

Employee satisfaction and performance: a study of the rc hotel company kitchen en...

[Business](#), [Management](#)



EMPLOYEE SATISFACTION AND PERFORMANCE: A STUDY OF THE RC HOTEL COMPANY KITCHEN ENVIRONMENT A Thesis Submitted to the Graduate Faculty of the University of New Orleans in partial fulfillment of the requirements for the degree of Masters of Science in Hospitality and Tourism Management by Melissa Bradberry Sims B. S. Nicholls State University, 2002 December 2004 Copyright Statement The following research uses secondary data that was provided by the RC Hotel Company human resources department. The employee satisfaction survey is “ Portions Copyright © 2004 Kaznova Consultants, Personnel Research Associates”. The employee performance appraisals were submitted anonymously and are “ The RC Hotel Company Confidential and Proprietary Information”. The use of this information is for educational purposes only and should not be duplicated, copied or distributed without the permission of the property. ii Table of Contents

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..... 63 iv Abstract Employee satisfaction and performance are a major determinant of the corporate culture of a property. Discussion of whether or not this statement is true within the kitchens of The Ritz Carlton Hotel in New Orleans is the basis for this study. By using the corporate mandated tools (the annual employee satisfaction survey and the employee performance appraisals) the determination of this question was confirmed. However, there were some great concerns about the validity of the two tools. The tools showed a definite relationship between the employee satisfaction

survey and the performance appraisal, as well as a negative employee perception of the communication from managers on certain topics.

Chapter 1 Introduction

There are many different departments in a hotel, and while all departments have their own environmental idiosyncrasies; a kitchen environment is a place where emotions, tempers, and temperatures are notorious for running high. The kitchens at the RC Hotel Company are no different. At any particular time of the day there may be an employee with an issue concerning the satisfaction of their job or their quality of life. So, the primary question or concern is what are managers/supervisors at the RC Hotel Company doing to ensure the satisfaction of their employees in the kitchen? Also, how does the RC Hotel Company find out about their kitchen employees needs and/or wants?

Research Question

The way to ascertain the satisfaction of one's employees has been the subject of numerous studies. The research question of this study: are employee satisfaction and performance related? The question is specific to the kitchens of the RC Hotel Company. The purpose of this paper is to define employee satisfaction, measure it, and examine how it can affect employee performance. Some other related questions are: To what extent does the human resources department play a role in the satisfaction and performance of an employee? What amenities are needed to enhance working conditions? Who is responsible for the training and motivation of the employees?

Importance of the Study

The answer to the research question, are employee satisfaction and performance related in a kitchen environment is important because the more a company knows about its employees, the better equipped it is able to create a positive and productive corporate culture. The study of the

kitchens of RC Hotel Company is important because the property currently spends a great deal of time and money to effectively train and motivate its employees. A better knowledge and understanding of the tools that the company already uses will help to understand what the employees really want and need in order to be successful. Hypothesis The hypothesis is that employee satisfaction and performance are related and the implementation and correct usage of the management tools used by the company will help to better understand the employees of the kitchen. Also, the combination of the tools used by the hotel (annual employee satisfaction survey, annual employee performance appraisal, and the different training classes offered) and the human resources department are integral in determining employee satisfaction than previously considered The study is limited to the kitchens of the RC Hotel Company and the employees who have been there for at least a year. The format will be as follows: history of the company, literature review, methodology, discussion of results, and findings. The following section will discuss the history behind the RC Hotel Company This section is important to understand because it defines why the company spends so much time and effort in selecting the best employees.

2 Chapter 2 Overview of the RC Hotel Company

This chapter discusses the RC Hotel Company, its history and structure of the property today. A particular focus will be on the human resources department and their critical role in the selection process of the major asset of the property, the employees. This chapter will also discuss the different measures taken by the company in order to try and keep the employees motivated and satisfied.

2. 1 Background and History of the RC Hotel Company

The headquarters of The RC Hotel Company hotels are in

Chevy Chase, Maryland. The company has 54 hotels worldwide and about 23,000 employees. The history of the company, originated with the 1983 purchase of the RC Hotel Company, Boston, (which had been an established property since its opening on May 19, 1927), by William B. Johnson and the purchase of the right to the RC Hotel Company name. The legacy of the RC Hotel Company, Boston begins with the celebrated hotelier, Cesar Ritz. His philosophy of service and innovations redefined the luxury hotel experience in Europe through his management of The Ritz in Paris and The Carlton in London. The current RC Hotel Company was established in 1983 with the purchase of The RC Hotel Company, Boston and the rights to the name " RC Hotel Company." The management company has grown from one hotel to 54 hotels worldwide with plans for major expansion in Europe, Africa, Australia, Asia, the Middle East, North America and Latin America. The RC Hotel Company, Boston revolutionized hospitality in America by creating in a luxury setting: - Private bathroom for each guest room 3 - - Lighter fabrics in the guests room White tie and apron uniforms for the wait staff, black tie for the Maitre d' and morning suits for all the other staff conducive to a formal, professional appearance - - - - Extensive fresh flowers throughout the public areas A la carte dining, providing choices for diners Gourmet cuisine, utilizing the genius and cooking methods of Auguste Escoffier Intimate, smaller lobbies for a more personalized guest experience (www. ritzcarlton. com, 2004) In 1995, Marriott International purchased forty nine percent interest in RC Hotel Company and three years later that interest was increased to ninety nine percent. The RC Hotel Company is a management company with a tradition of excellence, service, and luxury. 2. 2 Description of Services

Offered, Product, and Market Segments The RC Hotel Company is located on Canal Street in two historic landmarks, the Maison Blanche and Kress buildings on the edge of the French Quarter. These buildings used to house the finest department stores in the city. Following a two hundred and fifty million dollar restoration effort in the late 1990s that preserved the glazed terra cotta exterior, prismatic glass, and other turn of the century design elements, the former shopping emporium has been transformed into a 753 room hotel which opened on October 6, 2000. The property was the first luxury, five star, five diamond hotel to be built in the New Orleans market in sixteen years. The rooms are subdivided into three different hotels, the RC Hotel Company, the Maison Orleans, and the Iberville Suites. The differences of the hotels are to attract specific market segments. At the Iberville Suites, as the name suggests, are mostly suites. The RC Hotel Company offers both 4 king beds, or two double beds, and the Maison Orleans rooms are mostly king beds. When staying at any of the hotels, the guests can enjoy 24 hour room service, an award winning spa, different signature shops as well as the many different dining outlets located within the hotel. The Maison Orleans is also considered the club level of the RC Hotel Company property. The club level is differentiated from the rest of the hotel because it offers five different meal presentations and personal “ butler like” service. The amenities offered by the hotel are 20, 000 square foot day spa and fitness center, an on site open-air courtyard with a grand fountain, a complete business center and a conference facility that involves a grand ballroom (7, 500 square feet) and a junior ballroom (3, 500 square feet). There is superb dining and entertainment offered in Victor’s Grill and the French Quarter Bar.

The property is also minutes away from the Ernest N. Morial Convention Center, the Superdome, the Aquarium of the Americas, and the New Orleans International Airport. The hotel is a distinct departure from architecture and design that typifies traditional RC Hotel Company's. There was a conscious effort to design a hotel that was indigenous to the city. When you arrive at the door of the RC Hotel Company, you know that you are in New Orleans. The hotel also features a 3.5 million art collection, which was all purchased at estate sales and auctions throughout Louisiana and restored to compliment the color scheme and furnishings. The art collection showcases works of art from New Orleans in the 1800s and back to the time of Louis XIV. The design and color scheme of the hotel reflects the city's most famous celebration, Mardi Gras, with a subdued palette of purple, green, and gold. This scheme can be found everywhere from the custom designed carpets to the wall coverings and furnishings. The entire hotel reflects the graciousness and charm of the city's garden district mansions and antebellum homes. 5 (RC Hotel Company, 2004, www.ritzcarlton.com). 2. 3 The RC Hotel Company Human Resources Department The RC Hotel Company success to a large degree is built upon a highly effective human resources department. The duties of the department include the initial selection process of applicants, administering of the annual employee satisfaction survey, the annual re-certification of all the employees (a process where the employee is asked questions about their job and given the opportunity to ask questions about their job), the new employee orientation, and the educating of the current employees in such topics as leadership, labor management, and diversity training. After the prospective employees fill out an employment

application a pre-screening process ensues. The pre-screening consists of a few questions that determine the applicants' compatibility with the property. After the pre-screening process, the prospective employee is then assigned to a staff interview analyst also known as a quality selection process analyst (QSP). The quality selection process begins with a survey consisting of approximately 65 open ended questions that are posed to the prospective applicant. These questions are confidential except to the employees trained on how to administer the survey. After the completion of the survey the prospective employee is rated based on the scores of the top performers and the lowest performers of our company. It is then determined if they fall within that continuum and whether they are compatible with corporate standards and expectations. After reviewing the outcome of the survey, the applicant's scores, resume, and application are then forwarded to the relevant department head to set up a one on one interview with the applicant. The applicant then must pass a drug test which would allow their hiring. Finally, the new employee must go through 6 orientation which is a two day process that is required to be completed before the start of the actual job. The first day of orientation is considered the employees starting date. The goal of the QSP is to match the perfect person to the perfect job. The potential for employees' to be satisfied in their positions are greater if those employees' are accurately placed in the correct job. An annual employee satisfaction survey is used and issued by Marriott International to understand the employees' perception of their job, and the company. This survey uses specific questions to rate the level of satisfaction of every employee, in every department at the property. The results are given to the

corporate office where they are reviewed by senior managers and then passed on to the property where they are reviewed within the different departments and discussed with all of the employees. This discussion of the survey with the employees generates an action plan to improve employees' satisfaction in their departments. The annual employee performance appraisal is a series of 10 questions that allow the manager to rate the employee based on their job performance. This is a tool that also allows the employee and manager to plot out the goals for the employee over the next year. The appraisal is not shared with any other employee, but the information is passed along to the human resources department as well as the department head; in this case that would be the executive chef of the property. This is an effective tool that when used properly, should allow employees and managers to know what is expected of each other. The ability to also be privy to the personal goals and aspirations of each employee of the kitchen is a powerful tool for the human resources department. This information would allow the HR department to know what the employees goals and career path are, and help them achieve those goals as the opportunities to advance present themselves. 7 The following chapter will discuss the literature, both past and present, on the topics of employee satisfaction and performance. 8 Chapter 3 Literature Review The literature review will examine relevant theories, discuss and define employee satisfaction, and employee performance appraisal. It will also address the issues of satisfaction and performance as it relates to the hospitality industry and the kitchen. 3. 1 Employee Performance Appraisal " Performance refers to the degree of accomplishment of the tasks that make up an individuals

job" (Spears, 2000, p. 714). Performance can be confused with effort; however, performance is measured in terms of results. Performance appraisals usually are done by every organization and are not always formal. Sherman, Snell and Bohlander (1997) say that the success or failure of a performance appraisal program depends on its philosophy and the attitudes and skills of those who manage it. There are many different steps in the employee performance appraisal process. The initial steps that managers/employers should take when conducting employee performance appraisals are to gather information about said employee. Once the information is gathered, the manager needs to correctly and effectively share with the employee if they are meeting organizational needs; this information is shared in the hopes that an increased level of performance will be noted (Spears, 2000). Sherman, Snell and Bohlander (1997) show that the primary objectives of an employee performance appraisal are: To provide employees with the opportunity to discuss their performance with the supervisor or manager. To identify strengths and weaknesses of the employee's performance. 9 To suggest ways the employee can meet performance standards, if they have not been met. To provide a basis for future job assignments and salary recommendations. Research conducted shows that performance appraisals are used primarily for the decisions concerning compensation. However, employees want feedback about their performance and employee performance appraisals offer the ability to obtain such information for them. the following sections will discuss some of the different aspects of the job that can affect an employees' ability to have a positive performance appraisal. 3. 2 Employee Satisfaction When measuring

employee or job satisfaction there are many components that need to be considered. Job satisfaction is generally defined as an individual's opinion about their occupation (Spears, 2001). The following sections will discuss job satisfaction and the different ways to measure it by focusing on job design and characteristics, measurement of job satisfaction, and finally by discussing alternative solutions to address problems and challenges.

3. 2. 1 Job Design & Job Characteristics

When discussing job satisfaction, job design is the initial issue that must be evaluated. Job design is defined as an outgrowth of job analysis and is concerned with structuring jobs to improve organizational efficiency, and employee job satisfaction (Shearman, Snell, & Bohlander, 1997). A job is considered to be a set of all tasks that must be performed by a given employee (Chase & Aquilano, 1992) and jobs must be clearly defined and distinct to help employees not misunderstand or misinterpret what is required of them (Shearman, Snell, & Bohlander, 1997). There are many aspects that affect the ultimate job structure or design. Figure 2 is a representation of some of the factors in job design and what managers need to anticipate when deciding how to structure not only their job requirements, but the positions they are filling as well.

Figure 1: Factors in Job Design

Who	Mental and physical characteristics of the workforce
What	Tasks to be performed
Where	Geographic Locale of organization; location of work areas
When	Time of day; time of occurrence in the work flow
Why	Organizational rationale for the job; objectives and motivation of the worker
How	Method of performance

Ultimate Job Structure Source: Chase and Aquilano, 1992

Hackman (1977) defined five job dimensions or task characteristics: skill variety, task identity, task significance, autonomy, and

feedback. He also found that meaningfulness of work, responsibility, and knowledge of actual results of work activities could contribute to work performance and job satisfaction. Hackman concluded that the greater the extent of all the task characteristics in a job the more likely it is that the employee will be highly motivated and experience job satisfaction.

3. 2. 2 Measurement of Job Satisfaction There are five different components or divisions of job satisfaction defined by Smith, Kendall, and Hulin (1969) satisfaction with opportunities for promotion, pay, supervision, the work itself, and coworkers. Some of the other components that they found which can affect job satisfaction are: attitudes toward life in general, health and age, level of aspiration, social status, and self-concept. However, there are three dominant points noted by Schwab and Cummings (1970) that relate to the satisfaction-performance relationship; they are shown in Figure 3: Figure 2: Job Satisfaction-Performance Relationship Satisfaction -----

Performance -----Satisfaction + X + Y --Source: Schwab and Cummings, 1970 Performance Satisfaction Performance The preceding figure shows how satisfaction can lead to performance; performance can lead to satisfaction and finally the relationship between satisfaction and performance can be related by many other factors. Hopkins, Vaden, & Vaden (1979) conducted a study that showed food service employees with higher job satisfaction were higher performers, and were recognized by the organization they work for more than the lower job performing employees. The research also showed that the expectations and opportunities of the high performing employees that arose from their job situations may or may not affect job performance and satisfaction. Figure 4 is a Figure 3: Aspects of Organization

Identification Among School Foodservice Employees conceptual model for analyzing work performance in foodservice organizations. Perceived opportunities Perceived expectations Individual Perceptual Outcomes Performance Inputs Quality of work Quantity of work Following direction Initiative and judgment Attendance Personal relations Performance Outcome High job satisfaction High Job Performance High organizational Identification Individual Work Orientation Low Job Performance Low job satisfaction Low organization Identification Perceived opportunities Perceived expectations

Source: Adapted from Hopkins, Vaden, and Vaden, (1980) As seen in figure 4 low job performance and satisfaction can be all interrelated. Some examples of things that employees may interpret as unsatisfactory or satisfactory are: poor 13 working conditions, boredom, limited job opportunities, no recognition for job performance, low wages, and poor fringe benefits (Hopkins, Vaden & Vaden, 1979). High job satisfaction can be determined by the employees' perception of what their opportunities are and the organizational climate that surrounds them. The recession in the early 1990s affected the normally high turnover rate because people were no longer leaving their job whether they were satisfied or not. A number of steps were taken to combat the low job performance and satisfaction in the food service industry, the main step introduced was increased efforts in training and motivation (Rihele, 1993). The managers of foodservice organizations need to understand and learn to deal with turnover by really recognizing and sympathizing with the reasons behind it (Bailey, 1992). The benefits of having satisfied employees in an organization are numerous, and the reasoning behind having satisfied employees is somewhat elementary.

Satisfied employees are preferred because they simply make a work environment and organizational climate better (Rue and Byars, 1989). There are many different practices that an organization can perform to create a better and more effective work environment; these practices can directly effect employee satisfaction. Some ideas that managers are the most concerned with are: attracting the most qualified workers, and utilizing the human capital within the organization (Enz, 2001). The RC Hotel company attracts the most qualified workers through the reputation that the company has, the competitive pay offered, the comfortable working conditions, and the positive work environment. The RC Hotel company creates a positive work environment by listening and reacting on their employees suggestions. The company gets suggestions from the employee through the employee satisfaction survey. Studies have shown that the use of more sophisticated human resource management techniques and better, planning and selection strategies have resulted in higher labor 14 performance, especially in capital-intensive organizations (Koch & McGrath, 1996). A large study of nearly one thousand firms showed that ' high performance work practices' are linked to lower turnover, higher performance, and higher long- and short-term financial performance (Huselid, 1995).

3. 2. 3 Alternative Solutions to Address Problems and Challenges

Employees are a vital key to the success of an organization and a productive workplace. The proper communication between managers and employees is the first and best way to keep performance and satisfaction high and boast a low turnover rate. Research concerning communication between managers and employees has shown how to create a workplace where the employees are productive. Many

researchers believe that when management participates and communicates with the employees, positive outcomes are considerable and job satisfaction is greatly increased (Jackson, 1983; Hoerr, 1989; Peterson & Hillkirk, 1991; Bluestone & Bluestone, 1992; Bernstein, 1993). Soonhee states that, "Effective communications between supervisor and employee are a significant factor in informing employees of the objectives and job expectations under an existing or, particularly, new organizational structure" (2002, p. 235). Effective communication can, not only empower employees by making them feel valued, but it also can lessen turnover and absenteeism. This creates a better environment to work in and performance levels to increase (Eby et al., 1999; Pierce, Rubenfeld, & Morgan, 1991; Thomas & Velthouse, 1990). Another major benefit of good communication between employees and managers can often result in not only superior employee satisfaction, and a high level of quality customer satisfaction. "Through communication channels that develop with employees as a result of total 15 quality management ideas for product design will emerge as employees feed back information received from the guest" (Bowen, 1997, p. 349). Does employee satisfaction produce performance in a kitchen environment? The literature review shows that there are many different aspects impact upon satisfaction and performance. However, the literature does demonstrate that having the proper tools, equipment, training, motivation, and good communication from managers promotes employee satisfaction. The employees are satisfied because they are able to make decisions that directly affect their job. The proper design and layout of the kitchen is also a determinant of employee satisfaction. If the kitchen is not ergonomically designed, the job is more

difficult to do. There is, or there can be physical pain involved in the daily activities that are required of kitchen employees, which affects the performance. Furthermore, when employees are unmotivated or are not empowered to make decisions that directly affect their work environment they can show dissatisfaction and become less productive. By having the correct tools and design in the kitchen the employee can have a better more productive work experience. Finally, communication is a vital key in the satisfaction and performance of employees. The use of employee surveys, meetings, and employee evaluations are key methods of communication with employees. Chapter 4 will show how the use of the literature found and the interpretation of the data received from the annual employee performance appraisals are put into practice at the RC Hotel Company. This chapter will also analyze the annual employee satisfaction survey and provide some insight to the research question. 16 Chapter 4 Methodology

The research question for this thesis, 'Are employee satisfaction and performance related?' will be discussed in this chapter. Qualitative secondary research was chosen as the methodology of the study because, "Qualitative research is common in social and behavioral sciences and among practitioners who want to understand human behavior and functions" (Ghauri, Gronhaug & Kristianslund, 1995, p. 85). Also, it has been stated that qualitative research is very appropriate for the study of organizations, groups and individuals (Strauss & Corbin, 1990). The following figure is a map of the research design. Figure 4: Research Design Map Relationship Between Employee Satisfaction and Employee Performance Employee Satisfaction Employee Performance Measured by: Employee Satisfaction

Surveys Measured by: Employee Performance Appraisals Subjects:

Organization Subjects: Employees The preceding figure shows how the data given is interpreted and how the study is proving the relationship between employee satisfaction and performance based on the employee 17

satisfaction surveys (which are taken by employees and allows them to score their opinion of all aspects of the organization) and the employee

performance appraisals (which are given to the employees by managers and allows the managers to rate the employees performance from the preceding

year). 4. 1 Data Collection The methodology of this paper deals exclusively

with the kitchen environment of the RC Hotel Company. There were two

sources of data. First was the annual employee satisfaction survey that was distributed in 2003; second the data from the kitchen employee performance

appraisals was used on an anonymous basis. The only known factors of the employee performance appraisals were that the employees reviewed had

been with the company for at least one year and their primary job was

working in one of the kitchens (garde manger, banquets, restaurant, pastry, employee dining room). 4. 2 Survey Analysis The employee satisfaction

survey will be discussed for all the kitchen employees. Also, following each individual section of the survey the aggregate response of the questions will

be provided. The number of respondents from the kitchen for the employee satisfaction survey was 27. The number of employees in the entire kitchen at

the time the survey was distributed was 47, making the response rate for the kitchen to be 57. 4%. The number of respondents from the entire property

was 369 out of 704, or a 52. 4% response rate. The survey is broken down into the following sections: 18 Overall Company Gold Standards/ Guest

Services Your Job Physical Work Environment Communications Leadership, Supervision and Management Effectiveness Teamwork/ Lateral Service Pay and Opportunity Benefits Career Development and Training Quality The Employee Promise. The survey uses a Likert-based scaled response for answering questions varying through very good, good, fair, poor, and very poor. The results are produced and separated giving percentages of favorable responses (very good or good).

4. 2. 1 Overall Company The following eight questions are designed to obtain the employees opinion of the overall company. The questions ask the opinions on certain topics such as: management, the comparisons of other hotels they know about, and if they would recommend the hotel they work for to their friends. This section also allows the employee to begin thinking about the different things that affect their job.

19 Table 1: Overall Company Questions

1. Considering everything, how would you rate your overall satisfaction with the RC Hotel Company at the present time?
2. Overall, considering the events of the last year or so, would you say the RC Hotel Company has?
3. How would you rate the RC Hotel Company as a company to work for compared with other companies you know about?
4. How would you rate your hotel as a hotel to work for compared to other hotels you know about?
5. If you have your own way, will you be working for the RC Hotel Company two years from now?
6. I would recommend the RC Hotel Company to my friends as a place to work.
7. I would consider leaving the RC Hotel Company for another company that was offering slightly higher salary (10% or more).
8. How do you rate the RC Hotel Company in providing job security?

Aggregate Percentage Favorable Percentage 93% 76% 96% 93% 81% 96% 38% 88% 83%

Table 1 shows that

the aggregate score of all of the questions given by kitchen employees for Overall Company section is 83%. Therefore, the employees are generally pleased with the overall corporate culture. The question with the lowest positive answer is question 7. From that question employees showed that they would leave the company for another job opportunity that offered a 10% raise in salary. The score given by the employees on this question raises concerns because it shows that employees are not very satisfied with the amount of pay they receive for the amount of work they do.

4. 2. 2 Gold Standards/ Guest Service This section is comprised of nine questions and asks the employees to rate how the property lives up to their expectations and what was told to them when they began working for the company. This section discusses the main principles and standards of the company and how the 20 employee feels the company is keeping or adhering to those practices. This section also allows the employee to rate or interpret how they feel about the actions of their managers in reference to their internal and external guests.

Table 2: Gold Standards/ Guest Service Questions

9. The RC Hotel Company lives up to the Motto “ We are ladies and gentlemen serving ladies and gentlemen. ”

10. The RC Hotel Company lives up to the three steps of service.

11. The RC Hotel Company lives up to the Credo.

12. The RC Hotel Company lives up to the 20 Basics.

13. The RC Hotel Company lives up to the employee promise.

14. How would you rate the level of guest service (internal or external) provided by your department?

15. To what extent are the RC Hotel Company’s Gold Standards supported By the actions of your immediate supervisor / manager?

16. To what extent are the RC Hotel Company’s Gold Standards supported By the actions of your executive

committee / guidance team? 17. To what extent are the RC Hotel Company's Gold Standards supported By your corporate office in Atlanta? Aggregate Percentage Favorable Percentage 81% 78% 74% 70% 63% 96% 89% 85% 74% 79% Table 2 shows that the aggregate score of all of the questions given to the kitchen employees concerning Gold Standards / Guest Service is 79%. This can be interpreted as meaning that employees understand the companies mission and not only comply, but are generally pleased and agree with what the company stands for. The only question that causes concern or shows room for improvement concerns the employee promise (one of the foundations of the company). Question 13 shows that 37% of employees do not feel that the company lives up to the promises made to them. 4. 2. 3 Your Job This section consists of seventeen questions that ask the employee to rate how well they enjoy the different aspects of their job. The employees are basically able to rate their quality of life and 21 how satisfied they are with their job. This directly assists the managers with understanding their employees and their ability to have a full and enjoyable personal life. This section is useful to managers because the effective use of the information from this section can directly show them how effective and efficient they are as the leaders/ supervisors of their department. Table 3: Your Job Questions 18. Considering everything, how satisfied are you with your job? 19. I like the kind of work I do. 20. The amount of work I am expected to do on my job is: 21. Over and above the normal work week, how much additional time have you been spending on your work? 22. How satisfied are you with the extent to which your job leaves sufficient time for your personal or family life? 23. On the job, do you feel any pressure for

increasing the work you do above what you think is reasonable? 24. My job makes good use of my skills and abilities. 25. My work gives me a feeling of accomplishment? 26. I have enough information to do my job well. 27. How satisfied are you with your involvement in decisions that affects your work? 28. How satisfied are you with the challenge of the work you do? 29. How satisfied are you with the recognition you get when you do a good job? 30. Conditions in my job allow me to be as productive as I can be? 31. I feel encouraged to come up with new and better ways to do things. 32. I am proud of the work I do. 33. I enjoy the work I do. 34. I have opportunities to plan how my work gets done. Aggregate Percentage Favorable Percentage

93%	96%	74%	42%	56%	41%	96%	88%	78%	93%	81%	74%	70%	89%	100%
93%	93%	80%												

Table 3 shows that the aggregate score of all of the questions given by kitchen employees concerning Your Job is 80%. The interpretation of this data shows that employees are relatively satisfied with the different aspects of their job and their opportunities to have a positive quality of life both inside and outside of work. The two lowest percentages in this table concern question 21 and 23. Both questions concern the amount of work done during a typical shift. This shows that 58% (question 21) and 57% (question 23) of employees feel that the amount of work they are expected to do is more than what they believe is reasonable.

2. 4 Physical Work Environment

This section consists of three questions and asks the employee to rate their satisfaction with their immediate work environment. This allows managers to see if employees are pleased with the level of security/comfort they feel they have while working.

Table 4: Physical Work Environment

Questions 35. How satisfied are you at present with your physical working

conditions (heat, noise, light, cleanliness, space, ventilation, etc.) 36. How would you rate the health and safety conditions in the RC Hotel Company where you work? 37. How satisfied are you at present with your personal security at your hotel? Aggregate Percentage Favorable Percentage 93% 89% 93% 91% Table 4 shows that the aggregate score of all of the questions given by kitchen employees concerning Physical Work Environment is 91%. This data can be interpreted as showing that employees are generally very happy and pleased with the level of personal security they feel they have in the hotel, as well as the satisfaction they feel within their everyday work environment. The question that causes the most concern is related to the health and safety conditions in the environment where they work. Question 36 shows that 11% of the kitchen employees do not feel comfortable with their level of personal security while on the job. 4. 2. 5 Communications The following section consists of five questions concerning the level of communication about the company and how it is distributed to the employees. It also discusses how well the employee feels the company listens and uses the information given to create a better work environment. 23 Table 5: Communications Questions 38. I have a good understanding of our overall company mission. 39a. The RC Hotel Company Hotel Company, L. L. C. does a good job of seeking the opinions and suggestions of employees. 39b. The RC Hotel Company Hotel Company, L. L. C. does a good job of acting on the opinions and suggestions of employees. 40. Most employees feel free to voice their opinions openly at the RC Hotel Company. 41. There is an easy way to voice my ideas and opinions in the RC Hotel Company so that they are considered. 42a. The RC Hotel Company does a good job of

providing information on the way my pay is determined. 42b. The RC Hotel Company does a good job of providing information on my benefits. 42c. The RC Hotel Company does a good job of providing information on financial performance of the hotel. 42d. The RC Hotel Company does a good job of providing information on the way my performance is evaluated. Aggregate Percentage Favorable Percentage 96% 78% 67% 85% 81% 81% 96% 88% 88% 85% Table 5 shows that the aggregate score of all of the questions given by kitchen employees concerning Communications is 85%. This information can be interpreted as the employees are satisfied and believe that their opinions matter. This also means that employees understand the amenities that are offered to them to improve their quality of life. However, 33% of the employees showed an unfavorable response to question 39b. This shows that employees are dissatisfied with the management's use of their opinions and suggestions. 4. 2. 6 Leadership, Supervision, and Management Effectiveness This section consists of fifteen questions that deal with the level of satisfaction of the employees with their leadership and management in all aspects of the organization (corporate, and property distinctive). This section allows the employee to share their opinion about the effectiveness and quality of their leaders and managers. 24 Table 6: Leadership, Supervision, and Management Effectiveness Questions 43. How satisfied are you with the leadership provided by the RC Hotel Company Corporate Management in Atlanta. 44. How satisfied are you with the leadership provided by your executive committee/ guidance team? 45. How satisfied are you with the leadership provided by your immediate supervisor or manager? 46. Overall, how good a job do you feel is being done by your

immediate supervisor/manager? 47. To what extent is your immediate supervisor/manager good at applying Human Resources policies and procedures fairly? 48. To what extent is your immediate supervisor/manager good at helping people solve work-related conflicts? 49. To what extent is your immediate supervisor/manager good at facilitating work and work group discussions? 50. To what extent is your immediate supervisor/manager good at giving you regular feedback on your performance? 51. To what extent is your immediate supervisor/manager good at encouraging teamwork? 52. To what extent is your immediate supervisor/manager good at keeping you informed about management actions and/or decisions? 53. To what extent is your immediate supervisor/manager good at helping you to “make time” to participate in training and development activities? 54. To what extent is your immediate supervisor/manager good at encouraging internal customer service (for example, to other departments)? 55. To what extent is your immediate supervisor/manager good at encouraging good customer service to our guests? 56. To what extent is your immediate supervisor/manager good at knowing how the work needs to get done? 57. Please rate the kind of job that your immediate supervisor/manager is doing in treating employees with respect and dignity.

Question	Aggregate Percentage	Favorable Percentage
47	75%	73%
48	81%	85%
49	85%	78%
50	81%	70%
51	89%	74%
52	74%	70%
53	89%	85%
54	85%	81%
55	80%	

Table 6 shows that the aggregate score of all of the questions given by kitchen employees concerning leadership, supervision and management effectiveness is 80%. This score can be interpreted to show that employees are satisfied with their immediate managers and supervisors as well as the

corporate office and the job they are doing. Furthermore, the employers understand and know what is expected of their managers from the corporate office. There are, however, two questions within this section that raise concerns. 30% of employees feel that their immediate manager/ supervisor are not good at giving feedback regularly, and they are not encouraged to 25 participate in internal customer service. This shows that the kitchen employees are not satisfied with their managers/ supervisors ability at giving feedback.

4. 2. 7 Team Work/ Lateral Service This section consists of four questions that concern the different departments in the hotel and how they help each other in everyday operations. This section discusses the corporate culture of the hotel and how each department interacts with each other to create a stellar product.

Table 7: Lateral Service Questions

Question	Percentage Favorable
58. The people I work with cooperate to get the job done.	93%
59. Communication between my department and others at our hotel is good.	93%
60. When disagreements or conflicts occur between different departments at the hotel, we work together to resolve them.	81%
61. In my department, there is lateral service.	89%

Table 7 shows that the aggregate score of all of the questions given by kitchen employees concerning team work / lateral service is 89%. The score from this section shows that the kitchen employees believe that the entire property is working together to produce the product they are selling. Also, it shows the employees feel there is opportunity to work in other departments. However, 19% of the employees responded with a dissatisfied rate on the question concerning how well the employees work together to resolve interdepartmental problems/arguments. This shows that kitchen employees

are not satisfied with their leaders' ability to resolve issues within the department. 26 4. 2. 8 Pay and Opportunity This section consists of four questions that deal with the employee satisfaction concerning their pay and opportunities within the company. This section is beneficial because it allows managers/supervisors to see how well their employees feel about advancing their career. Table 8: Pay and Opportunities Questions 62. How do you rate the amount of pay you get for your job? 63. In comparison with people in similar jobs in other companies, I feel my pay is: 64. How satisfied are you with your opportunity to get a better job at the RC Hotel Company. 65. I am given a real opportunity to improve my skills at the RC Hotel Company. Aggregate Percentage Favorable Percentage 59% 37% 78% 89% 66% Table 8 shows that the aggregate score of all of the questions given by kitchen employees concerning pay and opportunity is 66%. This score shows that employees are somewhat happy with the opportunities for advancement and the amount of money they get paid to do their job. This section directly relates to the level of quality of life within employees. The question that raises the most concern and is also the lowest scoring question on the survey is question 63. This question shows that 63% of employees feel that their pay is not favorable in comparison with other people in similar jobs. This proves that kitchen employees are not completely satisfied with their rate of pay within the company. 4. 2. 9 Benefits This section is comprised of eight questions that ask employees to rate their satisfaction based on the benefits package that is made available to them when hired into the company. This helps 27 the executive committee understand how well managers are explaining the amenities offered to employees and also how

well the employees appreciate and understand what is offered to them.

Table 9: Benefits Questions 66. How do you rate your total benefits program?

67. How do you rate the following RC Hotel Company benefits: Vacation? 68.

How do you rate the following RC Hotel Company benefits: Medical

Coverage? 69. How do you rate the following RC Hotel Company benefits:

Dental Coverage? 70. How do you rate the following RC Hotel Company

benefits: Sick Time? 71. How do you rate the following RC Hotel Company

benefits: Retirement Plan? 72. How do you rate the following RC Hotel

Company benefits: Medical Coverage, Dental Coverage, and Sick Time? 73.

How do you rate the following RC Hotel Company benefits: Other (Tuition

Reimbursement, Room Discounts, etc?) Aggregate Percentage Favorable

Percentage 83% 84% 79% 83% 83% 86% 68% 94% 84% Table 9 shows that

the aggregate score of all of the questions given by kitchen employees

concerning Benefits is 84%. This score shows that employees understand

very well the amenities offered to them from the company and they are very

satisfied with those things. However, question 72 shows that 32% of the

employees are dissatisfied with their medical/dental coverage, and sick time

offered by the company. This percentage of dissatisfaction may directly

affect employees' quality of life. 4. 2. 10 Career Development and Training

This section is comprised of six questions that ask employees to rate their

level of satisfaction on their career development and training within the

hotel. This section allows 28 managers/supervisors to see how well they did

training their employees. It also allows the employees to rate how they well

they were trained. Table 10: Career Development and Training Questions 74.

How satisfied are you with the training you received for your current job? 75.

The RC Hotel Company does a good job of providing the training I need to do my job well. 76. The RC Hotel Company does a good job of insisting on continuous employee development. 77. The RC Hotel Company does a good job of providing opportunities for personal growth and development (transfers, promotions, etc)? 78a. Employees at the RC Hotel Company receive fair consideration for promotion or other career opportunities regardless of cultural background. 78b. Employees at the RC Hotel Company receive fair consideration for promotion or other career opportunities regardless of gender (Male/Female). 79. The RC Hotel Company does a good job of clearly defining the skills I need in order to be successful. Aggregate Percentage Favorable Percentage 81% 81% 78% 77% 85% 81% 85% 81%

Table 10 shows that the aggregate score of all of the questions given by kitchen employees concerning Career Development and Training is 81%. This shows that employees are satisfied with their career choices and development within the company. This section also shows how employees feel about the training they got from their managers. The questions that cause the greatest amount of concern are 76 and 77. These questions show that 22% (question 76) and 23% (question 77) of the employees are not satisfied with the way the company assists with continuous employee development and provides opportunities for personal growth and development, including transfers and promotions. This shows that kitchen employees may feel that they do not have the opportunity to grow personally and transfer with in the company. 29 4. 2. 11 Quality This section consists of eleven questions which have to deal with the quality of life in the job setting. The employees are asked to rate their job satisfaction based on

their corporate culture. This section also allows employees to rate how they feel about the products offered from the company, both tangible and intangible and how well they are able to create that product. Table 11:

Quality Questions 80. How would you rate the overall quality of work done in your department? 81. The executive committee/ guidance team shows by its actions that quality is a top priority in this hotel. 82. When choices have to be made, my immediate manager/supervisor usually places quality above other business objectives (production schedules, budget, etc.) 83a. My department has enough staff to do quality work. 83b. My department has enough finances to do quality work. 83c. My department has enough equipment to do quality work. 83d. My department has enough supplies to do quality work. 84. There is close cooperation among departments to achieve quality. 85. I have the authority to make decisions that improve the quality of my work. 86. I have received the training I need to do a quality job. 87. Individuals are recognized for their contributions to quality. 88. Teams are recognized for their contributions to quality. 89. I feel valued as an employee of the RC Hotel Company Hotel Company. 90. My department uses feedback from other hotel employees to improve the quality of our work.

Aggregate Percentage Favorable Percentage 89% 81% 85% 59% 70% 77% 78% 81% 96% 89% 85% 85% 78% 74% 81%

Table 11 shows that the aggregate score of all of the questions given by kitchen employees concerning quality is 81%. This supports the view that employees are satisfied with the different quality aspects of their job. Also employees feel that their department has the ability to do a quality job and produce a quality product. However, question 83a shows a 41% unfavorable response

concerning the amount of staff required to do a quality job. This shows that the kitchen employees feel and are aware of the lack of staffing within their area.

30 4. 2. 12 The Employee Promise and About the Survey This final section consists of seven questions that discuss how the employees rate their satisfaction within the company using one of the gold standards that is integral in the proper functioning of the property, the Employee Promise. The Employee Promise is integral in the determination of the quality of life within the employees. Also this section allows the employees to rate how they feel about their opinions given on the survey.

Table 12: The Employee Promise and About the Survey Questions

91. Ladies and Gentlemen are our most important resource in our service commitment to our guests.	92. We apply principles of trust, honesty, integrity, and commitment to the benefit of each individual and the company.	93. We foster a work environment where diversity is valued.	94. We foster a work environment where quality of life is enhanced.	95. We foster a work environment where individual aspirations are fulfilled.	96. We foster a work environment where the RC Hotel Company mystique is strengthened.	97. I have confidence that the results of this survey will be used constructively by my management.
Aggregate Percentage Favorable	59%	67%	70%	67%	59%	67%
Aggregate Percentage	78%	65%				

Table 12 shows that the aggregate score of all of the questions given by kitchen employees concerning the Employee Promise is 65%. This shows that employees are moderately satisfied with the way they are treated and the way the company adheres to its major promise made to them. The lowest scoring section on the survey show a 41% employee dissatisfaction rate with the employees feeling of being the most important resources in the

service commitment to the guests and how they feel about their individual aspirations being fulfilled within the company. 31 The Employee Performance Appraisals 4. 3 The employee performance appraisals consist of ten different areas of concern. The employee is rated by three different categories; exceeds standards, meets standards, and needs improvement. The employee and the manager discuss their appraisals privately once a year. The ten different areas of discussion are as follows: job knowledge, quality of work, quantity of work, judgment, dependability, attendance, safety and care of equipment, attitude and relationships, personal development, and personal appearance. At the end of each survey the employee has an area available to set goals for him/her self for the next year. This appraisal is then passed to the human resources department where it is stored in the employees' file, for reference. At any given time managers, the employee, and the human resources department can refer to the appraisal; for example: when a new job opportunity is presented that the employee has shown interest in. The data shown in Table 16 is based on 17 anonymous employee performance appraisals, from employees of the various kitchens at the property. The only limitation that was given when compiling the data was that the employee had to be working at the property in the kitchen for at least a year. Table 16 also shows the aggregate percentages of those anonymous employee performance appraisals. Table 13: Employee Performance Appraisals

Job Knowledge	Employees' understanding of all phases of work assignments related functions.
Exceeds Standards	Meets Standards
Needs Improvement	Quantity of Work
	Amount of work done; speed of work; consistency of productivity, meeting deadlines.
	Exceeds

Standards Meets Standards Needs Improvement Quality of Work 35% 59% 6% 35% 59% 6% 32

Table 13 Continued Accuracy and attention to details; lack of errors in work; observance of high standards on work procedures.

Exceeds Standards Meets Standards Needs Improvement Judgment Ability to make decisions based on sound reasoning, quality of recommendations and actions taken. Exceeds Standards Meets Standards Needs Improvement Dependability Requires minimal supervision, follow through with assigned tasks. Exceeds Standards Meets Standards Needs Improvement Attendance Record of attendance and tardiness. Exceeds Standards Meets Standards Needs Improvement Safety and Care of Equipment Actively works to make department safe; maintains neat work area; utilize preventative maintenance Exceeds Standards Meets Standards Needs Improvement Attitude and Relationship Demonstration of the Credo offers lateral service Exceeds Standards Meets Standards Needs Improvement Personal Development Ability to accept guidelines and criticism; ability to ask relevant questions and displays self-directed learning, involvement in company training programs Exceeds Standards Meets Standards Needs Improvement Personal Appearance Appropriate dress, grooming, representative of a professional image Exceeds Standards Meets Standards Needs Improvement

24% 76% 0% 47% 47% 6% 53% 47% 0% 53% 41% 6% 29% 59% 12% 59% 35% 6% 35% 53% 12% 35% 65% 0%

The different scores given by the managers of each section signify their knowledge of the employees that work for them. All of the different sections of the survey also show how well the employees are doing according to their managers. When interpreting this

data it is inferred that the managers who have given the appraisal are all very pleased with their empl