and performance appraisal system, so as to continuously maintain high employee job satisfaction.

3. It is worth noting that, the remaining two variables, career development variable and workplace safety variable, did not produce statistically significant results in this study context. According to the final data analysis, career development variable and workplace safety variable did not significantly affect employee job satisfaction. These findings are partially contrary to the results of previous studies (e.g. Gu and Xiao (2009) and Goetzel et al (2003), which emphasized the importance of clear career development opportunities and workplace safety measures. A plausible explanation for this difference in results is that employees of four- and five-star hotels in Guangdong tend to prioritize immediate tangible rewards such as fair salary and benefits, training and learning opportunities because these tangible rewards can directly meet the needs of employees, rather than clear career development opportunities/directions and a safe workplace environment. This is due to the evolving pressures of the global economy and the rapid transformation of the hotel industry after the COVID-19 pandemic.

5.3 Recommendations

1. In view of the fact that, among the human resource variables, training and learning variable have a significant impact on employee job satisfaction, hotel management should regularly invest certain financial resources to improve and enhance structured, continuous professional skills training and learning development programs based on the organization's

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strategic development goals and professional skills needs. These programs can not only improve employees' technical skills, but also enhance their customer service capabilities, while improving employee confidence and work enthusiasm, and ultimately improve employees' overall job satisfaction.

2. The hotel industry should improve a highly competitive compensation and benefits system in the industry to maintain its competitive advantage. As the management of high-end hotels, it is even more necessary to emphasize the transparency and fairness of salary and benefits within the organization to ensure that employees' cognition is consistent with the strategic goals of the organization. At the same time, it is necessary to regularly adjust the salary and benefits system according to the economic development of today's society to ensure that hotel companies can continue to adapt to social development.

3. Organizations should strengthen the culture of the internal performance evaluation system and establish a comprehensive, transparent and fair performance evaluation system. Managers should actively guide employees to participate in the performance evaluation and feedback process according to the strategic development of the organization, clearly communicate performance expectations, and provide constructive feedback regularly. If conditions permit, they can even link performance appraisal bonuses with monthly salaries to motivate employees to work actively, thereby achieving the effect of continuously improving employee job satisfaction.

According to the results of this study, although the two factors of career development (CD) and workplace safety (WS) have no significant impact on employee job satisfaction, it does not mean that these two factors have no impact on employee job satisfaction. As the management of high-end hotel industry such as four-star and five-star hotels in Guangdong Province, we still need to pay more attention to these two aspects, at least to meet the minimum requirements of the industry.

4. In terms of career development, the structured career development framework can be improved to design clear and multi-level career development directions for each department (such as front office department, housekeeping department). Clear promotion

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standards and directions can help employees see long-term development opportunities and reduce their willingness to leave. Second, improve the job rotation mechanism. Encourage employees across the same/similar functional areas (such as catering department and front office department) to conduct regular job rotation to broaden employees' skill sets, improve their professionalism and clarify potential career development trajectories to meet employees' diverse career development directions within the hotel.

5. In terms of workplace safety, it is recommended to improve the regular safety audit and risk assessment mechanism. Schedule monthly inspections and current hazard identification meetings in high-risk areas of the hotel (e.g. kitchen, housekeeping) to proactively address emerging/potential hazards. Transparent sharing of audit results can enhance trust in management's commitment to safety.



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APPENDIX A

QUESTIONNAIRE

Research topic: Key Human Resource Determinants of Job Satisfaction Among Employees in Guangdong's Hotel Industry

Thank you very much for taking the time to participate in this survey. Your input is invaluable to this research, which aims to explore the impact of key human resource factors—compensation and benefits, performance evaluation, training and learning, career development, and workplace safety—on job satisfaction in the hotel industry.

Your responses will be treated with the utmost confidentiality. All data collected will be used solely for academic research purposes and will not have any negative impact on you or your organization. Your participation is entirely voluntary, and your honest feedback is greatly appreciated.

This survey is a crucial part of my research, and your cooperation will contribute significantly to understanding and improving job satisfaction in Guangdong's hotel industry. Please feel free to provide your responses openly and honestly.

Thank you once again for your time and valuable contribution.

Mr. Weihui Lai

Program: Master of Business Administration in Industrial Business Administration

(International Program) KMITL Business School

Screening Question

Question 1. Are you currently working in a management position?

- Yes (Thank you for your time) No (Proceed to Question 2)

Question 2. Have you worked in the hotel industry for at least 1 year?

- Yes (Proceed to Part I) No (Thank you for your time)

Part 1: Demographics

Please select the information that best describes you and click on the box() by ✓

1. Gender

- Male Female

2. Age

- 20-30 years old 31-40 years old
 41-50 years old 51-60 years old
 above 60 years old

3. Education

- Junior high school and below High school
 College Bachelor degree
 Master degree Doctoral degree

4. Years of Service in the Hotel Industry

- 1-3 year 4-6 years
 7-9 years 10 years or more

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5. Monthly salary (unit: yuan)

- 2,500 yuan or less 2,501 - 3500 yuan
- 3,501 – 4,500 yuan More than 4,500 yuan

6. Department

- Front Office (e.g., Reception, Guest Services)
- Housekeeping (e.g., Room Attendants, Supervisors)
- Food & Beverage (F&B) (e.g., Servers, Bartenders, Banquets)
- Kitchen/Food Production (e.g., Chefs, Cooks)
- Engineering/Maintenance
- Finance/Accounting
- Security
- Human Resources
- Sales & Marketing
- Other

7. Star Rating of the Hotel You Work For

- 4-star hotel 5-star hotel

Part 2: Factors affecting job satisfaction of employees in four- and five-star hotel industries

Please evaluate and fill in the following questions based on your actual feelings in actual work, and select the option that best represents your opinion after each question (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

Variable	Opinion Level				
	1	2	3	4	5
Compensation and Benefits					
My salary and benefits are fair compared to others in similar roles at my organization.					
My compensation package (salary + benefits) is competitive compared to similar positions in other organizations.					
I feel there are adequate opportunities for salary advancement in my role.					
The benefits provided (e.g., healthcare, housing subsidies, meals) meet my needs and expectations.					
The overall compensation system at my organization is transparent and easy to understand.					
Performance Evaluation					
The performance evaluation system in my organization is fair and transparent.					
My supervisor evaluates my performance based on clear and objective standards.					
I receive constructive feedback that helps me improve my performance.					
The performance evaluation process motivates me					

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Variable	Opinion Level				
	1	2	3	4	5
to achieve my goals.					
The results of my performance evaluations accurately reflect my contributions to the organization.					
Training and Learning					
The hotel provides regular training opportunities that are relevant to my role and responsibilities.					
The training programs offered by the hotel help me develop new skills and improve my performance.					
The hotel evaluates the effectiveness of training by measuring improvements in employee performance.					
I feel supported by the hotel to pursue continuous learning and professional development.					
The training I receive is practical and directly applicable to my daily work in the hotel.					
Career Development					
The hotel has a clear and transparent internal promotion system.					
The hotel offers clear and achievable opportunities for career progression.					
Promotion decisions in the hotel are fair and based on employee performance.					
The hotel provides adequate support for employees' career planning and development.					
I feel that my current role prepares me well for					

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Variable	Opinion Level				
	1	2	3	4	5
future career growth within the hotel.					
Workplace Safety					
The hotel has a clear and effective safety system in place to protect employees.					
The hotel handles employee safety concerns and incidents fairly and promptly.					
The hotel provides adequate support and resources to employees in case of accidents or injuries.					
The hotel regularly evaluates and improves its safety policies to better protect employees.					
I feel safe and secure in my working environment at the hotel.					
Job Satisfaction					
I find my current job in the hotel interesting and meaningful.					
I feel proud to work for this hotel and would recommend it to others.					
I feel motivated and engaged in my current role at the hotel.					
I plan to stay with this hotel for the foreseeable future.					
I am satisfied with the overall working conditions and environment at the hotel.					

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APPENDIX B

IOC EXPERTS LIST

The contents of the survey questionnaires used in this research institute have all been verified and evaluated by experts in the industry and are ready for use. The list of experts is as follows:

Expert 1: Xu Lun

Human Resources Director.

Currently working in a five-star hotel in Guangdong Province.

19 years of experience in hotel human resources administration industry.

Expert 2: Zhouni Wu

Human Resources and Administration Manager.

Currently working in a five-star hotel in Guangdong Province.

16 years of experience in hotel human resources administration industry.

Expert 3: Chen Chen

Human Resources Manager.

Currently working in a four-star hotel in Guangdong Province.

11 years of experience in hotel human resources administration industry.



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APPENDIX C

EXPERT IOC EVALUATION FORM

Appendix C presents the detailed scores after the evaluation of the survey questionnaire for this study by three industry expert groups (A = Chen Chen, B = Xu Lun, C = Zhouni Wu).

Question	Items	A	B	C	Total Score	Meaning
Screening Question						
1	Are you currently working in a management position? Yes (Thank you for your time) No (Proceed to Question 2)	1	1	1	1	Pass
2	Have you worked in the hotel industry for at least 1 year? Yes (Proceed to Part I) No (Thank you for your time)	1	1	1	1	Pass
Part 1: Demographics						
3	Gender Male Female	1	1	1	1	Pass
4	Age 20-30 years old 31-40 years old 41-50 years old 51-60 years old above 60 years old	1	1	1	1	Pass
5	Education Junior high school and below High school College Bachelor degree Master degree Doctoral degree	1	1	1	1	Pass
6	Years of Service in the Hotel Industry 1-3 year 4-6 years 7-9 years 10 years or more	1	1	1	1	Pass

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Question	Items	A	B	C	Total Score	Meaning
7	Monthly salary (unit: yuan) 2,500 yuan or less 2,501 - 3500 yuan 3,501 – 4,500 yuan More than 4,500 yuan	1	1	1	1	Pass
8	Department Front Office (e.g., Reception, Guest Services) Housekeeping (e.g., Room Attendants, Supervisors) Food & Beverage (F&B) (e.g., Servers, Bartenders, Banquets) Kitchen/Food Production (e.g., Chefs, Cooks) Engineering/Maintenance Finance/Accounting Security Human Resources Sales & Marketing Other	1	1	1	1	Pass
9	Star Rating of the Hotel You Work For 4-star hotel 5- 5-star hotel	1	1	1	1	Pass
Part 2: Factors affecting job satisfaction of employees in four- and five-star hotel industries						
Compensation and Benefits						
10	My salary and benefits are fair compared to others in similar roles at my organization.	1	1	1	1	Pass
11	My compensation package (salary + benefits) is competitive compared to similar positions in other organizations.	0	1	1	0.67	Pass
12	I feel there are adequate opportunities for salary advancement in my role.	1	1	1	1	Pass
13	The benefits provided (e.g., healthcare, housing subsidies, meals) meet my needs and expectations.	1	0	1	0.67	Pass

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Question	Items	A	B	C	Total Score	Meaning
14	The overall compensation system at my organization is transparent and easy to understand.	1	1	1	1	Pass
Performance Evaluation						
15	The performance evaluation system in my organization is fair and transparent.	1	1	1	1	Pass
16	My supervisor evaluates my performance based on clear and objective standards.	1	1	1	1	Pass
17	I receive constructive feedback that helps me improve my performance.	1	1	1	1	Pass
18	The performance evaluation process motivates me to achieve my goals.	1	0	1	0.67	Pass
19	The results of my performance evaluations accurately reflect my contributions to the organization.	1	1	1	1	Pass
Training and Learning						
20	The hotel provides regular training opportunities that are relevant to my role and responsibilities.	1	1	1	1	Pass
21	The training programs offered by the hotel help me develop new skills and improve my performance.	1	1	0	0.67	Pass
22	The hotel evaluates the effectiveness of training by measuring improvements in employee performance.	1	1	1	1	Pass
23	I feel supported by the hotel to pursue continuous learning and professional development.	1	1	1	1	Pass
24	The training I receive is practical and directly applicable to my daily work in the hotel.	1	1	1	1	Pass
Career Development						
25	The hotel has a clear and transparent internal promotion system.	1	1	1	1	Pass

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Question	Items	A	B	C	Total Score	Meaning
26	The hotel offers clear and achievable opportunities for career progression.	1	1	1	1	Pass
27	Promotion decisions in the hotel are fair and based on employee performance.	1	1	1	1	Pass
28	The hotel provides adequate support for employees' career planning and development.	1	1	1	1	Pass
29	I feel that my current role prepares me well for future career growth within the hotel.	0	1	1	0.67	Pass
Workplace Safety						
30	The hotel has a clear and effective safety system in place to protect employees.	1	1	1	1	Pass
31	The hotel handles employee safety concerns and incidents fairly and promptly.	1	1	1	1	Pass
32	The hotel provides adequate support and resources to employees in case of accidents or injuries.	1	1	1	1	Pass
33	The hotel regularly evaluates and improves its safety policies to better protect employees.	1	1	1	1	Pass
34	I feel safe and secure in my working environment at the hotel.	1	1	1	1	Pass
Job Satisfaction						
35	I find my current job in the hotel interesting and meaningful.	1	1	1	1	Pass
36	I feel proud to work for this hotel and would recommend it to others.	1	1	1	1	Pass
37	I feel motivated and engaged in my current role at the hotel.	1	1	1	1	Pass
38	I plan to stay with this hotel for the foreseeable future.	0	1	1	0.67	Pass

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Question	Items	A	B	C	Total Score	Meaning
39	I am satisfied with the overall working conditions and environment at the hotel.	1	1	1	1	Pass

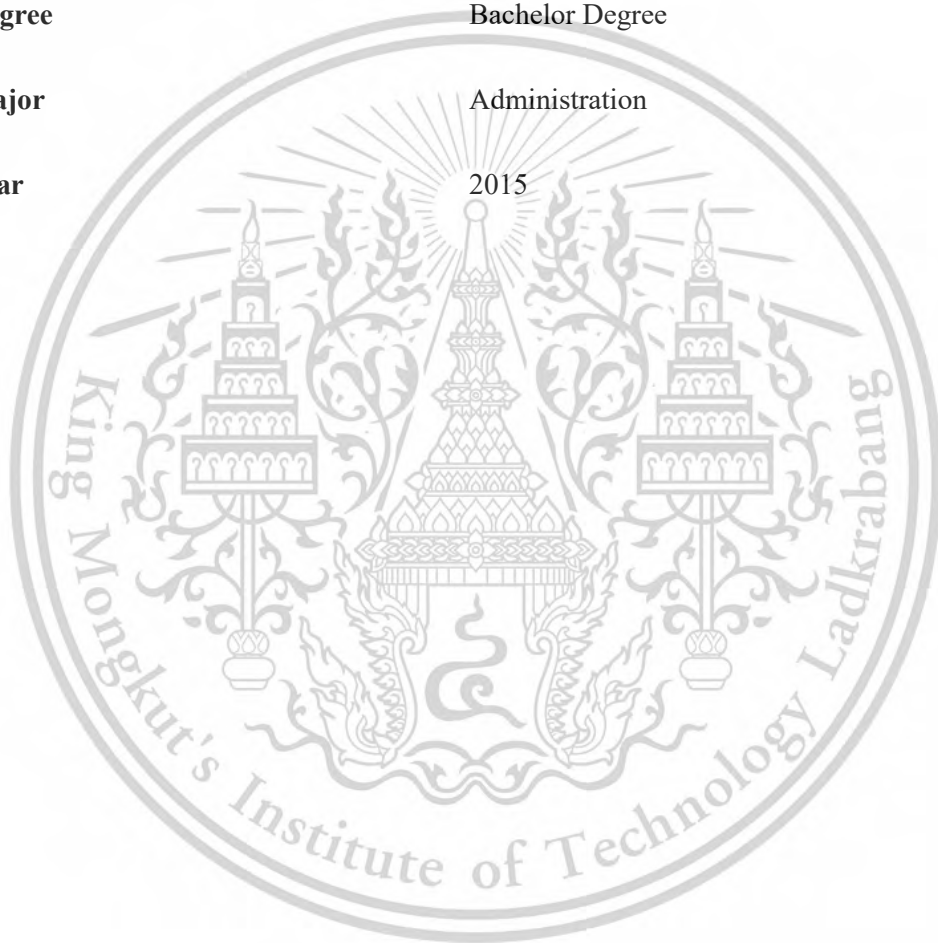


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