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CONSIDERATIONS REGARDING THE EMPLOYEE SATISFACTION FROM SOME HOTEL UNITS. AN ECONOMETRICS APPROACH Abstract The importance of job satisfaction in the results recorded in any organization producing goods or services has been highlighted and analyzed since the mid-twentieth century, being today universally accepted, even by authoritarian manegers. Taking this into account, the study undertaken not about theoretical aspect, but provides a way to identify and study the

29**factors that have an** impact **on job satisfaction in**

hotels, based on econometric methods. It is an approach that allows, as based on identification of quantitative relations, to be able to draw quality conclusions, applicable in organisational management. The paper analyzes, based on an empirical research based on questionnaires completed in a number of independent hotel units, aspects of the head-subordinate relationship, and of the attitude towards work. Of these the paper comes down to two issues. A first objective was to identify factors that contribute to increased employee satisfaction as members of the organization. The second objective was to identify derivatives of factors that contribute to the formation and characterization of the main factors considered. Key words: hospitality industry, hotel, management, employee satisfaction, econometric model. JEL Classification: C13, C51, M14 I. INTRODUCTION The man is complex person and, in a company, he customizes at least in two categories boss and subordinate, the belonging to one or other of these being often relative. In these circumstances employee satisfaction is one of the most complex aspect of modern management (Aziri, 2011). The companies that promote excellence consider employees as the most valuable resource trying to motivate them, to satisfy their needs both financial and moral (Cornescu, et.al. 2003). The concerns for the study of human behavior in order to identify methods and ways to increase involvement and individual performances in the team operates, dates back to the middle of last century. In this regard we mentioned studies on: job satisfaction and professional stress (Lawler and Hall, 1970; Spector, 1986), motivation to work (Hackman and Lawler 1971) and behavior in organizations (Mullins. 1996). Although it has passed almost half a century, job satisfaction issues continue to remain valid. In this sense of the directions of work satisfaction survey, we mention the research on gender and job satisfaction (Bender et.al. 2005, Usui, 2008, Charleton and Clain, 2012), job satisfaction and employment status (Sutherland, 2013), job satisfaction as a measure of economic performance (Phelps and Zoega,

2013), job satisfaction and communication (Epure et.al., 2013) job satisfaction outcomes from linked employer– employee (Haile, 2015). The tourism industry is an area with economic and social implications up to rural areas (Babuc and Balacescu, 2012), the production is characterized by specificity and diversity, and where, is necessary a flexible management (Staciu and Hapenciuc, 2009), adaptable to production place of touristic product . In these circumstances, the human resource is prioritized in every aspect of service due to the specific activities carried out involving continuous communication with the client (Tatarusanu, 2009). A feature in the tourism industry is that employers prefer, and are moving toward the young workforce (Roman et al, 2008) due to their ability to communicate with tourists. On the other hand there may be some failures in dealing with bosses who may belong to older generations. However, taking into account that the quality of products and services in the hospitality industry depend significantly on the quality of human resource, the management role is to stimulate quality work to “encourage it by motivation, education as well as with the possibility of career advancement” (Herman, 2015). Last but not least, quality work in tourism is intrinsically linked to the existence and use of specific software that mediate the relationship with customers (Tiliuta and Condratov, 2014) increasing employee performance. The exponential development of IT & C, pressures on human resources in tourism which is also an argument for finding ways of creating

26**a high level of** employee satisfaction **in the** hospitality **industry,** implicit **in**

hotels. Based on these considerations, the paper aims to identify some aspect, directions for action, leading to the strengthening of relations between employees and different hierarchical levels, to provide quality services, to respond fully and to high quality standards to the requirements of tourists, given that "a happy employee will provide a high quality service". II. OBIECTIVES AND METHODOLOGY test, and for the testing of statistical significance of the model parameters (xi) was used t-test (student). Null A prime objective of the research was to hypotheses are: highlight the findings on satisfaction or dissatisfaction H01: the influence of factorial variables (predictors) of their employees, as employees of establishments. on the variable result does not differ For this, together with the direct question on significantly from the influence of residual (?). employee satisfaction levels, were still formulated H02: the influence of factorial variables x k four questions on level of satisfaction at work, (predictors) on the variable result does not relationship with manager, opportunities for differ significantly from 0. advancement and stability of the job. These are: For checking and identifying, in the data series, Q1. What is your level of satisfaction as a hotel of extreme and influential cases, was analyzed the employee? values of statistics Std.Residual and Stud.Residual, Q2. What is your level of satisfaction on the work respectively Cook's distance (Labar, 2008); the null that you are doing? hypothesis are: Q3. How do you assess the quality of the relationship H03: the stability of the model (1) is not significantly manager-employed? influenced by the extreme cases. Q4. What is your opinion on the possibilities of H04: in the series of data does not exist influential advancement? cases. Q5. What is your opinion on the stability of the job? To test the existence of colinearity between xi From them it was investigated a relationship factorial variables (predictors) and result variable were between satisfaction as an employee (ES), work determined Tolerance and VIF statistics. The satisfaction (WS), quality of the relationship with your condition of rejecting the collinearity hypothesis is manager (QM), advancement opportunities(AO) and that the values of Tolerance, for each predictor (xi) to job stability (JS), the relationship researched being satisfy the relationship: described by econometric model: Tolerance ? 1 ? Ajusted _ R _ Square . (2) n y ?? ???i ?xi ?ε (1) i?1 respondFeonrtsde(tNerm-insaatmiopnleofsitzhee) mhainviembuemennuumsebderthoef relation N ? 50 ? 8 ? IVN , where IVN represents the where ??R is a constant, ?i?R,i?1,n are the independent variable number (Popa, 2010). In the case parameters of factorial variables (xi), y is the of the first object, INV = 4, and for the second dependent variable (the result) and ε?R quantifies objective INV = 5. In the survey conducted, the theinfluenceofresidues. number of respondents was 96, number that fulfills the The second objective of the research was to above conditions. identifyhowjobsatisfactionisinfluencedbyhowitis Both the statistical hypothesis testing, and in organized and evaluated. For the assessment the drawing conclusions was used Confinence Level 95% factors that influence job satisfactions of employees (? =0.05). wereformulatedthefollowingquestions: Q2.1. Whatisyourdegreeofsatisfactionon III. RESULTS AND DISCUTION workload? Q2.2. Howdoyouassesstherelationshipbetween To fulfill the first objective of the

research, wagesandperformance? namely, how the satisfaction as an employee of hotel Q2.3. Whatisyourdegreeofsatisfactiononsalary? Q2.4. Whatisyourdegreeofsatisfactionaboutthe (ES), is influenced by the work satisfaction (WS), the benefits? quality of the relationship with your manager (QM), the advancement opportunities (AO) and the job Q2.5. Howdoyouevaluatethecollaborationwith stability (JS) it was used a linear model of the form: otherdepartments? From them, were generated the variables: ES ? a ? b1WS? b2QM ? b3AO ? b4JS ? ? (3) satisfaction workload (WL) relationship between wages and performance (WP), satisfaction on salary where a?R is a constant estimator of α?R , (SS),benefitssatisfaction(BS),andcollaborationwith b1,b2,b3,b4?Rare the estimators of β1,β2,β3,β4. otherdepartments(AD).Inviewofthesewastesteda The results obtained from the test of the model pattern as (1) to describe the relationship between (2) using ANOVA are summarized in Table no. 1. As them (considered independent variables - predictors) can be seen, as Sig. = 0.000 <0.05, the model is andthedependentvariableWS(worksatisfaction). statistically valid. The values of correlation coefficient Totestthestatisticalsignificanceofthemodels (R = 0.866) and the coefficient of determination (R2 = (1) The methodology used was ANOVA and Fisher 0.751) shows that the four predictors (WS, QM, AO, JS) estimates well the values of resultative variable (ES). Table no. 1: Summary of results from testing model (3) using ANOVA

19**Model Summaryb R R Square Adjusted R Std. Error of the** Square **Estimate**
0.866a **0.** 751 **0.** 740 **0.**

600 ANOVAb

22**Sum of Squares df Mean Square F Sig. Regression** 98.714 4 **21.** 678 68.519 **0.** 000a **Residual**

32.776 91 0.360 Total 131.490 95 a Predictors: (Constant), WS, QM, AO, JS b Dependent variable: ES Source: own elaboration using SPSS The data presented in Table no. 1 gives only a first evaluation of statistical significance of the model (2). Validation of its structure involves statistical significance testing for regression coefficients corresponding to the predictors bk. The results are shown in Table no. 2. With the exception of the constant (a) which is not statistically valid (Sig.=0.770> 0.05), but which, in this research, it has no practical significance, all estimators (bk) are statistically significant. Table no. 2: The regression coefficients of the modela (3) Unstandardized Coefficients Std. Coff

8**t Sig. 95% Confidence** Interva l **for B B Std. Error Beta Lower Bound Upper Bound** (Cst.) a **-0.** 025 **0.** 084 -0.293 **0.** 770 -0.191 **0.** 142 WS b1 **0.** 223 **0.** 100 **0.** 174 2.242 **0.**

027 0.025 0.421 QM b2 0.287 0.056 0.307 5.097 0.000 0.175 0.399 AO b3 0.287 0.052 0.351 5.476 0.000 0.183 0.391 JS b4 0.366 0.082 0.371 4.469 0.000 0.203 0.529 a Dependent variable: ES Source: own elaboration using SPSS Taking into account the values of the parameters shown in Table no. 2, the model (3) has the form: ES ? -0.025 ? 0.223WS? 0.287QM ? ? 0.287AO ? 0.366JS ? ? (4) This relationship shapes the changes of the predictors influence on the variable ES. For instance an increase with a conventional unit of "work satisfaction" (WS), provided that all other predictors (factors) remain constant, increase “the satisfaction as an employee of hotel” with a value in the range [0.025, 0.421] units. But for how best draw conclusions from the model (4) it is necessary on the one hand the analysis of its stability, and on the other hand testing of collinearity. The model stability was verified by testing the existence of influential cases and cases extreme. The existence of extreme cases is indicated by the values of Std.Residual and Stud.Residual (Table no. 3). The existence of limits of the ranges of the two indicators, in absolute value, which are greater than 2 but less than 3 means that the data series are

extreme cases. For this model were indentified the value greater then 2 but less than 3 for the respondents 42, 43, 45 and 58. However, given that their share in total respondents is 4.16% <5.0% (Field, 2000) follows that the model (4) is stable. Table no. 3: Res iduals Statisticsa Min Max Mean Std. Dev N Residual -1.505 1.657 0.000 0.587 96 Std. Residual -2.508 2.761 0.000 0.979 96 Stud. Residual -2.553 2.970 -0.002 1.014 96 Cook's Distance 0.000 0.277 0.015 0.035 96 a Dependent variable: ES Source: own elaboration using SPSS For test the existence of influence cases was used the values of Cook's distance. Given that the minimum and maximum values of Cook's distance are much smaller than 1, follows that in the series of data there is no influence cases (Labăr, 2008). Regarding the colinearity testing, the results are presented in Table 4. Given that all values of Tolerance satisfy the condition 2 (Tolerance>1-0740 =0.260), follows that for all four variables the hypothesis of colinearity is rejected In conclusion the model (4) and its regression coefficients (bk) are statistically significant for 95% Confidence Level, the regression equation is stable and between ES and predictors (WS, QM, AO, JS) there is no collinearity relations. How predictors (WS, QM, AO, JS) influence the satisfaction as a hotel employee (ES) is highlighted by the values of Pearson correlation coefficients (r), by the values of partial correlation coefficients (rp), respectively, semi- partial (rsp). Table no. 4 Standardized Coefficients, Correlations and Collinearity Statistics for model (4) Variables Std. Coff Correlations Collinearity Statistics Beta Zero- order (r) Partial (rp) Part (rsp) Tolerance VIF WS QM AO JS 0.174 0.307 0.351 0.371 0.610 0.522 0.575 0.760 0.229 0.471 0.498 0.424 0.117 0.267 0.287 0.234 0.455 0.756 0.666 0.397 2.197 1.324 1.502 2.521 Source: Own elaboration using SPSS Taking into account by the values of Pearson correlation coefficients follows that bilateral correlation, the highest intensity, is between ES and JS, followed by correlations between ES and AO, respectively QM. On the other hand, the most conclusive information on each predictor influences the variable ES are highlighted by the values of the determination coefficients corresponding to each predictor (rsp2). They highlighted that the biggest influence on ES has AO, 8.21% of its variation is due variation of AO. Also, a relatively similar (7.12%) is exercised by QM. Regarding WS and JS, their influences are lower, 5.47% for JS, and 1.34% for WS. It must be emphasized, however, that, as a whole, the predictors influence on ES is 74.0%, while 26% of modifying of ES, is due to other factors. The intervals in which the changes of factors values determines the modification “Satisfaction as a hotel employee” are b1?[0.025, 0.421] for “Level of satisfaction at work”, b2?[0.175, 0.399] for “Quality of manager-employee relationship”, b3?[0.183, 0.391] for “Opportunities for advancement”, respectively b4? [0203, 0.529] for “Job satbility”. To fulfill the second objective of the research, identifying the factors that influence job satisfaction, they were processed and analyzed answers to the questions Q2.1-Q2.5. Results from testing these assumptions are shown in Table no. 5. Following the t-test (Student) 2- tailed, for questions Q2.2 (relationship between salaries and performance) and Q2.4 (satisfaction with benefits), statistics of test has the value 0128, respectively, 0.509, much

24**higher than the significance level (?=0.05)** and therefore, **the null hypothesis** is **accepted.**

In these circumstances, the variables WP and BS, can not be predictors for the dependent variable WS (level of satisfaction at work) and will not be considered. For the other three variables (WL, SS, AD) null hypothesis are rejected because all values of Sig. (2- tailed) are lower than the level of significance (? =0.05). Also, all the values of Lower and Upper, for each of them have the same sign. Accordingly the following alternative hypotheses are accepted: H1 : μ WL ? 0 (The level of satisfaction on workload differs significantly from indifference), H1 : μ SS ? 0 (The attitude of employees towards their wages differ significantly from indifference), şi H1 : μ AD ? 0 (Employees attitude towards the collaboration with other departments differ significantly from indifference). Table no. 5: Statistical significance testing of the averages of answers Q2.1-Q2.5 using t-test

16**t df Sig. (2- tailed) Mean Difference 95% Confidence Interval of the** Diffe **Lower** rence **Upper** WL **3.**

443 95 0.001 0.365 0.15 0.57 WP - 1.534 95 0.128 -0.156 -0.36 0.05

17**t df Sig. (2- tailed) Mean Difference 95% Confidence Interval of the** Diffe **Lower** rence **Upper** SS - **5.**

589 95 0.000 -0.583 -0.79 -0.38 BS - 0.662 95 0.509 -0.073 -0.29 0.15 AD 7.626 95 0.000 0.563 0.42 0.71 Source: Own elaboration using SPSS For variables WS, SS and AD the average values are 0.36, -0.58 and 0.56. Analyzing these values follows that answers to the question Q2.3 points out that employees are dissatisfied with the level of wages. Such dissatisfaction may negatively influence

25**job satisfaction and commitment of employees** towards **the** hotel. In light **of**

the above, for the second objective of the study, the model (1) has the form: WS ? a1 ? b11WL ? b12SS ? b13AD ? ? (5) where a?R is a constant estimator of α?R , b1,b2,b3 ?R are estimators of the parameters β1,β2,β3 of factorial variables WL, SS and AD. Table no. 6: Model Summaryb and ANOVAb for the model (5) Model Summaryb

15**Model R R Square Adjusted R Square Std. Error of the Estimate 1 0.** 946 **0.** 894 **0.** 891 **0.**

267

21**ANOVAb Model Sum of Squares df Mean Square F Sig. 1 Regression** 55.287 **3**

18.429 529.007 .000a Residual 6.546 92 0.071 a Predictors: (Constant), WL, SS, AD Total 61.833 95 b Dependent variable: WS Source: Own elaboration using SPSS Testing the existence of a functional connection, by form (5),

27**between the dependent variable** WS **and independent variables** WL, SS **and**

AD was performed with ANOVA methodology (Table no. 6). Since the Sig. = 0.000 <0.05, the model (5) is statistically valid. The values of correlation coefficient (R=0.946) and of the coefficient of determination (R2=0.894) looks as the predictors WL, SS and WS estimate well the resultant variable AD. Taking this into account, they were determined the values and the confidence intervals for the regression coefficients of the model (5) for “The level of satisfaction at work”. The obtained results are presented in Table no. 7. The values of all estimators (b11, b12, b13) are statistically significant, all values of “Sig” are much lower than the level of significance (?=0.05). Tabel no. 7. The regression coefficients of the modela (5) Tabelul 9 Standardized Coefficients, Correlations Unstandardized Std. 95% Confidence Coef ficients Coff Interval for B and Collinearity Statistics for t he model (6) Std. t Sig. Std. Collinearity B Beta Lower Upper Coff Correlations Error Bound Bound Statistics a1 0.312 0.045 6.905 0.000 0.223 0.402 Zero- b11 0.033 0.036 0.182 3.918 0.000 0.070 0.214 Variables Beta order Partial Part (rp) (rsp) Tolerance VIF b12 0.003 0.033 0.216 5.061 0.000 0.103 0.235 (r) b13 -0.013 0.047 0.699 16.782 0.000 0.688 0.873 WL 0.182 0.707 0.378 0.133 0.532 1.881 a. Dependent vaiable: WS SS 0.216 0.634 0.467 0.172 0.629 1.589 AD 0.699 0.898 0.868 0.569 0.663 1.509 Source: Own elaboration using SPSS Source: Own elaboration using SPSS Given the parameter values, shown in Table no. The intensity of the influence of the level of 7, the model (5) has the form: satisfaction on workload, the employees satisfaction towards their wages and

attitude towards the WS ? 0.312 ? 0.033WV ? 0.003SS ? 0.013AD ? ? (6) collaboration with other departments on work satisfaction is evidenced by the values of the Pearson For stability testing of model (6) was checked correlation coefficients (r), and, in particular, by the the existence of influence cases and cases extreme values of partial correlation coefficients (rp) and semi- that can affect its accuracy and hence the conclusions. partial correlation coefficients (rsp). The values of Thus, were determined the values of the statistics Pearson correlation coefficients highlight that the Std.Residual, Stud.Residual and Cook's distance highest bilateral correlation, is between WS and AD, (Table no. 8). The maximum values of statistics followed by SS and WL. Stud.Residual and Std.Residual signal the existence of Taking into account the values of extreme cases. These correspond to respondents 27, determination coefficients corresponding to each 29, 64 and 86 for which the values are greater than 2 predictor (rsp2) follows that the greatest influence on but less than 3, but their share in the total number of WS is exercised by AD. Thus, 32.38% of the variation respondents is 4.16% <5.0%. Also, the values of of variable WS, is due to variation of variable AD, Cook's distance are in the range [0.0, 0.089] being while the influences of the other two predictors (SS much smaller than 1. Accordingly the model (6) is and WL) are much lower (2.96% and 1.77%). stable. On the whole, the influence of the predictors (VL, SS and AD) on the work satisfaction is 89.4%, Tabelul 8 Residuals Statisticsa for the model (6) while 10.6% of its modifying is due to other factors. Std. The intervals in which the changes in values of Min Max Mean Dev N predictors determine the change of values of “Work Residual -0.459 0.715 0.000 0.262 96 satisfaction” are b11? [0.070, 0.214] for “ Level of Std. Residual -1.855 2.679 0.000 0.984 96 satisfaction on the volume of work”, b12?[0.103, Stud. Residual -1.941 2.734 -0.002 1.010 96 0.235] for “Lavel of satisfaction on the salary” and Cook's Distance 0.000 0.089 0.031 0.023 96 b13?[0.688, 0.873] for “ Collaboration with other a. Dependent vaiable: WS departments”. Source: Own elaboration using SPSS IV. CONCLUSIONS Regarding the colinearity testing, the results are presented in Table 9. Given that all values of Scientific knowledge of the behavior of Tolerance satisfy the condition 2 (Tolerance>1-0.894 employees in tourism units is one way to prevent poor =0.106), follows that for all three variables the performance or even failure in business. The hypothesis of colinearity is rejected competition in the dynamics tourism market, to which În concluzie, modelul (5) și coeficienții de competition is very intense, requires the focusing on regresie (b1k) sunt semnificativi din punct de vedere employee satisfaction, because the attractiveness of statistic pentru Confidence Level 95%, ecuația de tourist units depends largely on the quality of services. regresie este stabila, iar între WS și predictor nu există Quality assurance is an internal process relații de colinearitate. adapted to the specific of touristic unit and which put In conclusion the model (6) and its regression in place a mechanism of permanent development, coefficients (b1k) are statistically significant for 95% including improving the professional profile of Confidence Level, the regression equation is stable employees. and between WS and the predictors (WL, SS and AD) The results achieved in this study highlights the there is no collinearity relations. issues of how the workload, the pay system, method of granting the benefits, cooperation between departments, the involvement of managers in developing careers of their employees, the quality of communication between manager and employee, recognition of merit of employees by managers, opportunities for advancement and, not least, job stability contributes to the formation and development of satisfaction of employees (satisfaction as an employee of touristic establishments), are important factors in growth of the performance of touristic V. REFERENCES enterprises, taking into account, on the one hand, certain particularities which characterize them, and on the other hand, the particularities and the characteristics of entrepreneurs in other fields. In particular, in the case of hotels surveyed, requires revision of the pay system and the system for benefits, and to create some sistems, better and more mobilizing 1.

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