



# Research on Influencing Factors of Perception of Decent Work of Hotel Employees Under 35 Years Old

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**Abstract.** With the development of domestic hotel industry and the change of labor supply and demand market, the competition among hotels has changed into the competition for talents. In order to better retain and cultivate young hotel talents, this paper investigates the perception of decent work of 134 hotel employees under the age of 35 by means of questionnaire. According to data analysis, it analyzes three factors that influence the perception of decent work of young hotel employees: power factor, sense of achievement factor and salary factor, and puts forward some suggestions for the above factors.

**Keywords:** Perception of decent work · Hotel employees · Questionnaire survey · Introduction

## 1 Introduction

Today's hotel industry is suffering from "internal and external problems". The "internal problem" is that the original short-term employment strategy is a constraint to the long-term development of the company. The external problems are the shrinking market share and increased competition due to the epidemic, as well as the changing labor market supply and demand, where cheap labor no longer exists. These "internal and external problems" have forced companies to pay more attention to the development and training of talents, which are complemented by the reduction of employee turnover rate and the retention of trained talents.

The willingness of employees to leave is positively related to the perception of decent work, and there are many factors affecting decent work. Therefore, based on the hotel industry, we study the main factors that may affect the perception of decent work of hotel employees under 35 years old, and then put forward targeted suggestions to achieve the purpose of retaining young talents.

## 2 Concept Definition

The concept of "decent work" was first defined by the then director of the International Labor Organization (ILO) [1], Somavia, and covers four main components: the rights of

workers not being compromised, adequate pay, social protection, and sufficient alternative work opportunities [2, 3]. Foreign scholars Hepie (2001) and Bonnet et al. (2003) believe that “fairness” is particularly important in decent work; Anker et al. (2003) believe that the most important factor is personal dignity; Bonnet et al. (2003) explain “decent work” from three levels: government, enterprises and individual workers; Blustein et al. (2003) considered “safety” to be the first important element of decent work; Duffy et al. first introduced the spiritual dimension to decent work [4].

Domestic scholars focus on the perception of decent work at the individual level. Ding, Yue-lan and Zhou, Li (2013) include the degree of violation of workers’ rights as an important part of decent work measurement [5, 6]; Liu, Dun et al. (2018) find that the work atmosphere can have an important impact on the perception of decent work [7]; Zhu, Tianshu (2020) finds that the rise of decent work perception can significantly improve employees’ happiness [4].

### 3 Questionnaire Design and Distribution

The current questionnaire consists of two main parts, the first part is the general situation questionnaire, including some demographic factors, etc. The second part is the decent work perception scale, which contains a survey of several dimensions of decent work.

The basic sample profile questionnaire section consisted of a number of investigations into the demographic factors of the sample. We selected the following entries that may have an impact on the perception of decent work: gender, age, marital status, highest level of education, and whether or not they hold a leadership position.

Through summarizing and generalizing a large amount of literature, we extracted the most core four dimensions, which are salary, safety, personal dignity, and sense of accomplishment, so now we conduct a study on the perception of decent work for employees in the hospitality industry from these four dimensions. The scale was designed using a 5-point Likert scale approach for the four dimensions. As shown in Table 1, the scale is pre-divided into three indicator levels, and each three-level indicator corresponds to one topic, with a total of 14 scale entries.

### 4 Data Analysis

In order to ensure that the population of the questionnaire is in line with the main population characteristics of the study, the questionnaires were distributed to employees engaged in the hotel industry. 134 valid questionnaires were returned after excluding the sample over 35 years old, which provided a better data sample for the target group of the study. The questionnaire data were calculated using IBM SPSS Statistics software, and all data results were accurate without errors.

#### 4.1 Reliability and Validity Tests

The reliability of the scale was tested using the Cronbach alpha value based on the standardized items. As shown in Table 2, the alpha value was between 0.9 and 1.0,

**Table 1.** Scale of perceived importance of decent work

Tier 1 Indicators	Secondary indicators	Tertiary indicators	Scale entries
Remuneration	Salary	Salary level and growth	Low wages, slow rise
	Pay Equity	Subjective sense of fairness	Do more work, get less money
		Objective sense of fairness	Wages are lower than the average in the industry
Security	Work Safety	Work environment safety	Unsafe working environment
		Job Sufficiency	Insufficient job opportunities, often no work
	Social Protection	Social insurance processing satisfaction	Company social security payment is not complete
		No damage to rights	Company impairs the legal rights of individuals
Personal Dignity	Interpersonal Relationships	Relationship between superiors and subordinates	Bad relationship with superiors and subordinates
		Collegiality	Bad relationship with colleagues
		Customer Relations	Bad relationship with customers
	Freedom of work	Flexible work	Work is not free, tightly controlled by the boss
Sense of accomplishment	Personal fulfillment	Self-realization	No sense of accomplishment at work
	External Identity	Social Identity	People in the community look down on your work
		Family Support Level	Family and friends do not support your work

which indicates that the reliability of the scale data is excellent. This test of structural validity used KMO and Bartlett's sphericity test. As shown in Table 3, the KMO value is between 0.9–1.0, significance is less than 0.01. Thus it is known that this result has excellent validity, high data significance, high correlation between question items,

**Table 2.** Alpha values of scale data

Cronbach alpha	$\alpha$ based on standardized terms	Number of items	Number of samples
0.934	0.934	14	134

**Table 3.** KMO and Bartlett sphericity test

KMO sampling suitability quantity		0.928
Bartlett's sphericity test	Approximate cardinality	1146.235
	Degree of freedom	91
	Significance	0.000

rejecting the original hypothesis of independence of each variable, and is suitable for factor analysis.

**4.2 Factor Analysis**

Factor analysis was performed on the data. The common factors were extracted by principal component analysis, and the sum of squares of the rotated loads.

By analyzing the data in Table 4 and the gravel plot, since 70% of the variance of the extracted common factors on the total sample is good, we then rotated the data with the Kaiser normalized maximum variance method after extracting the cumulative percentage of the four common factors up to 74.449%, and obtained the following rotated component matrix.

The data in Table 5 show that the loadings of each variable are higher than 0.5 and there are no cross-repeat loadings, indicating that this scale has good convergent validity and is highly distinguishable. This results in a decent work perception model with 14 secondary indicators in four dimensions, as shown in Fig. 1.

**4.3 Correlation Analysis**

To explore the factors influencing the perception of decent work among hotel employees under the age of 35, a correlation analysis of the extracted public factors and demographic factors was conducted to obtain the following data.

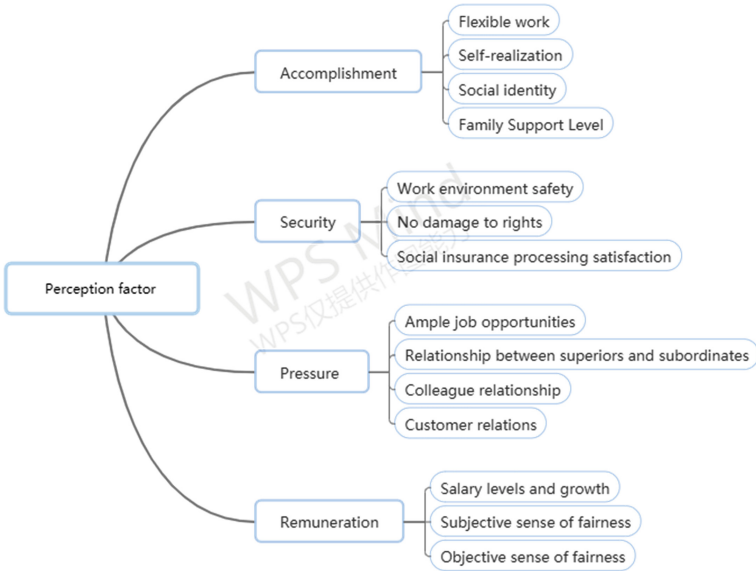
It is known that when the significance value is less than 0.05, the independent variable shows significant correlation with the dependent variable. Analyzing the data in Table 6, it can be seen that gender, marital status, highest education, security perception factor and stress perception factor are not significantly correlated with employees' perception of decent work; while whether they are leaders, achievement perception factor and salary perception factor are positively correlated with employees' perception of decent work under 35 years old.

**Table 4.** Total variance explained

Initial Eigenvalue				Extraction of the sum of squares of loads			Sum of squared rotating loads		
Ingredients	Eigenvalue	Percentage of variance	Cumulative percentage	Eigenvalue	Percentage of variance	Cumulative percentage	Eigenvalue	Percentage of variance	Cumulative percentage
1	7.578	54.131	54.131	7.578	54.131	54.131	2.742	19.583	19.583
2	1.331	9.506	63.637	1.331	6.506	63.637	2.683	19.164	38.747
3	0.854	6.098	69.735	0.854	6.098	69.735	2.680	19.142	57.889
4	0.660	4.715	74.449	0.660	4.715	74.449	2.318	16.560	74.449
5	0.519	3.704	78.154						
6	0.501	3.579	81.733						
7	0.446	3.183	84.916						
8	0.398	2.844	87.760						
9	0.374	2.670	90.430						
10	0.327	2.338	92.768						
11	0.317	2.267	95.035						
12	0.261	1.862	96.896						
13	0.231	1.652	98.548						
14	0.203	1.452	100.000						

**Table 5.** Component matrix after rotation

Tertiary indicators	Ingredients			
	1	2	3	4
Salary level and growth				0.795
Subjective sense of fairness				0.803
Objective sense of fairness				0.639
Work environment safety		0.699		
No damage to rights		0.817		
Social insurance processing satisfaction		0.678		
Job Sufficiency			0.687	
Relationship between superiors and subordinates			0.766	
Collegiality			0.779	
Customer Relations			0.553	
Flexible work	0.679			
Self-realization	0.636			
Social Identity	0.742			
Family Support Level	0.659			



**Fig. 1.** Decent work perception model

**Table 6.** Correlation analysis of factors influencing the perception of decent work under 35 years old

	Factors	Significance (Bilateral)	Correlation coefficient
Demographic factors	Gender	0.739	– 0.029
	Marital Status	0.210	0.109
	Highest Education	0.089	0.148
	Whether or not to serve as a leader	0.001	0.287**
Dimensions of decent perception	Achievement perception factor	0.000	0.317**
	Security Perception Factor	0.054	– 0.167
	Stress perception factor	0.673	– 0.037
	Compensation Perception Factor	0.000	0.382**

**Table 7.** Summary of Multiple Linear Regression Models

Models	R	R2	Adjusted R2	Errors in standard estimation	Durbin-Watson
1	0.496	0.246	0.235	0.721	2.248

## 4.4 Multiple Linear Regression Analysis

### 4.4.1 Test of Regression Analysis

Through factor analysis and correlation analysis, we obtained 2 public factors that are highly correlated with decent labor perception of hotel employees under 35 years old, the perception factor of achievement and the perception factor of salary. Now we use the multiple linear regression analysis of the 2 public factors on the perception of decent labor of hotel employees under 35 years old was conducted, and the data were obtained as follows.

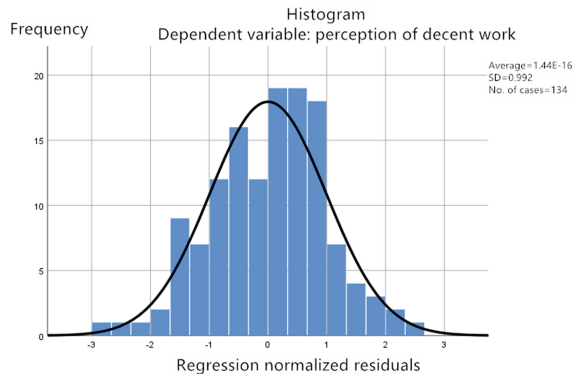
According to the summary of multiple linear regression in Table 7, we can see that the R-square of the model of this multiple linear regression has reached 0.246, indicating that the independent variables of the study - two public factors can explain 24.6% of the changes in the perception of decent work of hotel employees under 35 years old. And this multiple linear regression model is better.

According to Table 7, the Durbin-Watson value is 2.248, which is between 1.5 and 2.5, then the hypothesis that the samples are not independent of each other is rejected, and it is suitable for regression analysis.

According to the multicollinearity statistics of the independent variables in Table 8, it can be learned that the VIF of all independent variables is only below 5. The hypothesis

**Table 8.** Multicollinearity Statistics

Independent variable	Tolerances	VIF
Achievement perception factor	1.000	1.000
Compensation Perception Factor	1.000	1.000



**Fig. 2.** Histogram of standardized residuals

that the variables are not independent of each other is rejected, indicating that each variable is independent and there is no multicollinearity at all, and the multiple linear regression results are reliable.

According to Fig. 2, it can be seen that the standardized residuals basically conform to the normal distribution, indicating that the residuals are randomly scattered distributed, and the assumption of mismatch between the model and the data is rejected, indicating that the model is good and well matched with the data and suitable for linear regression analysis.

In conclusion, the model matches well with the data and the data are reliable.

**4.4.2 Multiple Linear Regression Analysis**

Based on the multiple linear regression model, the following analytical results were obtained (Table 9).

Through further linear regression analysis, the regression model equation can be derived:  $Y = 0.261X_1 + 0.314X_4 + 2.597$ . From the coefficients of the regression equation, we can see that the coefficient of the dimension of pay perception factor, 0.314, is greater than the coefficient of the dimension of achievement perception factor, 0.261, so the pay perception factor has the greatest influence on the perception of decent labor, followed by the achievement perception dimension.



**Table 9.** Results of multiple linear regression analysis

	Unstandardized coefficient		Standardization factor Beta	t	Significance
	B	Standard error			
(Constant)	2.597	0.062		41.722	0.000
Achievement perception factor	0.261	0.062	0.317	4.184	0.000
Compensation Perception Factor	0.314	0.062	0.382	5.030	0.000

## 5 Conclusions

The survey analysis of the above questionnaire data can be used to obtain three factors that significantly affect the perception of decent work of hotel employees under 35 years old, which are summarized as the power factor, the achievement factor and the pay factor.

From the results of the data analysis, firstly, among the hotel employees under 35 years old, the perception of decent work is generally higher among those who hold a leadership position than those who do not. The power factor mainly includes the right to decide on matters and the autonomy of work. Secondly, the higher the perception factor of achievement, the higher the personal decent labor perception of hotel employees under 35 years old, which includes employees' personal sense of achievement and self-fulfillment as well as the outside world's view of this job; employees who have a high degree of identification with their job are more likely to gain a sense of achievement and self-fulfillment at work; and the outside world's view of this job is divided into two parts, one is the perception of the hotel industry as a whole, and the other is the evaluation of the specific hotel to be treated on top of the first part, the former is more stable and the latter varies more. Thirdly, the pay perception factor is the most influential on the perception of decent labor for hotel employees under 35 years old. The higher the pay perception factor, the higher the individual decent labor perception. The pay perception factor contains three factors: pay level as well as increase, subjective fairness perception and objective fairness perception, and these three indicators have a significant effect on the decent labor perception of hotel employees under 35 years old.

## 6 Recommendations

### 6.1 Appropriate Delegation of Authority to Increase Employee Autonomy at Work

Give employees the authority to do their own work within the scope of their duties and responsibilities after evaluation. Change directive instructions to instructional instructions. Give employees more autonomy in their work, so that they can arrange their own work content and work progress, and make their own decisions in some matters of their

own work. This can improve the quality and efficiency of work, but also maximize the autonomy of employees, thus improving the perception of decent work.

## **6.2 Increase in Employee Engagement and Widening of Employee Promotion Channels**

In the process of deciding some matters, we can ask more opinions of young employees, so that we can collect opinions and let employees have more say and enhance the perception of decent labor. On the other hand, for some excellent young employees, the hotel should broaden their promotion channels and speed up their promotion evaluation process. This will not only bring into play the proper utility of talents, but also give employees a stronger sense of decent labor and strengthen their adhesion to the hotel.

## **6.3 Enhancement of Hotel Internal Culture**

We propose to enhance the internal culture of the hotel, such as regularly holding some diverse activities to give employees a deeper understanding of the hotel's cultural values, which in turn strengthens the sense of identity of employees to their positions. Then he will have a greater sense of achievement at work and an increasingly sense of decency.

## **6.4 Improvement of the External Image of the Hotel**

On the one hand, by improving the hotel's own strength to improve the hotel's external image, including hardware facilities and software services, which itself is also the goal and work center of all hotels. On the other hand, we can also increase the hotel's external publicity to make the outside world understand the advantages of the hotel. These can more effectively improve the external image of the hotel and thus enhance the decent work perception of hotel staff.

## **6.5 Optimization of Compensation System**

Considering the cost of the enterprise, it is not very realistic to increase the salary all the time. It is suggested to add some small items of allowance, such as common housing allowance and travel allowance, as well as telephone allowance and breakfast allowance. Starting from the smallest details not only controls the cost, but also enhances the perception of decent work for employees.

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