

THE INFLUENCE FACTORS OF MASLOW'S HIERARCHY OF NEEDS ON EMPLOYEE SATISFACTION: A CASE STUDY OF ZIGONG HANTING HOTEL

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Abstract: In a period of rapid social growth, attention to company development will undoubtedly be focused with the personal development of enterprise personnel. The research of employee incentive mechanisms may progressively enhance employee satisfaction, allowing company people to not only perform successfully but also develop a sense of belonging to the enterprise. This article uses employees from the Hanting Hotel in Zigong as a sample to perform an empirical study on the factors influencing hotel employee satisfaction.

This study aims 1). to analyze whether physiological needs have an impact on employee satisfaction.2). to analyze whether safety needs have an impact on employee satisfaction.3). To analyze whether social needs have an effect on employee satisfaction.4). to analyze whether respect needs have an effect on employee satisfaction. 5). To analyze whether self-actualization needs have an effect on employee satisfaction.

This study adopted a quantitative research method by using questionnaire survey to collect data for analysis. The results of experimental research show that: 1). Physiological needs have a significant effect on employee satisfaction.2). Safety needs have a positive effect on employee satisfaction. 3). The effect of social needs on employee satisfaction is not significant.4). Respect needs have a positive effect on employee satisfaction.5). Self-actualization needs have the most significant effect on employee satisfaction.

The following recommendations are made: 1). Improve the sense of belonging to the staff's career.2). Improve the salary of employees.3). Guide employees to clarify their own development prospects.

Keywords: Employee Satisfaction, Factor, Maslow's Hierarchy of Needs Theory

Introduction

Tourism, accompanied by the gradual improvement of national quality of life, has developed into an important way of people's leisure, as have scenic spots, hotels, restaurants, and other service-

oriented enterprises that provide tourists with food, accommodation, transportation, shopping, and entertainment. Domestic tourism has varied tremendously since the outbreak, and the tourist sector is in a condition of cautious recovery, but people's pursuit of quality of life has not suffered as a result. When people travel, they pay greater attention to the hotels they stay in, and the hotel sector pays more attention to the development of brands and services. At the same time, tourists are becoming increasingly concerned about the current uneven evaluation of tourism enterprises' services, particularly a variety of negative evaluations that cause widespread concern in the community. Exploring the causes of these negative evaluations has become particularly important.

As a typical service-oriented and staff-intensive organization, the service quality of hotel enterprises is in the hands of employees who are proactive, flexible, and creative, and the work attitude and quality of employees directly determine the quality of enterprise services, which in turn directly affects service evaluation. Employee happiness is becoming increasingly significant as a fundamental measure of organizational health and stability, particularly in light of the pandemic faced by numerous firms, the external environment's impact on the corporate economy, and many enterprises facing closure or bankruptcy. Great employee satisfaction is frequently related with great staff retention, productivity, and a positive business culture. The goal of boosting employee happiness is to guarantee that the business can attract, develop, and retain the proper people to meet its objectives. In a field survey conducted by Harvard University psychologist William James, it was shown that higher employee contentment, employee motivation, and creativity in the full stimulation of the circumstances, the play of employee potential would be 3 to 4 times greater. It is clear that increasing employee happiness with the hotel is critical, as is motivating staff to be active and innovative.

China's hotel business is likewise struggling, with weak stability and significant personnel turnover. Employees lack a sense of belonging to the hotel, lack work initiative, and have low work motivation, and hotel employees play a vital part in service-oriented businesses. Furthermore, typical top-down monitoring and passive management techniques make it impossible to generate employee passion, initiative, and innovation. Analyzing the features of the hotel sector and the influencing variables of employee satisfaction is critical for continually improving the enterprise's service quality and competitive advantage.

Research Objectives

The basis of competition for a company that wants to take its place in a tough market is its core employees. Enterprises want to retain core employees and make them willing to create maximum profits for the enterprise, which can start from the investigation of employee satisfaction. This paper takes Hanting Hotel in Zigong as the research object, which mainly lies in helping the hotel to enhance the satisfaction of core employees, associating the hotel with the economic interests of the employees, so

that the employees will be more willing to improve their own business level for the organisation continuously.

This study starts from the occupational characteristics and behavioral characteristics of hotel employees, the goal is to find out the factors affecting the job satisfaction of Hanting Hotel employees in Zigong, and put forward suggestions for improvement in personnel management for the development of the enterprise. Drawing on previous theories and research results, the current situation of employee satisfaction in Hanting Hotel Zigong is analyzed in a more comprehensive way, and the results will be provided to the same type of hotels for reference. Therefore, this paper has the following five research purposes:

- 1) To analyze whether physiological needs have an impact on employee satisfaction.
- 2) To analyze whether safety needs have an impact on employee satisfaction.
- 3) To analyze whether social needs have an effect on employee satisfaction.
- 4) To analyze whether respect needs have an effect on employee satisfaction.
- 5) To analyze whether self-actualization needs have an effect on employee satisfaction.

Literature Review

Maslow's Hierarchy of Needs Theory

In 1943, Abraham Harold Maslow proposed this theory, which belongs to the field of behavioral sciences. The theory is closely related to the theory of motivation in terms of its hierarchical structure. In terms of specific needs, it consists of a five-level model, in the form of a pyramid. From the bottom to the top are physiological needs, such as clothing and food, safety needs, mainly for security at work, and social needs, which include friendship, respect, and self-actualization (Lester, 2013).

Maslow's Hierarchy of Needs is a motivational theory in psychology that includes a five-level model of human needs, often depicted as levels within a pyramid. From the bottom of the hierarchy upwards, the needs are: physiological (food and clothing), safety (job security), social needs (friendship), respect and self-actualization.

The basic idea of the theory is that these five needs are necessary for human beings and differ only in their level, and secondly, the lower level needs and the higher level needs will differ in their potential as well as in their power, with the lower level being the more powerful in terms of potential. And when the level gradually rises, the corresponding required power will be reduced. For the fulfillment of needs, when people want to obtain high-level needs, they need to satisfy the low-level needs first. In the process of human evolution, what we pursue at the beginning are often physiological needs and safety needs.

If the low-level needs cannot be satisfied, the individual will face an existential crisis, or even

threaten his or her own life. On the other hand, high-level needs are not necessary, even without them, individuals can still survive, of course, if this type of needs can be satisfied, individuals can maintain vitality, high-level needs are more difficult to realize than the lower needs, the realization of high-level needs, some basic conditions are essential, firstly, the political conditions, followed by social conditions, and finally, the economic conditions.

Based on the distinction between lower and higher needs, Maslow argued that the fulfillment of needs is not an "all-or-nothing" phenomenon, and he acknowledged that his earlier statement may have given "the false impression that needs must be fulfilled 100 percent before the next need arises". Prior to the emergence of higher human needs, lower needs can be partially satisfied, for example, there is a disregard for physiological and safety needs in order to realize an ideal at the cost of one's life.

For individuals, there will be differences in the assessment of the importance of needs viewed by different individuals in their pursuit. Maslow's hierarchy of needs theory occupies an important position in modern behavioral science. This paper combines the results of self-compiled scale surveys and interviews, uses Maslow's hierarchy of needs theory to study whether the needs of branch controllers in terms of work follow the hierarchical order of the theory, sorts out and analyzes the real needs of branch controllers, and then carries out targeted motivation according to the different levels of needs.

Employee Satisfaction

In the late 1920s and early 1930s, the Hawthorne experiment of Mayo et al. (1925) opened the door to the history of the concept of "job satisfaction", and they believed that the overall state of the employee is the main reason affecting his or her work efficiency, and that job satisfaction and the work environment, including interpersonal relations and other factors, affect the overall state of the employee. Hoppock (1935) formally defined "job satisfaction" for the first time in 1935, and he believed that "job satisfaction" is the comprehensive perception of employees on their work environment, human interaction, physical and mental comfort. He designed the Thurstone Attitude Scale, which is used to analyze the influencing factors and mechanisms of employees' job satisfaction.

Judge et al. (1965) believe that job satisfaction refers to the subjective feelings of employees who believe that the work itself can realize their self-worth or help them improve their abilities, and Weiss et al. (1965) believe that employee satisfaction is a positive or negative evaluation made by employees based on their own work status. That is, an overall attitude embodied in the employee's response to the work, and as early as 1967 designed and proposed the Minnesota Satisfaction Questionnaire, which measures a person's intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Lee and others believe that employee satisfaction is a pleasant emotional state brought about by evaluating an individual's work to reach the value of the job. Job satisfaction is the employee's intuitive feeling and psychological state of the work environment and conditions, work rewards and

incentives, leadership and management measures when carrying out work in the enterprise. When job satisfaction is low, the efficiency of employees will be greatly affected, and when job satisfaction drops to a certain level, employees will have the idea of leaving the company.

Positive psychology believes that happiness, hope, self-confidence, joy, satisfaction is the main motivation for human achievement, the theory is centered on the subjective sense of human happiness, which is widely used in enterprise management, to enhance the sense of happiness of the employees, give full play to the enthusiasm of the enterprise and the employees, which can create a greater value for the enterprise, the employee's sense of happiness and satisfaction at work is positively correlated with their positive psychological state embodied in their work, and the positive psychological state can quickly improve employee satisfaction(Cao, 2021). Employee happiness and satisfaction at work are positively related to their positive psychological state at work, and a positive psychological state can quickly improve employee satisfaction, fully tap the potential of employees, and realize a win-win situation for personal and corporate development.

Motivational Mechanism

Herzberg (1959), an American psychologist, proposed the two-factor theory in 1959, which contains both motivational and hygienic variables, sometimes known as "motivational factors-hygiene factors." Motivational variables are primarily present in the workplace or focused on the task at hand. These aspects not only stimulate and increase employee enthusiasm, but also fire their desire to be more productive. Employees that are not motivated may become unsatisfied owing to unmet demands such as a lack of fulfillment, opportunity for progress, and recognition.

Employees are more likely to be dissatisfied with health care considerations than with motivational elements, which can lead to major idleness, protests, and a loss in job effectiveness. When health care factors are improved and satisfied, employee dissatisfaction is reduced to some extent, but no matter how hard they try to improve these factors, it will be very difficult to make the employees feel satisfied, and health care factors can eliminate employee dissatisfaction, but they cannot motivate the employees well or make them feel very satisfied.

Methodology

This study adopts the quantitative research method, using a combination of questionnaire and case study method for practical application. In current society, quantitative research or quantitative analysis refers to the systematic empirical study of social phenomena using statistical, mathematical or computational techniques. In this study, the Hanting Hotel in Zigong is used as an example to explore the factors that influence on the satisfaction of hotel employees. The use of Maslow's hierarchy of needs theory and the study of concepts related to employee satisfaction provides the theoretical basis for the fourth chapter to analyze the needs of the employees of the Hanting Hotel in Zigong. After reviewing

the research of many scholars, this study adopts a set of mature and widely used scales developed by international scholars to design the survey questionnaire for the present study, and validity of the questionnaire is verified and analyzed to ensure the accuracy and reliability of the sample data collected in the present research activities. The sample data collected in this research activity is accurate and reliable, and the content of this chapter provides an important practical foundation for the writing of the fourth chapter.

The sample data for this research activity was mainly collected through questionnaire survey method. A set of mature and widely used scale developed by international scholars, the Likert five-point scale, was used to conduct a rational investigation of the factors influencing employee satisfaction in Hanting Hotel Zigong. The questionnaire consists of two parts, the first part of the questionnaire consists of five item contents, including gender, age, department, education level, and years of working experience. The second part of the questionnaire is composed of 29 measurement questions, and all the measurement items involved are rated on a five-point Likert scale, "1 means very dissatisfied" "2 means disagree" "3 means average" "4 means satisfied" "5 means strongly agree".

Results

In this section the results of the current study will be presented, starting with an overview of the demographic characteristics of the participants(Qiu, 2013). This study aims to analyze the satisfaction status of employees under different demographic variables through a questionnaire survey on employee satisfaction in Zigong HanTing Hotel. A total of 100 valid samples were collected from the questionnaire and the specific demographic characteristics are as follows. In terms of gender distribution, there are 51 male employees, accounting for 51.00% of the total sample, and 49 female employees, accounting for 49.00%, which is a relatively balanced gender distribution without any obvious gender skew. In terms of age distribution, there are 45 employees aged 20-30 years old, accounting for 45.00% of the total sample, 40 employees aged 30-40 years old, accounting for 40.00%, and 15 employees over 40 years old, accounting for 15.00%.

From the data, it can be seen that the employees of Zigong HanTing Hotel are mainly concentrated in the age of 20-40, accounting for 85.00% of the total sample, which indicates that the hotel's employee group is relatively young, which is conducive to the long-term development of the enterprise and the enhancement of innovation ability. In terms of departmental distribution, there are 25 employees in the guest room department, accounting for 25.00%, 28 employees in the front office department, accounting for 28.00%, 19 employees in the sales department, accounting for 19.00%, and 28 employees in the catering department, accounting for 28.00%. The distribution of staff in each department is relatively balanced, but the sales department has a slightly lower percentage of employees at 19.00%. This may reflect a lower demand for personnel or higher employee mobility in the sales

department, which is worth exploring further.

As for the distribution of education, there are 35 employees with college education, accounting for 35.00%, 45 undergraduates, accounting for 45.00%, and 20 graduate students, accounting for 20.00%. The data show that employees with undergraduate education and above accounted for 65.00%, indicating that the hotel pays more attention to the educational level of employees in talent recruitment, which is conducive to improving the overall staff quality and service quality. In terms of the distribution of working years, 28 employees with less than two years of working experience, accounting for 28.00%, 37 employees with two to four years of working experience, accounting for 37.00%, and 35 employees with more than four years of working experience, accounting for 35.00%. The data shows that there are more employees with rich working experience in the hotel, and the percentage of employees with working experience of more than two years is 72.00%, which has a positive effect on the stable operation of the enterprise and the improvement of employee satisfaction.

Comprehensive analysis of the above data can be concluded that the staff group of Zigong HanTing Hotel is characterized by balanced gender, younger age structure, more reasonable distribution in each department, higher education level and rich working experience. These characteristics provide a good foundation for the hotel's service quality and management level. At the same time, these demographic characteristics provide the necessary background information for the subsequent in-depth analysis of the factors of employee satisfaction, which helps to further explore the differences in the satisfaction of employees with different characteristics and the reasons behind them.

The Cronbach alpha coefficient reliability analysis of the data from Zigong HanTing Hotel's employee satisfaction questionnaire allows us to assess the internal consistency of the questionnaire's components to understand the reliability of the questionnaire. The reliability coefficient generally ranges from 0 to 1. The higher the reliability coefficient, the higher the degree of consistency and the more meaningful the evaluation items are. By applying SPSS27.0 software to test the survey scale, the item reliability coefficient reaches 0.900, indicating that the reliability of the questionnaire is very good, there is a high degree of consistency between the items, and the evaluation results of the questionnaire have a strong degree of credibility.

Through the Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity test on the employee satisfaction questionnaire of Zigong HanTing Hotel, the feasibility of factor analysis was tested on the data of the collected variables, and the KMO test value of the sample was 0.817, which is greater than the general standard of 0.7 given by the statisticians, which indicates that the measurement indexes cover the research topic to a high degree. The degree of the research topic is high, and the validity of the questionnaire is high, so as to evaluate employee satisfaction not only to ensure the real validity of the survey, but also considerably reduce the complexity of the original data, at the same time, the p-value of the Bartlett's spherical test is less than 0.05, and the test results indicate that the questionnaire

in general and the latitude scales have a good degree of validity.

By conducting exploratory factor analysis on the data of Zigong HanTing Hotel's employee satisfaction questionnaire, the analysis of variance explained indicates the degree of contribution of each factor in explaining the overall variance. The preliminary results of the factor analysis showed that all six factors had an eigenroot greater than 1 and cumulatively explained 73.78% of the total variance, which indicated that these six factors made a significant contribution in explaining the overall structure of employee satisfaction. The explained variance after rotation indicates that through factor rotation, the variance is more evenly distributed among the factors, and the explanatory power is more explicit and focused. This result provides a basis for the subsequent naming and interpretation of the factors and can help to understand employee satisfaction at different levels of need.

This study analyzed each demand item as well as overall job satisfaction in detail, focusing on statistics such as sample size, minimum, maximum, mean, standard deviation, and median. The six questions of physiological needs (a1 to a6) all have high loading coefficients on Factor 1, and the coefficient of commonality is more than 0.6, which indicates that the explanatory power of these variables on Factor 1 is relatively strong, reflecting the strong influence of this factor on physiological needs. The five questions on social needs (c1 to c5) all had high loading coefficients on Factor 2, and the coefficients all exceeded 0.7, indicating that these variables also had strong explanatory power on Factor 2, suggesting that Factor 2 primarily explains the variance in social needs. The five questions on self-actualization needs (e1 to e5) all had high loading coefficients on factor 3, with commonalities exceeding 0.6, indicating that they had the strongest explanatory power on factor 3, suggesting that factor 3 primarily explains self-actualization needs. The five questions for the safety need (b1 through b5) had high loading coefficients on factor 4, all with high commonality, indicating that factor 4 primarily explains the safety need. The four questions on respect needs (d1 to d4) had high loading coefficients on factor 5, all with high commonality, showing that they had the strongest explanatory power on factor 5, indicating that factor 5 primarily explains respect needs. The four questions of job satisfaction (f1 through f4) had high loading coefficients on Factor 6, all with a common degree of over 0.6, indicating that Factor 6 primarily explains job satisfaction.

In summary, by analyzing the factor loading coefficients after Varimax rotation by the maximum variance method, we found that the factors have significant explanatory power for the variables at different levels of needs. Factor 1 mainly explains physiological needs, factor 2 mainly explains social needs, factor 3 mainly explains self-actualization needs, factor 4 mainly explains safety needs, factor 5 mainly explains respect needs, and factor 6 mainly explains job satisfaction. These results provide a clear structural explanation for understanding employees' satisfaction at different levels of needs, and also provide an important basis for hotel management to develop targeted improvement measures.

The results of the regression analysis indicate that physiological needs, safety needs, respect needs and self-actualization needs have a significant positive effect on job satisfaction, while social needs do not have a significant effect on job satisfaction. These results provide an important basis for the hotel management to significantly increase employees' job satisfaction by satisfying their physiological needs, safety needs, respect needs and self-actualization needs, thus improving overall work efficiency and employees' well-being. In particular, self-actualization needs and respect needs have the most significant effect on job satisfaction.

Discussion

Hotels need to improve the situation by improving the overall low salary levels and poor incentives within the hotel in order to motivate the hotel staff and thus increase employee satisfaction. Hotels generally tend to invest in recruiting staff rather than in developing staff, as the cost of upgrading staff is greater and there are limitations to basic training, all of which can have an impact on staff satisfaction. Core talent will be more concerned about personal development, such as personal ability to improve and salary and benefits, which requires the company to communicate with such personnel, but also to develop a more comprehensive company's compensation system to enhance employee satisfaction. We can improve employee satisfaction in the following ways.

First, Improve the employees' sense of professional belonging. Hotel leaders can establish a set of good hotel management system, to give employees more opportunities to exercise their own, so that employees will learn to experience growth in the work, so that employees will make the company loyal and trust. Hotel leaders should also establish a good corporate culture, with a good hotel culture so that the hotel will be full of vitality, in order to let the staff in the work full of fun, so that employees like their work.

Secondly, improve the salary of employees. The level of salary and benefits may be a direct cause of hotel employee satisfaction, especially now with young people as the main source of hotel employees, compared with the older generation, it is more unstable. For young people, earning money is the main reason to stay in the hotel work, so for the current younger hotel employees, to use different payroll and reward mode.

Third, guide employees to clarify their development prospects. For employees working in the hotel, its career planning is relatively long compared to other industries, which is a considerable challenge for young hotel employees, the hotel is also a major problem for their work. The hotel to carry out training activities related to professional skills will alleviate this problem. The hotel should be in accordance with the actual needs and characteristics of each department of the hotel, regularly carry out training and learning activities that can help hotel staff to improve professionalism and skills. This can not only improve the strength of the hotel staff in the service process, improve the competitiveness of

the hotel.

Conclusions

This study is based on Maslow's theory of needs, through a questionnaire survey on the employees of Hanting Hotel in Zigong, to study the factors affecting the satisfaction of hotel employees, and the results of the experimental study show that:

1. physiological needs have a significant impact on employee satisfaction.
2. safety needs have a positive impact on employee satisfaction.
3. social needs do not have a significant impact on employee satisfaction.
4. respect needs have a positive effect on employee satisfaction.
5. Self-actualization needs have the most significant effect on employee satisfaction.

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