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A Comparison Between Full and Part-Time Lodging Employees on Job Satisfaction, Organizational Commitment, and Job Performance

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Introduction

Many newly created jobs are part-time (Rosendaal, 2003). All industries have shown their concern about

part-time employees especially those in the service and retail sectors (Hipple, 1998). According to the Bureau of Labor Statistics (2006), part-time employment represents more than 50% of total service occupations. Part-timers have been employed also by universities, hospitals, and manufacturing firms (Shittu & Omar, 2006).

Flexibility in scheduling, especially in the service industry where customer demand fluctuates across hours of the day or days of the week is an advantage of hiring part-time employees (Grandrose & Applebaum, 1986). Cost savings can be another part-time employment advantage. Part-time employees receive lower compensation and may not have all the benefits that are given to full-time employees, such as retirement or health insurance (Eerhardt & Shani, 1984; Wise, Bernstein & Cuneo, 1985).

On the other hand, there are disadvantages to hiring part-time employees. Part-time employees tend to be persons who have other obligations toward families, other jobs, or younger people who just joined the workforce. Because of that, part-time workers are less committed to their jobs (Grandrose & Applebaum, 1986). They are willing to leave the current job when they find a higher rate of pay per hour. Part-time employment can cause supervision and training problems (Nollen, 1982).

According to the Bureau of Labor Statistics (2006), hotels and other lodging places provide first jobs to many new entrants to the labor force. The hospitality industry also hires young people, people with limited skills, and those who are looking for part-time employment (Bureau of Labor Statistics, 2006). According to the American Hotel and Lodging Association (2006), the hospitality industry pays $163.3 billion in travel-related wages and salaries and employs 1.8 million workers on hotel properties, half of whom are part-time. The service industry has taken advantage of hiring part-time employment to fill typical hourly worker positions (Hipple, 1998). Some managers assume that full and part-time employees have the same job attitude and behaviors. They do not consider the differences between full and part-time employees in job satisfaction, job performance, and other outcomes. Therefore, many managers apply the same managerial styles and philosophies to both groups. However, many studies indicate differences between full-time and part-time employees in their job attitude and behaviors,

such as job satisfaction, organizational commitment and job performance (Clinebell & Clinebell, 2007; Darden, McKee & Hampton, 1993; Eberhardt & Shani,1984; Mayfield & Mayfield, 2006; Rotchford & Roberts, 1982; Stamper & Van Dyne, 2003; Steffy & Jones, 1990; Wotruba, 1990)

It is critical to understand the different perceptions toward job satisfaction and other outcomes (i.e. commitment and performance) between full-time and part-time employees in the hospitality industry since part-timers are half of the workforce in this industry. Particularly, the interaction between employees and consumers is one of the determinants of customer satisfaction in the hospitality industry. When employees are satisfied with their job, it will be reflected in high quality service they provide. Satisfied employees lead to satisfied customers (Chen, 2007; Spinelli & Canavos, 2000). In order to deliver a high quality of service, managers need to enhance both full-time and part-time employees' job satisfaction. In addition, organizational commitment is linked and has an effect on job outcomes such as employee retention (William & Hazar, 1986).

Research shows that there is a difference between full-time and part-time employees in terms of job performance, which includes in-role performance and extra-role performance, also called Organizational Citizenship Behavior (OCB) (Marchese & Ryan, 2001; Mayfield & Mayfield, 2006; Stamper & Van Dyne, 2003).

In Marchese and Ryan's (2001) study, they found that full-time employees had a higher level of performance compared to part-time employees. Therefore, hospitality managers need to know whether there are differences between full-time and part-time employees regarding their job satisfaction, organizational commitment, and job performance. Senter & Martin (2007) suggested that understanding the different types of employment helps managers to better meet workers' needs and, thus, helps decrease turnover and increase job satisfaction. The results will help managers to apply different strategies to enhance both groups' job satisfaction and other outcomes.

To the authors' knowledge, to date, there is only one study by Stamper and Van Dyne (2003) comparing full-time and part-time employees on OCB in the hospitality industry. With that said, the purpose of this study is to investigate whether there are significant differences between full-time and part-time employees on job satisfaction, organization commitment, and job performance. Exploring the differences between these two groups

is essential to understanding the impact of the work status on service that the hospitality industry delivers. It will be helpful to hoteliers to provide new knowledge about issues related to part-time employment.

The three hypotheses tested in this study are:

H1: There is a difference between full-time and part-time hotel employees regarding their job satisfaction.

H2: There is a difference between full-time and part-time hotel employees regarding their organizational commitment.

H3: There is a difference between full-time and part-time hotel employees regarding their job performance.

Literature Review

Job Satisfaction

Job satisfaction has been defined in many ways (Cranny, Smith, & Stone, 1992; Spector, 1997). According to Spector (1997), job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job" (p.2). A facet can be any part or aspect of a specific job. It can be job status, condition, co-workers, pay, or security. The area of job satisfaction has been heavily researched. Thousands of journal articles and hundreds of books investigated or discussed the topic of job satisfaction (Spinelli & Canavos, 2000).

Findings from studies evaluating the differences between full-time and part-time employees on job satisfaction were inconsistent. For example, full-timers and part-timers share similar overall job satisfaction (Clinebell & Clinebell, 2007; Logan, O'Reilly & Roberts, 1973; Mayfield & Mayfield, 2006; McGinnis& Morrow, 1990; Steffy & Jones, 1990; Thorsteinson, 2003; Zippo, 1982;). However, when these studies examined the facets of job satisfaction separately, they found full-time and part-time employees differ in their pattern of job satisfaction (Clinebell & Clinebell, 2007). For example, some employees focus more on the social part of the job while others focus on the promotional and pay part of the job.

Tang, Kim and Tang (2002) found the full-time employees more satisfied with work, pay, and promotions than part-time employees. Full-time employees are more attached to the organization than their part-time counterparts (Still, 1983). However, Eberhardt & Shani (1984) found that part-timers were more satisfied because

they do not have enough information to build negative attitudes toward the organization. Since full-time and part-time employees differ in how they are treated in terms of pay and promotions, this study hypothesized that there is a difference between the two parts in terms of job satisfaction.

Organizational Commitment

Mowday, Porter & Steers (1982) defined the organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 27). From their definition, three characteristics customize the organizational commitment: a) a strong belief in the organization's goals and values, b) willingness to perform to help the organization reach its goals, and c) staying with the organization long enough. Organizational commitment is linked and has an effect on job outcomes such as job satisfaction (William & Hazar, 1986). Fiorito, Bozeman, Young and Meurs (2007) discussed OCB, while Martin and Hafer (1995) and Kazlauskaite, Buciuniene and Turauskas (2006) discussed turnover. Turnover as a result of low organizational commitment has several negative consequences and costs. Replacing, training, developing, and processing paper costs for departing and entering employees can be saved if the turnover rate is low. Turnover has an impact on employees' attitudes toward the job and increases managers' direct supervision of new hires (Dalton & Todor, 1982). Also, turnover was found to be a barrier to maintaining a strong relationship between the customer and the organization (Brownell & Reynolds, 2002). For example, if the guest was assisted by the same people every time he checked in, he would enjoy "home away from home."

Turnover is one of the biggest human resources issues that the hospitality industry has been suffering from (Enz, 2001). The overall industry estimated turnover rate was calculated at 48.36% (AH&LA, 2004). Every investment in human capital becomes a waste of money if the turnover is high. Cost savings result from hiring part-time employees to offset the cost of high turnover (Senter & Martin, 2007). The importance of studying turnover as a part of organizational commitment is just beginning to be recognized.

Few studies have compared full-time and part-time employees in terms of turnover as a result of low organizational commitment (Goslinga & Sverke, 2003; Maynard et al., 2006; ; Ng, Butts, Vandenberg, DeJoy, & Wilson, 2006; Peters, Jackofsky & Salter, 1981; Wotruba, 1990;). Findings regarding turnover from other fields

lack consistency. Ng et al. (2006), Maynard et al. (2006), and Thorsteinson (2003) found that there were no significant differences between full-time and part-time workers in organizational commitment. Wotruba (1990) found that there is a significant difference between full-time and part-time workers. Full-time employees have greater turnover intention. On the other hand, Hakim (1998) stated that the rate of turnover among part-time workers is higher than full-time workers. To reduce costly turnover among employees, it would be helpful to managers to know which employment type is more vulnerable to turnover. The results will contribute to existing knowledge about the differences between full-time and part-time employees in terms of organizational commitment.

Performance

There are two types of performance: in-role and extra-role work performance or OCB (Katz, 1964; LePine, Erez & Johnson, 2002; Organ, 1988). The traditional in-role performance is to perform tasks that are written in the job description and recognized by the organization's reward system. In this case, the employer expects and trains employees to perform regular job tasks. Failing to perform regular job tasks may result in punishment. The other type of performance is OCB which is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4); such behaviors are not included in the job description, the reward system or training program. The employer cannot punish an employee for failing to perform OCB. However, such behaviors are encouraged by managers for their contribution to organizational effectiveness (Organ, 1988).

Many researchers have studied employee performance. These studies did not differentiate between full-time and part-time workers. Rotchford and Roberts (1982) called part-time workers the missing person in organizational research. They are really the missing persons in terms of traditional job performance and OCB. Indeed, little research has been done to compare full/part-time employees in terms of task performance and OCB (Marches & Ryan, 2001; Mayfield & Mayfield, 2006; Stamper & Van Dyne, 2003; Wotruba, 1990). Mayfield and Mayfield (2006) compared full-time and part-time workers in terms of the impact of using motivating language on performance. They found that full-time and part-time workers' performance was different in responding to the

motivating language. Full-time employees showed higher performance when motivational language was used. Marchese and Ryan (2001) found significant differences between full-time and part-time workers in job performance. Full-time employees had a higher level of performance. Another study showed no significant difference between full-time and part-time workers in terms of performance (Wotruba, 1990).

In terms of OCB, Organ (1988) mentioned five categories that fit the previously mentioned definition of extra-role behavior. These five dimensions are altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. These categories are the OCB dimensions most used in research (Gonzalez & Garazo, 2006; LePine et al, 2002). Altruism is helping other co-workers in performing job-related tasks. Lending some linen to a co-worker on the 15th floor is an example of altruism. Courtesy is taking a step to prevent a problem from happening to another co-worker. For example, a concierge who tells the front desk about groups of tourists coming at the same time is preventing the front desk from being faced with an unexpected crowd. Sportsmanship is any behavior that demonstrates tolerance in a less than ideal circumstance. It can be, for example, not complaining when the housekeeper is asked to flip more rooms over than usual. Civic virtue is the willingness to be responsibly involved in organizational functions. For example, taking notes during a training session is not required, but it helps the hotel improve its operations. Conscientiousness is the desire to go beyond the formal requirements (e.g., working voluntarily during the holidays in the hotel).

Since OCB is not rewarded by the organization's formal system, the hotel manager's concern is how to encourage employees to perform such behavior. Gonzalez and Garazo (2006) suggested three actions to be taken by hotel firms to develop more employee OCB. The first is to stress service a communicative leadership style. Managers should motivate their employees and change their state of satisfaction for a set of challenges to go further beyond their current way of serving customers by using open communications. Second, they should encourage a culture of customer orientation and of empowerment in service encounters. Empowering employees in highly formal, bureaucratic firms to meet customers' expectations increases the likelihood of showing helping behavior (Stamper & Van Dyne, 2003). The third action is to have customer-contact employees more satisfied. An organization that grants its crewmembers civil, social, and political rights will have more employees practicing

OCB (Bienstock, DeMoranville & Smith, 2003). For example, associates who are treated fairly in hiring, given rewards, and included in decision making, tend to show more OCB.

The practical importance of OCB is that it improves efficiency and effectiveness by contributing to resource transformation, innovativeness, and adaptability (Organ, 1988). Such behaviors hold promise for long-term organizational success (Van Dyne et. al., 1994) Performing OCB is fundamental especially in service-related jobs. It influences the quality of service provided to customers (Gonzalez & Garazo, 2006; Morrison, 1996; Stamper & Van Dyne, 2003). Stamper and Van Dyne (2003) suggested that helping behavior helps cope with fluctuating demand and delivering high-quality service to customers. It facilitates and smoothes the organizational functions (Lee & Allen, 2002; LePine, et al, 2002). If there is truly is a difference between the two groups then managers need a different approach when they are dealing with part-time employees

Methodology

Survey Instrument

In this study, all the questions were modified from previous studies. A 7-point Liker scale was used where 1 is strongly disagree and 7 is strongly agree. Nine questions are used to measure job satisfaction. Sample questions are: Overall, I'm satisfied with my pay; Overall, I'm satisfied with the support and feedback I get from my supervisors. Four questions are applied to evaluate organizational commitment. Sample questions are: I feel a strong sense of belonging to this hotel; I have thought of quitting my job. Twenty-four questions were adapted from Williams and Anderson (1991) and Podsakoff, Mackenzie, Moorman, and Fetter's (1990) work to measure performance and OCB. Sample questions are: 1) I adequately complete assigned duties and 2) I attend meetings that are not mandatory, but are considered important. A pretest was conducted to ensure content validity. Minor changes were made to the instrument for readability and clarity.

Data Collection

The data was collected from more than thirty hotels in various metropolitan cities on the East Coast. The respondents were hourly housekeeping and front desk employees (e.g., valets, bellpersons). The surveys were handed directly to the employees during lunch break by one of the authors in some hotels or by hotel managers in

other hotels. To make sure that appropriate language was used, the Spanish version was checked by two Spanish professors at a university and a hotel human resources manager.

Results

Five hundred and fifty-five surveys were distributed and 165 valid were returned, generating a 30% response rate. Table 1 shows the respondents' profile. The results of the descriptive analysis indicated the responses on overall job satisfaction were neutral to agree throughout the nine questions, with mean scores ranging from 4.06 to 5.66. The mean scores for the organizational commitment were lower ranging from 3.26 to 5.23. In relation to the in-role job performance, the respondents' answers were consistently high throughout the four questions, with mean scores ranging from 6.12 to 6.28. For the OCB, the mean scores ranged from 2.64 to 6.04. t-Tests were applied to examine the three hypotheses. Hypothesis one was not supported. The results revealed that there is no significant difference regarding job satisfaction between full-time and part-time employees. Table 2 shows that there is a significant difference between full-time and part-time employees in terms of organizational commitment ($t=2.59$, $p < .05$). Also, Table 3 shows that there is a significant difference between full-time and part-time employees regarding in-role job performance ($t=2.47$, $p < .014$). The results of Table 4 showed that there is a significant difference between full-time and part-time employees in terms of OCB.

Table 1 Respondent's Profile

Item	Frequency	Percent
Type of employment (n=165)		
Full-Time	121	73.3
Part-Time	44	26.7
Number of work hours per week (n=164)		
More than 32 hours	115	70.1
32 hours or less	49	29.9
Having an additional Job (n= 164)		
Yes	38	23.2
No	126	76.8
Leaving the current bob (n=161)		
Yes	13	8.1
No	148	91.9
Years of hotel work experience (n=160)		
Less than a year	33	20.6
1-2	34	21.2
2-3	25	15.6
3-4	14	8.8
4-5	7	4.4
5-6	14	8.8
More than 6 years	33	20.6

Department working for (n= 164)		
Housekeeping	76	46.3
Front Desk	75	45.7
Other	13	7.9
Current position/title (n= 161)		
Front Office Staff	72	44.7
Housekeeping Staff	65	40.3
Other (e.g., accountant, laundryman)	24	14.9
Gender (n= 164)		
Male	46	28
Female	118	72
Age (n= 158)		
Under 21	9	5.7
21-30	83	52.5
31-40	28	17.7
41-50	23	14.6
51-60	11	7
61-65	2	1.3
66+	2	1.3

Table 2 Organizational Commitment and Type of Employment (t-Test)

Item	t	df	Sig. (2-tailed)
QII1: I really feel as if this hotel's problems are my own.	2.594	162	.010

Table 3 In-Role Job Performance and Type of Employment (t-Test)

Item	t	df	Sig. (2-tailed)
QIII4: I meet formal performance requirements of the job.	2.477	163	.014

Table 4 OCB and Type of Employment (t-Test)

Item	t	df	Sig. (2-tailed)
QIII5: I help others who have been absent.	2.462	161	.015
QIII7: I assist supervisors with work when not asked.	2.241	153	.026
QIII8: I take time to listen to co-workers' problems and worries.	2.186	159	.030
QIII12: I consider the impact of my actions on coworkers.	2.831	155	.005
QIII19: I read and keep up with hotel announcements, memos, and so on.	2.337	162	.021
QIII21: My attendance at work is above the norm.	2.055	161	.041

Discussions and Managerial Implications

Discussions

Hypothesis 1 was not supported. The results are consistent with, Clinebell & Clinebell's (2007), McGinnis & Morrow's (1990) and Thorsteinson's (2003) conclusions that there is no difference between full-time and part-time employees regarding job satisfaction. McGinnis & Morrow (1990) found that even though full-time and part-

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time employees may differ in some demographic characteristics, they are alike in job satisfaction. Also, job satisfaction is not determined by work status. It is more likely to be related to occupation and personal

characteristics than whether one is a full-time or part-time employee (McGinnis & Morrow, 1990). Job satisfaction can be considered as a related constellation of attitudes and feelings about various aspects or facets of the job, such as condition, co-workers, or feedback (McGinnis & Morrow, 1990). Full-time and part-time employees have access to each one of these facets equally; however, at times, part-time employees do not get the same level of pay or benefits that full-time employees get from employers. None the less, voluntary part-time employees, who have their reasons not to work full-time, are still satisfied with their jobs (Maynard, Thorsteinson, & Parfyonova, 2006). In other words, they may trade-off the benefits that they do not get for the chance to work part-time in order to fulfill other obligations.

Hypotheses 2, 3, and 4 were supported, showing that there is a difference between full-time and part-time employees regarding organizational commitment, performance, and OCB. Full-time work status is perceived to provide opportunities for advancements, promotions, raises, learning, and training. Full-time employees set higher expectations than part-time employees. If these expectations are met, full-time employees react by becoming more committed.

In this study part-time employees were found to be less committed to their job than full-time. Part-time employees may have other important obligations or activities that explain why they choose to be part-time (Stamper & Van Dyne, 2003). It seems they choose this work status because they need this additional job for some reason, while their main obligations or activities outside the company are fulfilled at the same time. Therefore, having a part-time job may be considered an extra; thus, their organizational commitment is lower (Thorsteinson, 2003).

This study also found that there is a difference between full-time and part-time hotel employees regarding job performance. These results paralleled Marchese and Ryan's (2001) findings that there is a significant difference between full-time and part-time employees in job performance. They found that part-time employees had a lower level of performance. In this study, full-time and part-time employees were found to have high level of

job performance, but part-time employees reported lower job performance (mean score 5.93) than full-time (mean score 6.40). This may be because part-time employees do not get the adequate training needed to perform job requirements that their counterparts get. Part-time employees need training on how to perform unexpected requests or tasks that usually are done by an assigned employee. At the front desk, for example, part-time employees may not get the training needed on all the Property Management System (PMS) applications to do their job sufficiently and efficiently. Full-time employees, on the other hand, may get a higher level of training and have the knowledge that gives them the ability to meet formal requirements and complete assigned tasks.

Table 4 shows the t-Test results for OCB. The results indicated that there is a significant difference between full-time and part-time work status. Part-time employees showed less OCB than full-time, which is consistent with Stamper and Van Dyne's (2003) findings. They offered two explanations. First, part-time employees do not get the same level of pay, benefits, information, etc. therefore, they are less likely to perform tasks beyond those mentioned in their job descriptions. Second, part-time employees choose to work part-time to minimize their involvement at work. They do that to have time to fulfill other interests.

Managerial Implications

Part-time employees cost less, are flexible, and satisfied with their job as compared to full-time employees. On the other hand, part-time employees demonstrate lower organizational commitment, lower job performance, and lower OCB. These advantages and disadvantages should be considered when deciding on hiring new full-time or part-time employees.

Full-time and part-time employees' organizational commitment can be improved by assigning different tasks that have challenges and/or more responsibilities to get them more involved. For example, managers can assign a full-time employee to train or orient a new hire. Managers can minimize the disadvantages of hiring part-time employees to improve organization effectiveness. Managers can take advantage of part-time work status by adopting some practices to increase productivity. First, they should train part-time employees on how to perform tasks that are specified in their job descriptions. Managers expect employees to do their job efficiently, but unfortunately managers forget to provide employees with training needed to do so.

In addition, managers may rotate responsibilities and/or jobs between full-time and part-time employees in order to increase job performance. The rotation may be within or between departments. This change gives employees the opportunity to know more about the property and how things work. Also, asking employees to do projects beyond their day-to-day responsibilities (e.g., a supervisor task) may increase part-time job performance. Management should hold meetings to explain why this is taking place and take the time to hear employee voices by holding meetings on how to increase job performance. They may discuss changes in shifts, schedule, or even splitting or sharing responsibilities.

Helping employees, not complaining about small problems, participating in non-mandatory meetings, and not wasting the company time are all examples of OCB. Managers need these behaviors to be present among all employees. The managers should encourage OCB among all employees, especially part-time and deliver consistent and sincere recognition for any OCB that an employee displays. The recognition does not have to be financial, but can be a simple verbal or written thank-you. Moreover, leaders can be role models for subordinates, forming good relationships with them and helping them grow and develop. If a part-employee receives outstanding support from his/her manager, he/she will most likely display OCB reciprocally towards those who have benefited them.

Even though the findings of this study mirrored the results of previous studies, this study added some major contributions to the literature on part-time employees. The primary contribution was testing OCB on hotel employees, which had not been completed previously. Additionally, it is the first study that used the hotel sector to find out if there is any difference between full-time and part-time employees.

Limitations

There were some limitations to this study. First, there was an imbalance in the sample between full-time and part-time employees. Full-time employees made up 73.3% of the sample and part-time made up the remaining 26.7%. Additionally, the data was collected during the 2008 financial crisis, which may have had an impact on the respondents' answers. During that crisis, the unemployment rate was high and most companies started cutting jobs. This may have had an influence on respondents' perception of attitude and other job behaviors. Also, job

satisfaction and other outcomes may differ from one geographic location to another. Moreover, a convenience sample was used in this study when respondents were selected, which can be a limitation.

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