

Job Satisfaction of Hospitality Employees of the Department of Tourism Accredited Hotels in Baguio City

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A high level of job satisfaction among workers in the hospitality industry improves the level of satisfaction among its guests. This study determined the level of job satisfaction of employees according to the identified factors which are perceived essential and will increase the employee's level of performance. The study was composed of 219 rank and file employees. The study made use of a descriptive method to answer the research objectives. The findings showed that the employees of the DOT accredited hotels in Baguio City are very satisfied. The level of job satisfaction of Generation X and Millennials were both satisfied. However, younger employees are less satisfied with their jobs than older employees. Job satisfaction of hospitality employees according to gender showed that male employees were more satisfied than female employees. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. Job satisfaction of hospitality employees varies according to their highest educational attainment. The findings showed that the higher the level of educational attainment among hospitality employees, the higher their satisfaction level. The employees believed that salaries and wages remain the most dominant factor in increasing their job satisfaction level.

Keywords: job satisfaction, performance, hospitality employees, job factors, accredited hotels

Introduction

Over the decades, tourism has experienced continued growth and deepening diversification to become one of the world's fastest-growing economic sectors. Modern tourism is closely linked to development and encompasses a growing number of new destinations. These dynamics have turned tourism into a critical driver for socio-economic progress. Tourism has become one of the major players in international commerce and represents, at the same time, one of the primary income sources for many developing countries (World Tourism Organization [UNWTO], 2017).

Baguio City, the summer capital and a major tourist destination in the Philippines, has recorded a 15.7-percent increase in tourist arrivals during the first quarter of 2017 (The City Government of Baguio, 2020).

These increases in tourist arrivals put more pressure on hotels' employees to keep up with the guest's and tourist's expectations in providing quality products and services. Hospitality employees must be satisfied with their jobs to rally those people they are working with and under their supervision.

Literature Review

Worldwide research projects have suggested that employee turnover is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees is about 50 percent and about 25 percent for management staff. According to research conducted by the Hotel and Motel Association in Britain, estimates of average annual employee turnover range from around 60 to 300 percent (Gazioglu & Tansel, 2006).

As such, the correlation between job satisfaction and performance has been studied by many researchers because it is of significant interest to the entire administration and human resource management in a global setting. Job satisfaction of employees plays a crucial factor in determining job performance. High-performing individuals will assist institutions in achieving their strategic aims, mission, and vision, thus sustaining the organization's competitive advantage (Wilkin, 2013).

Major Content Theories of Job Satisfaction

Content Theories mainly deal with determining the satisfaction levels of particular needs and their priority. These theories are still crucial for understanding what motivates people at work (Robbins, 2005).

Herzberg Two-Factor Theory

Frederick Herzberg came up with a theory closely related to Maslow's hierarchy of human needs theory and introduced the two-factor theory of motivation. According to Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, "motivators" and "hygiene". According to him, certain factors that would directly motivate employees and cause satisfaction are intrinsic. Herzberg calls these factors the "motivators" which give intrinsic satisfaction and represent the need for self-actualization and growth. The motivators are based on personal perceptions and inner feelings, including achievement, experience, the work itself, responsibility, and status through promotion and opportunity for growth and advancement. On the other hand, "hygiene" factors lead to extrinsic satisfaction and cause dissatisfaction, including supervision, interpersonal relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security, and physical working conditions (Tan & Waheed, 2011).

Factors Influencing Job Satisfaction

A study by Dartey-Baah and Amoako (2011) states the factors affecting job satisfaction as follows: feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, well-coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Inuwa, 2016). All these kinds of studies support the idea that employee satisfaction has many aspects and is influenced by various factors (Zaim, Yaşar, & Ünal, 2012).

Significance of the Study

This study would help managers, owners, and other stakeholders in the hospitality and tourism industry to determine the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City. Strategies and programs would be developed to address the areas where the employees are dissatisfied and further enhance job factors that satisfy them.

Objectives of the Study

This study aimed to determine the job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City.

Specifically, this paper sought to:

1. determine the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City along with organizational factors, work environmental factors, and work itself;
2. determine if there is a significant difference in the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City when grouped according to the classification of the hotel, assigned department, and personal factors;
3. identify the most dominant factors that affect the job satisfaction level of hospitality employees of the Department of Tourism accredited hotels in Baguio City.

Methodology

This study made use of a descriptive method to answer the research objectives.

Study Design

Using descriptive research design, the respondents were asked to answer the questionnaires using quantifiable values with their specific descriptive interpretations. The research objectives were answered using the mean, analysis of variance, and ranks.

The Population of the Study

The study population and locale were limited to 219 regular ranks, and file employees of three 4-Star hotels and 19 3-Star hotels in Baguio City are accredited by the Department of Tourism-Cordillera Administrative Region (DOT-CAR). The total respondents consisted of 124 employees of 3-Star hotels, while there were 95 employees of 4-Star hotels. Table 1 shows the demographic profiles of the respondents.

Table 1

Demographic Profile of the Respondents

		Frequency (f)	Percentage (%)
Hotel classification	3-Star hotels	124	28.57
	4-Star hotels	95	71.43
	Total	219	100.00
Department	Executive/Administrative	9	4.11
	Front Office	29	13.24
	Housekeeping	63	28.77
	Food and Beverage	75	34.25
	Accounting/Finance	7	3.20
	Sales & Marketing	14	6.39
	Human Resource	14	6.39
	Engineering & Maintenance	8	3.65
	Total	219	100.00
Gender	Male	84	40.64
	Female	130	59.36
	Total	219	100.00
Age	18-36 years old (Millennials)	191	87.21
	37-57 years old (Generation X)	28	12.79
	Total	219	100.00
Highest educational attainment	High School	8	3.65
	Technical/Vocational	4	1.83
	Undergraduate/College	207	94.52
	Total	219	100.00

Data Gathering Tool

A checklist-type of questionnaire was used to gather the needed information in the study. The questionnaire has three parts. Part one contains the personal factors and demographic profile of the respondents. Part two contained questions related to job satisfaction and were rated using the 4-point Likert Scale. The third part contains items related to the factors influencing the employees' level of job satisfaction and ranked according to the degree of importance.

Data Gathering Procedure

A letter to float questionnaire for approval and endorsement was secured from the Regional Director of Department of Tourism-Cordillera Administrative Region (DOT-CAR), which encouraged active participation of the identified hospitality and tourism-oriented establishments.

Treatment of Data

The study utilized frequencies, weighted means, *t*-test, analysis of variance, and ranking. All of the data gathered through the questionnaires were encoded in the IBM Statistical Package for the Social Sciences (SPSS).

Based on the Likert scale responses, the following statistical limits and verbal interpretation table were used in interpreting the weighted means.

Scale value	Verbal interpretation	Description
4 3.26-4.00	Very satisfied	Overall satisfaction of the factor meets my requirements and expectations <i>ALL the time</i> .
3 2.51-3.25	Satisfied	Overall satisfaction of the factor meets my requirements and expectations <i>MOST of the time</i> .
2 1.76-2.50	Dissatisfied	Overall satisfaction of the factor meets my requirements and expectations <i>SOMETIMES</i> .
1 1.00-1.75	Very dissatisfied	Overall satisfaction with the factor <i>DOES NOT</i> meet my requirements and expectations.

Results and Discussion

The study sought to determine the level of job satisfaction of the Department of Tourism accredited hotels according to organizational factors, work environmental factors, and work itself.

Level of Job Satisfaction of Hospitality Employees of the DOT Accredited Hotels in Baguio City

Table 2 shows that overall, the respondents are satisfied ($M = 3.19$) with their jobs. Based on job factors affecting the level of job satisfaction, the respondents are: satisfied ($M = 3.08$) with organizational factors, very satisfied ($M = 3.29$) with environmental work factors; and satisfied ($M = 3.22$) with work itself factors. This means that despite the job factors affecting the employees of the hospitality industry of Baguio, it is perceived that there is a high degree of satisfaction among employees.

Promotion chances are perceived as available among employees. There is an opportunity for employees to participate in training. In-house training is provided on a case-to-case basis and subject to the specific needs of the hotel.

Appropriateness for employee benefits was also rated with a mean of 3.25 as satisfied under company policies. In the study of Sell and Cleal (2011), it showed that the different psychosocial and work environment variables like workplace and social support directly impact job satisfaction and that increase in rewards does

not improve the satisfaction level among employees. Ghafoor (2012) emphasized that dissatisfaction occurs when the hygiene factors are not met, but they do not motivate employees. This may not be necessarily true among employees since they believed that hygiene factors play an essential role in improving employees' level of satisfaction.

Table 2

Level of Job Satisfaction of Hospitality Employees of the DOT Accredited Hotels in Baguio City

Job factors	Mean rating	Standard deviation	Descriptive interpretation
I. Organizational factors			
<i>1. Salaries and wages</i>			
1.1 Appropriateness of salary as compensation for employment	3.00	0.763	Satisfied
1.2 Pay in relation to what it costs to live in this area	2.92	0.744	Satisfied
1.3 Salary for the work I do	2.90	0.810	Satisfied
Sub-area mean	2.94	0.772	Satisfied
<i>2. Promotion chances</i>			
2.1 Merit system for promotion	3.06	0.781	Satisfied
2.2 Promotion opportunities are available to me	3.04	0.829	Satisfied
2.3 Participation in national/International training	3.11	2.271	Satisfied
Sub-area mean	3.07	2.367	Satisfied
<i>3. Company policies</i>			
3.1 Liberal and fair policies	3.19	0.770	Satisfied
3.2 Retention policy is clearly defined	3.21	0.722	Satisfied
3.3 Appropriateness for employee benefits	3.25	0.701	Satisfied
Sub-area mean	3.22	0.731	Satisfied
Total mean	3.08	1.290	Satisfied
II. Work environmental factors			
<i>1. Supervision</i>			
1.1 Communication between superiors and co-workers	3.34	0.733	Very satisfied
1.2 Management involves people in a decision that affects work environment	3.18	0.742	Satisfied
1.3 Management involves people in decisions that affect their job	3.35	2.092	Very satisfied
Sub-area mean	3.29	1.189	Very satisfied
<i>2. Work group</i>			
2.1 Communication with colleagues in the department	3.45	0.664	Very satisfied
2.2 Cooperation between departments	3.25	0.746	Satisfied
2.3 Competitiveness between department members	3.15	0.790	Satisfied
Sub-area mean	3.28	0.733	Very satisfied
<i>3. Working conditions</i>			
3.1 Clean and healthy working environment	3.36	0.730	Very satisfied
3.2 Consideration given to personal needs	3.26	0.719	Very satisfied
3.3 Adequacy of machines and equipment	3.28	0.742	Very satisfied
Sub-area mean	3.30	0.730	Very satisfied
Total mean	3.29	0.884	Very satisfied
III. Work itself			
<i>1. Job scope</i>			
1.1 Workload that could be completed in working hours	3.26	0.699	Very satisfied
1.2 Job provides the appropriate amount of responsibility and accountability	3.25	0.680	Satisfied

Table 2 to be continued

1.3 Amount of work pace is appropriate to my position	3.17	0.756	Satisfied
Sub-area mean	3.23	0.712	Satisfied
<i>2. Autonomy and freedom</i>			
2.1 Consideration given to your opinions	3.29	2.803	Very satisfied
2.2 Consideration given to your suggestions	3.06	0.781	Satisfied
2.3 Autonomy over work method and work pace	3.10	0.751	Satisfied
Sub-area mean	3.15	1.445	Satisfied
<i>3. Clarity of roles</i>			
3.1 Accountability and responsibility are clearly defined	3.27	0.683	Very satisfied
3.2 Job functions expected are appropriate to my position	3.24	0.722	Satisfied
3.3 Expected behaviors relative to my work is clearly known to me	3.31	0.665	Very satisfied
Sub-area mean	3.27	0.690	Very satisfied
Total mean	3.22	0.949	Satisfied
Overall mean	3.19	1.041	Satisfied

Note. $N = 219$.

The results showed the importance of the physical working conditions and the social working conditions in increasing employee job satisfaction (Skalli, Theodossiou, & Vassileiou, 2008). The employees are completely satisfied with supervision. There is excellent communication between superiors and co-workers. The employees are involved in the decision that affects the work environment and those affecting their job. This importance of the working condition in increasing job satisfaction was also reinforced in the study of Bakotic and Babic (2013), stressing that employees, in general, are satisfied under reasonable working condition, and in return, overall performance will increase.

As stressed in the study of Tariq, Ramzan, and Riaz (2013), variables like workload, salary, and stress at the workplace may lead an employee towards dissatisfaction. Management continually monitors the effects of these job factors in increasing job satisfaction. Unutmaz (2014) stressed that to motivate workers, managers must focus on changing the intrinsic factors by providing autonomy, opportunities, responsibilities, recognition, skills, and career. The study results showed that employees find their jobs provided the appropriate amount of responsibility and accountability. Their work pace was appropriate for their respective positions. The results showed agreement in the study of Stello (2011) where differences between satisfaction and dissatisfaction cannot be clarified and that the level of satisfaction cannot be predicted with the motivator or hygiene factors only. Employees see job satisfaction factors as relatively and subjectively different.

Differences in the Level of Job Satisfaction According to the Classification of the Hotel

The t -test result showed significant differences in the level of job satisfaction of hospitality employees and job factors according to the hotel's classification. The 2-tailed t -test for independent samples showed significant differences at a 0.05 level of significance. Specifically, these job factors are along with retention policies ($p = 0.018 < 0.05$), appropriateness of employee benefits ($p = 0.010 < 0.05$), communication between superiors and co-workers ($p = 0.003 < 0.05$), management involving people in the decision ($p = 0.016 < 0.05$) and cooperation between departments ($p = 0.005 < 0.05$). The 4-Star hotel employees have a higher level of satisfaction, along with these factors compared to 3-Star hotel employees.

Differences in the Level of Job Satisfaction of Hospitality Employees According to Assigned Department

According to their assigned department, job satisfaction of the Executive and Administrative employees

has the highest mean of 3.40 (very satisfied) followed by Sales and Marketing and Food & Beverage with a mean of 3.21 (satisfied). Moreover, the job satisfaction of the Front Office, Housekeeping and Human Resource employees have a mean of 3.17 (satisfied) while Engineering, Accounting, and Finance have a mean of 3.12 (satisfied) and 2.91 (satisfied) respectively. It shows that satisfaction is higher among employees who have direct communication with guests than those working in the back offices or support departments.

The 2-tailed analysis of variance in the SPSS showed a significant difference in the level of job satisfaction of hospitality employees according to the assigned department only at the autonomy and freedom job factor at the $p = 0.000 < 0.05$ level significance. Several factors other than a job dictate the varying levels of job satisfaction among the hotel departments' employee.

Differences in the Level of Job Satisfaction of Hospitality Employees According to Age (Personal Factor)

The level of job satisfaction of Generation X (37-52 years old) has a mean of 3.23, and Millennials (18-36 years old) have a mean of 3.18, which are both satisfied. Younger employees are less satisfied with their jobs than older employees. This result was also mentioned in the study of Tian and Pu (2008), where satisfaction levels in the hotel industry were low and differed with age and gender. The younger employees are confident, ambitious, and achievement-oriented. They also have high expectations of their employers, seek new challenges at work, and are not afraid to question authority. Managers often misunderstand these characteristics, resulting in a lower level of job satisfaction among rank and file employees.

The 2-tailed t -test analysis in the SPSS showed significant differences in the level of job satisfaction of hospitality employees according to age at the $p = 0.00 < 0.05$ level of significance. There were significant differences in the level of job satisfaction of employees according to personal factors, specifically in the management involvement in decision-making and the consideration given to employee opinions. The older the employee, participation in decisions and opinions were perceived as higher than younger employees.

Differences in the Level of Job Satisfaction of Hospitality Employees According to Gender (Personal Factor)

The level of job satisfaction of hospitality employees according to gender showed that male employees are more satisfied ($M = 3.22$) than female employees ($M = 3.18$). In the study of Rast and Tourani (2012), it was found that women are no less satisfied than men. However, women hospitality employees are less satisfied than men. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. This finding is validated in the study of Brockmann, Koch, and Edling (2018) that sex differences inherent in job satisfaction may be because the job is secondary to many compared to their family. Women were stereotyped to be confined at home. This notion had placed the burden on female employees to satisfy both the needs at work and home, resulting in lower satisfaction at work.

The 2-tailed t -test in the SPSS showed a significant difference in the level of job satisfaction of hospitality employees according to gender in the promotion chances at the $p = 0.00 < 0.05$ level of significance. Female employees perceived that male employees get more preferential treatment in the workplace. Although this may not necessarily have practiced by the hotels, stereotyping has been perceived as prevalent even in the hospitality and tourism industry. In the study of Hechanova, Alampay, and Franco (2006), it was stated that psychological empowerment was positively correlated with job satisfaction and performance.

Differences in the Level of Job Satisfaction of Hospitality Managers According to Highest Educational Attainment (Personal Factor)

The level of job satisfaction of hospitality employees varies according to their highest educational

attainment. High School ($M = 2.77$), Technical/Vocational ($M = 3.04$), and College ($M = 3.21$) were all satisfied. It was also noted that no rank and file employee had a postgraduate degree. Entry-level positions in the hospitality industry are emphasized based on work experience more than the level of educational attainment. The nature of workloads was attributed to more of the physical and hands-on jobs than the conceptual abilities in the performance of their work. The result showed similarities in the study by Heriyati and Ramadhan (2012) that workers with higher educational levels would be more satisfied with their job than workers with lower educational levels. The findings showed that the higher the level of educational attainment among hospitality employees, the higher their satisfaction level.

The 2-tailed analysis of variance in the SPSS showed significant differences in job satisfaction of hospitality employees according to educational attainment in the following specific job factors at the $p = 0.00 < 0.05$ level of significance. Promotion opportunities, communication between superiors, cooperation between the department, competitiveness between the department, and expected behaviors to work were highlighted as significant differences among employees with different educational attainment levels. The results showed that the higher the educational attainment translates in lower job satisfaction due to higher job expectations from employees who are not often satisfied by the hospitality establishments.

The Rank of the Most Dominant Job Factors That Affect the Satisfaction Level of Hospitality Employees

The top three most dominant job factors that affect the level of satisfaction of hospitality employees (see Table 3) are salaries and wages (ranked 1), promotion chances (ranked 2), and working conditions (ranked 3). The result shows that salaries and wages remain the most dominant factor in increasing job satisfaction. The rank and file employees also pointed out in their comments and suggestions to improve their job satisfaction level mentioned similar answers in salaries, benefits, wages, incentives, promotion chances, and better working conditions as very important factors.

Table 3

Rank of the Most Dominant Job Factors That Affect the satisfaction Level

Job factors	Rank
Salaries and wages	1
Promotion chances	2
Working conditions	3
Company policies	4
Job scope	5
Supervision clarity of roles	6
Work group	7
Autonomy and freedom	8
Clarity of roles	9

Notes. N = 219; Ranking of items in order of importance with #1 being the most important factor to #9 being the least important factor.

The results confirmed that employees believed that salaries and wages are the primary and essential motivational factors that affect the organization's performance (Agwu, 2012). In the study of Lunenburg (2011), people could be motivated only by money, and incentive models to encourage people at work are necessary. Similar studies by Atasoy (2004) emphasized that rapid promotions or advancement will encourage employees to work harder to maximize productivity. Hospitality employees ranked promotion chances as the second

important factor that will increase their level of satisfaction. Buhai, Cottini, and Westergard-Nielsen (2008) also suggested that a firm can increase its productivity by improving the physical dimensions of the work environment and may have a positive impact on the company's productivity which had been ranked as the third-highest job satisfier for hospitality employees. Indeed, as Zaim et al. (2012) mentioned, employee satisfaction has many aspects and could be influenced by various factors. Although employees may vary in priorities as to the impacts of the different job factors, top management and owners of hospitality establishments do not provide the needs and expectations of guests but extended to their employees.

Conclusions

The job satisfaction of rank and file hospitality employees of the Department of Tourism accredited hotels in Baguio City is satisfied. The establishments meet the employees' overall needs along with organizational factors, work environmental factors, and work itself. Sustaining this level of satisfaction is necessary as this would generally contribute to total satisfaction in delivering products and services to the guests. Nonetheless, monetary and non-monetary benefits are regarded as motivational factors among employees. 4-Star hotel employees have a higher level of job satisfaction compared to 3-Star hotel employees. The Executive and Administrative employees have the highest job satisfaction level, followed by Sales and Marketing and Food & Beverage. The Front Office, Housekeeping, and Human Resource employees were highly satisfied while Engineering, Accounting, and Finance employees were also highly satisfied but lower in the level of job satisfaction compared to the other departments. Generation X's job satisfaction level (37-52 years old) and Millennials (18-36 years old) was satisfied. However, younger employees are less satisfied with their jobs than older employees due to their characteristics and preferences. The level of job satisfaction of hospitality employees according to gender showed that male employees were more satisfied than female employees. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. The job satisfaction of hospitality employees varies according to their highest educational attainment, although they were all mostly satisfied. The employees believed that salaries and wages remain the most dominant factor in increasing their job satisfaction level. Additional benefits are regarded as a means of increasing their level of job satisfaction.

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