A VALIDATION STUDY OF SERVICE COMPLEXITY MEASURES FOR EMPLOYEES IN THE HOTEL/MOTEL FRONT OFFICE

By

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(ABSTRACT)

In spite of the increasing importance of the service industry, it has failed to receive much attention from researchers. This lack of attention is especially true of the hospitality segment of the service industry, and consequently, almost no attention has been paid specifically to hotels and motels.

This study explores the possible reasons for poor or inadequate service by attempting to first identify the important complexity variables of service, and second to evaluate how those variables relate to employee attitudinal reactions to their job.

A total of sixteen job characteristics, theorized to have a positive effect on service complexity, were empirically tested against attitudinal reactions measures. The data was collected from 212 front office employees in 25 different hotels and motels.

This study modified and evaluated an instrument (The Job Diagnostic Survey) that may be used to measure both complexity and attitudinal reaction variables. The

modifications included the addition of nine new complexity variables. The results concluded that the modified instrument was internally reliable at an acceptable level for new research, and that there was strong evidence to support content validity and nomological validity measures which tended to favor the original variables over the newly proposed complexity variables.

Implications of this study highlight the fact that there is considerable uncertainty in the measurement of hotel/motel service operations. Therefore, additional research is necessary to more completely define the characteristics of service complexity and then to measure its effects on employee attitudes.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER I

INTRODUCTION

BACKGROUND

Only fairly recently (in the last ten years) has the service industry received serious attention in the research literature. For the most part what is known about the subject has been generalized from research conducted in the manufacturing industry (Levitt, 1972; Levitt, 1976; Mark, 1982; Mills & Moberg, 1982; Sasser, 1976; Sasser et al., 1978; Snyder et al., 1982). This application of management thinking to the service industry falls short when the attempt is made to explain phenomena specifically related to service. It also follows that the hospitality industry (a subset of the service industry) has also failed to receive attention from researchers to any significant degree.

It has been well documented that the economy of the United States is becoming dominated by the service industry (Naisbitt, 1984; Toffler, 1980; Peters & Waterman, 1982; Albrecht & Zemke, 1985). Various sources indicate that over 70% of the work force in the United States is engaged in service occupations (Mills & Morris, 1986; Shelp 1984), and projections call for service to continue its increasing share of the economy. This importance of service to the

economy prompted <u>Fortune</u> magazine to introduce the annual "Service 500" in June 1983 to compliment their popular and often quoted "Fortune 500" which has been published annually for the past thirty years.

To be more specific, the entire service industry contributes to over 16% of the total national income, with one-tenth of that income (or 1.6%) being derived exclusively from the hospitality industry, which is comprised of food, lodging, and other leisure services (Collier, 1983a). Another way to measure the hospitality industry's importance to the economy is to consider that hotels and other lodging places alone generate 4% of that portion of the national income attributed to service for a total of $17.4 billion dollars (Lane, 1985). As with all services, there is every indication that the trend of increasing demand for hospitality services will continue into the foreseeable future.

The hospitality service industry probably contributes more significantly to our society than its measurable contribution to national income because the delivery of food and lodging services is experienced by nearly all of the population occasionally and by a significant percentage on a frequent and recurring basis. The most dramatic effects are seen in the consistent increasing percentage (now an average of 36%) of the weekly food dollar spent on food eaten away from home (Conroy, 1986), the amount of

travel for both business and pleasure, and the current popularity of varied types of leisure activities.

Aside from all of the statistics, the Federal Government received a dramatic lesson from the public on the importance of leisure travel when they attempted to save fuel by declaring business and pleasure travel as "nonessential" during the 1974 Arab oil embargo. The tremendous outcry that resulted from this decision was overwhelmingly in favor of the public having the unrestricted freedom to travel for both business and pleasure. As the consumer seeks more services, because a majority of these consumers are themselves also employed in service occupations, there is increasing awareness, expectation, and critical evaluation of the level of services that are being rendered.

This extensive awareness and expectation of services has led to a considerable amount of dissatisfaction on the part of the consumer as reported in numerous articles in both the business and popular press over the past fifteen years (Peters & Austin, 1985; Keopp, 1987). On a macro-level, this dissatisfaction with service may be gaining momentum for several important reasons: a rapid industry growth rate, increased competition, demographic shifts, increased consumer knowledge, and society modernization as indicated in more detail as follows:

1)   The rapid rate of growth of the service industries has resulted in a tremendous demand for employees from entry level through management (National Restaurant Association, 1986; Inman, 1986). This labor shortage has resulted in large numbers of employees who are thrust into providing complex services to the public perhaps before they are really qualified to do so.

2)   The approaching maturation of the service industry has created intense competitive situations where there are many sellers attempting to differentiate their products, and other competitive promotional techniques which may cause more latent demand than can be adequately accommodated.

3)   The demographics of the population that resulted from the post World War II baby boom have shifted them into higher earning power with more disposable income. Thus, their expectations of service are more precise and demanding.

4)   The increased competition mentioned above has led to increased levels of advertising, illustrating examples of quality service which in turn leads to dissatisfactions when price/value expectations are not met.

5)   As technology advances and society becomes more sophisticated, the concept of "guest" tends to disappear. That is to say, that management tends to deal more with computer driven numbers rather than people. When this happens, guests are no longer treated as individuals thereby eliminating the concept of service (Cassee, 1985).

From a microperspective, the individual unit service manager may also contribute to consumer dissatisfaction of service by all or some of the following:

1)   The lack of a comprehensive historical knowledge base in the technology of service.

2)   The manager's time to monitor both service and production is severely limited.

3)   The lack of time and ability to properly recruit, screen, and select prospective service employees.

4)   The lack of knowledge and time to conduct proper training of service personnel.

5)   The tendency toward a high turnover rate of service personnel makes training a constant problem with, in some cases, no long-range benefits.

6)   The lack of understanding of the characteristics of service complexity.

7)   The failure to adequately equate the degree of worker satisfaction with consumer satisfaction.

In spite of its apparent importance, very little research has been undertaken in the broad subject area of service. Consequently, the hospitality industry (a subset of the service industry) has not only been neglected by service researchers, but has suffered "double jeopardy" because there are only a few researchers interested in such a specific category.

SERVICE ATTRIBUTES

As with the results, the methodology and techniques of research that have dealt with service are also for the most part derived from studies conducted on the industrial or manufacturing aspects of business. When the results of these studies have been generalized in areas directly applicable to the service industry, they fall short because the service industry contains many attributes which are not as important in manufacturing such as: intangible components,

temporal products, short distribution channels, inseparable consumption and production, heterogeneous product, imprecise standards, fluctuating demand, consistency, and face-to-face interactions. These factors, which may contribute to job complexity and attitudinal reactions to the job, are more completely described below:

1) The intangible components of service make it a very elusive concept and consequently extremely difficult to measure and evaluate (Chase, 1978; Collier, 1983b; Cowell, 1980; Haywood, 1983; Mills & Moberg, 1982; Sasser, et al., 1978).

2) Service is a temporal product because it is not possible to store it in inventory and every opportunity to provide it must be seized or it is likely to be lost forever (Chase, 1978; Collier, 1983b; Cowell, 1980; Haywood, 1983; Mills & Moberg, 1982; Sasser, et al., 1978).

3) In nonservice industries the distribution channel or the marketing concepts of place, product, price, and promotion may be altered in space and time in order to maximize profitability and other desired goals. Whereas in service, adjustments for the most part can only be made at the end of a complete cycle (Chase, 1978; Collier, 1983b; Cowell, 1980; Mills & Moberg, 1982; Sasser et al., 1978).

4) In service it is impossible to separate consumption from production because the customer must be present and in contact with the providers in order to consume it (Collier, 1983b; Cowell, 1980; Haywood, 1983; Mills & Moberg, 1982; Sasser et al., 1978).

5) The heterogeneity of service is twofold. Since the providers are individuals with different attitudes and personalities, it is not likely the services they provide will be totally uniform each time. Likewise the consumer is subject to the same array of human variables and needs with regard to how they perceive the services they consume (Cowell, 1980; Mills & Moberg, 1982; Sasser et al., 1978).

6) Not unlike the manufacturing industry, the service industry also has established polices, rules and procedures

to govern the standardization of their product. But when it comes to face-to-face communication between the deliverer and the consumer, contingencies arise for which there has likely been little policy or procedure development. In these cases, the good judgement of employees must be relied upon to achieve the most precise standards possible (Cowell, 1980; Mills & Moberg, 1982; Sasser et al., 1978).

7)   In most instances, the hospitality customer's demand for service is clustered around fluctuating key demand periods such as checkin and checkout times in a hotel. The resulting peaks and valleys in demand create an environment which makes it very difficult to ensure consistent quality (Collier, 1983b; Cowell, 1980; Mills & Moberg, 1982; Sasser et al., 1978).

8)   An implicit part of the total hospitality industry package is that the customer expects reliable and consistent service exactly when and where they want it. They will not tolerate time delays or cost overruns that are prevalent in other service and nonservice industries (Chase, 1978; Haywood, 1983).

9)   The hospitality industry is a high contact face-to-face industry where the customer has a considerable amount of interaction with the provider of services. The propensity to deviate from the aforementioned loosely defined standards probably increases in geometric proportions to the longer duration of the interaction (Chase, 1978; Haywood, 1980; Mills & Moberg, 1982; Sasser et al., 1978).

STATEMENT OF PROBLEM

As previously stated, the increased importance of the service industry to the economy, the widespread consumer dissatisfaction with service, the special attributes of service, and the apparent inability of the hospitality industry to provide adequate service, have all contributed to the overall problems faced by the hospitality service industry. For the purposes of this research, it is

hypothesized that these problems as applied to the hotel service industry may be caused by the degree of worker attitudes which may in turn be affected by the complexities of service.

In order to explore the various dimensions of service complexity and worker attitudinal reactions, this research will focus on two broad areas of investigation with the ultimate result of:

1)   Identifying the construct(s) that are most important to complexity, and

2)   Ascertaining the effect of those complexity factors on employee attitudinal reactions.

There have been many studies conducted separately on the subjects of job complexity and job attitude while some studies have combined the two factors, but none thus far have been conducted specifically on the hotel/motel industry.

THEORETICAL FRAMEWORK

Complexity

The theoretical basis for the identification of complexity constructs stems from many diverse but related sources.

Numerous studies concerning job complexity issues have concerned themselves with seven complexity dimensions: 1) Autonomy, 2) Dealing With Others, 3) Feedback From Agents, 4) Feedback From the Job, 5) Skill Variety, 6) Task

Identity, and 7) Task Significance (Brousseau, 1978; Ferris & Gilmore, 1985; Glick et al., 1986; Kemp & Cook, 1983; Oldham et al., 1982, Oldham et al., 1986; Oldham & Miller, 1979; Schnake et al., 1984). The use of these seven complexity constructs were first refined by Hackman & Oldham (1975, 1976, 1980) through their extensive work with job redesign in the development of the Job Diagnostic Survey (JDS). A review of other studies concerning job complexity which considered different characteristics from those evaluated by the JDS offers theoretical support for the addition of nine other characteristics (defined below) to the aforementioned seven most popular in order to produce a total of sixteen for evaluation by this research: 8) Contact Time, 9) Customer Knowledge, 10) Customer Participation, 11) Imprecise Standards, 12) Interruptions, 13) Referent Comparisons, 14) Repetitiveness, 15) Stability, and 16) Training.

Complexity Definitions

The sixteen complexity constructs to be used in this research are listed alphabetically and defined as follows:

1) Autonomy* - The extent to which the job may be performed without supervision.

2) Contact Time - The extent or length of time the customer and employee come into contact with each other.

3)   Customer Knowledge - The extent to which the customer is expected to have prior knowledge in order to receive the service.

4)   Customer Participation - The extent to which the customer is expected to actively participate in order to receive the service.

5)   Dealing with Others* - The extent to which the employees must work closely with each other and/or customers.

6)   Feedback/Agents* - The extent to which the employees alter performance based on positive or negative feedback information received from management, co-workers or customers.

7)   Feedback/Job* - The extent to which the employees alter their performance based on positive or negative feedback information from the job itself.

8)   Imprecise Standards - The extent to which employees are prepared through established policies and procedures to deal with the contingencies of the job.

9)   Interruptions - The extent to which the job involves a varied and multiple number of tasks that must be completed simultaneously.

10)   Referent Comparisons - The extent to which the employees compare the complexity of their job with employees in comparable jobs.

11)   Repetitiveness - The extent to which the job consists of a relatively small number of tasks which are repeated over and over.

12)   Skill Variety* - The extent to which the performance of a job utilizes a number of learned skills and talents.

13)   Stability - The extent to which the job remains exactly the same over time.

14)   Task Identity* - The extent to which a job requires completion of a "whole" and identifiable piece of work from start to finish.

15)   Task Significance* - The extent to which the job is likely to affect the lives or well-being of others.

16) Training - The extent to which training programs for employees prepare them to understand and perform their jobs.

* These items are a replication of the Job Diagnostic Survey's complexity constructs (Hackman & Oldham, 1980), while the others were created for this research.

Theoretical Support

Theoretical support for the newly created variables overlaps eight separate Human Resource Development Concepts and Measurement Methods. Below is a brief definition of each theory, how each theory is applied to this research, and a listing of the complexity constructs that pertain to each one. Also, both the theories and complexity variables are cross-referenced in Table 1-1.

Boundary Spanning -- The boundary spanning employees perform two major functions, information processing and external representation between the organization and the customer (Aldrich, 1979). In most hotels and motels the front office personnel are the only employees that have contact with the guests, hence each organization depends on their ability to perform in an exemplary manner. The complexity variables that are applicable to this theory include: Contact Time, Customer Knowledge, Customer Participation, and Interruptions. These four variables are related to this theory because in the boundary spanning role the amount of time spent with each customer is crucial to

TABLE 1-1

THE RELATIONSHIP OF THE NINE NEW COMPLEXITY VARIABLES AND THE EIGHT ESTABLISHED THEORIES

Human Resource Development and Measurement Theories	Contact Time	Customer Knowledge	Customer Participation	Imprecise Standards	Interruptions	Referent Comparisons	Repetitiveness	Stability	Training
Boundary Spanning	X	X	X		X				
Critical Incident	X	X							X
Equity Theory				X		X		X	X
Human Resource Accounting	X			X			X		X
Job Enrichment					X		X		
Management By Objectives				X				X	X
Stress					X		X	X	
Transactional Analysis	X	X	X						

the efficiency of the operation. The degree of customer knowledge and participation should effect the length as well as the quality of contact time between the guest and employee. Also, the number and frequency of interruptions will have an influence on the boundary spanning role of the front office employee.

Critical Incident Technique -- Procedures for collecting observations of human behaviors in such a way as to make them useful in addressing practical problems (Flanagan, 1954). Incidents tend to occur because customers expectations sometimes exceed the capacity of the service delivery system or employee performance does not match the intended capacity of the system (Goodman, 1982). The complexity variables that are applicable to this theory include: Contact Time, Customer Knowledge, Customer Participation, and Training. These four variables are related to this theory because customer knowledge and participation are crucial to the expectation they (the customers) perceive of the capabilities of the operation. The length of time spent with the guest may be a result of lack of understanding on the part of the customer. Finally training is important to impart to the front office employee the necessary knowledge to the uninformed guest.

Equity -- An employee evaluates his position by comparing it against what other employees are actually or perceived to be receiving in terms of input effort versus outcome rewards (Adams, 1963). Studies have shown that perceived equity theory may have an effect on the complexity measures of a job (Oldham et al., 1986). The complexity variables that are applicable to this theory include: Imprecise Standards, Referent Comparisons, Stability, and Training. These four variables are related to Equity theory in the following ways. Referent comparisons is, of course, a direct measure of the equity perception on the part of the employee. Standards and training are provided to the employee in order for them to efficiently perform their job but has the side benefit of providing equitable treatment to all employees. Stability will indirectly effect an employees equity perception, in that, for similar pay and responsibilities employees would expect similar job dynamics.

Human Resource Accounting -- This theory views personnel as an asset because of costs associated with their acquisitions and development and attempts to evaluate their contribution to the organization (Likert, 1967). The complexity of the service delivery system may be effected by the experience and preparedness of the front office

employee. The complexity variables that are applicable to this theory include: Contact Time, Imprecise Standards, Repetition, and Training. These four variables are related to the theory of Human Resource Accounting because they all relate to the efficient utilization of the human asset. Efficiency of job performance should increase as the job becomes routine or repetitious and the length of contact time may be controlled through the availability of precise standards and adequate training.

Job Enrichment -- The employee is encouraged to take more responsibility for their own work pace and output as long as they accomplish the standards of the job (Myers, 1970). Front office employees may have a better opportunity in real time than management to control the inconsistent and unplanned dynamics of their job. The complexity variables that are applicable to this theory include: Interruption and Repetition. These two variables are related to Job Enrichment because they tend to be on opposite sides of the spectrum in terms of time utilization by the employee. On one side there is the repetitious job where the employee must seek out diversions in order not to become bored, and on the other is the possible irritating situation of being continually interrupted which may cause

the employee to seek defensive avoidance strategies in order to adequately perform their job.

Management By Objectives -- The managers and subordinates collectively establish the parameters of the job, define the areas of responsibility, and assess outcomes based on contributions of each member (Odiorne, 1965). It is difficult in front office service jobs to establish policies and procedures that will cover all possible job contingencies. The complexity variables that are applicable to this theory include: Imprecise Standards, Stability and Training. These three variables are related to the concept of Management by Objectives because each deal with the dynamic nature of the hospitality service. Through the use of this type of goal setting, standards may become more focused and precise. Then through proper training activities all segments of the organization are brought together to support the established goals thereby providing the organization with long-range stability.

Job Stress -- The amount and degree of job pressures primarily caused by the lack of control over situations (Sells, 1970). The cyclical nature and dynamics of hotel/motel service expectation causing stress may be a contributor to job complexity. The complexity variables

that are applicable to this theory include: Interruptions, Repetitiveness, and Stability. These three variables are related to the theory of job stress in that they each may be a contributor to it. As discussed under job enrichment above the two spectrums of constant interruptions or complete repetitiveness and stability may each in their own way cause stress on employees. Some employees enjoy and thrive on the hectic situations whereas others find them too stressful to handle. By the same token some employees enjoy boring non-eventful jobs where others would be "driven up a wall" by them.

Transactional Analysis -- A technique of communication where it is recognized that employees and customers play different roles in various situations (Harris, 1969). An understanding and recognition of the possible role/situation configurations with the corresponding knowledge should effect complexity. The complexity variables that are applicable to this theory include: Contact Time, Customer Knowledge, and Customer Participation. These three variables are related to the theory of TA in that they all deal directly with the communications between the customer and employee. The psychological state of the customer may be based on his knowledge and level of expected participation. Also the fact that they expect to be waited on and completely

cared for may place them in a child-like frame of mind. Or in a confrontational situation, they may take the role of a parent by attempting to put the employee in the child state. Hopefully both actors will remain in the adult-adult states in order to make the contact time more efficient.

For an extensive list of studies that focus on the sixteen complexity variables see Table 1-2, and for additional reasons and justification for combining the various theories and complexity constructs, see the section on Hypotheses in Chapter Three.

Attitudinal Reactions

Job attitude and its relationship to many independent variables has been extensively studied for numerous industries and the results have been well-documented in the literature (Oldham et al., 1982; Zemelman, et al., 1979; Oldham & Miller, 1979, Kemp & Cook, 1983; Scott & Taylor, 1985; Schnake et al., 1984; Peterson, 1985; Slocum et al., 1985; Tharenou & Harker, 1982; Seybolt, 1976; Ferris & Gilmore, 1984). Constructs of attitudinal measures investigated in the above research efforts and those that will be evaluated as part of this study are grouped into three broad affective outcome areas: 1) General Satisfaction, 2) Internal Work Motivation, 3) Growth Satisfaction (Hackman & Oldham, 1980; Oldham et al., 1986).

TABLE 1-2

COMPLEXITY CONSTRUCTS WITH RESEARCH REFERENCES

COMPLEXITY	REFERENCE
AUTONOMY	Dubinsky & Skinner, 1984 Dunham, 1976 Hackman & Oldham, 1975, 1976, 1980 Mills & Posner, 1982 Oldham et al., 1982 Pierce & Dunham, 1978 Taber & Beehr, 1985
CONTACT TIME	Bowen & Jones, 1986 Bowen & Schneider, 1985 Chase (1978) Ferguson & Berger (1985) Haywood, 1983 Schneider et al., 1980
CUSTOMER KNOWLEDGE	Bowen & Schneider, 1985 Lovelock & Young, 1979 Mills et al., 1983 Sasser, 1976 Schneider et al., 1980
CUSTOMER PARTICIPATION	Bowen & Schneider, 1985 Lovelock & Young, 1979 Mills et al., 1983 Sasser, 1976 Schneider et al., 1980
DEALING WITH OTHERS	Bowen & Schneider, 1985 Hackman & Oldham 1975, 1976, 1980 Mills et al., 1983 Sims et al., 1976 Nyquist et al., 1985 Villere et al., 1983
FEEDBACK/AGENTS	Dubinsky & Skinner, 1984 Dunham, 1976 Hackman & Lawler, 1971 Hackman & Oldham, 1975, 1976, 1980 Lewis, 1983 Oldham et al., 1982 Pierce & Dunham, 1978 Schmitt et al., 1976 Sims et al., 1976 Steinman, 1976 Taber & Beehr, 1985

TABLE 1-2 (con't)

COMPLEXITY	REFERENCE
FEEDBACK/JOB	Dubinsky & Skinner, 1984 Dunham, 1976 Hackman & Lawler, 1971 Hackman & Oldham, 1975, 1976, 1980 Oldham et al., 1982 Pierce & Dunham Schmitt et al., 1982 Sims et al., 1976 Taber & Beehr, 1985
IMPRECISE STANDARDS	Berger & Ferguson, 1986 Mills & Moberg, 1982
INTERRUPTIONS	Berger & Ferguson, 1986 Mills & Moberg, 1982
REFERENT COMPARISONS	Globerson, 1977 Oldham et al., 1982 Oldham et al., 1986 Oldham & Miller, 1979
REPETITIVENESS	Brousseau, 1978 Cotton & Tuttle, 1986 Frew, 1931 Kohn & Schooler, 1973
SKILL VARIETY	Brousseau, 1978 Dunham, 1976 Glick et al., 1986 Hackman & Lawler, 1971 Hackman & Oldham, 1975, 1976, 1980 Pierce & Dunham, 1978 Sims et al., 1976 Taber & Beehr, 1985 Villere et al., 1983
STABILITY	Brousseau, 1978 Frew, 1981 Kohn & Schooler, 1973
TASK IDENTITY	Brousseau, 1978 Dunham, 1976 Hackman & Lawler, 1971 Hackman & Oldham, 1975, 1976, 1980 Pierce & Dunham, 1978 Sims et al., 1976 Taber & Beehr

TABLE 1-2 (con't)

COMPLEXITY	REFERENCE
TASK SIGNIFICANCE	Brousseau, 1978
	Dunham, 1976
	Hackman & Oldham, 1975, 1976, 1980
TRAINING	Frew, 1981
	Goodman, 1982
	Grant, 1984
	Knight & Salter, 1985
	Mill, 1986
	Nyquist et al., 1985
	Ransom & Berger, 1984
	Sims, 1983

Definitions

General Satisfaction - The extent to which employees are generally satisfied with their jobs.

Growth Satisfaction - The extent to which employees are satisfied with the growth opportunities that their job offers.

Internal Work Motivation - The extent to which the employees have self-generated rewards which lead to more satisfying job performance.

In this research a major purpose is to evaluate the sixteen job characteristics that are hypothesized to help explain the complexities of service. Because of the lack of an adequate measure for complexity, there is a need to relate these job characteristics to some known outcome variable(s) that would aid in the explanation of their contribution to possible job complexity concepts. Babbie (1973) suggests that such as relationship of unknowns to known outcomes may be termed "fixed point analysis".

In order to utilize the concept of a "fixed point of analysis", this study will use the three attitudinal reaction constructs as known standards with which to analyze the relationship between them and each of the sixteen hypothesized complexity constructs. The ultimate goal is to establish which constructs and relationships are the most important and relevant for the hotel/motel industry. Through various studies, especially Hackman and Oldham (1980), norms have been established linking the

relationships of the three aforementioned attitudinal reaction variables to the original seven complexity variables. Therefore a significant result of this study will be a comparison of those reported norms with the findings in this research. The study will also establish norms for the additional nine complexity variables.

RESEARCH QUESTIONS

General Objectives

The purpose of this study is to conduct an investigation of front office employees in hotels and motels in order to determine which constructs contribute to job (service) complexity and in turn how those complexity constructs are related to attitude reactions. This will be accomplished by modifying the Job Diagnostic Survey (Hackman & Oldham, 1975). The ability to effectively evaluate complexity and job attitudes in the hotel industry could aid the practitioner in writing job descriptions and job specifications, which should in turn enhance the recruitment, selection, placement and training of new employees. Also, when applied to current employees, the information developed from this study could be used in the administration of wages, salaries and promotions.

Specific Objectives

The specific objectives of this study are as follows:

1)   To identify an instrument that may measure, describe, explain, and/or predict the complexity of service (Payne, 1976)

2)   To evaluate the importance of the service complexity variables to the service delivery system (Frew, 1981)

3)   To develop and test a method for evaluating task complexity and its relationship to job attitudes (Scott, 1966; London & Klimoski, 1975; Hackman & Oldham, 1975, Oldham et. al., 1982)

4)   To develop a job complexity and attitude classification system to be used for recruiting, hiring and placing the hotel service employee (Burton, 1975)

5)   To develop a conceptual model of job complexity and job attitudes in hotels and motels in order to assess training needs and to develop a proper training program (Goodman, 1982; Sims, 1983; Grant, 1984; Berger & Ferguson, 1986)

STUDY LIMITATIONS

Since this study will be conducted on the front office personnel of hotels and motels, it will be dealing with only one highly visible segment of the hospitality industry that is primarily responsible for delivering service to the consumer. The services offered by the front office personnel have all of the problems that were outlined earlier in this chapter. Therefore this study has the potential of producing important information concerning the complexities of service as they relate to job attitude reactions for this type of employee.

This study will not focus on any other service departments that are found in hotel and motels such as housekeeping, engineering, food and beverage, banquets, conventions, marketing and sales, retail stores, or accounting.

Finally, for convenience, this study was conducted in the Greater Charlotte, North Carolina area of the Southeast. Although this part of the country is experiencing a steady rate of growth and attracts a heterogeneous group of employees and customers, no attempt will be made to generalize the results beyond this geographic area.

OVERVIEW

Significance

The hotel/motel segment, as well as the entire hospitality industry, appears to be in the midst of a maturity defensive strategy (Stage III in Figure One). Evidence of this position is usually exhibited by extensive use of price competition and advertising that stresses product differentiation (Sasser et al., 1978; Gottlieb et al., 1987). Figure One illustrates that there are basically four stages in the product life cycle: introduction, growth, maturity, and decline/rejuvenation, each of which may be superimposed on four types of market situations: monopoly, oligopoly, monopolistic competition, and pure

Stages

I   II   III   IV

Product Life Cycle Line

Rejuvenation

Maturity

Acceptance

Decline

Introduction

Monopoly   Oligopoly   Monopolistic   Pure
                                Competition   Competition
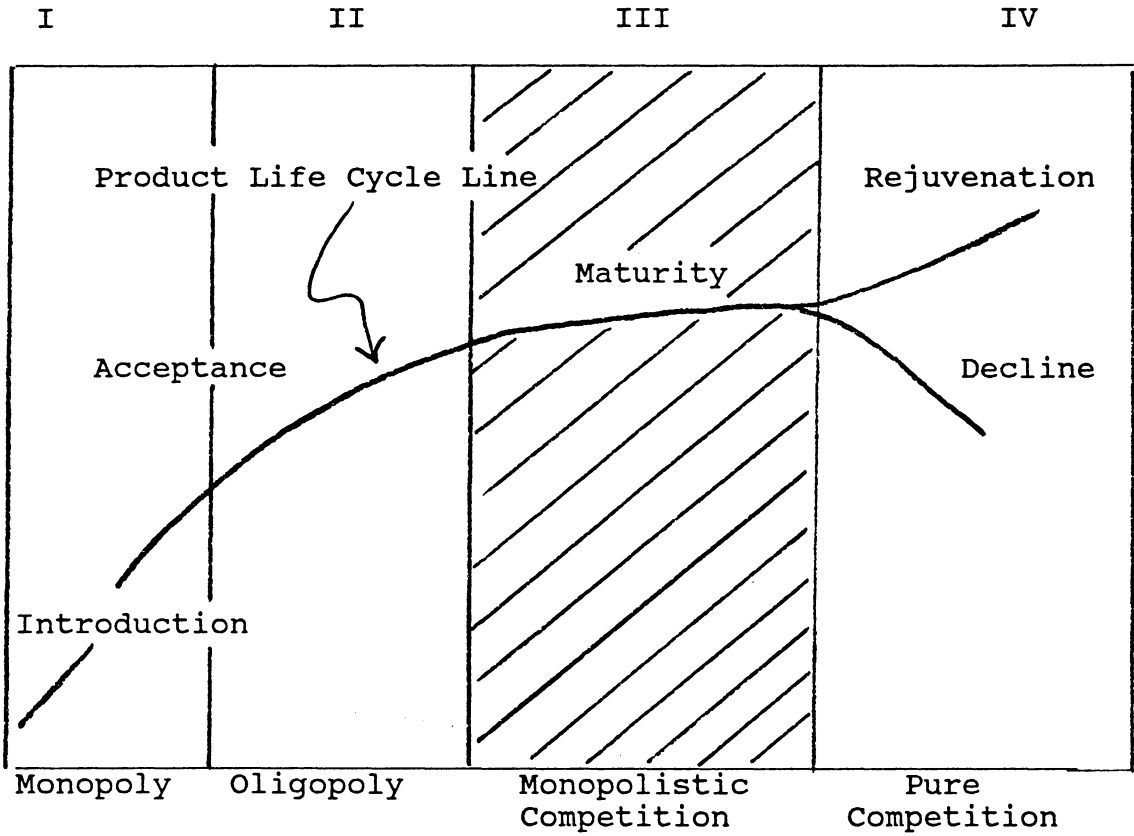
⧄ Position of a large portion of the Hotel/Motel
  Industry

FIGURE ONE

PRODUCT LIFE CYCLE AND ECONOMIC MARKET SITUATION

competition. We then have a maturity stage which is analogous to the economic stage of monopolistic competition where there are many sellers all bidding for scarce resources such as labor, and many buyers of hotel/motel services. This study intends to evaluate one segment of those scarce labor resources, the employees in hotel and motel front offices, by ascertaining how they feel about service complexity and its relationship to employee Attitudinal Reactions.

This study should be of considerable interest to the hospitality industry because service is an extremely complex commodity which tends to be very difficult to evaluate. A better understanding of service complexity may allow the practitioner to compete on another level instead of price or other potential profit reducing methods, by offering instead a real product difference through outstanding service. Also, the bidding for qualified employees should be more fruitful because good employees tend to be attached to more efficiently run operations.

Organization of Study

This study will consist of five chapters. The first is an overview of the research to be undertaken. Chapter 2 is a review of the related research literature to date.

Chapter 3 outlines and describes the research methodology to be used. Chapter 4 is a reporting of the results of the data collection. Chapter 5 is a discussion of the data reported in Chapter 4, summarizes the results, offers conclusions and makes recommendations for further research.

Summary

This chapter reviews the importance of service to the United States economy as well as the significance of the contribution of the hospitality industry to service. In spite of the overall importance of service, there is a serious lack of research in the subject area. There are many problems associated with service. This research attempts to address several aspects of those problems by exploring the various constructs of complexity and relating them to attitudinal reactions. Definitions of both the complexity and attitudinal variables are included to lend clarity to the purposes of the study. Limitations of the study are outlined in order to narrow the focus of the research to a manageable size. The research questions in the form of the objectives of the study are outlined in both general and specific terms. Finally, the chapter concludes with an overview of the significance and organization of the study.

CHAPTER II

SERVICE COMPLEXITY AND JOB ATTITUDINAL REACTIONS

IN HOTELS AND MOTELS: A LITERATURE REVIEW

INTRODUCTION

The objective of this chapter is to review the
research literature that pertains to the two broad areas
under investigation by this study, which are identifying
the constructs that are important to service complexity and
ascertaining the effect of those complexity factors on
attitudinal reactions from the job. In order to fulfill these
two objectives, this review of literature will consist of
four sections: 1) An evaluation of the theoretical basis
for the inclusion of the sixteen complexity variables in
this study, 2) A review of the variables that researchers
have used to measure attitudinal reactions, 3) The results
that have been derived from other studies that have compared
complexity and attitudinal factors, and 4) A review of the
important instruments that have been used to measure both
complexity and attitudes. The basis for this investigation
evolved from the knowledge that the hotel/motel industry, by
its very nature, is in the business of supplying services to

the public, but at the same time, as with other service industries, has had problems in doing so. There have been many speculations as to why excellent service does not occur on a more frequent basis, but no real empirical studies addressing the specific problem have thus far emerged. Also, to date there have been relatively few empirical studies conducted that pertain specifically to the hotel/motel industry. Therefore, this review will refer to studies in related industries that address both the complexity and job attitude issues, while its primary focus will be on the hotel/motel industry.

SERVICE COMPLEXITY FACTORS

The concern for job complexity on the part of researchers appeared to have had its roots in the mid-sixties when industry began looking for ways to increase productivity and cooperative activity while decreasing absenteeism and turnover (London & Klimoski, 1975). In the very first article of its first issue, a well-known journal proposed several ideas on the subject of complexity. One of the more important findings was that a worker will become frustrated if he perceives his job to be low in complexity or more motivated if he perceives its complexity to be high. However, this relationship should be curvilinear because it seemed to the author that frustration would also

stem from a job that was too complex for the worker to handle (Scott, 1966). In a later study of nurses, London and Klimoski (1975) questioned Scott's thesis when they found that job complexity factors were best described as a linear relationship because employees' perceptions of complexity are not equally effected by all variables. Their conclusion was that managers should fully understand the perception of complexity prior to any job enrichment programs, and this understanding is ultimately one of the purposes of this investigation.

Hospitality managers and employees have very complex jobs replete with interruptions, customer complaints, employee problems, and seemingly endless crises demanding immediate solutions (Berger and Ferguson, 1986). Hospitality personnel are also required to perform a variety of heterogeneous tasks on a daily basis. Two hotel/motel management groups, hotel front office managers (Rutherford, 1985) and executive housekeepers (Rutherford and Schill (1984), were surveyed and asked to rank the importance of their activities. Out of 105 activities, front office managers ranked communication as their number one activity, while various other forms of information exchange dominated in six of the top ten items they listed. Research findings from executive housekeepers yielded similar results.

Two research efforts (Nyquist et al., 1985 and Lewis, 1983) explored the problem of communication from the aspects of feedback. Although they approached the subject from different perspectives, they nevertheless reached similar conclusions. That is, at some point a few guests are simply unreasonable in their demands and no effort on the part of the employees will make any difference.

Using the Critical Incident Technique (CIT) for the purpose of developing a model for the elimination of communication difficulties, Nyquist et al. (1985) conducted a study on hotels, restaurants, and airlines as representatives of high-contact industries. The methodology consisted of 131 employees interviewed, 28 of whom were interviewed in several hotels in Seattle, Washington. From this hotel group they found that 78% of the communications difficulties were caused by customer expectation exceeding the capacity of the service delivery system, e.g. demanding suites for the price of regular rooms or demanding the right to get drunk and wander through the lobby in the nude. Only 22% of the difficulties were caused by improper employee performance, e.g. guests waiting an hour for room service, rooms that were not made up in a timely manner, or no soap and towels in the bathroom.

In a study concerning the solicitation of guest complaints via guest comment cards, Lewis (1983) presented

a multiple assessment of demographics of guests who tender complaints along with the resulting actions taken. He found that complaints in manufacturing-type industries are easier to resolve because in most cases they can simply replace the product. How can a hotel replace a missed wake-up call or compensate for a one-hour wait for a bellman causing the guest to miss an important transportation connection?

It would appear that the degree of complexity will influence the number and the type of games that each actor (guest, employee, manager) will play. These games are better known in recent literature as "transactional analysis", whereby job complexity may decrease as the employee's ability to deal with various interactions increases (Villere et al., 1983). However, guests also learn "the ropes" and in their attempt to gain control of the situation they could increase the complexity.

According to Wilson and Goodman (1984), one way to improve service and productivity is for hotel managers to adopt the manufacturing technique of carefully scheduling service delivery according to timing and sequencing of tasks. Although this type of scheduling could undoubtedly improve productivity, it does not take into account the fact that service is dynamic and unpredictable. In other words, the authors neglect the factor of unscheduled extra

contact time that may be thrust upon the service personnel by a guest with an unusual, special or unique problem.

Referent comparison, a form of internal information exchange, is a powerful determinate of job complexity. Two studies, although not conducted specifically on the hotel industry, provide interesting insight for this research. By evaluating referent comparisons in relation to various situational factors including job complexity, Oldham et al., (1986) found that employees with longevity in the company used job comparisons inside the firm while short tenured personnel used outside or previous jobs for comparison. This finding strengthens the need to evaluate the opinions of subjects based on their seniority in their current property.

To add validity to the concept of referent comparisons, a technique called nonrepetitive time (NRT) was used to correlate actual measures of complexity differences in jobs with the more subjective just noticeable difference (JND) evaluation techniques used by employees (Globerson, 1977). This study demonstrated that employees are, in fact, able to detect complexity differences between job groups.

A major contributor to the problem of service complexity in hotels and motels is that the industry is said to be labor intensive as evidenced by a labor cost of up to 30% of sales. This compares with less than 5% for wholesalers and about 12% for retailers (Ferguson and

Berger, 1985). The 30% statistic is even more significant if the hospitality industry (as suspected) has lower wage levels than the other two.

A labor intensive industry, especially one with high turnover, must have a comprehensive employment program which includes training. Robert Mill (1986) offers a simple prescription for excellent service; that is, hire good people and train them well. He applies this principle by screening employees through the use of personality tests such as: Central Life Inventory, self-Monitoring Scale, and the Selling Orientation-Customer Orientation Scale. After employees are hired, they should be immediately trained for the impending service encounter. Since "it is easier to manage employee behavior than it is to influence customer behavior" (Mill, 1986), we need to first understand the customer, then deal with the employee.

There are various methods for conducting a viable training program. One is through the use of Critical Incident Methodology (Goodman, 1982). In this method, skills that are required for effective performance are specified in terms of actual job behaviors that are desired. Goodman surveyed waiters/waitresses and their supervisors in various types of restaurants to first determine the incidents to be rated and then to rank the incidents in their order of importance. Not surprisingly, the largest

number of incidents that were deemed important by both employees and supervisors fell into the category of guest relations, with procedural issues (equipment handling, safety, sanitation, etc.) ranking much lower in importance. It is interesting to note that supervisors ranked procedures at a much higher level, hence this explains the direction of most training programs. Goodman's findings were echoed by two well-known authors when they said, "interpersonal skills constitute the greatest training need for maintaining employee performance in small businesses, yet the bulk of training time is spent on technical skills" (Ranson & Berger, 1984).

Since management training can set the tone of the entire operation, selection of the topics for training become very important. It is interesting to compare the topic selections of professional educators with those of trainers. The top five listed by educators were Account, Personnel, Management, Communications, and Menu Development. However, the trainers ranked their topics as follows: Safety, Sanitation, Leadership/Supervision (tie), Management, and Equipment (Knight & Salter, 1985).

The developing pattern in the research review thus far reveals that complexity stems from many varied sources, therefore, the central problem becomes the ability to obtain from the available research a comprehensive as well

as relevant list of studies that include the sixteen complexity variables selected for this research. Since the number of hospitality industry studies centered around the selected complexity variables is inadequate, there is a need to explore other research areas.

One such research project that had a significant effect in shaping the direction of this study proposed the idea that task or job complexity may in fact be diagnosed, measured, and compared (Frew, 1981). His research looked at task complexity for the purpose of evaluating leadership styles and followership needs by measuring six dimensions of job complexity based on the earlier works in the 1960s of Paul Lawerence, Jay Lorsch, Charles Perrow and Derek Pugh. Frew's six dimensions included: repetitiveness, stability, training, conceptual simplicity, predictability, and job descriptions. The first three were incorporated directly into this research while the latter three were incorporated indirectly.

A review of literature using Frew's basic concepts revealed that Hackman and Oldham (1975, 1976, 1980) were the most often quoted source of job complexity measures from their seven characteristics (autonomy, dealing with others, feedback/job, feedback/agents, skill variety, task identity, and task significance) incorporated into the Job Diagnostic Survey.

Additional possible service complexity issues became apparent when considering the interactions between customer and employee. These interactions are easily divided into three distinct but equally important segments of the complexity variability.

1)   The interaction dynamics between the customer and employee (Bowen & Jones, 1986; Bowen & Schneider, 1985; Haywood, 1983) lend support to the theory that the longer the contact time the greater the potential for increased complexity.

2)   There is a certain amount of prior knowledge expected of the customer in order to receive adequate service (Bowen & Schneider, 1985; Mill, 1986).   In other words, in some service situations the customer is expected to have experiential knowledge of service procedures.

3)   In a similar vein, a certain level of customer participation is needed in order to complete the service transaction (Bowen & Schneider, 1985; Lovelock & Young, 1979; Mills et al., 1983; Sasser, 1976).   The customer is actually used as a partial employee in that he is expected to perform certain tasks in order to receive a complete service experience, for example, filling out his registration form or carrying his own luggage, etc.

ATTITUDINAL REACTIONS

In addition to research concerning complexity in the hospitality as well as other industries, there have been several studies that focused on the attitudinal reactions of employees usually in the context of job satisfaction. In an article centered around his dissertation topic, William Kent (1982) evaluated job satisfaction of hotel managers and its implications on hospitality education. His survey used the Bragfield-Rothe Index of Job Satisfaction conducted by mail to hotel managers, sales directors, and personnel directors in a large southern city. Out of 257, there was a response rate of 60.4% for a total of 166. Results that may pertain to this study were:

1) No significant differences between job satisfaction scores and the three different types of managers.

2) No significant differences between job satisfaction and demographics, such as: college major, marital status, or gender.

3) There is a significant difference between job satisfaction and service level of the hotel.

4) No significant correlation between job satisfaction and frequency of job relocation.

5) No significant correlation between job satisfaction and level of education.

Note: No statistical values were reported for 1 - 5 above.

6) Correlation of .3818 between job satisfaction and pay level.

7) Correlation of .5073 between job satisfaction and position of personnel director.

8) Correlation of .3781 between job satisfaction and position of sales director.

9) Correlation of .1038 between job satisfaction and position of general manager.

10) Correlation of .2953 between job satisfaction and hotel size.

Note: All correlations were significant at .05 level.

In a self-selected study, researchers asked readers of a popular hospitality journal to voluntarily respond to a questionnaire entitled: Do You Like Your Work? The resultant sample consisted of 191 respondents or roughly 3% of the total subscriber population. The sample drew 47% of its respondents from the hotel/motel segment of the industry, which was three times as many as the next highest identifiable category. Since there may be significant differences between the volunteer respondents and nonrespondents, the authors indicate that the results can only be reported as interesting and may indicate some further areas of research (Pizam & Chandrasekar, 1983). A partial reporting of their findings concerning attitude toward the job include the following means.

Attitudinal Reaction Facets	Mean*
Growth opportunity (development, learning, accomplishment)...............................	5.4
General Overall Satisfaction................	5.0
Motivation..................................	5.4

*7-point scale where 1 = very satisfied; 7 = very dissatisfied

The authors conclude that those who replied tended to be well-satisfied with their jobs. However, the respondents gave conflicting information when they indicated that the intrinsic attributes (opportunities, accomplishments, decision making) of their jobs were deemed the most important, but at the same time indicating that they tended to be more satisfied with the extrinsic factors (respect, work schedule, friendliness of co-workers) that were provided.

In another job satisfaction study, hospitality industry employees were compared with employees in four other industry groupings: agriculture, manufacturing, transportation, and professional services (Reichel & Pizam, 1984). This study used secondary data from the General Social Survey conducted by the National Opinion Research Center (NORC) at the University of Chicago. The survey spanned a seven-year period with an accumulated number of 12,120 respondents. By using the Kruskal-Wallis one way analysis of variance to analyze the data, their finding revealed that hospitality employees have specific demographic characteristics not generally found in the other groupings such as: they earn less salary, have a lower perceived social class, have lower levels of education, are younger, in poorer health, come from larger households, and are made up of a larger percentages of women and blacks. In contrast to the previous study by Pizam & Chandrasekar (1983), this

new research revealed that hospitality workers were less satisfied with their jobs and life in general than were workers in other occupations. The authors suggest four methods to improve the problems and perceptions of hospitality workers: 1) Redesign jobs to be more meaningful, 2) Improve working conditions, 3) Train management in the art of human resources management, and 4) Cultivate a professional image through community public relations. All of these, they feel, should lead to better job satisfaction.

Using satisfaction in its relationship to employee turnover, Mok and Finley (1986) conducted a study of hotel food service workers in Hong Kong. The Job Descriptive Index (JDI) was used to measure satisfaction, while turnover data was supplied by the hotels six months after the surveys were taken in order to test the correlation between job satisfaction and termination of employment. Based on five satisfaction variables (work itself, supervision, pay, promotion, and coworkers) the authors reported the following conclusions:

1) Except for pay, Table 2-1 illustrates that satisfaction scores were negatively correlated with termination.
2) By using comparative statistics from other JDI studies, hospitality workers in general were less satisfied with their jobs than other workers.

TABLE 2-1

BISERIAL CORRELATION BETWEEN JOB SATISFACTION SCORES
AND TERMINATION

SATISFACTION VARIABLES	CORRELATION WITH TERMINATION
WORK	-0.22**
SUPERVISION	-0.19*
PAY	0
PROMOTION	-0.16*
CO-WORKERS	-0.20*
TOTAL	-0.26**

$*P < 0.05$ $**P < 0.01$

NOTE: Satisfaction scores are negatively
related to turnover, implying that
satisfied employees are more likely to stay.

SOURCE: Mok & Finley, 1986.

3) Age, job level, length of employment, and gender were significantly related to job satisfaction.

Although turnover is not the subject matter of this research, it is worth noting that turnover is probably a result of job dissatisfaction. A recent study revealed that hotel front office employees tend to have "erratic" turnover rates. In their survey of 17 properties, Wasmuth and Davis (1983) found that seven had high turnover, six were low, and four were undergoing substantial reductions. They also reported that the factors influencing turnover of the front office personnel (in order of importance) include: group cohesiveness, quality of supervision, career opportunities, selection, training, linkages with other departments, and compensation.

RELATIONSHIP BETWEEN COMPLEXITY AND ATTITUDINAL REACTIONS

Since there were no studies conducted on the hospitality industry concerning the relationship between complexity and job attitudes, a review of literature was undertaken to discover research that was conducted in other industries in the subject areas. Table 2-2 is an alphabetical listing by author of fourteen studies that compared the various elements of job complexity with attitudinal reactions. A closer look at these studies reveals that

TABLE 2-2

Research Relating
Complexity and Attitudinal Reactions with
Type of Industry Surveyed

Reference	Complexity Variable	Attitudinal Reactions	Industry
Ferris and Gilmore (1984)	Skill variety Task identity Task significance Autonomy Feedback	General Satisfaction	Nursing Service
Glick et al. (1986)	Variety	General Satisfaction	Auto Parts Manufact-urer
	Autonomy	Challenge Satisfaction	
	Task identity Task feedback Skills and abilities		University Hospital
Goodman (1974)	Referent Comparison	Pay	Manufact-uring
Hackman and Lawler (1971)	Dealing with others	General self-esteem	Telephone Company
	Variety	Growth and Development	
	Autonomy Task identity Feedback	Prestige Security Pay Worthwhile Close Friendships Promotion Fair Treatment from Superior	
Hackman and Oldham (1976)	Skill variety	General Growth	Seven Hetero genous Organi zations
	Task identity	Internal Motivation	Blue collar,
	Task significance Autonomy Feedback		White collar, and profes sional

TABLE 2-2 (con't)

Reference	Complexity Variable	Attitudinal Reactions	Industry
Kempt and Cook (1983)	Multiple measures From Hackman and Oldman (1976)	Growth	Blue collar industry
Oldham and Miller (1979)	Skill variety Task identity Task significance Autonomy Feedback	Growth	Same Hackman and Oldham (1976)
Oldham et al. (1982)	Skill variety Task identity Task significance Autonomy Feedback	Growth General Internal Development	Manufac turing
Schnake et al. (1984)	Autonomy Feedback Task variety Task identity Task significance	Intrinsic	Utility
Seybolt (1976)	Mental Interpersonal Physical	Pay Co-workers Promotions Supervision Work Itself	City and County Employ.
Tharenou and Harker (1982)	Skill variety Autonomy Task variety Task significance Feedback/job	Growth need Central life Recent life changes Self-esteem Defensiveness Sense of competence	Semi. Elec. Auth.
Walsh et al. (1980)	Autonomy Variety Task identity Feedback	General Role clarity challenge	Manufac turing

TABLE 2-2 (con't)

Reference	Complexity Variable	Attitudinal Reactions	Industry
Zemelman et al. (1979)	Ten items from Task structure Scale (tss) Simple = routine structured predictable Complex = variable unstructured unpredictable	Work Supervision Pay Promotions	Stock Broker-age Firm

they may be grouped into five related concepts: Introductory Studies, Demographics, Psychographics, Referent Comparisons, and Related Research.

Introductory Studies

The seminal work that ultimately led to the identification and definition of many of the common job characteristics used today [which was also the precursor to the Job Diagnostic Survey (JDS)] was authored by Hackman and Lawler (1971). In a further refinement of the job characteristics constructs to be tested, the prolific team of Hackman and Oldham (1976) was established. Their research efforts formed the basis for their now popular book on redesigning work based on a complete analysis of the work place by using the JDS.

Demographics

The demographic, data job longevity and education level were thoroughly explored in two separate studies relating complexity and satisfaction. Job longevity is not a significant moderator of the complexity-satisfaction relationship except in cases of very short tenure (Kemp & Cook, 1983). The authors say that this refutes an earlier study by Katz (1978). In the short run (less than three years) the high growth need employees are more satisfied

than the low growth need employees because they perhaps are able to accept and, therefore, able to respond to challenges sooner. In another study focusing on the educational level, it was reported that more organization inducements such as pay, job variety, and task complexity are required to satisfy the well-educated employee than are needed to satisfy those less educated.

Psychographics

The psychographics or feelings of the employees were reported in three of the studies reviewed. The association between complexity and satisfaction is associated with the feeling of competence (Tharenou & Harker, 1982). In their study, the sense of competence resulted from mastering the work setting, hence, overcoming complex situations led to job satisfaction. In another study, Walsh et al. (1982) reported that challenge was consistently an important determinant of satisfaction. In their case, challenge is defined by the degree to which one's skill variety is engaged or employed by the job. From the perspective of nurses, job complexity itself was a source of satisfaction especially when the work climate was perceived as unfavorable (Ferris & Gilmore, 1984).

Referent Comparisons

Springing from the studies concerning equity theory in the work place, several research efforts have concerned themselves with whom employees compared themselves. Goodman (1974) reported the following concerning referent selection:

1)   The process of referent selection is continuous and dynamic.

2)   Respondents tended to select multiple referents in questions related to pay satisfaction criteria.

3)   The degree of quality in job professionalism related to the selection of referents.

4)   The use of published absolute salary levels and raise percentage indexes were selected to enhance one's own self-esteem, while at the same time those published reports that tended to threaten feelings were avoided.

In a succession of articles, Greg Oldham teamed with several authors on the subject of referent comparisons, and the following information was reported. The evaluation of the significant other has a substantial influence or reaction concerning job characteristics. Employees who perceive themselves to have jobs of greater complexity than their colleagues have lower satisfaction and higher productivity than their referent. Employees who perceive their jobs as

less complex than their referent have a (slightly) lower satisfaction but a lower productivity rating (Oldham & Miller, 1979). Employees who compared their jobs to referents with similar challenges and complexity were more highly internally motivated than employees who used referents who were at the extremes by having either "more" or "less" complex jobs. Also, the most productive employees compared their jobs to their own future expectations and were, therefore, more motivated as well as productive (Oldham et al., 1982).

Related Research

The following studies did not fit any specific category but are nevertheless related to the topics of complexity and attitudinal reaction. The first one calls into question the essence of this research, that is, is there any relationship between complexity and attitudes? Three variables (life style orientation, work group structure, and job complexity) were used to predict job satisfaction and performance. The studies reported that none of the variables predicted satisfaction and performance to any significant degree, however, they did rate structure as the highest of the supposedly ineffective variables (Zemelman et al., 1979). This particular study was extremely conservative in nature by calling attention to so many

caveats that the results seem to have been built on very shaky foundations.

The effects of the measurement itself was studied by Glick et al., (1986). They found that job characteristics and outcomes are related to each other and these relationships are only partially independent of the research methods effect. In this particular study, the measurements Glick et al. used included interviews, card sorts, and observation rather than self-reporting questionnaires. Although they make no specific recommendations as to which methods are the best they do offer an assessment of the relative importance of methods effect in areas of organizational research.

From another standpoint, Schnake et al. (1984) reviewed the effects of goal setting on complexity and satisfaction relationships. They found that goal difficulty has a positive effect on job satisfaction regardless of the degree of complexity, but participation in goal setting and goal clarity have a more positive effect on individuals in low complexity jobs.

INSTRUMENTS

The final part of this section on the review of the literature will center around the most popular instruments that have been developed to measure job characteristics. According to Ferratt, Dunhan & Piecer (1981), there are six important instruments which have focused on job characteristics that will measure complexity and satisfaction: Job Diagnostic Survey (JDS), Job Characteristic Inventory (JCI), Job Descriptive Index (JDI), Index of Organizational Reactions (IOR), Minnesota Satisfaction Questionnaire (MSQ), and Satisfaction With Work Scales (SWS). In an evaluation for discriminate validity between each instrument, they found that job satisfaction as measured by the JDI or MSQ could not be adequately discriminated from the measures obtained from either the JDS or JCI. However, the IOR and SWS could be discriminated from the JDS and JCI. Based on this assessment, the IDR and SWS were eliminated from consideration for use in this research. The MSQ, although comprehensive, was deemed too cumbersome for this research. This admittedly subjective process of elimination cuts the field in half to allow a more careful review of what this researcher considers the top three.

In the early to mid-70s, three groups of researchers independently developed different instruments (PAQ, JCI, and JDS) in order to measure various job characteristics.

Position Analysis Questionnaire (PAQ)

A group of researchers from Purdue University developed an instrument to analyze various aspects of jobs which they named the Position Analysis Questionnaire (PAQ). (McCormick, Jeanneret & Mecham, 1972). In their monograph they indicated that the PAQ is a successor to instruments they had developed in the mid-1960s. Robert Mecham (1983) one of the original authors, recently evaluated wage and salary determinants comparing traditional evaluation methods and the PAQ. Generally, he found the PAQ to be superior.

There is however a major "drawback" to this instrument, which is that the data is supplied by the researcher through observation rather than being supplied by the employees being evaluated. This potential problem has been reviewed in several studies. Arvey, Passino & Lounsbury (1977) looked at the effects of the sex of the researcher and sex of the subject on the results of the PAQ. They found that the sex of the incumbent does not influence the PAQ scores. There was a marginal but consistent effect of the sex of the analyst; that is, female analysts gave lower PAQ scores to the job than males regardless of the sex of the incumbent. The other study was conducted by Cornelius, Denisi, and Blencoe (1984) on the apparent lack of difference between the

expert and naive rater when using the PAQ as reported in an earlier study by Smith and Hakel (1979). The Smith and Hakel findings bring into serious question whether or not the PAQ is looking only at trivia or common knowledge items concerning jobs because relevant ratings were given by both the so-called expert raters and those who had absolutely no training. The Cornelius et al. study seems to generally refute the one done by Smith and Hakel.

Job Characteristic Inventory (JCI)

Another important measurement of job characteristics is the Job Characteristic Inventory (JCI) developed by Henry Sims, Jr., Andrew Szilagyi, and Robert Keller (1976). This reliable and validated instrument, measures six job characteristics: Variety, Autonomy, Feedback Task Identity, Dealing With Others, and Friendship. The stated advantages of the JCI instrument came from the fact that the data was tested on two diverse groups, predominately females in a hospital setting and males in a manufacturing firm. This instrument could be most useful in studying the hospitality industry because of the predominance of female employees at the lower levels which will soon be a fact in management positions as well. In fact, the JCI was tested by Dubinsky and Skinner (1984) on retail salespersons. Since the hotel industry is closely related to retailing, it is important

that the authors suggested that retail managers should attempt to design sales jobs that will provide high levels of variety, autonomy, task identity, and feedback, which are all characteristics of central importance to this research. The use of the JCI was ultimately rejected not for any negative reasons, but because of more positive attributes of the JDS.

Job Diagnostic Survey (JDS)

A careful review of literature has revealed that the most frequently cited instrument used in studying job characteristics is the Job Diagnostic Survey (JDS). This instrument had its roots in the seminal monograph written by Hackman & Lawler (1971). Their article on employee reactions to job characteristics was the result of a test of a conceptual framework of internal motivation and effective performance on telephone workers in an eastern company. Three years later, under a grant provided by the Navy, Hackman & Oldham (1974) published Yale University Technical Report Number 4, which provided an instrument that had been tested for both reliability and validity (See Appendix A for a modified version of this instrument).

Of considerable interest to this researcher is the fact that the instrument is free of any copyright restrictions and may be used without the authors' permission. They

(Hackman & Oldham) have subsequently published a book titled <u>Work Redesign</u> (1980) in which they include a complete users' guide for administering and interpreting the instrument. They also authored two other articles in 1975 and 1976 describing the results of surveys using the JDS on 658 workers in 62 different jobs including service. For these reasons a modified JDS was selected for this research.

SUMMARY

This chapter reviews the research literature pertaining to the study of job complexity and attitudinal reactions in the hotel and motel industry employees from four aspects: 1) Job Complexity, 2) Job Attitudes, 3) Comparisons Between the Two, and 4) Review of Instruments. Based on this review, there is an indication of need for further study in the hotel/motel service industry in order to provide theories and instruments to more adequately evaluate this important segment of the service industry.

CHAPTER III

METHODOLOGY

The methodology utilized in this research is designed to undertake an investigation of the constructs discussed in Chapter One that contribute to service complexity and, in turn, how those constructs relate to attitudinal reactions of personnel in hotel and motel front office positions. It is anticipated that this study will add new insights to the theory of service complexity which hopefully could aid the practitioner in writing job descriptions and job specifications, which in turn, could enhance the recruitment, selection, placement, and training of new employees. Also, when applied to current employees, this information could assist in the administration of wages, salaries, and promotions.

For the purposes of this investigation, the research has been divided into two phases. The first is to identify which construct(s) are the strongest in the evaluation of service complexity of hotel/motel front office employees. The second purpose is to measure the effect(s) of the complexity variables on attitudinal reactions of those same employees. In order to complete the stated objectives, the

following must be accomplished: identify a research setting, identify a sample, design the research, collect the data and evaluate the results.

RESEARCH SETTING

The goal in choosing a research setting is to feel comfortable in the idea that the research comes close to reflecting the real world. This study was conducted in a real-world situation through field research at the employee's place of employment with the complete approval of management. These real-world settings have a variety of familiar heterogeneous background factors in place. This, unlike a laboratory situation, tends to create a more relaxed subject because workers are responding to questions with fellow employees in the proximity of their normal working environment (Calder et al., 1981).

SAMPLE CONSIDERATIONS

In addition to the research setting, another very important methodological issue is the selection of the respondents. Since this study is somewhat exploratory in nature research and is not testing any one particular theory, the groups studied need not be carefully selected but may be broad enough in scope to be representative of a particular industry with the belief that the sample accurately

reflects the population of that industry (Calder et al., 1981). To this end, it is anticipated that a relevant sample of the hospitality industry population has been selected based on geographic region, property size/service levels, employee titles, and sample size.

Geographic Region

The area of the country surveyed was the Metropolitan Statistical Area (MSA) of Charlotte, North Carolina in February 1987. Not only was this geographic area selected for convenience of accessibility to the researcher, but also for its significant size -- 1980 MSA Population of 971,391 (Lane, 1985). For its size, Charlotte has a fairly typical number of hotel and motels because the region is an important destination as well as transient point for both business travelers and tourists. Furthermore, the Greater Charlotte area is assumed to include a heterogeneous mix of customers and employees.

Hotel/Motel Sizes

Hotels and motels are usually classified by their size, which in turn is generally determined by the number of sleeping rooms that are available for public rental. For the purposes of this study, hotel/motel sizes are categorized as follows: small properties - 100 to 149 rooms, medium

properties - 150 to 199 rooms, and large properties - over 200 rooms. Properties with less than 100 rooms were not considered because of their small number of employees.

Level of Service

In most cases, the size of the hotel or motel is also a determinate of its level of service. That is, the larger properties tend to offer more extensive and higher levels of service than the smaller ones. The level of service may be easily classified on three distinct levels: 1) Budget - Almost no service is offered; just a bare essentials room with some vending, 2) Average - A nice room with small restaurant, some meeting rooms, limited bell service, and 3) Luxury - Deluxe room with many amenities, large and/or multiple restaurants, banquet and meeting space, room service menus, 24-hour bell service, valet parking, etc.

Employee Titles

This study surveyed employees who were assigned to the front office department of the sampled hotels and motels. Within this department, most of the properties categorize their employees into seven distinct and identifiable positions: 1) Bell Staff, 2) Concierge, 3) Doormen, 4) Front Desk Clerks/Cashiers, 5) Reservation Clerks, 6) Telephone Operators, and 7) Night Auditor. (See Appendix B

for job descriptions of each). This research also gathered
data from the supervisors and front office managers.

Sample Size

        A list of all hotels and motels in the Charlotte MSA
was compiled from three sources: 1) The Charlotte Convention
and Visitors' Bureau, 2) The Greater Charlotte Hotel and Motel
Association, and 3) The Yellow Pages of the Charlotte
Telephone Directory.   As shown in Table 3-1, all of the
properties were stratified into three aforementioned groups
based on room sizes. After eliminating all properties with
less than 100 rooms and those properties that were no
longer in business, the total number of properties available
were 48.   Of the total number, the smaller properties
dominated with 52% of the total, while the medium and
larger properties were about even with 25% and 23%
respectively.   The total number of properties to be
surveyed was arbitrarily set at 36 in order to have a
manageable size and to balance the numbers between the
three groups.   Hence, a disproportionate stratified sample
was arranged as follows: In Group One a random sample of
13 properties of a possible 25 were drawn, while all 12
properties in Groups Two and all 11 properties in Group
Three were included as a census sample.   Each of the 36
properties from the three groups was contacted and as a

TABLE 3-1

Stratification of Hotels & Motels in Greater Charlotte, NC
* Groups are based on room size.

Size	Group* One Small	Group* Two Medium	Group* Three Large	Total ----
Number of Rooms Per Property	100-149	150-199	200+	____
Total Number of Proper-ties	25	12	11	48
Percent of Total	52%	25%	23%	100%
Number in Sample	13	12	11	36
Actual Number Sampled	09	09	07	25
Number Em-ployees Sam-pled	39	41	132	212
Percent of Total Em-ployees Sam-pled	18%	19%	62%	100%

result, 11 declined to participate for various reasons which left the total number of properties surveyed at 25. A list of the participating properties is included in Appendix C. From the 25 properties, a total of 222 surveys (from an estimated potential of 250) were returned, 10 of which were unusable, leaving a total of 212. The last row in Table 3-1 reveals, as expected, that although the number of participating properties in each grouping were about equal, almost two-thirds of the employees came from the larger properties. This disproportionate phenomenon strengthens the decision to have eliminated all properties with less than 100 rooms while concentrating efforts on larger properties.

DESIGN

This study was designed to collect information in order to investigate the complexity of service in the front office operations of hotels/motels and how that complexity might relate to attitudinal reactions. In order to accomplish the objectives, this section will state the research questions, the hypotheses, and operational questions in order to frame the design of the study.

RESEARCH METHODOLOGY QUESTIONS

For this study there are basically three methodology questions to be answered: The first is how to identify and test an instrument that will measure both job complexity factors and attitudinal factors in the front office department of the hotel/motel industry. The second is to ascertain how the sixteen service characteristics discussed in Chapter One may possibly interrelate and contribute to the complexity of the service. The third is to determine the extent of the relationship between the complexity constructs and the attitudinal reaction variables.

INSTRUMENT

After a careful review of several instruments as detailed in Chapter 2, the Job Diagnostic Survey (JDS) was selected for use in this study. This replicated instrument, reproduced in Appendix A, is identical to Hackman and Oldham's (1980) JDS except for the modifications to section one, two and eight.

Modifications

The original JDS contained seven complexity constructs questions in section one, with fourteen parallel questions in section two in order to evaluate reliability. The JDS was modified by adding nine additional questions to section

one for a total of sixteen as outlined in Chapter One. Also, eighteen parallel questions were added to section two making a total of thirty-two questions placed in random order. Sections three through seven remained the same, while section eight was completely revised in order to gather specific information about hotel/motel front office employees.

Sections

The instrument used in the study contains a total of eight sections each seeking specific areas of information. The first six sections utilize a Likert-type scale where the respondents make a selection based on seven values, all of which are from 1 to 7, except section six which is 4 to 10. The seventh section uses a five-point scale, while section eight is open ended. The first two sections are dedicated exclusively to the measurement of the sixteen hypothesized complexity variables. Section three directly measures the experienced psychological states as well as the affective outcomes, while section five indirectly measures those same constructs. Section four directly measures the growth and context satisfactions. Sections six and seven provide the measures of individual growth need strength, and of course, section eight records the demographic information. The relevant codes for combining

these section are provided in Table 4-1 (complexity) and Table 4-2 (Attitudinal Reactions).

RELIABILITY AND VALIDITY

In order to be effective a measurement must be both reliable and valid. Reliability can be defined as the degree to which measures are free of error and, therefore, yield consistent results (Peter, 1979). The most common definition of validity answers the question: Are we measuring what we think we are measuring (Kerlinger, 1986)? The instrument used in this research, as previously stated, is a modification of Hackman and Oldham's (1975, 1976, 1980) well-tested Job Diagnostic Survey. The major modification was the inclusion of nine additional complexity constructs to the original instrument. This was accomplished by adding questions eight through sixteen to section one and the corresponding parallel questions to section two.

The original Job Diagnostic Survey (JDS) has austensibly undergone extensive testing for both reliability and validity for many job families since it was developed in the early 1970's. However this newly created modified version of the JDS has not been previously validated nor has it been used in any form to specifically survey hotel/motel front office employees.

The nine new constructs as well as the original seven will be evaluated for reliability by testing for internal consistency of the construct items, while validity will be explored through an evaluation of both content and nomological issues.

Reliability

By far the most popular method of measuring reliability is by internal consistency through the use of Cronbach's Alpha (Carmines & Zeller, 1979; Zaichkowsky, 1985).

Content Validity

Content validity focuses on the domain of characteristics that tend to capture the measurement desired. This domain is a matter of judgment on the part of the researcher and should be supported by a representative collection of items obtained through a literature review (Carmine & Zeller, 1979; Kerlinger, 1986; Nunnally, 1978).

Nomological Validity

Nomological validity is an important form of construct validity which is sometimes called "lawlike validity" because it evaluates whether or not hypothesized measures behave as expected. That is, do the constructs produce the pattern and strengths anticipated as empirically

tested through correlation analysis (Peter, 1981; Peter & Churchill, 1986).

HYPOTHESES

It would be difficult to formulate hypotheses to measure the direct relationship of job characteristic to service complexity primarily because of the lack of a measure for complexity. Although based on many separate theories, the sixteen complexity constructs are in fact a collection of "interesting" measures which lend themselves to various statistical measures for exploration (Nunnally, 1967).

The statistical methods that will be used to explore the interrelationship of the job characteristics and their relationship to the concept of service complexity will be accomplished through the use of descriptive statistics. Correlation analysis will evaluate the strengths and direction between the complexity the focus or attitudinal reaction variables.

Since the sixteen job characteristics that were discussed in chapter one are expected to relate to the attitudinal reactions of service employees, this section will evaluate nomological validity by hypothesizing that the complexity constructs are related to the attitudinal reaction or focus variables. It is not so much whether or

not "if" a relationship exists but "which" of the constructs have the strongest effects (Kerlinger, 1986; Peter & Churchill, 1986). Therefore since strong positive or negative relationships are expected to exist between the job characteristics and the job attitudes, the following hypotheses will be stated in the alternate rather than the null format.

Following each hypothesis there will be an explanation of the deductive reasoning for the way each are stated. Also, since hypotheses 8 through 16 have not previously been studied, the theoretical justification for their inclusion will also be outlined.

Hypothesis 1:   The more employees deal with others the more positive effect on attitudinal reactions.

Reasoning - The hospitality industry is thought to be sociable in nature and therefore attracts employees that enjoy interpersonal interactions, therefore it is expected that positive effects will result from greater interactions.

Hypothesis 2:   The greater the autonomy of the job the more positive the effect on attitudinal reactions.

Reasoning -- The hospitality industry provides the opportunity for employees to make independent decisions at times with few constraints, therefore it is expected that positive effects will result from the ability to make independent decisions.

Hypothesis 3:   The more employees identify with completing a "whole" piece of work the more positive the effect on attitudinal reactions.

Reasoning -- There is intrinsic satisfaction derived from experiencing the finished product from ones efforts. The nature of the hospitality industry allows the employee to see the entire process, therefore it is expected that positive effects will result from experiencing a complete task process.

Hypothesis 4:   The more employees are able to use a variety of acquired skills the more positive the effect on attitudinal reactions.

Reasoning - Learning through both formal and informal training and education is a continuous process which is expected to enable the person to succeed, therefore it is

expected that positive effects will result from experiencing the ability to use those acquired skills.

Hypothesis 5:   The greater the significance of the job the more positive the effect on attitudinal reactions.

Reasoning - People should feel better about themselves when they perceive that they are making a contribution, therefore it is expected that positive effects will result if an employee feels that what they accomplish on their job makes a difference in the scheme of things.

Hypothesis 6:   The greater the feedback from agents the more positive the effects on attitudinal reactions.

Reasoning - Change or corrective action would probably not take place without some indication that it was necessary, therefore it is expected that positive effects will result if an employee is properly guided in the performance of their job by significant others.

Hypothesis 7:   The greater the feedback from the job the more positive the effect on attitudinal reactions.

Reasoning - Change or corrective action would probably not take place without some indication that it was necessary, therefore it is expected that positive effects will result if an employee is able to make adjustments in their performance from job related measures.

Hypothesis 8:   The more employees perceive their job as being stable over time the more positive the effect on attitudinal reactions.

Reasoning - If a job is constantly changing and new learning is required for proper performance, the job would be unstable and thereby create negative employee reaction, therefore it is expected that positive effects will result if the converse is true and the job remains fairly stable.

Justification - The justification for comparing stability of the job with its effect of employee attitudinal reactions is based on equity, stress, and management by objectives (MBO) theories. Equity -- Employees tend to temper their feelings toward their job based on their perception of

rewards and responsibilities of similar jobs. Stress -- It would seem that the stress level of a job would be influenced by its degree of stability, therefore the less stressful hence more stable job would have a more positive effect on employees reactions. MBO -- Supposedly job changes under MBO theory evolve from joint agreement between superior and subordinate, therefore even if there are changes in the job over time, they would not be viewed as instability provided that there was the aforementioned input on the part of the effected employees.

Hypothesis 9:   The greater the number of job interruptions the more negative the effect on attitudinal reactions.

Reasoning - Constant interruptions when an employee is attempting to perform their job whether by people or mechanical means would make a job more difficult to perform, therefore it is expected that negative effects will result as the number of interruptions increase.

Justification - The justification for comparing interruptions on the job with attitudinal reactions is based on boundary spanning, job enrichment and stress theories.

Boundary Spanning -- The front office employee acts as the representative or boundary spanner between the hotel and the guest, therefore by definition these jobs are replete with interactions in the form of interruptions. Job Enrichment -- In this theory employees are able to plan as well as control the pace and quality of their jobs, presumably this would also allow them to control interruptions. Stress -- If there are excessive interruptions this could lead to stress from the frustration of not being able to adequately perform all aspects of the job.

Hypothesis 10:   The greater the preciseness of standards for a job the more positive the effect on attitudinal reactions.

Reasoning -- If there are policies, procedures and standards in place to handle possible contingencies, then it is expected that knowledge of these would have a positive effect on attitudinal reactions.

Justification -- The justification for comparing the extent of precise standards for a job with attitudinal reactions is based on equity, human resource accounting, and MBO theories. Equity -- An employee may view their job as being more complex or difficult than another because they

lack the formal guidelines with which to perform that job. Human Resource Accounting -- In this theory each employee is considered an asset to the organization and proper utilization of any asset is to make it more efficient, in this case to provide the employee with the necessary information to complete their job. MBO -- The employee through first hand knowledge of the procedural shortcomings of the job could effect the inclusion of more complete guidelines with which to perform the job.

Hypothesis 11:   The more employees feel they are trained for their job the more positive the effect on attitudinal reactions.

Reasoning - Training is necessary in order for anyone to perform their job but it also is an indication to the employee that the organization cares enough about them to invest time and effort, therefore it is expected that positive effects will result if the employee feels that they are adequately trained for their job.

Justification - The justification for comparing the degree of job training to employee attitudinal reactions is based on critical incident, equity, human resource accounting, and management by objectives theories. Critical Incident --

Management must constantly monitor the activities of employees and identify those areas that are in need of correction. One way to make corrections is through proper training to make activities run more smoothly. Equity-- Employees who feel they have received the same amount of training as their peers should have similar motivation and satisfaction reactions. Human Resource Accounting -- The employees as an asset should comprise the investment of training as well as other costs. MBO -- Through coordination between superior and subordinate the amount and level of training can be established.

Hypothesis 12:   The greater the customer participation in the service they receive the more positive the effect on attitudinal reactions.

Reasoning -- In service the customer is an integral part of the process and as a result having the customer perform a portion of the tasks the employees job would be easier and therefore the expectation is a more positive reaction.

Justification - The justification for comparing the amount of customer participation in the service with its effect on employee attitudinal reaction is based on boundary spanning and transaction analysis theories. Boundary Spanning -- By

definition boundary spanning is the liaison between the organization and the customer which is the case in the front office employee. Much of the successful results of that liaison is effected by the degree of customer participation. Transactional Analysis -- This theory deals with communication and the psychological states of the actors and the degree of customer participation would seem to depend on those particular states.

Hypothesis 13: The greater the customer knowledge the more positive the effect on attitudinal reactions.

Reasoning - The delivery of service should be easier and more comprehensive if the customer has acquired prior knowledge on how to participate in the service, therefore it is expected that positive effects will result from increased customer knowledge.

Justification - The justification for comparing the amount of prior customer knowledge in the nature of the service with the effect on employee attitudinal reaction is based on boundary spanning, transaction analysis, and critical incident theories. Boundary Spanning -- As discussed in the previous hypothesis the liaison between the customer

and employee depends on customer participation which is further effected by the extent of customer knowledge. Transaction Analysis -- The amount of knowledge possessed by the customer should have a dramatic effect on their psychological state and hence have an effect on the employee's attitudinal reaction. Critical Incident -- An important part of the critical incident theory is based on the fact that customer expectation at times exceeds the capacity of the system, in this case increased customer knowledge should lead to more positive interactions.

Hypotheses 14:   The more employees perceive the complexity of their job as being greater than similar jobs the more negative the effect on attitudinal reactions.

Reasoning - If the jobs are perceived as being similar in pay and status and the only difference is the perceived complexity then it is expected that there will be a negative effect if one perceives their job as being more complex than others.

Justification - The justification for comparing perceived job complexity with its effect on employees attitudinal reactions is based on equity theory. Equity -- This

hypothesis measure is the only one in this study that attempts to directly measure equity theory for front office employees, that is, by asking them directly if they feel their job is inequitable with others based on the degree of perceived complexity.

Hypothesis 15:   The greater the contact time employees have with their customers the more negative the effect on attitudinal reactions.

Reasoning - As the amount of interaction time increases between the employee and customer, there is a greater likelihood that it is because of potential problems and at the very least an "non-normal" transaction, therefore it is expected that negative effects will result the longer the contract time persists.

Justification - The justification for comparing the length of contact time between the customer and employee with the attitudinal reactions is based on boundary spanning, critical incident, human resource accounting, and transaction analysis.   Boundary Spanning -- This hypothesis deals directly with the organization interaction with its customers through front office employees.   Critical Incident -- The prolonged interaction may possibly be a

result of a misunderstanding of service delivery capacities. Human Resource Accounting -- The employee as a asset may not be efficiently used if there is an unacceptable amount of time taking place in various transactions. Transactional Analysis -- The extended interaction may be a result of unanticipated psychological states of either the customer or employee.

Hypothesis 16:   The greater the repetitiveness of the job the more positive the effect on attitudinal reactions.

Reasoning - The more a job consists of the same tasks over and over the easier and therefore less complex it should be, therefore it is expected that a positive effect will result if a job tends to be repetitive and not dynamic.

Justification - The justification for comparing the repetitiveness of a job with its effect on employee attitudinal reactions is based on human resource accounting, job enrichment, and stress. Human Resource Accounting-- Perhaps the most efficient use of the human asset is placing it in a highly productive capacity. Such as when the employee is performing a job that is relatively static in nature. Job Enrichment -- With a repetitive job

employees should easily be able to master the standards of the job and therefore perform at a high responsible level. Stress -- At repetitious job should not contribute to excessive stress for the employee, unless perhaps it is so repetitious that it causes boredom which to some may possibly be stressful.

Focus Variables

The statistics to test the above hypotheses will utilize the analysis of correlation coefficients between the sixteen complexity constructs and the focus measures. The focus measures will consist of the three attitudinal reaction variables as well as a composite of the three.

OPERATIONAL QUESTIONS

The operational questions assign meaning to constructs by specifying the activities necessary in order to measure them (Kerlinger, 1986). In this study the activities used to answer the research questions and test the hypotheses are explained by outlining the data collection methods and disclosing the results of the pilot study.

Data Collection Methods

The data for this study was gathered using an eight section questionnaire, which is a modification of the Job

Diagnostic Survey developed by Hackman and Oldham (1975). The same questionnaire was administered to both employees and supervisors (Glisson & Martin, 1980; Hrebiniak, 1974; Kopp & Litschert, 1980).

In mid-January 1987, the researcher addressed the Greater Charlotte N.C. Hotel and Motel Association in order to explain the project and to make the members aware they would be contacted during the month of February and asked to participate in this research project. All general managers in the sample were contacted by telephone for an appointment to further explain the project and to work out the details. The researcher personally met with each general or front office manager.

A few of the larger properties elected to have the questionnaire administered during an employees' meeting, while the remainder elected to have the questionnaires distributed to the employees individually and to be collected at a later date by the researcher or to be returned by mail. In order to ensure complete anonymity and unbiased responses, the subjects were asked to seal the booklets when they finished. This was accomplished by asking the respondents to staple them shut a number of times around the edges of the booklet.

The researcher opened each booklet and reviewed them for irregularities and, consequently, had to reject ten as

unusable because they were either completed by non-front office personnel or were too incomplete to be of use. The researcher also carefully reviewed the demographics in section eight and assigned code numbers to the answers of open-ended questions where respondents were required to fill in blanks such as question 14, the promotion position expected. The booklets were then taken to Computer Services at the University of South Carolina where they were professionally keypunched onto tape for later retrieval. The data was analyzed using SAS and SPSS statistical packages on the University's mainframe IBM computer.

Pilot Study

A pilot study normally consists of two parts; the first is the pretest and the second is a preliminary analysis of the data from that pretest. The primary function of the pilot study is to test the instrument for sequencing, clarity, readability, length, time involved, administration problems, adequacy of scale, data review, and any other problems not yet anticipated (Dillman, 1978).

During the summer of 1986, a draft of the instrument was offered for constructive criticism from professional colleagues. Then it was pretested on front office employees and managers in the city of Columbia, South Carolina at the Marriott and Radisson Hotels. A total of 31 booklets were

completed and analyzed through the University of South Carolina's computer. As a result of an analysis using Cronbach's Alpha, several questions that had been added for this research were rewritten to strengthen their reliability. Also, the demographics section was rewritten to permit more simplified keypunch functions.

The results of the data gathered are reported in Chapter Four.

CHAPTER IV

PRESENTATION OF RESULTS

This study was conducted using a modified version of the Job Diagnostic Survey which was completed by 212 front office employees in 25 hotels/motels from the Greater Charlotte, North Carolina area. The basic objectives of the study were to explore and evaluate the relationships among job characteristics that could contribute to service complexity and then to test the relationship between the complexity variables and employee attitudinal reactions in the hotel/motel segment of the hospitality service industry.

This chapter will present the results of the research in the form of addressing the three research objectives: 1) A reliability evaluation of the modified instrument, 2) A content evaluation of the sixteen complexity factors, and 3) A nomological validity evaluation of the relationship between job complexity and attitudinal reactions.

RELIABILITY

Reliability was evaluated by testing for the internal consistency of the items that comprise each construct and attitudinal reaction variable through the use of Cronbach's alpha. The results of this analysis for the

sixteen complexity constructs is presented in Table 4-1 in the form of a nine column matrix. Columns one and two list the sixteen complexity constructs in the order that they appear in section one of the instrument. The third column lists the alpha values for each combination of questions pertaining to each complexity construct. The fourth column is the coding key for each question that constitutes the combined cluster of three questions for each construct. For example in row one, column four, we have the following: 1-1 which means section 1 - question 1, 2-14 which means section 2 - question 14, and 2-21 which means section 2- question 21. The "R" means reversed scoring. Columns five and six are the mean and standard deviation values on a seven point Likert-type scale. As a way of demonstrating the reliability of each question column seven reports the potential alpha level of the grouping if an individual item were to be removed from that group. Columns eight through ten are the correlation coefficients for each item in the group. By coding each question as A, B, and C, the three possibilities are reported.

An identical internal consistency analysis was performed on the attitudinal reaction variables. The results of that analysis is shown in Table 4-2. The information reported is identical in each column to the reporting of the complexity variables in Table 4-1.

TABLE 4-1

Reliability Analysis of Complexity Questions
Using Cronbach's Alpha

Column Number	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
	Section One Question Number	Complexity Variable	Alpha	Section—Question R=Reversed	Mean	+ −SD	Alpha if Item Deleted	Correlation Code	Correlation A	Correlation B
	1	Dealing With Others	.3059	1- 1	6.5943	.9714	.1192	A		
				2-14	6.3962	1.1493	.2391	B	.2762	
				2-21R	4.5236	2.0891	.4281	B	.1776	.0750
	2	Autonomy	.5989	1- 2	4.5924	1.4057	.4564	A		
				2- 9	4.5498	1.8260	.3949	B	.4792	
				2- 1R	5.1706	1.8098	.6331	C	.2539	.2957
	3	Task Iden-tity	.4486	1- 3	4.8720	1.4202	.4589	A		
				2-23	4.6351	1.8579	.2413	B	.1898	
				2 7R	5.0900	1.8326	.3095	C	.1417	.2978
	4	Skill Variety	.6573	1- 4	4.3952	1.7474	.5833	A		
				2-25	3.9333	1.8906	.5608	B	.3672	
				2-15R	3.5810	1.9603	.5359	C	.3922	.4120

TABLE 4-1 (con't)

Column Number	(1) Section One Question Number	(2) Complexity Variable Alpha	(3)	(4) Section—Question R=Reversed	(5) Mean	(6) + -SD	(7) Alpha if Item Deleted	(8) Correlation Code	(9) Correlation A	Correlation B
	5	Task Significance	.2970	1- 5	5.4762	1.5286	.1256	A		
				2- 4	5.9048	1.6075	.1818	B	.2113	
				2-26R	5.7143	1.6984	.3485	C	.1006	.0671
	6	Feedback/ Agents	.8186	1- 6	4.1333	1.5805	.7344	A		
				2-19	4.0000	1.9269	.7355	B	.6582	
				2- 5R	4.3476	1.9803	.7845	C	.5965	.5806
	7	Feedback Job	.6146	1- 7	4.8104	1.4839	.4392	A		
				2-11	5.0711	1.5856	.5316	B	.4105	
				2-24R	4.7204	1.7922	.5812	C	.3685	.2835
	8	Stability	.6775	1- 8	3.1611	1.6308	.4385	A		
				2.10	2.9763	1.8909	.5635	B	.5896	
				2-27R	3.8815	1.9049	.7376	C	.3970	.2808
	9	Interruptions	.7111	1- 9	4.3821	1.7794	.5342	A		
				2-29	4.7736	1.9092	.6561	B	.5111	
				2-12R	4.5000	2.0641	.6753	C	.4936	.3656
	10	Imprecise Standards	.4893	1-10	3.5924	1.8322	.3865	A		
				2- 3	3.2322	1.9119	.3280	B	.2909	
				2-22R	3.8863	1.9090	.4503	C	.1964	.2395

TABLE 4-1 (con't)

Column Number	(1) Section One Question Number	(2) Complexity Variable	(3) Alpha	(4) Section—Question R=Reversed	(5) Mean	(6) + −SD	(7) Alpha if Item Deleted	(8) Correlation Code	(9) Correlation A	B
	11	Training	.7727	1-11	4.9384	1.4213	.7151	A		
				2-16	5.0521	1.8367	.7057	B	.5011	
				2-32R	5.1848	1.8539	.6532	C	.5646	.5565
	12	Customer Participa- tion	.6814	1-12	4.4387	1.6381	.5089	A		
				2-31	3.7170	1.935	.5842	B	.5140	
				2-17R	5.0991	1.9287	.6725	C	.4182	.3413
	13	Customer Knowledge	.6949	1-13	3.3868	1.8087	.6110	A		
				2- 6	3.4906	2.0012	.4674	B	.5496	
				2-13R	3.0142	1.9677	.7070	C	.3061	.4399
	14	Referent Compari- son	.7807	1-14	4.7333	1.5013	.6891	A		
				2-18	4.1571	1.8814	.6890	B	.5925	
				2-28R	4.8571	1.7604	.7324	C	.5322	.5269
	15	Contact Time	.4432	1-15	4.0330	1.7317	.1725	A		
				2-30	3.1651	1.8590	.4946	B	.2147	
				2- 2R	4.1475	1.9444	.3528	C	.3308	.0945
	16	Repeti- tiveness	.6393	1-16	2.8868	1.4164	.4993	A		
				2-20	2.6509	1.7688	.6004	B	.3701	
				2- 8R	2.6604	1.7464	.5306	C	.4385	.3327

TABLE 4-2

RELIABILITY ANALYSIS OF ATTITUDINAL REACTIONS USING CRONBACH'S ALPHA

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)				
Combination Code Number	Attitudinal Reaction	Alpha	Section Question R=Reversed Scoring	Mean	± SD	Alpha if Item Deleted	Correlation Code	Correlation				
								A	B	C	D	E
20	General Satisfaction	.7565	3-3	5.1691	1.5440	.6953	A	.	.	.	.	.
			3-13	5.7343	1.0343	.7626	B	.4660	.	.	.	.
			3-9R	4.8068	1.8332	.6772	C	.5519	.2775	.	.	.
			5-2	4.1111	1.5367	.6950	D	.4360	.2080	.4075	.	.
			5-8R	3.6618	1.6784	.7175	E	.2376	.1689	.4883	.5567	.
21	Internal Work Motivation	.6472	3-2	5.9952	1.1844	.5921	A	.	.	.	.	.
			3-6	6.1014	1.0678	.5823	B	.5493	.	.	.	.
			3-10	5.5314	1.4640	.6127	C	.2786	.2293	.	.	.
			3-14R	5.2995	1.6800	.6243	D	.2544	.3266	.2547	.	.
			5-1	4.9517	1.5193	.6135	E	.1806	.2604	.1054	.1445	.
			5-9	4.8792	1.4312	.6051	F	.1342	.1351	.2717	.1443	.4549
22	Growth Satisfaction	.7994	4-3	4.3349	1.6992	.7232	A	.	.	.		
			4-6	5.3774	1.2765	.7758	B	.5205	.	.		
			4-10	4.7783	1.5092	.7617	C	.5078	.4004	.		
			4-13	4.6321	1.6797	.7279	D	.5731	.4762	.5285		

However, columns 4 through 9 reveal that there were more than three questions for each attitudinal variable.

COMPLEXITY ITEMS

Alpha Levels

The internal consistency of the instrument evaluated using Cronbach's alpha produced interesting results. The greater the alpha value of the construct items, the greater the reliability. It is expected that to be deemed reliable, items should not have an alpha level below .80 (Carmines & Zeller, 1979), however, modest alpha coefficients in the range of .50 to .60 will suffice for the early stages of research (Nunnally, 1978). A ranking according to alpha levels are reported in Table 4-3.

When using Nunnally's alpha cutoff at the .50 level, this research would accept eleven of the sixteen items as being reliable. One important result of this study indicates that seven of these top eleven are new constructs that were added to the original Job Diagnostic Survey. In other words, the new items created for this research seem to indicate a higher internal consistency than do the items that have apparently undergone extensive previous testing. The fact remains, however, that only one item (Feedback/Agents) meets the generally acceptable .80 alpha cut-off level.

TABLE 4-3

ALPHA VALUES OF COMPLEXITY VARIABLES LISTED IN ORDER OF RANK

RANK	ALPHA	COMBINATION CODE NUMBER	VARIABLE NAME
1	.8186	6	Feedback/Agents
2	.7807*	14	Referent Comparisons
3	.7727*	11	Training
4	.7111	9	Interruptions
5	.6949*	13	Customer Knowledge
6	.6814*	12	Customer Participation
7	.6775*	8	Stability
8	.6573	4	Skill Variety
9	.6393*	16	Repetitiveness
10	.6146	7	Feedback/Job
11	.5989	2	Autonomy
12	.4893*	10	Imprecise Standards
13	.4433	3	Task Identity
14	.4432*	15	Contact Time
15	.3059	1	Dealing With Others
16	.2970	5	Task Significance

* Denotes Items Created For This Research

An inspection of the sixteen combination groupings (Table 4-1) reveals that if any of the 48 items or questions were to be deleted, the alpha level would increase in only 6 of the 48 cases and not by any appreciable amount. Conversely, in the other 42 cases, the alpha level would decrease. Therefore, it is concluded these sixteen sets of questions are reasonably reliable because each contributing question in the set tends to support the alpha level established for the local set.

Item Correlations

None of the correlation coefficients within the sixteen groupings appear to be particularly meaningful in that the highest was .6582 in the Feedback/Agents grouping, while the Referent comparisons group was second highest at .5925. Also, the referent comparisons and training groups were the only other ones to have all positive correlations above .5000. There is no intent here to evaluate the meaning of the correlations beyond the fact that their values corroborate the aforementioned alpha rankings. In other words, the three complexity variable groups with the highest correlation coefficients as expected also have the highest alpha values.

ATTITUDINAL REACTION ITEMS

Although this research can assume no credit for the construction of the three groups of questions that measure the attitudinal reaction of employees, they were never-the-less used here for the first time to evaluate front office employees. An analysis of Table 4-2 reveals the following alpha rankings:

GROWTH SATISFACTION   .7994

GENERAL SATISFACTION   .7565

INTERNAL WORK MOTIVATION .6472

These values are well above Nunnally's cutoff score of .5 and are comparable in reliability to at least 50% of the complexity questions. Also, there are a total of fifteen questions involved within the three groups and only one question (3-13) would increase the alpha rating if it were to be removed.

As a result of the internal consistency measures it is concluded that this modification of the Job Diagnostic Survey is in fact reliable for this initial research. Furthermore, the additional questions created to measure service complexity did so as well, and in most cases better than the questions taken from the original instrument.

VALIDITY

According to Carmines and Zeller (1979), validation involves three distinct steps: 1) the theoretical relationship between the concepts must be specified which will be discussed under the concept of content validity, 2) the empirical relationships between the constructs and the focus variables which is accomplished through nomological validity must be examined, and 3) the empirical evidence must be interpreted in terms of how it clarifies the validity for the particular measures which will be done in the next chapter.

Theoretical Relationships

In this research effort nine new variables were added to the original seven deemed by Hackman and Oldham (1975, 1976, 1980) as complexity characteristics of the job. These nine new variables are literally constructs based on ideas put together from the researchers knowledge of various theories and behaviors which do not necessarily lend themselves to isolated measurements (Nunnally, 1967). The theoretical justifications for the inclusion of these nine constructs was discussed in Chapter One. The ensuing discussion will center around the conceptual and empirical data gathered as justification for the retention of these new constructs in the measurement of service complexity.

CONTENT VALIDITY

The simplest form of validity that does not use statistical techniques is called face or content validity (Brinberg & Kidder, 1982). This type of validity has several generally acceptable components. First is must be a representative collection of the domain to be studied, which is usually based on the expert judgment of the researcher. Secondly, it must tap the population of knowledge by encompassing a representative segment of the body of knowledge under study. Consequently, it is better to have too many items and eliminate some after testing than to have too few and need to add them at later date. Finally, the items must be presented in a form that is testable (Carmines & Zeller, 1979; Kerlinger, 1986; Nunnally, 1978). It is very difficult to establish a content-valid measure for an abstract concept (Carmines & Zeller, 1979), which in the case of this research is service complexity. Therefore it is incumbent on the part of the researcher to convince the reader that the items included meet the aforementioned criteria of content validity.

Even though the domain of content validity is based on the judgment of the researcher, the decision should be based on as much information that can be assembled. In this research effort the body of knowledge that went into assessing the idea of service complexity stemmed from

professional experience as well as a careful review of literature. For the most part the literature dealing with service (especially hospitality service) has been conceptual in nature with few empirical studies. Therefore it was necessary to seek theoretical underpinnings from allied studies dealing with characteristics of the job.

There was a need to add nine additional service characteristics because the seven complexity characteristics developed by Hackman and Oldham did not encompass the special attributes of service, such as: Intangibility, Temporal Product, Short Distribution Channel, Inseparable Consumption and Production, Heterogeneous Product, Imprecise Standards, Fluctuating Demand, Inconsistency, and Face to Face Interactions. Two of the above service attributes (Imprecise Standards and Face to Face Interactions) were addressed directly in this research while the others were included indirectly through the content of the other items. For example, intangibility was explored in just about every complexity item but especially through interruptions, customer participation, customer knowledge, and contact time. Similar content evaluations may be made between the other service attributes and complexity items. The following will be a content validation justification for the inclusion of each of the sixteen constructs that purport to measure service complexity.

The theoretical basis for the inclusion of constructs one through seven is well documented in many studies (Hackman & Oldham, 1980). The theories for constructs eight through sixteen are explained in Chapter One.

1) Dealing With Others -- This variable is thought to measure service complexity because it is a people interactive business. The more involved the dealings the more complex the concept. The theoretical basis for this construction stems from the relationship to both required and optional interactions with customers and co-workers as discussed by Hackman and Lawler (1971).

2) Autonomy -- This variable is thought to measure service complexity because as workers are expected to make decisions on their own they are judged on the outcome of those decisions. The greater the possible choices that may be made the greater the complexity of the job.

3) Task Identity -- This variable is thought to measure complexity because people tend to care more about their work when they see the complete results of their job efforts. A complete understanding and ability to perform an entire service sequence should reduce the mystery and thereby the complexity of the job.

4) Skill Variety -- This variable is thought to measure complexity because employees will tend to stretch their abilities in order to use a variety of acquired

skills. As the number of skills utilized increases the complexity of the job increases.

5) Task Significance -- This variable is thought to measure complexity because some jobs require employees to perform tasks that may have an important impact on the lives of others. The greater the propensity of the job to impact the lives of others, the greater its perceived complexity.

6) Feedback Agents -- This variable is thought to measure complexity because the amount of suggested corrective action forthcoming from individuals will provide a guideline for extended job performance. It would appear to follow that the greater the need for corrective action, the greater the complexity of the job.

7) Feedback Job -- This variable is though to measure complexity because the amount of corrective action established from the actual job performance will tend to instigate changes in the performance of the job. It would appear to follow that the greater the need for corrective action, the greater the complexity of the job.

8) Stability -- This variable was thought to measure complexity because jobs that do not change over time, once learned, should not be complex. The theoretical basis for this construct stems from its relationship to Equity, Management by Objectives and Stress.

9)   Interruption -- This variable was though to measure complexity because the more a person is interrupted in the course of performing their job the more complex it should be. The theoretical basis for this construct stems from its relationship to Boundary Spanning, Job Enrichment, and Stress.

10)   Imprecise Standards -- This variable was though to measure complexity because if an employee had guidelines on which to rely to handle situations, their job would be less complex than those who did not. The theoretical basis for this construct stems from its relationship to Equity, Human Resource Accounting and Measurement by Objectives.

11)   Training -- This variable was thought to measure complexity because if extensive training were necessary for a job then presumably it would be more complex than one that did not require as much training. The theoretical basis for this construct stems from its relationship to Critical Incident Techniques, Equity Theory, Human Resource Accounting, and Management by Objectives.

12)   Customer Participation -- This variable was thought to measure complexity because the more an employee must depend on interactions from customers in order to perform their job the more dynamic and therefore complex it would be. The theoretical basis for this construct stems

from its relationship to Boundary Spanning and Transactional Analysis.

13) Customer Knowledge -- This variable was thought to measure complexity because lack of knowledge on the part of the customer could make the employees job less routine and therefore more complex. The theoretical basis for this construct stems from its relationship to Boundary Spanning and Transactional Analysis.

14) Referent Comparison -- This variable was thought to measure complexity because it directly asks the employee if they feel that their job is more complex than similar jobs. The basis for this construct stems from its relationship to Equity theory.

15) Contact Time -- This variable was thought to be a measure of complexity because it directly asks the employee if complexity is a function of the time spent in direct contact with the customer. The theoretical basis for this construct stems from its relationship to Boundary Spanning, Critical Incident Techniques, Human Resource Accounting, and Transaction Analysis.

16) Repetitiveness -- This variable was thought to measure complexity because the more routine a particular job, the less new duties are introduced, the less complex it should be. The problem with this premise is that depending on the type of employees equating complexity and

routineness may be positive in some cases and negative in others (London & Klimoski, 1975; Scott, 1966). The theoretical basis for this construct stems from its relationship to Human Resource Accounting, Job Enrichment and Stress.

NOMOLOGICAL VALIDITY

The second type of validity that was evaluated through the use of the Modified Job Diagnostic Survey is a subset of construct validity known as nomological or lawlike validity. This validity is used to determine the relationship between the complexity constructs and the focus variables, which in this case are defined as employee attitudinal reactions to their jobs. The empirical measure used to test this relationship is correlation analysis.

Correlation

Correlation analysis may be used to measure the strength of the relationship between two sets of variables (Helwig, 1985). Table 4-4 is a presentation of descriptive statistics for the complexity variables as well as correlation coefficients and significance levels (P values) with the attitudinal reaction variables.

The first column lists the name of each complexity variable, while columns 2 and 3 report their means and

TABLE 4-4

CORRELATION COEFFICIENTS AND P VALUES BETWEEN COMPLEXITY AND ATTITUDINAL REACTION VARIABLES

1	2	3	4		5		6		7	
	Discriptive Statistics		Satisfaction		General Motivation		Work Satisfaction		Growth Composite	
COMPLEXITY VARIABLES	MEAN	STD. DEV.	CORR.	P	CORR.	P	CORR.	P	CORR.	P
Dealing With Others	5.84	0.96	.0145	.8338	.2935	.0001	.1584	.0210	.1733	.0115
Autonomy	4.67	1.26	.3679	.0001	.1713	.0125	.5355	.0001	.4574	.0001
Task Identity	4.86	1.19	.1975	.0039	.0754	.2742	.1546	.0244	.1786	.0092
Skill Variety	3.97	1.44	.2014	.0032	.2007	.0033	.4044	.0001	.3362	.0001
Task Significance	5.71	1.04	.2478	.0003	.3604	.0001	.3021	.0001	.3590	.0001
Feedback/Agents	4.15	1.57	.3472	.0001	.2894	.0001	.3268	.0001	.3895	.0001
Feedback/Job	4.87	1.22	.3147	.0001	.3842	.0001	.4065	.0001	.4437	.0001
Stability	3.34	1.41	.0537	.4371	.0033	.9619	.2123	.0019	.1221	.0761
Interruption	4.55	1.53	− .1495	.0296	.0466	.4995	−.0380	.5826	−.0654	.3436
Imprecise Standards	3.57	1.32	− .2430	.0004	−.1825	.0049	−.1140	.0979	−.2161	.0015
Training	5.07	1.42	.0977	.1562	.2704	.0001	.2342	.0006	.2359	.0005
Customer Participation	4.42	1.44	− .1024	.8572	.0672	.3304	.0317	.6467	.0309	.6544
Customer Knowledge	3.30	1.52	− .0485	.4823	−.0019	.9787	−.0119	.8630	−.0265	.7018
Referent Comparison	4.59	1.44	.0712	.3020	.0715	.3002	.1895	.0056	.1406	.0408
Contact Time	3.78	1.28	− .0378	.5844	.0066	.9237	−.0238	.7304	−.0248	.7199
Repetitiveness	2.73	1.26	.2667	.0001	− .0004	.9995	.3032	.0001	.2525	.0002
Outcome	4.99	0.879								

standard deviations. Columns 4, 5 and 6 list Pearson's product-moment correlation coefficients and P values for each of the three attitudinal reaction variables, while column 7 is a composite correlation of the three aforementioned focus variables.

Hypothesis Testing

Hypotheses outlined in the previous chapter were tested in order to evaluate nomological validity. The ensuing correlation analysis produced the following results.

In general all correlation coefficients higher than .2600 are significant at the .0001 level, while those between .200 and .2600 are significant at a level no greater than .0030. Those coefficients that fall below .2000 are difficult to take seriously because by definition less than 4% of their variances are shared (Kerlinger, 1986). Also, a review of those correlations that fell below .2000 revealed that they tended to have both high and erratic significance levels.

A summary of the coefficients greater than .2000 are reported in Table 4-5 with the following results:

1) Ten of the sixteen hypothesized relationship meet the .2000 cut-off for one or more of the attitudinal reaction variables, they are: Dealing With Others,

TABLE 4-5
SUMMARY OF CORRELATION COEFFICIENTS ABOVE .2000 BETWEEN
COMPLEXITY AND ATTITUDINAL REACTION
VARIABLE FROM TABLE 4-4

Complexity Variable[a]		Attitudinal Reaction Variables
1 Dealing With Others	21 −	.2935*
2 Autonomy	20 −	.3679*
	22 −	.5355*
	com −	.4574*
4 Skill Variety	20 −	.2014**
	21 −	.2007**
	22 −	.4044*
	com −	.3362*
5 Task Significance	20 −	.2478*
	21 −	.3604*
	22 −	.3021*
	com −	.3590*
6 Feedback/Agents	20 −	.3472*
	21 −	.2894*
	22 −	.3268*
	com −	.3895*
7 Feedback/Job	20 −	.3147*
	21 −	.3842*
	22 −	.4065*
	com −	.4437*
8 Stability	22 −	.2123**
10 Imprecise Standards	20 −	.2430**
	com −	.2161**
11 Training	21 −	.2704*
	22 −	.2342**
	com −	.2359**
16 Repetitiveness	20 −	.2667*
	22 −	.3032*
	com −	.2525**

20 = General Satisfaction   com = composit of 20+21+22
21 = Internal Work Motivation
22 = Growth Satisfaction
  (a)   Only those that had correlations above .2000 are
      listed.   *   .0001   **   . 003

Autonomy, Skill Variety, Task Significance, Feedback/Agents, Feedback/Job, Stability, Imprecise Standards, Training and Repetitiveness.

 2) Four of the ten complexity variables correlate with all three attitudinal reaction variables as well as the composite, they are: Skill Variety, Task Significance, Feedback/Agents, and Feedback/Job.

 3) Three of the ten complexity variables correlate with at least two attitudinal reaction variables plus the composite, they are: a) Autonomy and Repetitiveness with General Satisfaction, Growth Satisfaction, and Composite; and b) Training with Internal Work Motivation, Growth Satisfaction, and Composite.

 4) One of the ten, Imprecise Standards, correlates with General Satisfaction and Composite. This is also the only complexity variable that has significant negative correlation coefficients.

 5) The two remaining complexity variables correlate with one attitudinal reaction variable each, they are: Dealing With Others with Internal Work Motivation and Stability with Growth Satisfaction.

In the next chapter, the results of this research will be discussed based on the research objectives. Conclusions will be reached based on the results of the testing of the hypotheses, and recommendations will be made concerning the possible results of this study on future research.

CHAPTER V
DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

This chapter will present and summarize the conclusions based on the goals and objectives of the investigation, as well as offer suggestions for future research.

DISCUSSION

A major goal of this research was to gather original data in the hotel/motel industry in order to develop a model to measure, explain, and predict service complexity. The methodology for accomplishing this goal was carried out by surveying front office personnel in hotel and motels with regard to their feelings concerning job complexity constructs as well as their attitudinal reactions to their jobs. Under the parameters of this goal the research objectives were to establish an instrument and then to test its reliability and validity.

The degree of achievement of the goals and objectives will be reported by segmenting the research objectives into three divisions:

1) Reliability test of the instrument.

2) Content validity evaluation of the instrument.

3) Nomological validity evaluation of the instrument through hypothesis testing of the complexity variables with the focus on attitudinal reaction variables.

INSTRUMENT RELIABILITY

The modified diagnostic survey was tested for internal consistency using Cronbach's Alpha (Table 4-1 and 4-2) and resulted in the following conclusions:

1) Based on this limited research, no attempt will be made to offer suggestions for the improvement of the questions taken verbatim from the original Job Diagnostic Survey, even though many did not prove to be highly reliable.

2) Overall, the internal consistency of the instrument gives evidence of its acceptability. In general, the nine new complexity variables questions were found to be more reliable than the original seven. In the top half of the alpha ranking, six of the eight complexity variables are new. Also, three of the five variables that fail to meet Nunnally's cutoff point of .5000 are from the original seven, two of which fall below an insupportable Alpha level of .3059.

3) Based on the relatively low alpha scores for Imprecise Standards (.4893) and Contact Time (.4432), the

questions comprising these variables should be evaluated and changes should be made to improve their reliability.

4)   As reported in Chapter Four (Table 4-1), only 6 of the 48 questions have negative effects on the composite alpha scores. Of those six, only question 2-21R makes a significant enough negative impact and therefore a candidate for wording change considerations.

5)   Based on alpha scores, the questions centering around the attitudinal reaction variables (Table 4-2) appear to be as reliable for hotel/motel front office employees as are the questions concerning complexity.

6)   A review of the five constructs that received alpha scores of less than Nunnally's .50 may have occurred as a result of the following:

Task Significance (Alpha = .2970) -- Apparently hotel/motel front office employees feel that what they do or the industry for that matter is not very important in the scheme of things, therefore the answers were mixed in their interpretation.

Dealing With Others (Alpha = .3059) -- The wording of question 21 in section 2 may be misleading because accomplishing the job by working alone probably has little relationship with the dealing with others concept.

Contact Time (Alpha = .4432) -- It is theorized that the length of time spent with a guest may at times be an extremely pleasant experience especially on a lonely slow shift, therefore this construct may not have adverse effects on job complexity.

Task Identity (Alpha = .4486) -- This item would probably depend on the position held by the employee and the way question 3 in section 1 is worded, there are probably no machines that can perform the front office service function.

Imprecise Standards (Alpha = .4893) -- Perhaps the wording is too strong in question 22, section 2, in that there could probably never be a "complete" set of guidelines.

CONTENT VALIDITY

The most reasonable evaluation of the content validity of the sixteen complexity constructs was derived from an evaluation of the descriptive statistics (Table 4-4) for each item compared to where that evaluation fell on the seven point continuum in section one of the instrument (See Appendix A).

1) Dealing With Others -- The overall mean for this construct was 5.84 on a 7 point scale, suggesting that there is a considerable amount of dealing with other people

in front office jobs increasing the potential complexity. Furthermore, employees consider those dealing as essential and crucial in performing their jobs. This construct had the highest mean score as expected because of the nature of the hospitality business by definition is service to people.

2) Autonomy -- The overall mean for this construct was 4.67 on a 7 point scale, suggesting that front office positions are somewhat autonomous thereby making them more complex. Although many things are standardized, there appears to be latitude for those employees to make decisions on their own. This construct performed about as expected because front office employees are expected to make independent decisions in a large percentage of their dealings.

3) Task Identity -- The overall mean for this construct was 4.86 on a 7 point scale, suggesting that front office employees experience the entire job from start to final outcome in a large number of cases, allowing complete experiences thereby reducing complexity. This mean score was lower than expected because this researcher felt that hospitality employees nearly always experienced the entire job sequence. Perhaps this concept would be stronger in a restaurant situation than at the front desk.

4) Skill Variety -- The overall mean for this construct was 3.97 with a high standard deviation of 1.44 on a 7 point scale, suggesting that a moderate amount of skills are used in generally by front office employees but also there are wide fluctuations between positions. These statistics indicate a somewhat neutral effect on complexity. This result was expected in that front office jobs seek intelligent high profile type people and then places them in less than challenging positions.

5) Task Significance -- The overall mean for this construct was 5.71 on a 7 point scale, suggesting that front office employees feel that the work they perform has a significant effect on the well-being of others, thereby increasing the feeling of complexity. This was somewhat higher than expected because of tendency toward job complacency on the part of the employee and potential lack of appreciation on the part of the guest.

6) Feedback/Agents -- The overall mean for this construct was 4.15 with the highest standard deviation of 1.57 on a 7 point scale, suggesting that only moderate amounts of feedback are received from guests and/or fellow workers with considerable variation between positions. The low amount of feedback indicates less complexity. This mean score was lower than expected because there is a

considerable amount of personal interaction in the hospitality business, of which a fair share would seem to be in the form of corrective information.

7)   Feedback/Job -- The overall mean for this construct was 4.87 on a 7 point scale, suggesting a considerable amount of work performance information being provided by the job itself, thereby increasing its complexity. This mean was about as expected because the hotel/motel industry has developed many mechanical controls, such as point of sale computers, that provide immediate status information to the employee.

8)   Stability -- The overall mean for this construct was 3.34 on a 7 point scale, suggesting that for the most part front office jobs do not tend to change over time, and therefore, this construct is probably neutral in its influence on measuring complexity. This mean score was higher than expected because front office procedures appear to change little over time. In other words, once an efficient and effective system is established, it is rarely changed.

9)   Interruption -- The overall mean for this construct was 4.55 on a 7 point scale, suggesting that front office employees are interrupted in the performance of their job about 65% of the time, therefore indicating

that this construct does add to complexity. Although high, this mean was even lower than expected because there are numerous and frequent interruptions in the hotel/motel front office.

10) Imprecise Standards -- The overall mean for this construct was 3.57 on a 7 point scale, suggesting that guidelines are established for a little more than half of the job situations, indicating a neutral effect on complexity. This mean is much lower than expected because by definition service occupations tend not to be able to carry an adequate number of guidelines.

11) Training -- The overall mean for this construct was 5.07 on a 7 point scale, suggesting that a considerable amount of training is required for front office positions, indicating perceived complexity. This mean was about as expected because turnover training is a continuous process.

12) Customer Participation -- The overall mean for this construct was 4.42 on a 7 point scale, suggesting that the customer must supply some information in order to received services indicating an increasing amount of complexity being realized by this statistic. This mean was less than expected because it was assumed that customers supplied an extensive amount of information.

13) Customer Knowledge -- The overall mean for this construct was 3.30 on a 7 point scale, suggesting that the hotel/motel customer needs very little prior knowledge to receive proper service, thereby reducing the degree of complexity. This mean was much lower than expected because the hospitality industry, especially the food service, seems to require its customers to have extensive prior knowledge.

14) Referent Comparison -- The overall mean for this construct was 4.59 on a 7 point scale, suggesting that each of the front office employees feel that their job is somewhat more complex than others. This mean was about as expected because of human egocentrism feeling that what they do exceeds that of others.

15) Contact Time -- The overall mean for this construct was 3.78 on a 7 point scale, suggesting that the time spent with the customer has a moderate effect on the complexity of the job. The mean was much lower than expected because it seemed rational to expect that the longer an employee needed to spend with a customer the greater the resultant complexity.

16) Repetitiveness -- The overall mean for this construct was 2.73 on a 7 point scale, suggesting that front office jobs tend to be very repetitive. The resultant effect on complexity, however, may be curvilinear (Scott,

1966). This mean was the lowest of the sixteen and about as expected because front office tasks do tend to be repetitive.

NOMOLOGICAL VALIDITY

The final analysis in this research centers around the determination of the nomological validation of the sixteen complexity constructs as they relate to the attitudinal reaction variables. This validation was evaluated through correlation analysis (Table 4-4) which will determine the acceptance or nonacceptance of the hypotheses outlined in Chapter Three.

Hypothesis Conclusions

The acceptance or nonacceptance of the hypotheses will be based on the summary of the significant correlation coefficients (greater than .2000) presented in Table 4-5. Also unless otherwise stated, the significance level will carry a P value of less than .003. The primary determination will be the composite coefficient which is a combination of the three focus or attitudinal reaction variables: General Satisfaction, Internal Work Motivation, and Growth Satisfaction. Secondary determination will be derived from one or more of the aforementioned focus variables. Finally

in some instances, if the construct significantly correlates with one of the four focus variables, additional support will be gleaned from indicating significant (no greater than .02) coefficients at less than .2000 level from Table 4-4.

Hypothesis 1 (Accepted)

"The more employees DEAL WITH OTHERS the more positive the effect on attitudinal reactions." All correlations are positive, however, the only correlation high enough to be accepted (.2935) is with Internal Work Motivation at a significance level of .0001. Additional but weak support is found for this construct in that it significantly correlates with the Composite at .1733 with a $\underline{P}$ value of .0115 and with Growth Satisfaction with a coefficient of .1584, $\underline{P}$ value .0210.

Hypothesis 2 (Accepted)

"The greater the AUTONOMY of the job the more positive the effect on attitudinal reactions". All correlations are positive for this construct with the highest correlation coefficient (.5355) occurring with Growth Satisfaction. It also correlates with the Composite with a coefficient of .4574 and with General Satisfaction with a coefficient of .3679.

Hypothesis 3 (Not Accepted)

"The more employees identify with completing a "whole" piece of work (TASK IDENTITY) the more positive the effect on attitudinal reactions". Although this construct had three positive correlations with at least a .02 significance level in three of the four focus variables, its highest coefficient was only .1975 with the focus variable General Satisfaction. Apparently the theory of intrinsic motivation of experiencing the entire completion of a job does not apply to hotel/motel front office employees.

Hypothesis 4 (Accepted)

"The more employees are able to use a VARIETY of acquired SKILLS the more positive the effect on attitudinal reactions". This construct positively correlates with all four focus evaluations. The highest was with Growth Satisfaction with a coefficient of .4044, and the second highest was with the composite at .3362. General Satisfaction and Internal Work Motivation had almost identical coefficients at .2014 and .2007 respectively.

Hypothesis 5 (Accepted)

"The greater the significance of the job (TASK SIGNIFICANCE) the more positive the effect on attitudinal

reactions". This construct positively correlates with all four focus evaluations. The highest is with Internal Work Motivation at .3604 followed closely by the Composite at .3590. The next highest was Growth Satisfaction at .3021, with General Satisfaction the lowest coefficient at .2478.

Hypothesis 6 (Accepted)

"The greater the FEEDBACK from AGENTS the more positive the effect on attitudinal reaction variables". This construct positively correlates with all four focus evaluations. The highest coefficient is with the composite at .3895, followed by General Satisfaction at .3472, Growth Satisfaction at .3268, and ending with Internal Work Motivation at .2894.

Hypothesis 7 (Accepted)

"The greater the FEEDBACK from the JOB the more positive the effect on attitudinal reactions". This construct positively correlates with all four focus evaluations. The highest coefficient is with the Composite at .4437, followed by Growth Satisfaction at .4065, Internal Work Motivation at .3842 and finally General Satisfaction at .3147.

Hypothesis 8 (Accepted)

"The more employees perceive their job as being stable (STABILITY) over time the more positive the effect on attitudinal reactions". Although all correlation coefficients for this construct are positive, it presents the weakest case of all constructs that were accepted. It has only one significant correlation which is with Growth Satisfaction at a coefficient of .2123.

Hypothesis 9 (Not Accepted)

"The greater the number of job INTERRUPTIONS the more negative the effect on attitudinal reactions". Three of the four focus variables are negatively correlated but only one (General Satisfaction) is significant at the .0296 level but it fails the .20 coefficient cutoff at -.1495. The other three focus variables are not statistically significant. Even though interruptions are frequent in the front office operation they apparently are an expected part of the job and thereby have little effect on the attitudes of the employees.

Hypothesis 10 (Not Accepted)

"The greater the preciseness of standards (IMPRECISE STANDARDS) for the job the more positive the effect on

attitudinal reactions". Although three of the four focus variables are statistically significant at the .004 level and two (General Satisfaction and the Composite) meet the .20 coefficient cutoff, the hypothesis still fails to be accepted because all correlations are negative rather than positive as expected. Apparently the concept and average availability of job standards for front office employees has a negative effect on their attitude toward the job. It may be speculated that the standards that are available may be wrong for day to day interactions. Furthermore, this negative correlation may suggest that the concept of imprecise standards may in fact cause the job to be complex.

Hypothesis 11 (Accepted)

"The more employees feel that they are TRAINED for the job the more positive the effect on attitudinal reactions". All four of the focus variable correlations are positive but only three are statistically significant. The highest coefficient is Internal Work Motivation at .2704, while the Composite and Growth Satisfaction are almost identical at .2359 and .2342 respectively.

Hypothesis 12 (Not Accepted)

"The greater the CUSTOMER PARTICIPATION in the service they receive the more positive the effect on attitudinal reactions". None of the focus variable correlations were significant, leading to the conclusion that this construct has no effect on employee attitudes. Perhaps the reason stems from the fact that there is no perceived control over the actions of the customers.

Hypothesis 13 (Not Accepted)

"The greater the CUSTOMER KNOWLEDGE the more positive the effect on attitudinal reactions". Although all focus variable correlations were negative, none were statistically significant. Therefore, this hypothesis could not be accepted for both reasons. It appears that the knowledge level of the customer has no effect on the employees reactions for the same possible reasons stated in Hypothesis 12 above.

Hypothesis 14 (Not Accepted)

"The more employees perceive the complexity of their job as being greater than similar jobs (REFERENT COMPARISON) the more negative the effect on attitudinal reactions". Although half of the focus variables were statistically

significant for Growth Satisfaction and the Composite at the .005 and .04 levels respectively, both of these focus variables failed to meet the .20 cutoff. Also all correlations were positive, not negative as expected. Therefore this hypothesis fails to be accepted for several reasons. It is concluded that in spite of possible strong feelings of the job complexity of peers, it was not apparent effect on the attitude of the employees.

Hypothesis 15 (Not Accepted)

"The greater the CONTACT TIME employees have with their customers the more negative the effect on attitudinal reactions". Although three of the four focus variables were negatively correlated, none were statistically significant. Based on this analysis it would appear that time spent with the customer is an expected part of ones job and therefore not an important factor when evaluating their reactions to it.

Hypothesis 16 (Accepted)

"The greater the REPETITIVENESS of the job the more positive the effect on attitudinal reactions". This construct significantly correlates with three of the four focus variables. The highest coefficient is Growth

Satisfaction at .3032, the next is General Satisfaction at .2667 and the last is the Composite at .2525. The reported analysis of the Internal Work Motivation variable is much different than the other three that there may be a problem with the way that the data was analyzed. The reported results show that the correlation is nearly zero and the significance level is nearly one. In future research, this variable should be closely monitored.

SUMMARY

The conclusions reached by this research are summarized as follows: The reliability of the modified job diagnostic survey was by in large favorable, especially for an original study, and probably the most successful result of this research. Content validity analysis generally leads to the acceptance of eleven of the sixteen complexity constructs, they are: Dealing With Others, Autonomy, Task Identity, Task Significance, Feedback/Agents, Feedback/Job, Interruptions, Training, Customer Participation, and Repetitiveness. It also leads to the marginal acceptance of Skill Variety, Stability, Imprecise Standards, and Contact Time. The weakest of the constructs based on content analysis was Customer Knowledge. In nomological

validity, the results were about evenly split with nine hypothesis being accepted and seven being rejected.

Through a combination of both validation methods the strongest complexity constructs are: Dealing With Others, Autonomy, Task Significance, Feedback/Agents, Feedback/Jobs, Training, and Repetitiveness. On the other hand the weakest are: Imprecise Standards, Customer Knowledge, and Contact Time. Those constructs that received a mixed evaluation, that is, they were high with one method but low with another include: Task Identity, Skill Variety, Stability, Interruptions, Customer Participation, and Referent Comparison.

Of the three constructs that were not generally accepted, Customer Knowledge seemed to be the most likely candidate for removal as a measurement for service complexity. Although its alpha level was relatively high at .6949, it was the opinion of the front office employees that it had little effect on job complexity. The non-acceptance of Imprecise Standards and Contact Time may be due to the low reliability as evidenced by their alpha scores which were .4893 and .4432 respectively.

Of the six constructs that appear to have received mixed acceptance, Task Identity has the lowest alpha level (.4433) which may have led to its low status. The other five had similar moderate alpha levels ranging from .65 to

.78, indicating that there were other reasons for their weak showing. Of the two validity measures, nomological is based on a stronger statistical methodology (correlation) therefore the hypothesis acceptance of both Skill Variety and Stability would indicate that they should be retained as measures of service complexity. Of the remaining three, Repetitiveness may be salvageable for internal use as a comparison between positions. Interruptions may not be a good measure of service complexity because it is simply an acceptable part of the business. And finally, Customer Participation is so closely associated with Customer Knowledge that it may also be a poor measure of service complexity.

Considering all of the reliability and validity measures, there was merit to be found in each of the sixteen complexity variables. Also, since this research was limited in scope, no strong case can be made to eliminate any of the variables from future consideration. More extensive research is needed before a meaningful decision of this importance may be made.

LIMITATIONS

Any research effort will have certain limitations because a portion of the variables are often beyond the

control of the researcher. Some of the research limitations of this study were addressed in Chapter One. Many of the statistical limitations are summarized below as threats to validity. Other limitations may have occurred from the possibility that, 1) The theories as originally stated may have been wrong, 2) Constructs as originally proposed were misspecified, and/or 3) The measures as originally developed were invalid (Peter, 1981).

Threats to Validity

This research as been concerned with internal validity which is evaluated by correlation analysis of the relationship between service complexity constructs and the attitudinal reactions variables. In addition to the above two sets of obvious variables, in any validity analysis we must be concerned with possible "third variables" or confounds which are considered threats to validity (Mitchell, 1985). These threats to validity may included: History, Maturation, Testing, Instrumentation, Selection, Mortality, Ambiguity About the Direction of Causal Influence, and Experimenter Effect (Cook & Campbell, 1976).

The "history" threat results when there is an extended amount of time between the surveys especially if some confounding intervening event occurs which may

jeopardize the research effort. In the case of this research, the survey time was about thirty days with no out-of-the-ordinary incident to alter the results. It is worth noting, however, that about a month after surveying the employees at the Heritage Grand Hotel, the PTL scandal broke in the press. Had this occurred during the research, it certainly would have effected the results.

The "maturation" threat occurs when the respondents grow older, wiser, stronger, etc. between the intervening surveys. This threat did not effect this research because only one survey was done with the respondents because employees in different cities were used for the pretest.

The "testing" threat occurs when an effect might be due to taking the same test a number of times. In this research, the measurement was a survey, not a test per se, and as stated above was only administered to the respondents one time.

The "instrumentation" threat occurs if the instrument is changed between tests. In this case identical instruments were used for the comparisons. The pretest was modified, but its results were not compared with the final instrument.

The "selection" threat results from differences between kinds of people being surveyed. This threat may in fact be a confound in this research because, for example,

there is probably a considerable amount of difference between bellmen and night auditors in areas such as education levels and motivation.

The "Mortality" threat occurs when subjects in sequential tests drop out of the survey, thereby causing different persons to be compared as though they were the same. This threat does not effect this research because subjects were only surveyed one time.

The "Ambiguity About the Direction of Causal Influence" is a threat when it becomes unclear whether complexity influences attitudinal reactions or attitudinal reactions in fact influence complexity. This threat is not salient when the order of influence is clear or when reversed direction is not plausible. However, in the case of this research this threat may have an influence on the outcome. A scenario could be conceived where a complex situation could cause an adverse attitudinal reaction which could in turn cause another service situation to be more complex.

The "Experimenter Effect" is a threat when there is more than one person doing the research or the same researcher conducts the survey in different ways at different properties. The possible effects of this confound were reduced because only one researcher administered

the questionnaires. However, in this research the data was collected in two different ways. In some cases the instrument was presented to a group of employees and collected when they were finished. In a majority of the cases, however, the instruments were left with the manager to distribute to the employees for collection at a later time.

Other Limitations

The possibility that the theoretical basis of this research may be wrong may be evaluated from two facets, the original seven complexity constructs and the newly created nine. The original seven have experienced over two decades of evaluation which appears to have been a sufficient amount of time to deem them sound to evaluate job complexity. The nine new constructs are based on strong theories as well as the special attributes of service. Therefore until more extensive research is undertaken using these new complexity measures, the theoretical basis for including them remains open for debate.

The question of whether or not the constructs were misspecified as proposed is also open to further evaluation. The intent of this research was to establish additional ways to evaluate job complexity as it applies to the service industry. In the past the complexity measures were

developed for many job families including service, but this research attempted to develop measures that are germane and sensitive to the special attributes of service that are outlined in Chapter One.

The question of the development of valid measures is the basis of this entire research effort. Certain aspects of the internal validation have been addressed but external validity measures will need to wait for future research efforts. One way external validity may be established is through the implications of this research on the hospitality industry.

IMPLICATIONS

If service occupations are different from manufacturing, then there is a need to evaluate those occupations with different measures than have been used previously. This research has attempted to establish and validate those new measures with an eye toward creating a set of guidelines to evaluate employees. This evaluation could take the form of prehiring requirements, where the employer has a better understanding of the complexities of the job and selects prospective employees on that basis. This evaluation could also be applied to present employees

in order to adjust compensations based on an important but difficult to evaluate job criteria which is complexity.

RECOMMENDATIONS

Based on the experiences derived from conducting this research and by examining the conclusions, the following recommendations are offered for further investigation.

For increased instrument reliability, adjustments should be made in the combinations of questions comprising the newly created constructs that deal specifically with Imprecise Standards and Contact Time in order to improve their internal consistency. Also an investigation should be undertaken to determine why some of Hackman and Oldham's original complexity variables such as Task Significance, Dealing With Others, and Task Identity had such low alpha scores (see Table 4-3).

In order to determine the relationships between the complexity constructs, hypotheses should be formulated and tested through correlation and/or factor analysis.

As mentioned in the summary, although Imprecise Standards, Customer Knowledge, and Contact Time were weak in the tests for validity, these complexity variables should receive further consideration as evaluators of

service complexity between various positions in hospitality facilities. This researcher feels strongly that Contact Time should have had a strong negative effect on service complexity and therefore would urge further evaluation of its possibilities, and not simply eliminate it because it did not meet the nomological validity parameters.

The nomological validity results of this research provide the most facets for further study. The first is to determine why Task Identity, a well established complexity variable, failed to be accepted. The second is to give serious consideration to the addition of Stability, Training, and Repetitiveness to any complexity studies in the future because of their excellent showing in this evaluation. Third, perhaps another set of focus variables should be considered. According to Hackman and Oldham (1980), attitudinal reaction variables are actually intervening variables between job complexity and job satisfaction. They recommend a more direct instrument than the JDS to measure satisfaction, such as the Job Characteristic Inventory (JCI) or the Minnesota Satisfaction Questionnaire (MSQ). With another set of focus variables, all sixteen complexity variables should be retained and analyzed through correlation analysis. Finally this same modified instrument should be

tested on a much larger sample of hotel and motel front office employees to see if similar results occur.

Once the salient complexity variables are established and the ideal focus measures for the nomological validity are determined, this research should be expanded into other highly visible front of the house areas of the hospitality industry, especially the most complicated of all -- food service.

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137

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MODIFIED JOB DIAGNOSTIC SURVEY

CENTER FOR
HOSPITALITY RESEARCH AND SERVICE

DIVISION OF
HOTEL, RESTAURANT, AND INSTITUTIONAL MANAGEMENT

VIRGINIA POLYTECHNIC INSTITUTE
AND
STATE UNIVERSITY

Introduction

This questionnaire was developed through Yale University and has been modified to study the jobs in the hotel front office and how people react to them. The questionnaire helps to determine how jobs can be better designed, by obtaining information about how people react to different kinds of jobs.

On the following pages you will find several different kinds of questions about your job. Specific instructions are given at the start of each section. Please read them carefully. It should take no more than 30 minutes to complete the entire questionnaire. Please move through it quickly.

The questions are designed to obtain **your** perceptions of your job and **your** reactions to it.

There are no trick questions. Your individual answers will be kept completely confidential. Please answer each item as honestly and frankly as possible.

Thank you for your cooperation.

SECTION ONE

This part of the questionnaire asks you to describe your job, as objectively as you can.

Please do not use this part of the questionnaire to show how much you like or dislike your job. Questions about that will come later. Instead, try to make your descriptions as accurate and as objective as you possibly can.

A sample question is given below.

A. To what extent does your job require you to work with mechanical equipment?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Very little; the job   Moderately.   Very much; the
requires almost no   job requires
contact with mechan-   almost constant
ical equipment of any   work with
kind.   mechanical
                                                       equipment.

You are to circle the number which is the most accurate description of your job.

If, for example, your job requires you to work with mechanical equipment a good deal of the time--but also requires some paperwork--you might circle the number six, as was done in the example above.

If you do not understand these instructions, please ask for assistance. If you do understand them, you may begin.

---

1. To what extent does your job require you to work closely with other people (either "clients," or people in related jobs in your own organization)?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Very little; dealing with other people is not at all necessary in doing the job.	Moderately; some dealing with others is necessary.	Very much; dealing with other people is an absolutely essential and crucial part of doing the job.

2. How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Very little; the job gives me almost no "say" about how and when the work is done.	Moderate autonomy; many things are standardized and not under my control, but I can make some decisions about the work.	Very much; the job gives me almost complete responsibility for deciding how and when the work is done.

3. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

My job is only a a part of the overall piece of work; the	My job is a moderate-sized "chunk" of the overall	My job involves doing the whole piece of work,

results of my acti-   piece of work;   my from start
vities cannot be   own contribution   to finish; the
seen in the final   can be seen in   results of my
product or service.   the final outcome.   activities are
                                                  easily seen in
                                                  the final pro-
                                                  duct or service.

4. How much variety is there in your job? That is, to
   what extent does the job require you to do many
   different things at work, using a variety of your
   skills and talents?

   1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Very little; the job   Moderate variety.   Very much; the
requires me to do   job requires me
the same routine things   to do many
over and over again.   different things,
                                             using a number
                                             of different
                                             skills and
                                             talents.

5. In general, how significant or important is your job?
   That is, are the results of your work likely to
   significantly affect the lives or well-being of other
   people?

   1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Not very significant;   Moderately signi-   Highly signi-
the outcomes of my   ficant.   ficant; the
work are not likely   outcomes of my
to have important   work can affect
effects on other   other people in
people.   very important
                                              ways.

6. To what extent do managers or co-workers let you know
   how well you are doing on your job?

   1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

| Very little; people almost never let me know how well I am doing. | Moderately; some-times people may give me "feedback". | Very much; managers or co-workers provide me with almost constant "feedback" about how well I am doing. |

7. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing--aside from any "feedback" co-workers or supervisors may provide?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

| Very little; the job itself is set up so I could work forever without finding out how well I am doing. | Moderately; some-times doing the job provides "feedback" to me; sometimes it does not. | Very much; the job is set up so that I get almost constant "feedback" as I work about how well I am doing. |

8. To what extent have the tasks or duties of your job changed over a period of time? That is, how similar is your job now compared to when you first started this job?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

| This job is almost exactly the way it was when I started. | The job has changed and about half of the tasks I perform are like they were when I started. | The job I do is not any-thing like it was when I started. |

9. To what extent do you feel your job is filled with interruptions? That is, does your job require you to work on many different tasks at the same time?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

I am almost always
able to finish one
job or customer be-
fore starting another.

I experience some
interruptions but
am able to com-
plete half of my
jobs before start-
ing others.

I am always
having to
perform sev-
eral jobs at
once, never
seeming to
complete any
before new
ones present
themselves.

10.   To what extent are you prepared to deal with the
        problems that arise on the job? That is, are you
        provided with adequate guidelines to perform your
        job?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

I am able to handle
most situations based
on guidelines set for
the job.

There are guide-
lines established
for about half of
my job problems.

Most aspects of
my job are not
covered under
any guidelines
set up and I
must rely on my
own judgment.

11.   To what extent is training necessary in order to
        perform your job?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Almost no training
is needed to perform
this job.

An average amount
of training is
needed to perform
this job.

Extensive
training is
necessary in
order to per-
form this job.

12.   To what extent is the customer expected to
        participate in the service(s) they receive? That
        is, how much information do you need from the
        customer in order to perform your job?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

The customer is almost a bystander when it comes to receiving services and does not need to give very much information.	The customer must supply some infor- mation in order to receive my ser- vice(s).	The customer must interact extensively and supply a large amount of information in order to receive my service(s).

13.   How much knowledge must the customer have in order to receive service(s)? That is, does the customer need to know what is available in order to receive complete services.

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

The customer does not need any prior know- ledge in order to re- ceive a good service experience.	The customer needs some knowledge of what to expect in order to receive a good service experience.	The customer must have ex- tensive know- ledge in order to receive a good service experience.

14.   To what extent do you compare the complexities of your job to other jobs in your department? The jobs you are comparing should be those you consider similar to yours in pay and status.

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

I feel that my job is less complex than other jobs in the de- partment.	I feel my job is about equal in complexity to other jobs in the department.	I feel my job is more complex than other jobs in the de- partment.

15.   To what extent does the amount of time that you spend with each customer affect the complexity of your job? That is, does it follow that the longer you spend with each customer the more involved the job becomes?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

The time I spend with each customer has no effect on the complexity of the job.	The time spent with each customer has a moderate effect on the complexity of the job.	The time I spend with each customer has a tremendous effect on the complexity of the job.

16.   How much of your job tends to be repetitive? That is, to what extent do you find yourself doing a small number of tasks over and over with no new or non-ordinary activities occurring?

1 ------ 2 ------ 3 ------ 4 ------ 5 ------ 6 ------ 7

Very repetitive; the job is the same thing over and over all of the time.	There seems to be an even balance between new and repetitive activities.	Not at all repetitive. I almost never repeat the same activities.

SECTION TWO

Listed below are a number of statements which could be used to describe a job.

You are to indicate whether each statement is an accurate or an inaccurate description of your job.

Once again, please try to be as objective as you can in deciding how accurately each statement describes your job—regardless of whether you like or dislike your job.

Write a number in the blank beside each statement, based on the following scale:

How accurate is the statement in describing your job?

1	2	3	4	5
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Slightly Uncertain	Accurate

6	7
Mostly Accurate	Very Accurate

____ 1. The job denies me any chance to use my personal initiative or judgment in carrying out the work.

____ 2. The length of time that I spend with the guest has <u>no</u> effect on the difficulty of my job.

____ 3. The guidelines I have been given do not really cover the problems that I run into on the job.

____ 4. This job is one where a lot of other people can be affected by how well the work gets done.

____ 5. The supervisor and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.

____ 6. the guest must have knowledge of what to expect in order to receive my services.

____ 7. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.

____ 8. This job consists of a small number of tasks which are repeated over and over.

____ 9. The job gives me considerable opportunity for independence and freedom in how I do the work.

____ 10. The tasks of this job are completely different than they were when I first got the job.

____ 11.Just doing the work required by the job provides
many chances for me to figure out how well I am
doing.

____ 12.I am always able to complete each task I start
without being expected to drop it and do something
else.

____ 13.The guest needs no prior knowledge to receive the
same services as one who has extensive knowledge.

____ 14.The job requires a lot of cooperative work with
other people.

____ 15.The job is quite simple and repetitive.

____ 16.There is an extensive amount of instruction
needed before anyone can begin this job.

____ 17.In my job, the guests are not expected to supply
any information in order to receive the services
I render.

____ 18.My job is more complex than other jobs in this
department.

____ 19.Supervisors often let me know how well they think
I am performing the job.

____ 20.This job is never repetitive, I never know what
task I will be doing next.

____ 21.The job can be done adequately by a person
working alone -- without talking or checking with
other people.

____ 22.This job has a complete set of guidelines that
tell me how to handle any situation.

____ 23.The job provides me the chance to completely
finish the pieces of work I begin.

____ 24. The job itself provides very little clues about whether or not I am performing well.

____ 25. The job requires me to use a number of complex or high-level skills.

____ 26. The job itself is not very significant or important in the broader scheme of things.

____ 27. The duties of this job never change over time, I do the same thing(s) I did when I first started.

____ 28. My job is less complex when compared to other jobs in this department.

____ 29. There are constant interruptions when I am trying to do my job.

____ 30. The longer I spend with a guest the more difficult it is for me to do my job.

____ 31. My job depends on receiving a large amount of information from the customer.

____ 32. Very little training is needed in order to perform my job.

SECTION THREE

Now please indicate how you personally feel about your job.

Each of the statements made below is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by marking how much you agree with each of the statements.

Write a number in the blank beside each statement, based on this scale.

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

_____ 1. It's hard, on this job, for me to care very much about whether or not the work gets done right.

_____ 2. My opinion of myself goes up when I do this job well.

_____ 3. Generally speaking, I am very satisfied with this job.

_____ 4. Most of the things I have to do on this job seem useless or trivial.

_____ 5. I usually know whether or not my work is satisfactory on this job.

_____ 6. I feel a great sense of personal satisfaction when I do this job well.

_____ 7. The work I do on this job is very meaningful to me.

_____ 8. I feel a very high degree of personal responsibility for the work I do on this job.

_____ 9. I frequently think of quitting this job.

_____ 10. I feel bad and unhappy when I discover that I have performed poorly on this job.

_____ 11. I often have trouble figuring out whether I'm doing well or poorly on this job.

_____ 12. I feel I should personally take the credit or blame for the results of my work on this job.

_____ 13. I am generally satisfied with the kind of work I do in this job.

_____ 14. My own feelings generally are not affected much one way or the other by how well I do on this job.

_____ 15.   Whether or not this job gets done right is clearly my responsibility.

SECTION FOUR

Now please indicate how satisfied you are with each aspect of your job listed below. Once again, write the appropriate number in the blank beside each statement.

How satisfied are you with this aspect of your job?

1	2	3	4	5
Extremely Dissatisfied	Dissatisfied	Slightly Dissatisfied	Neutral	Slightly Satisfied

6	7
Satisfied	Extremely Satisfied

_____ 1. The amount of job security I have.

_____ 2. The amount of pay and fringe benefits I receive.

_____ 3. The amount of personal growth and development I get doing my job.

_____ 4. The people I talk to and work with on my job.

_____ 5. The degree of respect and fair treatment I receive from my boss.

_____ 6. The feeling of worthwhile accomplishment I get from doing my job.

_____ 7. The chance to get to know other people while on the job.

_____ 8. The amount of support and guidance I receive from my supervisor.

_____ 9. The degree to which I am fairly paid for what I contribute to this organization.

_____ 10.   The amount of independent thought and action I can exercise in my job.

_____ 11.   How secure things look for me in the future in this organization.

_____ 12.   The chance to help other people while at work.

_____ 13.   The amount of challenge in my job.

_____ 14.   The overall quality of the supervision I receive in my work.

SECTION FIVE

Now please think of the other people in your organization who hold the same job you do. If no one has exactly the same job as you, think of the job which is most similar to yours.

Please think about how accurately each of the statements describes the feelings of those people about the job.

It is quite all right if your answers here are different from when you describe your own reactions to the job. Often different people feel quite differently about the same job.

Once again, write a number in the blank for each statement, based on this scale:

How much do you agree with the statement?

1	2	3	4	5
Disagree	Disagree	Disagree	Neutral	Agree
Strongly		Slightly		Slightly

	6		7	
	Agree		Agree Strongly	

____ 1. Most people on this job feel a great sense of personal satisfaction when they do the job well.

____ 2. Most people on this job are very satisfied with the job.

____ 3. Most people on this job feel that the work is useless or trivial.

____ 4. Most people on this job feel a great deal of personal responsibility for the work they do.

____ 5. Most people on this job have a pretty good idea of how well they are performing their work.

____ 6. Most people on this job find the work very meaningful.

____ 7. Most people on this job feel that whether or not the job gets done right is clearly their own responsibility.

____ 8. People on this job often think of quitting.

____ 9. Most people on this job feel bad or unhappy when they find that they have performed the work poorly.

____ 10. Most people on this job have trouble figuring out whether they are doing a good or a bad job.

SECTION SIX

Now listed below are a number of characteristics which could be present on any job. People differ about how much they would like to have each one present in their own jobs. We are interested in learning how much you would like to have each one present in your job.

___

Using the scale below, please indicate the degree to which you would like to have each characteristic present in your job.

___

Note: **The numbers on this scale are different from those used on previous scales.**

___

4	5	6	7	8	9	10
Would like having this only a moderate amount (or less)			Would like having this very much			Would like having this extremely much

____ 1. High respect and fair treatment from my superior.

____ 2. Stimulating and challenging work.

____ 3. Chances to exercise independent thought and action in my job.

____ 4. Great job security.

____ 5. Very friendly co-workers.

____ 6. Opportunities to learn new things from my work.

____ 7. High salary and good fringe benefits.

_____ 8. Opportunities to be creative and imaginative in my work.

_____ 9. Quick promotions.

_____ 10.Opportunities for personal growth and development in my job.

_____ 11.A sense of worthwhile accomplishment in my work.

SECTION SEVEN

People differ in the kinds of jobs they would most like to hold. The questions in this section give you a chance to say just what it is about a job that is most important to you.

For each question, two different kinds of jobs are briefly described. you are to indicate which of the jobs you personally would prefer--if you had a choice between them.

In answering each question, assume that everything else about the jobs is the same. Pay attention only to the characteristics actually listed.

Two examples are given below.

JOB A

A job requiring work with mechanical equip-ment most of the day

JOB B

A job requiring work with other people most of the day.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

If you like working with people and working with equipment equally well, you would circle the number 3, as has been done in the example.

* *

Here is another example. This one asks for a harder choice--between two jobs which both have some undesirable features.

JOB A

A job requiring you to expose yourself to considerable physical danger.

JOB B

A job located 200 miles from your home and family.

1	2	3	4	5
Strongly Prefer A	Slightly Prefer A	Neutral	Slightly Prefer B	Strongly Prefer B

If you would slightly prefer risking physical danger to working far from your home, you would circle number 2, as has been done in the example.

Please ask for assistance if you do not understand exactly how to do these questions.

JOB A   **JOB B**

---

1. A job where the pay is   A job where there is
   very good.   considerable opportunity
                                   to be creative and
                                   innovative.

```
1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly    Slightly    Neutral   Slightly    Strongly
Prefer A    Prefer A              Prefer B    Prefer B
```

2. A job where you are   A job with many pleasant
   often required to make   people to work with.
   important decisions.

```
   1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly        Slightly    Neutral Slightly  Strongly
Prefer A        Prefer A            Prefer    B
Prefer B
```

3. A job in which greater   A job in which greater
   responsibility is given   responsibility is given
   to those who do the   to loyal employees who
   best work.   have the most seniority.

```
1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly    Slightly    Neutral   Slightly    Strongly
Prefer A    Prefer A              Prefer B    Prefer B
```

4. A job in an organization   A job in which you are
   which is in financial   not allowed to have any
   trouble--and might have   say whatever in how your
   to close down within the   work is scheduled, or in
   year.   the procedures to be used
                                  in carrying it out.

```
1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly    Slightly    Neutral   Slightly    Strongly
Prefer A    Prefer A              Prefer B    Prefer B
```

5. A very routine job.

A job where your co-workers are not very friendly.

JOB A   **JOB B**

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

6. A job with a supervisor who is often very critical of you and your work in front of other

A job which prevents you from using a number of skills that you worked hard to develop.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

7. A job with a supervisor who you respect and teats you fairly.

A job which provides constant opportunities to learn new and interesting things.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

8. A job where there is a real chance you could be laid off.

A job with little chance to do challenging work.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

9. A job in which there is a real chance for you to develop new skills and advance in the organization.

A job which provides lots of vacation time and an excellent fringe benefits package.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

10.   A job with little freedom A job where the working and independence to do conditions are poor. your work in the way you think best.

JOB A   **JOB B**

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

11. A job with very satis-fying teamwork.

A job which allows you to use your skills and abilities to the fullest extent.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

12.   A job which offers little or no challenge.

A job which requires you to be completely isolated from co-workers.

1 _____ 2 _____ 3 _____ 4 _____ 5
Strongly   Slightly   Neutral   Slightly   Strongly
Prefer A   Prefer A   Prefer B   Prefer B

SECTION EIGHT

This part of the questionnaire seeks information about you
and specific information about your job.

CHECK YOUR JOB TITLE:

NON-SUPERVISORY

_____   Bell Staff

_____   Concierge

_____   Doorman

_____   Desk Clerk/Cashier

_____   Reservations Clerk

_____   Telephone Operator

_____   Night Auditor

_____   Other (specify). _____ _____

_____

SUPERVISORY

_____   Front Office Manager

_____   Front Office Supervisor

List Area(s) Under Your Supervision

_____

_____

_____

_____

1. AGE: In years _____

2. SEX: Female _____ Male _____

3. MARITAL STATUS: Single ____ Married ____ Separated ____

4. PRESENT SALARY: Per Hour _____ (or) Per Year _____

5. AVERAGE TIPS: Per Day _____

6. EDUCATION LEVEL: Check highest level <u>completed</u>

_____   Grade School

_____   High School

_____   Vocational/Technical Degree or Certificate

_____   Associate Degree

_____   Bachelor's Degree

_____   Master's Degree

_____   Doctorate

7. In number 6, put an "E" next to any area in which you are currently ENROLLED.

8. My job requires: less education than I have _____

                     about the same education I have _____

                     more education than I have _____

9. How long have you worked for this hotel? In Months ____

10.   How long have you held your present job? In Months ____

11.   Is the hotel industry your chosen career? Yes __ No __

12.   If no, are you attempting to change careers?
Yes__ No__

13.   Do you hope to be promoted in the near future?
Yes__ No__

14.   If   yes,   to   what   position?
_____

15.   Are you considered full time _____ or part time
_____

16.   How many hours per week do you normally work?
_____

17.   What   shift   do   you   normally   work?
_____

    Day (7-3) _____ Evening (3-11) _____ Night (11-7) _____

    Other (specify) _____

18.   Circle the time(s) on your shift when you are the
        busiest; that is, when you are dealing with large
        numbers of guest.

    Day Shift

    A.M. 7-8 8-9 9-10 10-11 11-12 P.M. 12-1 1-2

    Evening Shift

    P.M. 3-4 4-5 5-6 6-7 7-8 8-9 9-10 10-11

    Night Shift

    P.M. 11-12 A.M. 12-1 1-2 2-3 3-4 4-5 5-6 6-7

19.   Do you usually know in advance when you will be
        busy?

    Yes _____ No _____

20.   If no, approximately how many times per week do you
        find yourself surprised by large numbers of
        unexpected guests?

        _____

                Thank you for your cooperation.

        Please turn in this booklet as instructed.

Inquiries related to this research should be addressed to:

Melvin Barrington   Michael D. Olsen
Chairman   Division Director
Hotel, Restaurant & Tourism   Hotel, Restaurant &
Administration   **OR**   Institutional Management
University of South Carolina   Virginia Polytechnic and
Columbia, South Carolina 29208   State University
(803) 777-6665   Blacksburg, Virginia 24061
                                   (703) 961-5515

APPENDIX B
JOB DESCRIPTIONS

1.   Bell Staff

2.   Concierge

3.   Doorman

4.   Desk Clerk/Cashier

5.   Reservation Clerk

6.   Telephone Operator

7.   Night Auditor

Appendix B

Job Description

1.   Bell Staff

PURPOSE AND SCOPE: The Bellperson is responsible for welcoming each guest and seeing that luggage and any other needs are cared for according to procedure. The Bellperson has direct responsibility for carrying the guest's luggage to and form the assigned rooms and ensuring the room meets the hotel's standards in all respects.

GENERAL RESPONSIBILITIES:

1.   Have knowledge of the hotel property, hotel staff, and hotel services with hours of operation.

2.   Maintain high standards of personal hygiene and wear proper uniform at all times.

3.   Ensure cleanliness and neatness of work area utilizing free time for cleaning.

4.   Report any unusual occurrences and/or requests to a manager.

5.   Know all safety and emergency procedures and how to act upon them.

6.   Be prompt and dependable. Be responsible for knowing scheduled work hours.

7.   Be able to bend, stoop, and lift a weight of at least 30 lbs.

8.   Assist supervisor with any reasonable requests.

9.   All employees should be aware that the hotel operates 24 hours a day, seven days a week and it is necessary to be flexible with regards to schedules as business demands.

10. Be responsible for using proper telephone etiquette.

11. Maintain a team spirit by assisting fellow employees when needed.

12. Read and initial and Pass On Log in your area daily for any pertinent information.

13. Read and initial current memos and/or information for your work area.

14. At all times strive to represent the hotel in the most professional, courteous, and efficient manner possible.

SPECIFIC RESPONSIBILITIES

1. Perform miscellaneous errands necessary to the hotel that are assigned by the Bell Captain, or Front Desk Manager; also known as "Last Man" jobs.

2. Delivery of guest valet laundry.

3. Perform the rooming of guests in strict accordance with procedures.

4. Ensure accuracy of daily events board.

5. Monitor cleanliness of lobby area and entrance glass doors.

6. Complete tip sheet each week.

7. Be able to accurately give pertinent directions and information regarding the immediate area and metro area.

8. Be responsible for arrangement/storage of luggage carts.

9. Maintain a workable rotation system in the lobby to expedite guest service and eliminate congestion around the Bell Captain's desk or hotel entrance.

10. Assist hotel operators with unanswered wake-up calls.

Appendix B
Job Description

2. Concierge

PURPOSE AND SCOPE: To provide information concerning the hotel and the city to the guest. Also, to aid guests in procuring solutions to their immediate needs and problems. To assist with any activity taking place in the lobby that may require your attention.

GENERAL RESPONSIBILITIES:

1. Have knowledge of the hotel property, hotel staff, and hotel services with hours of operation.

2. Maintain high standards of personal hygiene and wear proper uniform at all times.

3. Ensure cleanliness and neatness of work area utilizing free time for cleaning.

4. Report any unusual occurrences and/or requests to a manager.

5. Know all safety and emergency procedures and how to act upon them.

6. Be prompt and dependable. Be responsible for known scheduled work hours.

7. Be able to bend, stoop, and lift a weight of at least 30 lbs.

8.   Assist supervisor with any reasonable requests.

9.   All employees should be aware that the hotel operates 24 hours a day, seven days a week, and it is necessary to be flexible with regards to schedules as business demands.

10.   Be responsible for using proper telephone etiquette.

11.   Maintain a team spirit by assisting fellow employees when needed.

12.   Read and initial the Pass On Log in your area daily for any pertinent information.

13.   Read and Initial current memos and/or information for your work area.

14.   At all times strive to represent the hotel in a most professional, courteous, and efficient manner possible.

SPECIFIC RESPONSIBILITIES:

1.   Remain stationed at the Guest Services Desk in the lobby, assist guests and help solve their problems.

2.   Be familiar with the geographic area, i.e., the social, cultural, historical, and physical attractions.

3.   Be familiar with all hotel facilities, i.e., the hours of operation, location, daily and weekly events.

4.   Arrange to receive, retain and update brochures concerning major city attractions.

5.   Establish contact with ticket agencies, limousine services, and tour guide organizations, and offer services of each to the guests.

6.   Service V.I.P. guests and provide appropriate amenities.

7.   Provide information concerning restaurants and theatre/musical productions, and render the service of reservations for such.

8.   Arrange tours of the hotel for educational and social organizations.

9.   Procure services of bonded babysitters and reputable athletic clubs, and provide information and reservations for such.

10. Obtain information on the following and offer such to the guests: airline, automobile rental, transportation directions, office services, and beauty/barber establishments.

11. Arrange services for floral ordering and telegram/TWX message sending.

12. Handle guest complaints in a professional and timely manner.

13. Assist and direct Bellstand personnel as needed.

Appendix B
Job Description

3. Doormen

PURPOSE AND SCOPE: Welcoming guests to the hotel with a courteous, professional, and friendly manner while maintaining complete control of the front entrance, monitoring traffic to keep it moving freely, unloading guests' cars, and directing them to the garage. Opening entrance doors for all incoming and outgoing guests.

GENERAL RESPONSIBILITIES:

1.   Have knowledge of the hotel property, hotel staff, and hotel services with hours of operations.

2.   Maintain high standards of personal hygiene and wear proper uniform at all times.

3.   Ensure cleanliness and neatness of work area utilizing fee time for cleaning.

4.   Report any unusual occurrences and/or requests to a manager.

5.   Know all safety and emergency procedures and how to act upon them.

6.   Be prompt and dependable. Be responsible for knowing scheduled work hours.

7.   Be able to bend, stoop, and lift a weight of at least 30 lbs.

8.   Assist supervisor with any reasonable requests.

9.   All employees should be aware that the hotel operates 24 hours a day, seven days a week and it is necessary to be flexible with regards to schedules as business demands.

10.   Be responsible for using proper telephone etiquette.

11.   Maintain a team spirit by assisting fellow employees when needed.

12.   Read and initial the Pass On Long in your area daily for any pertinent information.

13.   Read and initial current memos and/or information for your work area.

14.   At all times strive to represent the hotel in the most professional, courteous, and efficient manner possible.

SPECIFIC RESPONSIBILITIES:

1.   To assist all guests arriving by car, taxi or limo by opening the car door and helping to unload luggage.

2.   To assist all guests in obtaining a taxi or limo and if necessary to assist with loading of luggage.

3.   To maintain a clear roadway directly in front of the hotel by politely encouraging guests to park their cars in the garage after bags have been unloaded.

4.   To keep area under porte-cochere swept and clean of litter at all times; keep large ashtrays outside doors clean at all times; and keep all outside door window glass clean.

5.   Complete tip sheet record weekly.

6.   Maintain an umbrella in an accessible area at all times to assist guests in and out of cars during inclement weather. The umbrella is not to be loaned out to guests. If necessary the Doorman will walk to the guest parking lot to provide adequate protection.

7.   Ensure flags are raised each morning and lowered each evening or during inclement weather following proper flag etiquette.

8.   Assist in answering the Bellstand telephone; checking and unchecking luggage for guests.

9.   Be able to accurately give pertinent directions and information regarding the immediate area and metro area.

Appendix B
Job Description

4. Desk Clerk

PURPOSE AND SCOPE: To assist our guests efficiently,
courteously and professional in all Front Office
related functions while projecting high standards of
service and hospitality at all times.

GENERAL RESPONSIBILITIES:

1.   Have knowledge of hotel property, hotel staff,
      and hotel services with hours of operation.

2.   Maintain high standards of personal hygiene and
      wear proper uniform at all times.

3.   Ensure cleanliness and neatness of work area
      utilizing fee time for cleaning.

4.   Report any unusual occurrences and/or requests
      to a manager.

5.   Know all safety and emergency procedures and
      how to act upon them.

6.   Be prompt and dependable. Be responsible for
      knowing scheduled work hours.

7.   Be able to bend, stoop, and lift a weight of at
      least 30 lbs.

8.   Assist supervisor with any reasonable requests.

9.   All employees should be aware that the hotel
      operates 24 hours a day, seven days a week and
      it is necessary to be flexible with regards to
      schedules as business demands.

10.   Be responsible for using proper telephone
      etiquette.

11. Maintain a team spirit by assisting fellow employees when needed.

12. Read and initial the Pass On Log in your area daily for any pertinent information.

13. Read and initial current memos and/or information for your work area.

14. At all times strive to represent the hotel in the most professional, courteous, and efficient manner possible.

SPECIFIC RESPONSIBILITIES:

1. Examine reservation bucket for accuracy of check-in date and number of rooms requested.

2. Review Group Cover Sheets noting any special arrangements/requests and arrival time when noted.

3. Pre-register guests as required.

4. Block reservations for groups, tours, and special requests.

5. Check status of area hotels.

6. Check in guests with appropriate room selection while maximizing room revenue and adhering to proper credit policies.

7. Ensure keys are filed.

8. Ensure guest problems are resolved.

9. Take reservations when a reservations agent is not available.

10. Maintain hourly counts.

11. Understand mail, message and package handling procedures.

12.   Maintain accurate turndown statistics.

SPECIFIC RESPONSIBILITIES:

1.   Pull a bank and verify correct amount. Stock
        accordingly with either your Manager or General
        Cashier.

2.   Make certain opening reading is taken by a
        manager.

3.   Handle guest check-outs in an efficient,
        friendly and professional manner while adhering
        to cash handling and credit card procedures.

4.   File and post all house charges including
        restaurants, long distance, local phone, gift
        shop & other miscellaneous charges.

5.   Make change and cash checks following procedures
        regarding proper identification and limits on
        amounts.

6.   Balance all department keys at the conclusion
        of the shift.

7.   Assist in filing of keys.

8.   Ensure guest problems are resolved.

9.   Handle Safe Deposit Boxes in accordance with
        procedure.

                    Appendix B
                  Job Description

             5. Reservation Clerk

MAJOR RESPONSIBILITIES:

To handle all future reservations, matching the needs
of the guest with that of the hotel.

GENERAL RESPONSIBILITIES:

1. Know the layout of the Hotel including suites and parlors.

2. Follow all rules and regulations contained in the EMPLOYEE HANDBOOK.

3. Know the organizational chart of the Hotel as well as your own department.

4. Treat the guest with courtesy and respect and always refer to him by name.

5. Secure all required information to ensure the guest a pleasant stay.

6. Maintain a clean and neat appearance at all times in your dress as well as your work area.

7. Promote good will be being courteous, friendly and helpful to our guests, managers and fellow employees.

8. Be aware of and adhere strictly to all safety procedures.

9. Perform any reasonable request as directed by management.

10. Bending, stooping, lifting a weight of 30 pounds may be required.

SPECIFIC RESPONSIBILITIES:

1. Answer all phone calls promptly and in a courteous manner.

2. Follow the policy of selective selling, weighing the value of each request before accepting it.

3. Be aware at all times of the selling status, rates, and package plans and groups coming into the hotel.

4. Know the credit policy of the Hotel and how to credit code each reservation.

5. Have a complete understanding of the companies Central Reservations System.

6. Process all transmissions of reservations, changes and cancellations.

7. Adhere to the Hotel's policy on overbooking and no shows.

8. Handle reservation requests from the other department in the Hotel and maintain a file of these requests.

9. Process rooming lists for sales groups typing master accounts and reservations to indicate special requests and billing instructions.

10. Send confirmation for all reservations made more than five (5) days in advance.

11. File all processed reservations, correspondence, etc.; make certain all files are current and in order.

12. Prepare all package plans, enclosing welcoming letters, complimentary orders, and coupons as needed.

13. Refer a walked guest to a near-by hotel that has rooms.

14. Understand the Hotel's cancellation procedure.

15. Process reservations made thru travel agents, keeping a file on all commission paid and processing the checks for payment.

16. Process all advance deposits on reservations noting in deposit log and forwarding to desk for posting.

17.   Know how to code suites, parlors, and sales group in the coding book.

18.   Handle all correspondence daily, respond to inquiries and make reservations as needed.

Appendix B
Job Description

6. Telephone Operator

PURPOSE AND SCOPE: To efficiently and courteously process all telephone calls and security communications, as well s serve as the central location for any necessary emergency action.

GENERAL RESPONSIBILITIES:

1.   Have knowledge of the hotel property, hotel staff, and hotel services with hours of operations.

2.   Maintain high standards of personal hygiene and wear proper uniform at all times.

3.   Ensure cleanliness and neatness of work area utilizing fee time for cleaning.

4.   Report any unusual occurrences and/or requests to a manager.

5.   Know all safety and emergency procedures and how to act upon them.

6.   Be prompt and dependable. Be responsible for knowing schedule work hours.

7.   Be able to bend, stoop, and lift a weight of at least 30 lbs.

8.   Assist supervisor with any reasonable requests.

9.   All employees should be aware that the hotel operates 24 hours a day, seven days a week, and it is necessary to be flexible with regards to schedules as business demands.

10.   Be responsible for using proper telephone etiquette.

11.   Maintain a team spirit by assisting fellow employees when needed.

12.   Read and initial the Pass On Log in your area daily for any pertinent information.

13.   Read and initial current memos and/or information for your work area.

14.   At all times strive to represent the hotel in the most professional, courteous, and efficient manner possible.

SPECIFIC RESPONSIBILITIES:

1.   File alphabetically registration cards routed from Front Desk.

2.   Organization of the telephone rack to ensure accuracy. This include elimination of all deadwood.

3.   All registration cards are to be filed in strict alphabetical order, banded together, dated, and filed.

4.   Place any wake-up calls at the correct times.

5.   Record any wake-up call request accurately as received.

6.   Any requests for room information are to be directed to the Front Desk for information.

7.   Alarms and other protective devices are to be monitored.

8.   Report and log PBX and telephone repairs immediately.

9.   Assist guests in making long distance calls upon request.

10.   Utilize discretion in protection of guest/employee privacy.

11.   Page hotel guests as requested.

12.   Know and be able to carry out specified duties in the following situations: a) Fire Alarm; b) Bomb Threat; and c) Guest/Employee Medical Emergency.

APPENDIX B

JOB DESCRIPTION

7. Night Auditor

PURPOSE AND SCOPE: To Zero balance all accounts between the close of the last daily transaction and the first transaction of the next day.   May report to either Front Office Manager or Chief Accountant, depending on the size of the property.

NORMAL WORKING HOURS: 11PM - 7AM

GENERAL RESPONSIBILITIES:

1. To have knowledge of hotel accounting procedures.

2. To perform all duties normally assigned to a desk clerk.

3. To perform all duties normally assigned to a telephone operator.

4. To perform all duties normally assigned to reservation clerk.

5. To act as night security guard as needed.

6. To generally operate the property in the absence of other employees.

SPECIFIC RESPONSIBILITIES:

1. To post all guest accounts to folios and zero balance the accounts.

2. To post all city ledger and other accounts.

3. To ensure all daily charges are reported and posted to proper accounts.

NAMES OF HOTELS AND MOTELS IN SURVEY

NAME	CODE	# ROOMS	NUMBER RESPONDENTS
Charlotte Marriott Hotel City Center	308	430	31
Coliseum Inn	203	180	4
Comfort Inn - Carowinds	205	155	4
Comfort Inn - Coliseum	126	109	3
Comfort Inn -Tyron	111	102	5
Cricket Inn (S) I-77	201	174	4
Days Inn - Sugar	211	152	5
Econo Lodge - Airport	119	139	4
Econo Lodge - Sugar	123	132	3
Heritage Grand Hotel	310	504	55
Holiday Inn - Airport	304	220	10
Holiday Inn- Carowinds & Heritage	303	211	10
Holiday Inn - Coliseum	114	131	4
Holiday Inn - North (Tyron)	302	205	6
Journey's End Hotel (Coliseum)	207	150	4
Leisure Inn	112	100	5
Motel 6- Mulberry	104	119	2
Oak Tree Inn -Airport	102	119	6
Park Hotel	301	200	10
Quality Inn - West Park	202	152	3
Quality Inn Downtown (McDowell)	210	197	2
Radisson Plaza Hotel	307	381	10
Ramada Inn South	204	173	4
Red Roof Inn - Greenwood	105	116	7
Registry Inn, The	208	184	11

	Total:	212

CODE: 1XX = 100 - 149 Rooms
         2XX = 150 - 199 Rooms
         3XX =   > 200 Rooms

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