

New Generation Employees' Perceptions of Job-fit in China

Hotel Industry

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INTRODUCTION

The image of hotel job is negative because it offers low-skilled and low-paying jobs, combined with long working hours (Roney & Oztin, 2007). Depending heavily on workforce from young people, China's hotels are facing serious human resources challenges. Only half of recent graduate hospitality students in China choose to work in hotels and the turnover among new graduates is also very high (David, 2008). According to China Tourism Association statistics, the average turnover rate in China's hotel industry was 21.2% in 2004 (Wang, 2004).

Much research has been done regarding the relationship among job characteristics, core self-evaluation and job satisfaction (Bono & Judge, 2003; Judge et al. 2000; Loher & Noe, 1985; Cohrs et al. 2006). Moats (2006) found that 75% of the workforce are dissatisfied with their jobs because of failure to achieve job-fit (Marilyn Moats 2006). Judge and Cable (1997) investigated job-fit based on the congruence between individual and organizational values, and Karen Holcombe (2006) measured individual and job characteristics to investigate employee-perceived job-fit. However, no research has been done to investigate employees' perceptions of their core self-evaluation matching with their job characteristics. This proposed research will attempt to close this gap.

The objectives of the proposed research are: 1) to identify new generation hotel employees' perceptions toward job characteristics in China; 2) to explore new generation hotel employees' perceived core self-evaluation in China; and 3) to test whether job-fit will moderate the relationship between employee core self-evaluation

and perceived job characteristics.

Literature Review

Satisfied employees have lower level of absenteeism and higher levels of motivation (Coppage, 2008). However, according to a study by Caer-Builder.com, many employees in the hospitality industry are not happy (Watkins, 2006). Many employees express a lack of meaningfulness in their work because the industry has not created meaningful and emotionally satisfying work environment for employees.

Applicant job-fit is related to many perceptions and attitudes of employees to their job (Kristof-Brown et al, 2005). A personal job-fit approach to employee retention consists of matching individual self- evaluation to job tasks (Edwards, 1991), and it focuses on the match between job requirements, individual skills and knowledge (Kristof, 1996; Lauver & Kristof-Brown, 2001).

Individuals with positive core self-evaluations are more satisfied with their job (Bono & Judge, 2003). Research by Judge et al. (2000) also revealed that people with high core self-evaluations gravitate toward more complex and enriched jobs. Job characteristics also have a critical mediating role on the relationships for Gen Y employees' perception of work environment and job outcomes (Kim, Knight, & Crutsinger, 2009).

Individuals consider their own characteristics, as well as an evaluation of the job's characteristics when developing perceptions of fit with the job. In this proposed study, job-fit refers to how well individuals respond to their job tasks; in other words, employees' perceptions of job-fit on depend on how the employee evaluate

him/herself, and his/her perceptions of job characteristics.

In the proposed study, employees' perceived job characteristics are chosen as a factor to test the fit of personality and job tasks.

Hypothesis:

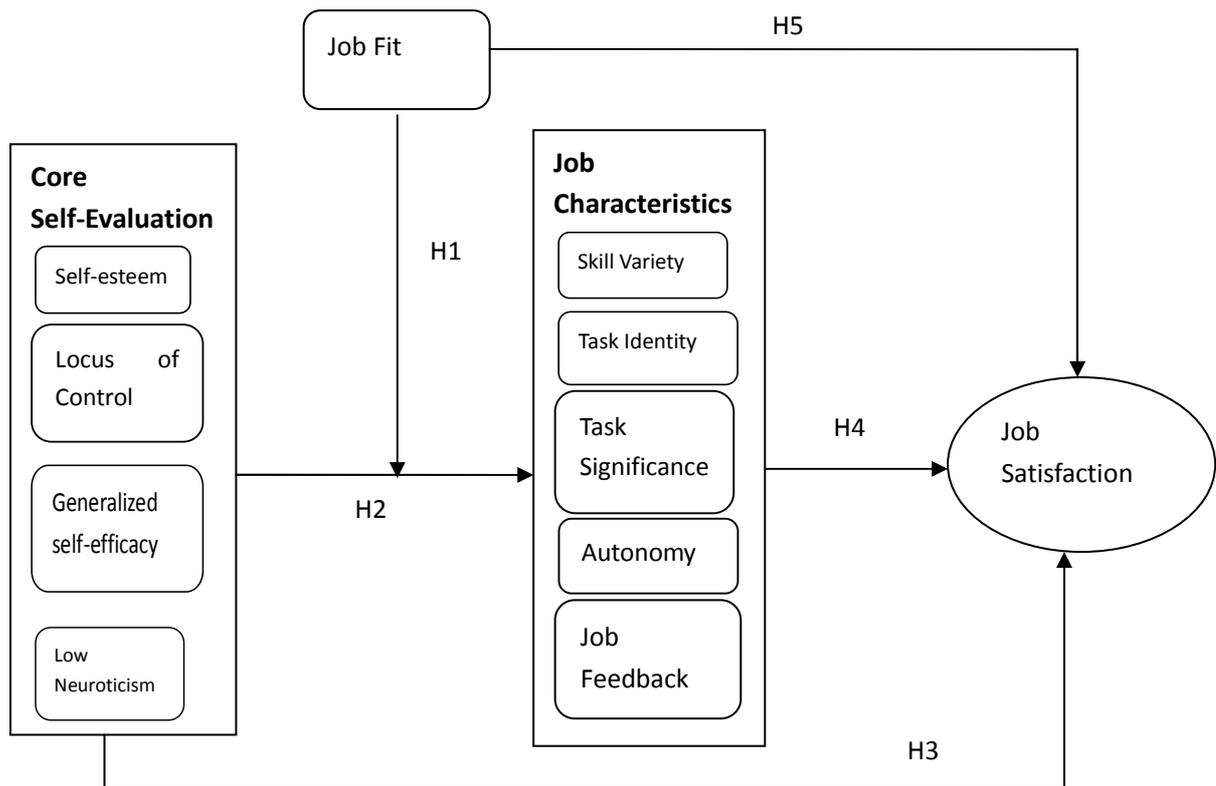
H₁. Job-fit will moderate the relationship between employee core self-evaluation and perceived job characteristics.

H₂. There is a significant relationship between young employees' core self-evaluation (CSE) and the job characteristics (JC) they.

H₃. There is a positive relationship between employee core self-evaluation and job.

H₄. There is a positive relationship between employee-perceived job characteristics and job satisfaction.

H₅. There is a positive relationship between CSE-JC job-fit, and job satisfaction.



Methodology

The proposed study will use a descriptive causal research design and a questionnaire survey will be conducted. Core self-evaluation and job characteristics will be assessed through attributes borrowed from previous literature (Bono & Judge, 2000; Bono & Judge, 2003; Judge et al., 2000; Edwards, 1991; Karen, 2006).

Sampling and Data Collection

The target population of the proposed study will be hotel employees born after 1980 in Chinese hotel industry. A sample of several hotels will be selected conveniently in two or three cities in China; a self-administrative, closed questionnaire with ordered choice will be used to survey a sample of the respondents.

Data analysis

The collected data will be analyzed by using the SPSS-18.0 and Lisrel 8.0 will be used. Frequency, Means, Independent Samples T Test, ANOVA and linear regression analysis or SEM will be to test Model with hypotheses.

Limitations

The sampling can only be selected in two or three Chinese cities; the results of this study, therefore, may have generality limitation.

All instruments are borrowed from previous literature as the reliability of China hotel employees is unknown. The selection of these instruments was based on continuity with the literature, as well as relevance to the context of this study. Some of the scales created to measure these attributes may be less than ideal.

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