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# **Perceptions of job satisfaction and distributive justice: A case of Brazilian F&B hotel employees**

## **Abstract**

The intangible nature of service delivery means that the human element has a relevant role in achieving excellence. Therefore, the satisfaction of the company's employees and their perceptions influences this process. The objective of this study was to analyze the level of job satisfaction and the distributive justice perception of professionals working in the food and beverage industry in business hotels in downtown Florianópolis, Brazil. This exploratory and descriptive study was based on quantitative approach and had used data collection instruments consisting of a Job Satisfaction (JS) Scale and a Distributive Justice (DJ) Perception, both validated by Siqueira (2008) that were in addition to a questionnaire to survey the profile of participants. The sample was intentional non-probabilistic and was chosen according to the accessibility, location and adequacy of the hotels to the study's objectives. The study was conducted with ninety two participants working in seven hotels. Data were compiled and analyzed with descriptive statistics and inferential tests using SPSS 20. Main results showed that the level of job satisfaction was neutral. Employees were less satisfied with their salaries and more satisfied with the management. The correlation between JS and DJ was positive, concluding that it was possible to improve job satisfaction in the medium and long term by applying several key measures. The results allowed for an array of practical interventions to improve the quality of life of employees. As noted in the study's results, infrastructure played an important role in the perceptions of satisfaction, especially with the regard to kitchen employees. Another was regarding workload and stress management. Enhancing the sense of belonging in the company, was also identified as a critical managerial responsibility. Social gatherings, integration programs and non-monetary benefits were thought to be important in improving the satisfaction of the company's employees.

**Key words:** job satisfaction; distributive justice perceptions; hotel; Brazil

## **Introduction**

With increasing globalization and international competition, the importance of recruiting, retaining and managing the resources that can help increase organizations' competitiveness has become a crucial factor in the success of the hotel industry (Yang, 2010; Nadiri & Tanova, 2010; Lee & Lee, 2012). The organizations need to be productive and pursue quality as a differential to remain competitive. The quality in hospitality comes from the service sector, where the critical points of interaction between the customer and the service provider are decisive. This is an issue of company sustainability and growth in the market (Lovelock & Wright, 2002; Pereira, 2005; González Santa Cruz, Sánchez Cañizares & López-Guzmán, 2011). Such human interaction and the intangible nature of services, highlights the relationship between job satisfaction and customer satisfaction, as the quality of service depends on the employee's performance (Mullins, 2004; Curtis & Upchurch, 2008; Yang, 2010; Nadiri & Tanova, 2010). Therefore, retention and investment in employees become key elements for these organizations to be able to deliver unique service and quality in order to increase the satisfaction

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of guests, ensuring their position in the hotel market (Mullins, 2004; Mancebo, Mexas & Quelhas, 2010; Kim & Jogaratnam, 2010). This is also the reality in the hotel industry. Based on national and international literature, one of the challenges of this industry is the high level of staff turnover. This is a negative factor and an impediment to sustainable development. In addition, there is the issue that jobs in the hotel industry usually offer low salaries, long and irregular hours, as well as little training and few career opportunities (Iverson & Deery, 1997; Verma, 2009; Arbache, 2001; Martins & Machado, 2005; Yang, 2010; Kim & Joratnam, 2010; Ineson & Berechet, 2011). This context makes it difficult to retain talent and to form a team of engaged employees, which according to Mullins (2004) and Pereira (2005) is critical to transmit the hotel's personality and offer a highly qualified and differentiated service, obtaining customers' loyalty.

Job satisfaction is an issue that has mobilized attention of researchers of organizational behavior and business managers from the first decades of the twentieth century. Scholars claim that this is widely studied because of the idea that high job satisfaction leads to increased productivity and lower absenteeism and turnover rates (Tutuncu & Kozak, 2007; Siqueira, 2008; Yang, 2010; Uludag, Khan & Guden, 2011; Yucel, 2012; Lee & Lee, 2012). Job satisfaction can also be an indicator for the different operational areas of organizations, thus contributing to decision-making about strategies to improve areas that present difficulties and to build organizational culture (Pereira, 2005; Siqueira & Ferreira, 2005; Bonfim, Stefano & Andrade, 2010). In addition to satisfaction, this article includes the role of organizational justice describing the perceptions of individuals about justice in the treatment received from an organization and their behavioral response to these perceptions (Siqueira & Gomide, 2004). In the extensive literature, justice has been contextualized based on three dimensions: distributive, procedural and interactional justice. Distributive justice, the focus of this study, refers to the perceived justice regarding the results. In studies of distributive justice, it was found that individuals who consider the results received as unjust, could present negative results in comparison to those expected by their employer. Among these results are dissatisfaction, poor individual or organizational performance, high staff turnover and absenteeism (Rego, 2000). These results can clearly affect the hotel industry and therefore deserve attention to understand them well.

This study was conducted in the city of Florianópolis, which occupied the fourth place at the International Congress and Conference Association (ICCA) Ranking of International Events from 2009 to 2011 (Ministry of Tourism, 2012) but recently dropped three positions. The ten Brazilian cities that hosted more international events in 2012 according to the ICCA (ABEOC, 2013) were: Rio de Janeiro which continues to lead (83 events), followed by São Paulo (77), Brasília (22), Foz do Iguaçu and Salvador (16), Belo Horizonte (13), Florianópolis and Porto Alegre (12); Búzios (9) and Fortaleza (8). This data clearly illustrates the sector's competitiveness and may point to the need for more attention to the quality of services and the improvement of the general infrastructure of the city.

Florianópolis is a capital of the State of Santa Catarina, located in the South of Brazil, has a population of approximately 470 thousand people. Its economy is based on commerce and services, with emphasis in the sector of information and communication technology and tourism. The city's human development index (UNDP) is the third best among the capitals of Brazil. In Tourism, it has its focus on nature and summer season tourism, among these last years the sector of events and ecotourism has stood out. The need to identify job satisfaction of employees in the hospitality business, specifically in the Food and Beverage Industry (F&B), is because it demands intensive labor and because it showed little change regarding the salary policies and professional qualification. Downtown Florianópolis has the largest number of business hotels focused on business tourism, which in 2013 had an average occupancy rate of 55.3%. The beach hotels had a 35.4% occupancy rate which dropped in the winter

by more than 50% according to Florianópolis Union of Hotels, Restaurants, Bars and Related Businesses (SHRBS, 2014). This seasonality generates impact on the number of employees, and therefore the beach hotels hiring temporary employees is higher.

Against this backdrop, the research problem is placed around the understanding of the levels of employees' satisfaction regarding their working places, their perception of how fair the returns received from their work are and the consequences of these elements to the organizations. The purpose of this research was to analyze the level of job satisfaction and the distributive justice perception of professionals working in the food and beverage industry in business hotels established in downtown Florianópolis. They were divided into:

- 1) analyze the level of job satisfaction of employees working in the F&B in business hotels established in downtown Florianópolis
- 2) identify the distributive justice perception of employees working in the F&B in business hotels established in downtown Florianópolis.

## Literature review

### Job satisfaction and distributive justice perception

Organizational behavior is the area of knowledge that examines various aspects of the human actions, attitudes and expectations within the working environment and has many dimensions to analyze. Job satisfaction is one of them. According to Martins and Santos (2006), Job satisfaction is studied as one of the most important variables in the area of organizational behavior. There are many conflicts in the definition of job satisfaction, but many researchers agree with the multifactorial and affective characteristic of the concept (Siqueira, 2008). Some theories of motivation and attitudes at work can be used as basis for the understanding of job satisfaction such as Maslow's (1949) Hierarchy of Needs Theory and Herzberg's (1956) Theory of Two Factors. Martins and Santos (2006) conclude that after more than six decades of research there is still no agreement in the literature on causes and elements that influence job satisfaction. However, it is possible to argue that there is a current tendency to define job satisfaction as a concept related to affection, attitude, and determined by multilevel variables (individual, group or organizational). Analyzing the theoretical models, it is possible to observe that there is an ongoing consolidation of the notion that the company is also responsible for the employee's satisfaction. The model proposed by Locke is considered the classic and appears in numerous work. According to Locke (1976, p. 1299), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Thus, the human being evaluates their experiences at work through attitudes, beliefs and values that result in an emotional state that if pleasant, produces satisfaction, and if unpleasant, leads to dissatisfaction. According to Coelho and Faid (2012), such definitions of satisfaction directly impact the type of measurement used, either a general measurement of satisfaction, or a measurement to assess the separate dimensions or areas. There are a large number of measurements related to job satisfaction that can be used as important indicators about the perception of the individual on their work, as well as assisting the redirection of practices and procedures regarding human resources, in order to maximize job satisfaction.

### Determinants of job satisfaction

Research has allowed comprehension of the relationships among several factors that could trigger levels of satisfaction or dissatisfaction. One of the results of these studies indicates that job satisfaction could

be extremely sensitive to management policies and practices, especially those that define the procedures and the distribution of returns (perceptions of justice at work) for the behavior of workers (Siqueira, 2008; Marquèze & Moreno, 2005; Silva, 2008). Spector (2010) confirms that there are research findings showing that aspects of work and the environment are related to job satisfaction. This means that some situations produce satisfaction and dissatisfaction and the determinants are characteristics of the work, salary, justice in the workplace and the influence of stressful conditions. The study by Kim, Kakiom, Jogaratnam and Giri (2010) aimed to investigate individual and organizational effects on job satisfaction and workers intention to remain at their jobs in hotels and restaurants. The analysis of the 221 responses of that survey revealed that the factors "characteristics of the work", "participation in decision-making" and "pressure/stress" could be good predictors of job satisfaction. It was also found that employees with higher levels of work motivation and those that had greater managerial support were more likely to remain longer in their employment. The factor "characteristics of the work" is related to understanding the tasks to be undertaken and the necessary skills to perform these tasks. On the same wavelength, another study carried out in hotels in Romania (Ineson & Berechet, 2011) obtained results in which job satisfaction also focused on opportunities for the development of personal skills, use of the workers strengths and goal achievement. In both studies, the dissatisfaction was manifest in lack of career development and opportunities for promotion. These were the key reasons associated with a high turnover of staff. A study in 5 star hotels in Turkey (Kara, Uysal, Magnini & Vincent, 2012) showed significant gender differences with respect to "using skills on the job" in job satisfaction. The results also indicate that justice and equity in earnings are effective tools for increasing the level of satisfaction for both men and women. Another Turkish study (Ozturk & Hancer, 2011) that sought to identify the relationship between demographic characteristics of managers in medium sized hotels and job satisfaction, showed that there is a positive and significant relationship between the dimensions of job satisfaction, demographic characteristics and overall satisfaction. Parreira (2005) studied job satisfaction in the hotel on the island of São Miguel and investigated the demographic characteristics and job satisfaction. The study revealed that women have greater consistency in job satisfaction, with constant and positive development, and men had an increase in satisfaction from 26 to 35 years, probably due to less discrepancy between expectation and work reality. Cañizares and Guzman (2010) studied 165 hotels located in Andalusia (Spain) in order to establish relationships between the level of education, organizational commitment and job satisfaction. They found a general good level of higher education (43%), but professionals with the lowest levels were restaurant and maintenance staff. The highest level of satisfaction was expressed by workers with less education, while workers with higher education levels showed greater dissatisfaction with salary. The recent work of Oliveira (2012) that sought to relate practices of people management, job satisfaction and organizational performance in seven tourist hotels of the central area of Manaus, showed that the hotels with higher performance of practices of people management have the highest average of satisfied employees regarding salary dimensions, nature of work, management and promotions.

## The consequences of job satisfaction and dissatisfaction

It is believed that certain behaviors relevant for the well-being of organizations are the result of job satisfaction or dissatisfaction. Three of these behaviors have been shown to be prominent in the literature: job performance, staff turnover and absenteeism. In recent years, however, job satisfaction has been considered important because of its potential effects on variables that relate more to employees than to organizations. Of particular interest is the relationship between job satisfaction and health and welfare (Spector, 2010; Siqueira, 2008; Marquèze & Moreno, 2005; Karatepe, 2011). A literature

survey on job satisfaction in the hotels, specifically, confirms the interest in the topics mentioned. Job satisfaction may be an important indicator of how employees relate to the work and a predictor of behaviors such as commitment, absenteeism and staff turnover (Uludag et al., 2011; Tutuncu & Kozak, 2007; Yucel, 2012; Frye & Mount, 2007). Frye and Mount (2007) state that the hotels is facing the challenge of hiring and retaining talent. As a result, there is a need for empirical research that direct efforts to minimize the negative impacts of turnover, and thus increase capacity of the organization to retain satisfied workers. Hotel researchers have mainly tried to assess the negative effects of the staff turnover building and testing models to relate variables including several individual, cultural, economic and environmental factors that are common in this context. The study by Panwar, Dalal and Kaushik (2012), brings the issue that hospitality jobs have little attraction. This means professionals leave this sector and seek better opportunities even within the same sector, such as trade, airlines, event organization and the financial sector. The main causes of dissatisfaction are said to be the long working hours, low salaries, neglected social life and slow professional growth. The authors say that the sector must strive greatly towards knowing their rate of staff turnover and its reasons. They conclude that engaged and satisfied staff will provide the competitive edge needed to meet the future challenges of a world in constant change. Kim and Jogaratnam (2010) emphasize that the staff turnover causes many negative impacts on hospitality organizations and should be effectively controlled because it can result in poor service quality and dissatisfaction. The authors emphasize the importance of training. Bai et al. (2006) studied the relationship between job satisfaction, organizational commitment and the quality of the internal service. They found that in hotels where the manager employs methods that create antagonism, the quality of service would suffer. The quality of internal service is a concept linking the actions of the management to their employees' perceptions about such actions, as well as related to how the employees' perceptions on these actions result in behaviors during the service, which can affect the customer experience. In other words, customer satisfaction has a strong relationship with job satisfaction.

## Perception of justice in organizations

According to Paz (2009), the organizational justice is designed as a guiding principle of the determination of rights and duties in organizations and defines the distribution of benefits and burdens arising from social cooperation. In practice, these principles are expressed through norms, rules and procedures that ensure the correct distribution of resources and rewards. In the extensive literature, justice has been contextualized based on three dimensions: distributive, procedural and interaction justice. Distributive justice (focus of this study) refers to the justice perceived regarding the results of an organization. Demo (2005), explains that Homans (1961) created the term distributive justice, going back to the Aristotelian rule of proportionality, i.e. "just, is what is proportional". Thus, a distribution with justice is only to the extent that each contribution is proportional. Individuals in their social relationships cognitively weigh their investments and their returns in these relationships. In other words, individuals remain in a relationship if they see that their investments are in proportion to the investments of the other party (Gomide & Siqueira, 2008). Many studies on justice perception have come to add to the initial concept of Homans (1961) and served as the basis for understanding the behavior of individuals in organizations, such as absenteeism, staff turnover and organizational commitment. Silva (2008) adds that the work produced under the distributive justice has suggested that individuals who perceived the results received as unjust tend to develop a relevant set of attitudinal and behavioral responses, such as dissatisfaction, poor individual and/or organizational development, turnover, absenteeism, and low citizenship behavior (Rego, 2002; Caetano & Pits, 1999). In the hotels, studies have shown

that workers' perceptions of organizational justice generate impact on commitment (Fulford, 2005, as cited in Nadiri & Tanova, 2010). Therefore it is crucial that managers are sensitive in decision making and methods chosen to implement these decisions, as these will be perceived by employees. Nadiri and Tanova (2010) consider the role played by service sector staff as key. The authors defend that it should be taken very seriously and claim that the quality of service depends on the performance of its provider. Their study, conducted in five hotels located in northern Cyprus, aimed to investigate the relationship between organizational justice variables related to work such as organizational citizenship behavior, intention to resign and job satisfaction. They conclude that the employee's perception of organizational justice is important because by increasing job satisfaction along with effective training, the result will be an increase in service quality, which will ultimately result in customer satisfaction and loyalty. On the other hand, if employees do not perceive organizational justice they will not demonstrate organizational citizenship behavior even if management tries to keep them satisfied. The lack of justice perception can also lead to increased staff turnover, and high turnover can result in decreased quality of service (Nadiri & Tanova, 2010).

## Methodology

This study adopted a quantitative approach using the concepts of job satisfaction and distributive justice perception, as well as a survey to identify the respondent's profile. According to Vergara (2000), exploratory research is carried out in an area where there is not much accumulated and systematized knowledge. In this case, there were no studies related to job satisfaction in hotels in Florianópolis. Descriptive research is one that exposes characteristics of a given population or particular phenomenon. Raising the profile of these workers is among the secondary objectives of this study, along with establishing relationships between dimensions of satisfaction and socio-demographic variables.

## Sample

An intentional non-probabilistic sampling method was adopted. The sample was chosen by convenience, according to accessibility, location and suitability of the hotel for the study objectives. The research was conducted in seven mid-sized business class hotels, located in the city of Florianópolis, State of Santa Catarina, Brazil. In the city there are ten accommodation facilities in this category, belonging to national and international hotel chains. Of these ten, this research concentrated on seven hotels. Workers in the food and beverage sector were surveyed, resulting in a sample of ninety two F&B employees and lounge staff, who represented 46.11% of the total workers in this sector. Table 1 presents the sample characteristics. Hotels, through its general managers, received telephone calls and e-mail to participate in the study, and three declined. In this study we chose to personally administer the questionnaire to ensure consent and to thoroughly explain how to respond and follow up individuals with greater difficulty due to the low level of education that some professionals could present. During testing of the questionnaires it was clear the importance of the presence of the researcher, including to ensure the anonymity of workers.

Table 1  
Characterization of the sample

Hotel	Number of rooms	F&B management	Number of F&B workers	Valid questionnaires	%
1	122	Hotel	18	14	77,77
2	95	Outsourced	14	11	78,57
3	175	Outsourced	22	17	77,27

Table 1 Continued

Hotel	Number of rooms	F&B management	Number of F&B workers	Valid questionnaires	%
4	121	Hotel	18	09	50,00
5	259	Hotel	42	19	45,23
6	74	Outsourced	14	11	78,57
7	105	Outsourced	14	11	78,57
8	115	Hotel	23	Declined	0,00
9	198	Hotel	15	Declined	0,00
10	108	Outsourced	20	Declined	0,00

Source: primary data (2014).

The sample consisted of employees related to the operational functions of the industry, the restaurant service and food production. They were interviewed employees who worked in the Lobby Bar, Restaurant, Room Service, Coffee Shop and breakfast services of surveyed hotels.

## Instrument and data collection

Data collection occurred with the application of structured questionnaires with closed questions. Three blocks of questions to employees of the selected hotels were applied. Section A consisted of a socio-demographic questionnaire to gather personal and professional characteristics of respondents. Section B applied the questionnaire developed by Siqueira (2008) previously validated and called Job Satisfaction Scale (JSS). The JSS is a multidimensional scale that assesses the degree of the worker behavior on work dimensions including salary, co-workers, management, promotion and the nature of the work.

Because the JSS is a multidimensional scale (5), five average scores were computed by adding the average found in each dimension and dividing by the number of dimension variables. The result is a number between 1 and 7, wherein: values of 5 to 7 tend to indicate satisfaction; values between 1 and 3.9 tend to show dissatisfaction; and values between 4 and 4.9 point to indifference. Section C was a questionnaire developed by Siqueira (2008), validated and called Distributive Justice Perception Scale (DJPS). This scale is a unidimensional measurement designed to assess the employee's beliefs about how just they consider the compensations received from the company in exchange for their work. There are five statements that address the issues of accountability, professional experience, efforts at work, quality of work and the stress that the worker is submitted to during the course of their duties. To obtain the average score of DJPS, it is necessary to add the values given by the respondent within the parentheses and divide that sum by five. The result of these calculations should be between 1 and 7. The higher the value obtained, the greater the perception of the employee about how just their compensation received from the company is. Data were prepared in Microsoft Excel and analyzed using descriptive and inferential statistics in SPSS 20.

## Results

### Respondents' profile

Of the ninety two people interviewed, 64% were male and 36% were female. Regarding age, 42% were in the age range 26 and 35 years followed by 16 to 25 years with 30.4%, while 52% of respondents came from other states mainly in the South region of Brazil (Paraná and Rio Grande do Sul) representing 29.3% while the employees from Santa Catarina, totaled 43.5%. From the Northeast were 14.1% interviewees, 5.4% from the southwest and 3.3% from the North. Regarding marital status,

51% were single with no children, followed by 42.4% who were married. As for education, 37% had complete high school, 19.6% incomplete high school and 15% incomplete higher education. Workers with higher education accounted for 9.8% of the sample. Regarding the area of work, 52.17% of the sample worked in the lounge and 46.65% in the kitchen and 52% of the entire sample had professional training in the area. In addition, 71% of workers did not take up any position of leadership, and were strictly operational. Considering the time of operation as a professional in the hospitality market, 35% of the sample had between 3 and 10 years of experience, followed by 22.8% who had worked over 10 years in the sector and 23.9% who had less than 1 year of experience. The salary ranged from R\$ 823 to R\$ 1,000 (US\$ 265 to US\$ 322) (per month) was received by the highest percentage (60%) of workers, followed by 29.3% receiving over R\$ 1,400 (US\$ 450) and finally 27% receiving between R\$ 1,000 to R\$ 1,200 (US\$ 322 to US\$ 387).

## Job satisfaction

To identify the dimensions of work that causes greatest job satisfaction and dissatisfaction the Job Satisfaction Scale (JSS) developed by Siqueira (2008) was applied (section B of the questionnaire). Table 2 presents the major indexes found (1 minimum and 7 maximum). Values between 5 and 7 tend to indicate satisfaction, those between 1 and 3.9 dissatisfaction, and values between 4 and 4.9 report neutrality. Table 5 shows that, in general, the variables related to "satisfaction with management" and "satisfaction with colleagues" reached an average score slightly above 5 indicating satisfaction. The variables related to "the nature of work" and "satisfaction with promotions" indicated a state of neutrality. For the dimension "satisfaction with the salary", the variables indicated dissatisfaction. The overall average satisfaction was 4.63.

Table 2  
Average of the variables - Job satisfaction/dissatisfaction

Dimensions	Variables	N	Average
Satisfaction with colleagues	• V1) Co-workers collaboration Spirit	92	4.8
	• V6) Type of relationship demonstrated by colleagues	92	5.2
	• V14) How they relate to colleagues	92	5.4
	• V17) Number of friends among colleagues	92	5.2
	• V24) Trust in co-workers	92	4.9
	• Average score		5.08
Satisfaction with salary	• V5) Salary compared to the work	92	3.9
	• V8) Salary compared to professional competence	92	3.8
	• V12) Salary compared to the cost of living	92	3.4
	• V15) With the amount of money received each month	92	4.0
	• V21) Salary compared to efforts at work	92	3.7
	• Average score		3.74
Satisfaction with management	• V2) How the manager organizes the work of the sector	92	5.0
	• V9) Management interest in the work of the professional	92	5.1
	• V19) Understanding between the professional and the manager	92	5.5
	• V22) The way the manager treats the staff	92	5.3
	• V25) Manager's professional Capacity	92	5.3
	• Average score		5.24



Table 2 Continued

Dimensions	Variables	N	Average
Satisfaction with the nature of the work	• V7) The degree of interest aroused by tasks	92	5.1
	• V11) Ability of the work to engage the professional	92	4.8
	• V13) The opportunity to do this kind of work	92	5.0
	• V18) Concerns required for the work	92	4.9
	• V23) Variety of work	92	4.7
	• Average score		4.87
Satisfaction with promotions	• V3) Number of times promoted by the company	92	4.2
	• V4) Guarantees that the company offers	92	4.4
	• V10) How the company promotes personnel	92	4.2
	• V16) Opportunities for promotion in the company	92	4.4
	• V20) Time it takes to receive a promotion	92	4.1
	• Average score		4.25

Source: primary data (2015).

Thus, this study has shown that employees in the F&B in the surveyed hotels were not fully satisfied or fully dissatisfied with their jobs as the overall average satisfaction was 4.63 indicating neutrality. This information is relevant as it shows that there are points to be improved on the organizational health of these companies. According to Coelho and Faiad (2012) JSS is a diagnostic tool on the main factors that generate satisfaction or dissatisfaction of individuals in their work. It is considered a useful tool in the definition or re-orientation of human resources practices and procedures in organizations.

Regarding the dimensions that caused most satisfaction and dissatisfaction, there was a high level of dissatisfaction with salary (with an average of 3.74). This means that workers were dissatisfied with the salary compared to the work they do in their professional capacity, with the standard of living that this provides them as well as the efforts they put into their work. Promotion had the second lowest average (4.25) indicating neutrality. In other words, this is the dimension where more variables presented an average score indicating indifference. The fact that there was no contentment with promotion or how promotion is processed in the surveyed hotels, suggests a slow professional growth, lack of transparency or communication regarding policies on salary or promotion, or a complete lack of these elements.

The dimensions that caused most satisfaction were "satisfaction with management", which had the highest average of job satisfaction (5.24), followed by "satisfaction with colleagues" (5.08). This result is supported by several studies (Tutuncu & Kozak, 2007; Abdullah et al., 2010; Gonzalez et al., 2011). However, it is important to note that the averages were not very high, indicating moderate satisfaction. Interpersonal relationships are important because they express the forms of social integration of the individual in the organization, especially in the hotel sector, where the activity is characterized by the rhythm of intense work including weekends and holidays (Höpner, 2008; Oliveira & Gueiros, 2004). In addition, the activities performed in the kitchen and restaurant areas require physical and psychological strength that can lead to stress, fatigue, irritability, muscle pain and many other health problems, and thus compromise the work and the health of professionals causing absenteeism, dissatisfaction and may even compromise the quality of work life.

The Student's t-test was used to compare the averages (Table 3). After the comparison of averages, it can be seen that the dimension of "satisfaction with the salary" is statistically the one with lower perception of satisfaction from surveyed employees. The dimension of "satisfaction with promotions" obtained an average rate of 4.25 (considered neutral). It is possible to observe the significant statistical difference ( $> 0.05$ ) greater than the dimension of "satisfaction with salary" and lower than the other three surveyed dimensions.

Table 3  
**Comparison of averages - T-test**

		Satisfaction				
		Colle- agues	Mana- gement	Salary	Nature of work	Promo- tions
Satisfaction	Colleagues		0.111 (-)	0.000 (+)	0.037 (+)	0.000 (+)
	Management			0.000 (+)	0.001 (+)	0.000 (+)
	Salary				0.000 (-)	0.000 (-)
	Nature of work					0.000 (+)
	Promotions					

Source: primary data (2014).

The third dimension examined was the "satisfaction with the nature of work" that scored 4.87 points. It was considered neutral, however close to the minimum satisfaction level (5.0). In the comparison of averages test, this dimension obtained significant statistical difference in comparison to all other dimensions. It was higher than the dimension of "satisfaction with salary" and "satisfaction with promotions" and lower than the dimensions of "satisfaction with management" and "satisfaction with colleagues". The latter dimensions, "satisfaction with management" and "satisfaction with colleagues" had higher rates than 5, which is considered satisfaction. In the comparison of averages test, it appears that the two dimensions have statistically significant difference in comparison to the others. However, between the two of them no significant difference was observed. Significant differences were found in virtually all of the five dimensions investigated, forming evaluation blocks. It can be said that there is a positive satisfaction of respondents regarding management and colleagues; neutrality when it comes to the perception of satisfaction with the nature of work (even approaching the positive satisfaction level) and promotions; and dissatisfaction regarding salary. This is the scenario on which the analyses of perceived distributive justice is based upon.

## Distributive justice perceptions

In order to observe if employees recognize the compensation they receive from the company in return for their investments at work, we used the Distributive Justice Perception Scale (DJPS), which consists of a scale formed by five statements that measure the employees' perception of justice. According to Siqueira (2008), the higher the average score obtained, the greater the perception of the employee on how just the company compensates them. Scores between 5 and 7 tend to represent the perception that there is distributive justice, scores between 1 and 3.9 show the perception of a fragile justice and scores between 4 and 4.9 may represent a certain neutrality or distrust of the individual (at that moment) about how just the compensation offered by the company is. Therefore, within the dimension 'Distributive Justice Perception', the highest average found (4.2) was the statement 'I am fairly compensated for my professional experience'. The lowest average (3.9) was the statement 'I am fairly compensated for the stress to which I am submitted at work'. Overall average size: 4.10.

Table 4  
**Average of the variables Distributive justice**

Variables	N	Average
• V26) Compensates the responsibility at work	92	4.1
• V27) Compensates work experience	92	4.2
• V28) Compensates the efforts at work	92	4.1
• V29) Compensates for the quality of work presented	92	4.1
• V30) Compensates for the stress submitted at work	92	3.9
• Average score		4.1

Source: primary data (2014).

## Discussion

Some studies suggest that stress prevents job satisfaction, and therefore needs to be removed from the workplace or at least controlled. According to Yang (2010), as the negative stress accumulates, employees experience a reality shock, affecting the organization more and more, resulting in absenteeism, intention to leave the job, interpersonal difficulties and poor performance. It is important to draw attention to the results of the dimension of distributive justice perception of the employees of the sample. The lowest average (3.9) was found for the statement V30 "I am fairly compensated for the stress to which I am submitted at work", which indicates a perception of fragile justice in the compensation obtained regarding the stress employees are submitted. One of the results found in the studies of Kim and Jogaratnam (2010) and Karatepe (2007) is that workers who experience less stress and pressure tend to be more satisfied, therefore, management should assess whether employees experience high levels of stress and pressure in their jobs. This can be done by improving communication channels and establishing informal meetings, in order to assess the immediate needs and identify the main sources of stress such as workload and interference in decision-making. Such attitudes can facilitate mechanisms aimed at management of stress/pressure. In general, employees expressed indifference or mistrust, as seen by the average found in Table 4 of 4.1, there was no perceived fairness in the variables, i.e., higher scores than 5. Lee and Lee (2012) identify the demographic factors that have greater impact on the level of satisfaction, which is valid and necessary in both the selection and performance of professionals, especially in a sector as grounded in human interactions as the hotels. After all variables were analyzed using univariate analysis, the second step was to analyze the possible interactions between variables that measure satisfaction, perceived justice and demographic variables.

To do this, statistical techniques were used (t-test and ANOVA) that allowed comparison of the means of two or more groups and to verify that the difference between these averages is statistically significant (inferential test). The only socio-demographic variable to show statistically significant differences in job satisfaction among professionals was regarding gender where women had a higher average when it comes to "satisfaction with salary" (4.24 women and 3.46 men), "satisfaction with promotions" (4.70 women and 4.07 for men) and "general satisfaction" (4.88 women and 4.50 for men). As for promotion, the fact that men had the lowest level of satisfaction suggests that there is a higher expectation for men than it is for women, which is also suggested by Pereira (2005). But "satisfaction with salary" had the biggest difference which may be explained by the fact that men pursue their jobs as an important social status (Lee & Lee, 2012) and also suggests that despite the majority of the sample being single (52.1%), still, a significant proportion were married (42.4%) and had children (36%) which tended to generate more pressure for men.

Another fact that may explain the greater job satisfaction of women is that according to Lee and Lee (2012), women are more attached to their work than men regardless of their level of satisfaction with their work environment. The women tend to emphasize the fact of belonging to an organization, as well as pursuing managerial positions less often than men, allowing them to experience a wider variety of tasks and develop their own value within the company. Therefore, managers should value and further enhance the positive feelings of women in relation to their environment at work providing more opportunities to improve their skills. Further research would be needed to expand the discussions about the relationship between satisfaction and gender, to be able to formulate policy proposals with the male population of the F&B that takes into account the specific characteristics of these individuals. The results also showed a positive relationship between the distributive justice perception and the variable "time in the current hotel". It was possible to say that workers who work for less than one year in the current hotel have a higher average when it comes to 'Distributive Justice', than workers

who are in the current hotel for a period of 1 to 3 years (4.37 and 3.37). In addition, also regarding "Distributive Justice", workers who are in the current hotel for more than 3 years (categories 3, 4 and 5 were grouped because of the volume of responses) have a higher average than workers who are in the current hotel for a period between 1 and 3 years (4.57 against 3.37). This appears to indicate that managers are struggling to retain their younger employees, or are simply not taking action to deal with the issue, perpetuating the vicious cycle of turnover. In studies by Rego (2000, p.251-252), social justice relates to the organizational justice and this, in turn, plays a key role in the effective functioning of organizations. In studies of distributive justice, it was identified that individuals who considered the received compensations unjust could have very negative results in comparison to the ones expected by the employing organization. Among these results are: dissatisfaction, poor individual and/or organizational performance, staff turnover and absenteeism (Rego, 2000, p.252). Siqueira (2006) concludes in her research on organizational commitment and justice perception that individuals who perceive justice regarding their contributions and their compensations tend to be more committed to the organization. Another variable that showed a strong relationship with job satisfaction was related to professional training courses. Considering a 5% significance level, it is possible to say that workers who did not take training courses have a higher average regarding the "satisfaction with promotions" than those who have taken courses (4.55 against 3.98). This result shows that the professionals looking for professional development through courses have a higher expectation to receive a promotion. The result may also indicate an inappropriate use of available human resources. It was considered relevant to determine whether it is possible to establish a relationship between satisfaction and justice perception (since several studies have shown this relationship and therefore to compare the results is relevant to the search). This was done by using the Pearson correlation coefficient. The correlation between Satisfaction and Perceived Justice was positive, i.e., higher scores in the satisfaction lead to higher scores in perceived justice. The resulting score (0.67) is considered moderate.

## Conclusion

*Objective 1: analyze the level of job satisfaction of professionals working in the F&B in business hotels established in downtown Florianópolis.*

As for the professional profile of employees, one of the most important data to be considered was the fact that most of them were working for the same company for less than a year, indicating a high rate of staff turnover. Only 14% were in the same company for more than three years, 29.3% were between 1 and 3 years and 55.4% less than one year, i.e., 84.7% did not stay three years in the same hotel. Salary was considered one of the main determinants for satisfaction. Its importance lies in the fact that salary is related to the satisfaction of the individual needs, from the most basic needs (at the subsistence level), to the highest, such as social recognition. Since the salary and promotions are extrinsic factors of motivation for the individuals, managers should develop ways to promote job satisfaction. Bearing in mind that acting on only one of the dimensions does not change the level of employee satisfaction, successful strategies to promote job satisfaction should consider working on both salary and promotion. In addition, the development of the hotels in Florianópolis is jeopardized by the fact that salaries paid in the F&B were perceived as insufficient and led to low levels of job satisfaction, which affected the attraction of more qualified professionals. As well as the negative impact on attracting professionals, for, lack of career opportunities is a key reason for increase in staff turnover (Ineson & Berechet, 2011).

*Objective 2: identify the distributive justice perception of professionals working in the F&B in business hotels established in downtown Florianópolis.*

In this study, F&B employees showed neutrality regarding their overall job satisfaction (average score of 4.63) and regarding their distributive justice perception (average score of 4.10). As indicated by the results, there was a correlation between the two concepts. Thus, improving the distributive justice perception, especially checking the level of stress that those workers are subjected to and evaluating forms of rewards for their efforts in work could improve the level of satisfaction and therefore the commitment of these workers, improving the quality of customer service, and ultimately increasing competitiveness. The results obtained in this study corroborate the findings from other studies in the sector, where salary and promotions present high levels of dissatisfaction and supervision and relationships with colleagues present high levels of satisfaction (Pereira, 2005; Silva, 2001; Guzman et al., 2009; Tutuncu, 2007; Gonzalez et al., 2011; Oliveira, 2012). It is important to stress that, in the F&B – especially kitchen work – the relationship with the immediate superior is critical because the professional in this position is in charge of organizing the kitchen and its areas such as cold and hot kitchen, confectionery and washing. There has to be an interrelationship between these sectors, so they are in harmony and organized and the customer experience services on time, with quality and food safety. The results by Abdullah et al. (2010) about the factors that contribute to high staff turnover of hotel kitchen staff in Malaysia, showed that in the kitchen a) the relationship between employees and their superiors; b) their income compared to their workload; and c) their level of education; all played an important role in determining whether the staff members continued to work for the company or sought better opportunities (higher payment, more satisfying job). A good relationship with the supervisor/management also means that they are gaining recognition, appreciation and attention of their supervisor. Because collaboration among colleagues received the lowest average in this study (4.8), the relationship with co-workers should be encouraged and deepened, since there is room for improvement in this area. Therefore, it is necessary to let employees express their emotions and be heard and respected, and these moments are rare in the intense day-to-day life of a restaurant. However, it is important to find time for internal meetings where important issues such as internal relationship can be raised. Several studies emphasized communication as an important element to achieve job satisfaction, providing information to employees about any changes that might affect their work and future. (Pereira, 2005; Yang, 2010; Marin-Garcia et al., 2011; Kim & Jogaratnam, 2010).

## Managerial implications

The above results can provide scholars and companies of the F&B a better understanding and calibration of the effect of working conditions on job satisfaction. Therefore, these companies can make better decisions to modify the characteristics that have the greatest impact on job satisfaction. The biggest effect could be obtained by providing social support in difficult times (maternity, paternity, death, financial difficulties), better communication and by demonstrating recognition from the management for the work done well by employees. Similar effects would be obtained from the general support provided by co-workers and managers, possibly facilitating group work. Job satisfaction can also be improved through better organization of work and allowing employees to express their emotions.

The results allow for an array of practical interventions to improve the quality of life of employees of research. As seen in the research, infrastructure plays an important role on the perception of satisfaction, especially with regard to the kitchen. Managers need to listen to employees to make structures adequate for the process flow and ease of work, changing the location of the furniture, creating documents with workflow processes and material handling flows, among other initiatives to improve the issue of infrastructure. Another suggestion is regarding workload and stress management. It is recommended that work schedules are developed that do not go beyond the workers limits (within the legal permissions

Brazil, for example, normal hours of 44 hours per week) and to provide psychological support through meetings and individual conversations on issues related to difficulties found at work and faced personal problems outside of work. Enhancing the sense of belonging in the company, can also be identified as a managerial implication. Social gatherings, integration programs and non-monetary benefits can be provided in order to improve this issue. All these measures, if implemented jointly, can provide an improvement in the perception of quality of life at work of these workers, bringing emotional benefits and increasing productivity and hotel performance.

## Limitations and future research

Limitations of the study are that the study was restricted to a small group of business hotels in the city of Florianópolis, and therefore the result is indicative and not conclusive. It is worth mentioning the difficulties in making appointments and applying the research instruments in each one of the hotels, which was a long and time-consuming process. It is also important to mention that it was not possible to study in depth the differences in the organization of the work in sectors such as the kitchen and the lounge, and the consequences of these differences for the employees. Finally, as a suggestion for future research, it would be interesting to conduct a larger, Brazil-wide, field study that would give us a far better idea about the correlation, and the kind of correlation, between job satisfaction, staff turnover or intention to leave the job, as well as absenteeism in the food and beverage sector.

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