WORK MOTIVATION FACTORS OF THE PUBLIC SECTOR AND PRIVATE

SECTOR CONVENTION CENTER EMPLOYEES

By

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ABSTRACT

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Work Motivation Factors of the Public Sector and Private Sector Convention Center .
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Establishing and maintaining a stable work force in the hospitality and convention industry is a challenge. The average job in the hospitality and convention industry is unskilled and is often not considered destination employment, leaving an employer to fill the same position again and again. Compounding the problem in the United States is record low unemployment and the transition from the industrial age to the technology age leaving employers of unskilled labor to actively recruit perspective employees as never before. A better understanding of employee motivation is one answer to this dilemma.

The main focus of this descriptive study is determining what motivates employees in the convention industry. Furthermore this study identifies the differences in employee motivation between convention center employees employed in the public sector and convention center employees employed in the private sector.

Research concluded that there are variances between the ranking of work motivations between the public sector and the private sector. Additionally, there is a variance between the perceptions of supervisors and managers in regards to what motivates their employees.

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Lastly, and most importantly I would like to thank my wife Edith. It was only though her extra effort and understanding that I was able to complete this survey. You will find my name on this thesis, but it was truly a team effort.

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CHAPTER I

INTRODUCTION

Establishing and maintaining a stable work force in the hospitality industry is a challenge. The average job in the hospitality industry is unskilled and is often not considered destination employment, but takes on a transient quality that accommodates the needs of the individual and will leave an employer to fill the same position again and again. A better understanding of employee motivation is one answer to this dilemma. A review of the literature indicates that there is a link between the industry that person is employed in and work motivation. Research also shows that work motivation varies between the industrial worker and the privately employed hospitality worker. Therefore the research hypothesis for this study is that publicly employed hospitality workers will have work motivations that differ from the privately employed hospitality worker.

Motivation

Why do workers work? This is not a new inquiry, but the answer has been the quest of industrial psychologists and management experts for years (Herzberg, 1968). It is generally agreed upon that if an employer can identify the reasons a worker is productive, reports to work on time, and remains with the company, the employer might then be able to apply these motivational factors unilaterally to the entire workforce. Applying this knowledge and fashioning the employment atmosphere to better accommodate the motivational factors of the employee the employer becomes a more desirable employment destination, retaining employees longer, and increasing productivity and service at the same time.

Employee motivation has been studied at length. Through research, a significant myth has been dispelled and shown to be incorrect. The biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed (Tsang, Wong, 1997). This generalization, or supposed knowledge, has misdirected front line supervisors of industrial workers for years (Kovach, 1987). The result has been misunderstood industrial employees who were more concerned with other motivational factors than their supervisors perceived as secondary or were not aware that existed. However, hospitality workers consistently rank good wages as their primary motivational factor. This is a good example of how motivation differs from one industry to another and why specific research is needed for each industry.

<u>Dr. Kenneth Kovach</u>

Dr. Kenneth A. Kovach, a professor of management at George Mason University in Fairfax Virginia, developed a questionnaire of ten "job reward factors" in 1946 for industrial workers. These factors are listed in no particular order: (Kovach, 1987)

1. Feeling of being in on things;

2. Full appreciation of work done;

3. Job security;

4. Sympathetic help with personal problems;

5. Good wages;

6. Interesting work;

7. Personal loyalty to employees;

8. Promotion and growth in the organization;

9. Good working conditions;

10. Tactful discipline;

Dr. Kovach applied his questionnaire over a forty-year period and discovered that the wants and needs that employees desire from the workplace had changed. Over the years the questionnaire was adopted by other industries including the hospitality industry. The findings were that each industry had its own set of variables that would often times alter the outcome of the rank order of Kovach's questionnaire. It should also be noted that factors such as age, sex, income, cultural background, and job type could be used to create subgroups within each industry.

When compared, the results of Dr. Kovach's questionnaire of industrial workers and hospitality workers differed significantly.

WORK FACTOR	HOSPITALITY/INDUSTRIAL WORKER	
Good wages	1	5
Security	2	4
Opportunity	3	6
Good working conditions	4	7
Interesting work	5	1
Appreciation	6	2
Loyalty to employees	7	8
Feeling of being in on things	8	3
Tactful discipline	9	9
Sympathetic personal help	10	10

The top priority for hospitality workers is good wages while the industrial worker is more concerned with having interesting work. A comprehensive review of the scale shows that the hospitality and industrial workers differed on all but two of the work factors. It is important to note that the hospitality workers who participated in this project were hotel workers who worked for privately owned and operated hotel companies.

There is a segment of the hospitality industry that is owned by public entities. A good example of this segment is government owned and operated convention centers. The employees of these publicly owned facilities are hospitality workers but are also public employees. The system that they are employed in is more of an industrial setting with the civil service system regulating their pay increases, promotional opportunities, and providing a benefit package that greatly exceeds the benefit package of the average hospitality worker. This public segment of the hospitality suffers the same fate as the private hospitality sector when it comes to hiring and retaining quality employees. Increased knowledge into the specific motivations of these employees could benefit the government agencies that operate these public facilities by possibly increasing employee retention while increasing productivity and service.

STATEMENT OF THE PROBLEM

The purpose of this study is to describe the work motivation factors that affect convention center employees employed in the public and private sectors as measured by Dr. Kovach's work factor questionnaire. This study will also address the following objectives:

1. To determine the work motivation priorities of public sector convention center employees and determine the work motivation priorities of private sector convention center employees.
2. To compare the difference in work motivation priorities between job types of Convention center employees.
3. To describe the difference in work motivation priorities based on gender and ethnic background in convention center employees
4. To analyze and compare perceptions of supervisors and managers in regards to the work motivation preferences of the people they supervise.

DEFINITIONS OF TERMS

The hospitality and convention industry is similar to many other industries in that terminology can take on a specific meaning within that particular industry. For the purpose clarification in this study, the following terms are defined for better understanding of the hospitality and convention industry.

Non-exempt Employee: An individual who is employed on a per hour basis, and is paid time and a half after eight hours or after forty hours in a given workweek.

Public sector employee: An employee whose place of employment is owned and operated by a state or government agency.

Private sector employee: An employee whose place of employment is privately owned or is operated by a private, for profit organization.

Work motivation factor: The reason, or reasons that an employee is productive and remains with the place of employment, making positive contributions to the workplace environment.

CHAPTER II

REVIEW OF THE LITERATURE

Establishing and maintaining a stable work force in the hospitality industry is paramount to quality customer service and profitability. Many worker in the hospitality industry are unskilled and do not considered the hospitality industry destination employment. A better understanding of employee motivation is one answer to this dilemma. A review of the literature indicates that there is a link between the industry that person is employed in and work motivation. Research also shows that work motivation will vary between industries and will also change over time.

Determining the reasons and factors why workers work has been the quest of industrial psychologists and management experts for years. It is generally agreed upon that if an employer can identify the reasons a worker is productive, reports to work on time, and remains with the company, the employer might then be able to apply these motivational factors unilaterally to the entire workforce. Applying this knowledge and fashioning the employment atmosphere to better accommodate the motivational factors of the employee, the employer becomes a more desirable employment destination, retaining employees longer, and increasing productivity and service at the same time.

Employee Motivation

Employee motivation has been studied at length. Through research, a significant myth has been dispelled and shown to be incorrect. The biggest misconception was that good wages were always the primary motivational factor among employees regardless of

the industry by which they are employed. This generalization, or supposed knowledge, has misdirected front line supervisors of industrial workers for years. The result has been misunderstood industrial employees who where more concerned with other motivational factors that their supervisors perceived as secondary or were not aware that existed. However, hospitality workers consistently rank good wages as their primary motivational factor. This is a good example of how motivation differs from one industry to another and why specific research is needed for each industry.

Review of the literature indicates identifying employee motivation is considered essential to understanding why an individual chooses one job over another. Why does one employee work hard to complete a task and a co-worker feels no obligation to do the same; and, why does an employee continue to come to work when they have little or no desire to do the job? The questions of what motivates employees is of more importance today than ever before. Workforce moral is low due to downsizing and job instability, and there is no longer layers of management to supervise employees and keep them productive (McNerney 1996). Additionally, research indicates that productivity of employees decrease far more drastically after a co-worker quits for reasons of job satisfaction than when a co-worker quits because of illness (Sheehan 1993). There are a number of theories that have been developed by industrial psychologists and management experts that help to explain this dilemma.

It is time the human resource process of hiring, training, and retaining employees takes a step up to the next level. The paradigm has shifted and the hospitality and tourism industry, and the service industry must make the necessary accommodations to insure a high level of service to guests in order to remain competitive.   There are new

strategies to implement and the companies that reinvent the hiring process, providing superior customer service, are the organizations that will lead the service industry, but all of these strategies involve an increased understanding of employee behavior and their motivation.

Maslow's Need Heirachy Theory

One of the better known theories of motivation is Maslow's Need Heirachy Theory. Maslow (1943) proposed that all individuals have a basic set of needs that need to be fulfilled over the course of a lifetime. This is a broad theory on human development and it's application is generally considered to be the adult years, thus the industrial application is that people strive to meet their needs in a work environment.   Maslow arranged the needs in a hierarchical order and proposed that individuals have five basic sets of needs; Physiological needs, Safety needs, Love needs, Esteem needs, and Self-actualization needs. The need that is unsatisfied at any given time is the need considered to be the most important. Initially the research on Maslow's theory was cross-sectional by design, but recently longitudinal studies have been used to support the cross-sectional studies. If Maslow's theory has value in relationship to work motivation, it is in these longitudinal studies that examine the changing priorities of the needs as other needs reach an acceptable level of satisfaction (Landry1985). Work motivational factors change over a period of time.

Herzberg

The concept of separating motivational factors was brought forward by Herzberg (1968). Herzberg advocates separating the hygiene factors with their negative connotation from the positive factors considered inherent to the job: recognition,

achievement, responsibility, and growth or advancement. The intent is to focus on the higher level needs rather than the negative result and use this as a basis for job enrichment and motivation.

<u>Industrial Employees</u>

Dr. Kenneth Kovach is a professor of management at George Mason University at Fairfax, Virginia.   Kovach (1987) has surveyed industrial employees over a period of forty years. This questionnaire focuses on the positive, higher level motivational needs and was applied prior to Herzberg's documentation. In 1946 Kovach surveyed industrial employees and asked them to rank ten job reward factors in terms of personal preference. The results were as follows:

1. Full appreciation of work done;

2. Feeling of being in on things;

3. Sympathetic help with personal problems;

4. Job security;

5. Good wages;

6. Interesting work;

7. Promotion and growth in the organization;

8. Personal Loyalty to employees;

9. Good working conditions

10. Tactful discipline;

A similar questionnaire was given to industrial employees in 1981, and again in 1986. By 1981 "interesting work" was the top motivating factor and "sympathetic help with personal problems" had fallen from third on the list to ninth. The 1986

questionnaire also had significant changes with "sympathetic help" falling to number ten and only "job security" and "personal loyalty" remaining in their original positions from the 1946 survey. The one consistent response from all three surveys was that supervisors perceived "good wage" as the top motivational factor for the employees they supervise. Supervisors and managers seem to operate from a self-reference point of view. They seem to think that their employees want the same things that they do and fail to take into account individual needs.

Kovach also hypothesized that the work motivational factors may be different between categories of employees based on sex, age, income, job type and organizational level. The 1986 questionnaire was broken into subgroups to allow for this hypothesis to be tested. There were only minor differences between the gender responses; however, there were significant differences between age groups and the findings were that "good wage" was the top ranked job reward of the younger employees and it descended in rank as the age group matured. The questionnaire also showed significant differences between traditional blue collar and white-collar jobs. The blue-collar worker was more concerned with "appreciation for work done" while the focus of the white-collar worker was "interesting work". Management needs to understand employees within the context of the job they perform to properly understand what their needs are.

Hospitality Industry

There have been a number of applications of Kovach's questionnaire in the hospitality industry where traditional hospitality jobs in the private sector differ significantly from industrial jobs. The questionnaire has been applied utilizing longitituital methods in the Casino industry (Darder 1994). Casino dealers show results

similar to the industrial workers in that their work motivational priorities changed over a period of time. The dealers were surveyed in 1946, 1980, 1986, and 1987, however the dealer's priorities of work motivational factors differed from the industrial worker. The dealers responses remained relatively consistent over the first three applications but significant changes were seen in the 1987 responses. "Interesting work" fell from the top spot and "full appreciation for a job well done" replaced it in the top motivational slot. Also moving up in motivational priority was "good wages," "promotion and growth," and "sympathetic help with personal problems."

The questionnaire was also used on hotel workers in the United States and the results were directly compared to industrial workers (Simons, Enz, 1995). The hotel works ranked "good wages," "job security," and "opportunity for advancement" as their top three work motivational factors. These hospitality employees employed in the private sector differed somewhat from their counter parts in the industrial labor field as they ranked "interesting work," "appreciation for a job well done," and "feeling of being in on things" as their top three work motivational factors. These differences could be attributed to the nature of the hospitality industry where guest appreciation can account for the decreased need for appreciation from supervisors and the raised need of communication to accommodate the ever-changing need of individual hotel guests. The responses were also broken down by sub-categories and there was a significant variance about the job level with the skilled or semi-skilled laborers more interested in "job opportunities" and the unskilled labor force more focused on "job security." There was no significant variance in the gender responses.

The questionnaire has also been applied in the Caribbean to hotel workers (Charles, Marshall 1992). The findings of the survey were similar to other private hotel employees in several respects but the Caribbean hotel worker ranked "good working conditions," "appreciation for a job well done," and "interesting work" higher than the United States hotel workers. It is important to note that both groups are employed in the hospitality industry, but the variance in responses can be attributed to the separate cultures. Flores (1989) states the that successful North American hospitality service managers in Puerto Rico are the managers that have taken the time to understand the culture and social environment. Puerto Ricans are warm friendly people who value smiles and small talk from supervisors and managers that can be overlooked or forgotten in the work-place in the United States. This is a good example of why people need to be managed as individuals and not lumped into groups. Cultural diversity exists in all facets of the workforce, but is especially prevalent among the unskilled labor force.

A more recent application of Kovach's motivational scale was in Hong Kong (Tsang, Wong, 1997). The scale was applied to Hong Kong's hotel employees. The survey concluded that the number one motivational factor of Hong Kong hotel employees was opportunities for advancement and the number two motivational factor was loyalty to employees. The results of the Hong Kong survey differed for the American hotel worker survey completed in 1995. The Hong Kong hotel worker is focused more on long-term objectives where the American hotel worker seems focused on the short-term with good wage being the number one motivational factor. The variance between the two surveys can be attributed to cultural differences. Further analysis found that motivational

preferences of the Hong Kong hotel worker did in fact vary based on the hotel department where they were employed.

Employment Forecast

Low unemployment in the United States is forecasted to continue for some time. The majority of industries across the United States are facing a labor shortage. (Caudron, 1996). This shortage is felt in both blue and white-collar industries. Companies that were downsizing a few years ago are finding it difficult to find staff to expand. The end result is that companies now have to recruit as they never had before. The hospitality and convention industry is not immune to the labor shortage. The high percentage of unskilled labor jobs in the industry has employers vying for available workers. Additionally, these same employers are now considering people candidates that they would not have considered five years ago, and looking at alternative means of retention that was not considered reasonable five years ago.

Employee loyalty is on the decline (Stum, 1998). Employee loyalty can be considered a causality of the transformation from the industrial age to the informational age. However, the employees are not entirely to blame for the demise. Organizational change is responsible for the elimination of the old social contract and as a result a new, a more independent workforce has emerged. Research has helped to determine what this new work force is looking for. Today's employee is more educated, wary, and diverse than ever before. They posses an entrepreneurial quality that has them balancing the work-life equation in an effort to reduce work related stress and focus on the other portions of their life. Work is no longer considered the driving force of today's employee. The end result is fewer full-time employees and more part-time and alternative staff.

Strum (1998) identifies five commitment drivers for employees. The number one employment factor, or driver, employees are looking for is a fearless culture. Employees value a nontraditional approach where traditional ways and procedures are questioned. This requires open, honest, and at times, a confrontational approach to communication. The second driver is job satisfaction. Hiring the right person for the right job has long had a strong correlation to performance and commitment. Opportunities for personal growth is the third driver. Today's worker is looking to grow and expand their knowledge and responsibilities; however, personal growth can be found through nontraditional means like job sharing or conferences, not just expanded responsibilities. Organization direction is the fourth employee driver. Faith that the organization is solvent and doing well is important to retention. This faith allows the employee to commit fully to the organization with the confidence that the organization will be present for years to come. Gone are the days when an individual commits to an organization with the idea that the relationship will be long-term and that the organization will act as the custodian of the retirement benefits. The final driver is the employer's ability to recognize the need for work-life balance. This understanding and promotion of well-rounded people helps the employee identify with the organization and distinguish a correlation, or like mindedness between the employee and the organization. This appears to be a by-product of the X Generation where people of this generation feel less of a need to live by the nine to five rules of the Baby Boomer Generation.

Age has an impact on work motivation, and the X Generation is a good example. Values most important for the X Generation are a sense of belonging/teamwork, the ability to learn new things, entrepreneurship, flexibility, security, and short term rewards.

(Jurkiewicz, 2000). This generation is perceived as being more skeptical than the Boomers of traditional relationships in the workplace that are hierarchical, and believe that a manager needs to earn respect rather than deserve respect.

Traditional marketing techniques have been employed to attract customers to hospitality and tourism companies for years. These same techniques must now be applied to the workforce to attract employees. (Taylor, Cosenza, 1997). The goal of an internal marketing strategy is to develop consistency in employee programs and increase customer satisfaction among the employee/customer attracting employees of all generations. Organizations have their own culture. The culture must be communicated and reinforced so that it can be a positive motivational influence on the employees and promote involvement and interaction. The employee employer relationship must change to meet these new demands. Employers now must focus on relationships and communication with the employee in order to better meet their needs. Employers no longer can take employees for granted and treating your employees as well as your customers appears to be the new standard for success. Empowerment is another key to increased retention, provide employees with the tools necessary to do the job and let be your customer service representative.

Hiring

One key factor to retaining more employees is doing a better job of hiring an employee in the first place. The rush for employers to hire new staff has compounded the retention issue. The fundamentals of good hiring practices are more important than ever, however the time consuming basics like back ground checks, references, and even the interview process, are being altered in an effort to get new employees faster. Employers

must be as diligent as ever in assessing candidates so those new employees are a good fit for the organization. One strategy is to hold interviews at different hours to see how an employee might perform at the time they would normally work. This would be especially effective for an employee who works late or is required to arrive early in the morning. (Hertneky, 1999).

Training has long been a human resources buzzword. Training programs can have a significant impact on employee retention. Employees who receive extensive training generally feel rewarded and realize the investment and commitment that their employer is making. However, one size fits all training no longer provides an employer with an edge. It is not unusual for an employee to embrace one portion of their employment more than another. This is an opportunity to apply a technique called job sculpting. Job sculpting is nothing more than identifying the life interests of an employee, or, what makes them happy (Butler, 1999). This alignment of interests and tasks has proven useful to employees who have established themselves with an organization. Often times the alteration of tasks is minimal and may require added responsibilities to enable the employee to pursue these interests. Job sculpting also has an application as a recruitment tool to attract new employees to an organization, but it is the development of the relationship between the manager and the employee that enables job sculpting to be successful. A relationship that is based on trust is the core of job sculpting. Employers who take the time to develop a relationship out of concern and caring are the employers who will have a higher retention rate because they will be able to motivate their employees.

<u>Demotivators</u>

Every bit as important as identifying what an employee wants is knowing what

employees don't want. Avoiding demotivators is another key to staff retention. Different

aspects of the job will attract different employees, but demotivators will be around long

after an employee has chosen a job. (Spitzer, 1995) These obstacles to blissful

employment can take on a number of forms. Politics and unclear expectations are two

problems that organizations face. Other problems that have a negative effect are constant

change, low quality standards, and unproductive meetings. The first step to eliminating

these moral busters is to obtain employee feedback to identify consistent themes.

Employees tend to appreciate these collaborative efforts as they are viewed as tangible

efforts to improve the quality of the work environment. Employers who assume that they

know what the problems are relying on their own perspective and fail to see the issue

through the eyes of their employees.

<u>Benefits</u>

Dutton (1998) provides good examples of emerging trends in the field of employee

benefits aimed at retaining staff. Dutton clearly states that the most important benefits

are the health and pension benefits. This is a well-established truth, however the benefit

industry has gone to the next level to distinguish benefits within employment

opportunities. The term used to identify this new type of employee benefit is "Soft

Benefits". These soft benefits are considered secondary benefits, something to be

considered when all else is equal. These benefits can provide for a wide variety of

compensation and protect employees in different areas. Good examples of soft benefits

might include onsite flu shots, take-home meals, or even onsite physical or massage

therapy. The primary idea behind soft benefits is that the benefits will allow the employee more time to focus at work. The above examples have been utilized at the Cigna Corporation in Philadelphia. Other examples of soft benefits are lactation programs and facilities for nursing mothers, adoption benefits, and legal assistance benefits.

The West Group in Eagan, Minnesota now provides a variety of services at the employment site in an effort to simplify their employees lives. West has developed a storefront complex that they call Main Street that includes dry cleaning service, a floral shop, credit union, as well a convenience store (Dutton,1998).

The concept of soft benefits is a solid one. If an employee's life can be simplified they in theory have more time to dedicate to work. Many of the benefits listed are routine errands that people have to accomplish on a daily basis. Employers can take it a step father, and already do. Many of these soft benefits are more informational by nature. While this type of benefit can cost money from a research and development standpoint, that can be the majority of the expense, as much of the benefit is informational or subcontracted to local vendors.

Review of the literature has indicated that employee retention is a significant issue in the hospitality and tourism industry. Additionally, the literature indicates that there are a number of other factors that can affect the motivational needs of employees in both industries. Age, sex, income and job level are all factors to be considered, as is the cultural environment. Identifying employee motivation is a key to employee retention. Employers who understand the needs of their employees have a better opportunity to fulfill these needs and retain productive employees for a longer period of time.

CHAPTER III

METHODOLOGY

The purpose of this chapter is to discuss the methodology utilized for this study. The research design, as well as the procedures used for this descriptive study included collecting data by questionnaire in order to answer research objectives of this study.

<u>Research Design</u>

The purpose of this study is to research the different motivational factors that affect employees in the convention industry. It is the theory of the researcher, based on

personal experience, as well as the literature review, that employees employed in the public sector will prioritize work motivation in different ways than their counterparts employed in private sector convention facilities.

In an effort to obtain a significant sample the help of the International Association of Assembly Managers was enlisted. The International Association of Assembly Managers is the predominate association in the public assembly industry worldwide. The researcher engaged in networking activities at association conferences in May of 2000 in Cleveland, and in August 2000 at the international convention in Nashville. Through this networking process five convention facilities were identified that were willing to participate in the study: The Minneapolis Convention Center, Minneapolis, Minnesota; Rochester Riverside Convention Center, Rochester, New York; The San Diego Convention Center, San Diego California; The Washington Convention Center, Washington D.C.; and the Arlington Convention Center, Arlington, Texas. Each of the participating facilities was given an overview of the study in August and designated a representative to facilitate the administration of the questionnaire.

Population

The population utilized for this study were employees of the five designated convention facilities: The Minneapolis Convention Center, Minneapolis, Minnesota; Rochester Riverside Convention Center, Rochester, New York; The San Diego Convention Center, San Diego California; The Washington Convention Center, Washington D.C.; and the Arlington Convention Center, Arlington, Texas.   The five designated facilities provided representation of both privately owned convention

facilities; San Diego and Rochester Riverside, as well as publicly own and operated convention facilities; Minneapolis, Washington, and Arlington.

Each of the participating facilities were mailed the requested number of surveys with specific instructions on how to properly administer the questionnaire. The survey was designed so that completion should take no more than ten minutes and could be completed in departmental meetings in an effort to enhance response.

Research Instrument

The sole instrument used in this study is the questionnaire developed by Dr. Kenneth Kovach to determine motivation preferences based on ten questions that the participants of the study place in rank order. The number one ranking being the highest or most desirable motivational factor and the tenth ranked motivational factor is the least desirable. In addition to the ten motivational questions, the questionnaire provides space for relevant information needed to create sub-groups: gender, age, income level, job type, cultural background, and years of service.

The questionnaire was comprised of a total of seven questions. The first six questions were designed to elicit background information on the individual participants. Question one was the determination of gender. Question two established whether the participant was employed on a full time basis or a part time basis. Question three was used to determine the job duties, Supervisory/Management, Maintenance, Customer Service, or Clerical. Question four addressed the age of the participant. This question broke the age groups into four separate categories that were established in previous studies by Dr. Kovach: 18-25, 26-40, 41-60, and over 60. Question five determined the cultural background of the participant. This question had a possibility of one of six different

answers: African American, Hispanic, Asian, Caucasian, Native American, or Other.
Question six was used to determine the years of service of the participant with the current
facility: 0-5, 6-10, 11-20, 21-30. Or Over 30.

The final question addressed the work motivation factors. Each participant was asked
to rank the work motivation factors in order of importance with ten being the most
important and one being the least important:

Good Wages	Interesting Work
Job Security	Appreciation for Job Well Done
Opportunity for Advancement	Loyalty to Employees
Good Working Conditions	Feeling of Being in on Things
Tactful Discipline	Sympathetic Personal Help

Data Collection

Each of the participating facilities designated coordinator was contacted by the
researcher by telephone in August of 2000. At this time an overview of the survey and
the objectives were discussed. Additionally, proper administration procedures were
discussed and each facility requested a specific number of surveys. All of the outbound
surveys were color coded to avoid confusion. Several days after each conversation the
surveys and instructions were mailed to the facilities. . Each facility was aware that this
was a volunteer study and that was to be reinforced with the participants. Included in the
information was specific information as to the proper handling of the completed surveys
and a completion deadline that the surveys were to mailed back to the researcher. Each
participating facility responded in a timely manner.

<u>Data Analysis</u>

The Statistical Package for the Social Sciences Program (SPSS) was used for the data analysis. Descriptive statistics were utilized for computing means, standard deviation, the t test, and cross tabulation.

The analysis of the survey results combined with the statistical applications allowed for the researcher to draw conclusions in regards to the objectives of the study.

CHAPTER IV

Results

This study was conducted in an effort to determine the work motivation of employees

employed in convention facilities in the United States. This chapter will present the

results and findings on the statistical differences between work motivations as well as the

differences between motivation preferences between public sector and private sector

employees.

Survey Response

In this study a total of five convention facilities participated. There were three public

sector facilities; Minneapolis, Arlington, and Washington D.C., and there were two

private sector facilities; Rochester Riverside and San Diego. The surveys were

administered in departmental meetings or a similar controlled setting where employees

were allotted ample time to complete the survey. Based of this information the response

rate would be 100%, with a total of 263 the people surveyed, however, 60 participants, or

22.8% failed to complete question 7 regarding work motivation, and as a result these

surveys were unavailable for the motivational statistical analysis.

Table 1   Survey Response Rate

Population Number				263
Total Responses				263
Public Sector	147		56.5%	
Minneapolis		63		
Washington D.C.		60		
Arlington		24		
Private Sector	116		43.5%	
Rochester		30		
San Diego		86		
Overall Response Rate (263/263)			100%	

The survey responses were statistically analyzed for each of the seven questions.

Responses were also subdivided into the primary categories of public and private sector

and a frequency distribution, mean, and standard deviation (SD) were used to examine

the data in relationship to the research objectives. It is important to note that there was a

relatively even distribution of responses between the public and private sector with the

public sector accounting for 55.9% of the total response and private sector accounting for

44.1%.

Gender

The survey responses when divided between the two genders were very similar when

analyzed by cross-tabulation. This is true for both the public sector responses and the

private sector responses. The public sector responses were 57.9% male and 42.1%

female. The private sector responses were 54.8% male and 45.2% female.

Table 2   Gender Response

N=260	n	Male	Female	Total
Public Sector	145	57.9%	42.1%	100%
Private Sector	115	54.8%	45.2%	100%
Combined	260	56.5%	43.5	100%

Work Status

    The cross-tabulation analysis for work status found that the vast majority of respondents were full-time in the public sector with 90.5% reporting full-time employment and 9.5% reporting that they employed on a part-time basis. Results differed in the private sector where 57.4% of respondents reported being employed on a full-time basis and 42.6% of respondents reported being employed on a part-time basis.

Table 3   Work Status Response

N=260	n	Full-time	Part-time	Total
Public Sector	147	90.5%	9.5%	100%
Private Sector	115	57.4%	42.6%	100%
Combined	260	76%	24%	100%

<u>Position</u>

Question number three dealt directly with the position that the individual respondent was employed as. The convention industry does not have standardized terminology for employment classification and as a result the four separate categories were created off of the researchers industry knowledge. The four categories were; Supervisory/Management, Maintenance, Customer Service, and Clerical. An unforeseen occurrence happened in the public sector responses where eight respondents indicated multiple job classification based off of their job duties.

Table 4   <u>Position Response</u>

N=252	n	Public Sector	n	Private Sector		Total	
Supervisory/Mgmt	41	29.1%	25	22.5%		66	26.2%
Maintenance	60	42.6%	19	17.1%		79	31.3%
Customer Service	18	12.8%	61	55%		79	31.3%
Clerical	14	9.9%	6	5.4%		20	7.9%
Multiple Response	8	5.6%				8	3.3%
Totals	141	100%	111	100%		252	100%

Age

Question number four established the age of each respondent. There were four

categories that were used based on previous research by Dr. Kovach. The four categories

were; 18-25, 26-40, 41-60, Over 60. The data found that the majority of respondents in

the public sector in the 41-60 category measuring 53.4%. Data in the private sector was

more evenly distributed with the 41-60 category measuring 41.4% and the 26-40 category

measuring 50%. Because of poor representation in several of the categories the

categories were combined for the work motivation ranking.

Table 5   Age Response

N=262	n	Public Sector	n	Private Sector	Total	
18-25	9	6.2%	9	7.6%	18	6.9%
26-40	56	38.4%	58	50%	114	43.5%
41-60	78	53.3%	48	41.4%	126	48.1%
Over 60	3	2.1%	1	.9%	4	1.5%
Totals	146	100%	116	100%	262	100%

Cultural Background

Question five addressed the cultural background of each respondent. There were six separate categories that last being open ended as to not exclude any respondents. The six categories were; African American, Hispanic, Asian, Caucasian, Native American, and Other. Similar to Work Classification where multiple job functions created multiple responses, several respondents indicated that they were multiracial and were identified accordingly. Because of the low response rate in the Native American and Asian categories it were combined with the Other and the Multiracial categories in future data analysis.

Table 6   Cultural Background

N=256	n	Public Sector	n	Private Sector	Total	
African American	60	42.3%	18	15.8%	78	30.5%
Hispanic	11	7.7%	28	24.6%	39	15.2%
Asian	5	3.5%	11	9.6%	16	6.3%
Caucasian	53	37.3%	38	33.3%	91	35.5%
Native American	8	5.6%	1	.9	9	3.5%
Other	5	3.6%	12	10.5%	17	6.6%
Multiracial			6	5.3%	6	2.4%
Totals	142	100%	114	100%	256	100%

Years of Service

Question six was designed to determine the number of years of service that each respondent had with their existing facility. There were four separate categories for the question; 0-5 years, 6-10 years, 11-20 years, 21-30 years. All respondents fell within one of the categories and no alternations were required. However, the categories will be altered for the work motivation ranking based on the responses.

Table 7   Years of Service Response

N=263	n	Public Sector	n	Private Sector	Total	
0-5 Years	72	49%	46	39.7%	118	44.9%
6-10 Years	29	19.7%	50	43.1%	79	30.0%
11-20 Years	42	28.6%	18	15.5%	60	22.8%
21-30 Years	4	2.7%	2	1.7%	6	2.3%
Totals	147	100%	116	100%	263	100%

Public Sector Vs Private Sector

Question number seven addressed the question on work motivation. Each respondent was asked to rank ten separate work motivations that were developed by Dr. Kovach in order of importance, with 10 being the most important and 1 being the least important. The verbiage for this question was revised several times in an effort to eliminate potential problems and misunderstandings. Regardless of these efforts there were a total of sixty questionnaires that we filled out erroneously or were incomplete representing 22.8% of the sample population.

Table 8   Combined Motivational Rank Order Public and Private

Work Motivation	n	Mean	Standard Deviation	Rank
Good Wages	203	2.41	2.31	1
Job Security	203	3.57	2.14	2
Opportunity for Advan.	203	4.57	2.47	3
Good Working Conditions	203	4.66	2.10	4
Interesting Work	203	4.74	2.54	5
Apprec. For Job Well Done	203	4.86	2.13	6
Loyalty to Employees	203	6.25	2.03	7
Tactful Discipline	203	7.50	2.09	8
Feel of Being in on Things	203	7.67	1.87	9
Sympathetic Personal Help	203	8.78	1.87	10

Table 9   Motivational Rank Order -Public

Work Motivation	n	Mean	Standard Deviation	Rank
Good Wages	134	2.33	2.35	1
Job Security	134	3.40	2.22	2
Opportunity for Advan.	134	4.56	2.21	3
Good Working Conditions	134	4.59	2.13	4
Interesting Work	134	4.85	2.44	5
Apprec. For Job Well Done	134	4.94	2.12	6
Loyalty to Employees	134	6.35	1.94	7
Tactful Discipline	134	7.51	2.01	8
Feel of Being in on Things	134	7.67	1.91	9
Sympathetic Personal Help	134	8.80	1.94	10

Note that there is a difference in the rank order of work motivations between the public and private sector respondents. The public sector respondents placed "opportunity for advancement" number three in their ranking where as the private sector respondents placed "interesting work" as their number three rank. Additionally, "good working conditions" were less of a concern for the private sector respondents at number six than for the public sector respondents who ranked it at number three. "Appreciation for a job well done" also had a variance between the two groups with the private sector

respondents ranking it higher at number five than the public sector respondents who ranked it at number six.

Table 10   Motivational Rank Order -Private

Work Motivation	n	Mean	Standard Deviation	Rank
Good Wages	69	2.57	2.23	1
Job Security	69	3.88	1.94	2
Opportunity for Advan.	69	4.58	2.93	4
Good Working Conditions	69	4.78	2.04	6
Interesting Work	69	4.55	2.73	3
Apprec. For Job Well Done	69	4.71	2.15	5
Loyalty to Employees	69	6.04	2.19	7
Tactful Discipline	69	7.48	2.26	8
Feel of Being in on Things	69	7.67	1.80	9
Sympathetic Personal Help	69	8.78	1.87	10

<u>Supervisors/Managers vs. Maintenance/Customer Service/Clerical</u>

    Supervisors and managers were asked to respond to the questionnaire in terms of what they believed that the employees they worked with found important rather than what they themselves prioritized. Analysis of the data found that there was a variance in the rank order of work motivations between what the supervisors and managers thought their employee's response would be and actual employee responses.

Table 11   <u>Supervisor/Managers Vs Maintenance/Customer Service/Clerical</u>

Work Motivation	n	Super/Manager Rank	n	M/C/C Rank
Good Wages	58	1	140	1
Job Security	58	2	140	2
Opportunity for Advan.	58	6	140	4
Good Working Conditions	58	5	140	3
Interesting Work	58	3	140	5
Apprec. For Job Well Done	58	4	140	6
Loyalty to Employees	58	7	140	7
Tactful Discipline	58	8	140	8
Feel of Being in on Things	58	9	140	9
Sympathetic Personal Help	58	10	140	10

CHAPTER V

Conclusions

This chapter will provide a summary and discussion of the research findings that are at

the core purpose of this study. Included in this discussion will be references to the

literature review and how the outcomes of this research are similar or different.

Combined Survey Analysis

The primary objective of this study was to determine the work motivation priorities of

the of the public sector convention center employee and to also determine the work

motivation priorities of the private sector convention center employees. The survey

instrument that was used has a forty-year application and has been applied in several

different industries (Kovach 1987). Analyzing the data on the whole, public and private

sector combined, the following rank order of work motivation priorities was established:

Table 12   Convention Industry Combined Rank Order

Work Motivation	Rank
Good Wages	1
Job Security	2
Opportunity for Advan.	3
Good Working Conditions	4

Interesting Work	5
Apprec. For Job Well Done	6
Loyalty to Employees	7
Tactful Discipline	8
Feel of Being in on Things	9
Sympathetic Personal Help	10

The rank order that the population sample established is not surprising in its own right. This rank order is consistent with past applications of Kovach's scale in the hospitality industry in the United States with the top three work motivators being "good wages," "job security," and "opportunity for advancement" (Simon, Enz 1995). The ranking does present somewhat of a dichotomy with the top rank being "good wage" and the second rank being " job security." The current economy, combined with record unemployment has many employers offering premium pay causing more workers to switch employers, however, if job security is a top consideration employees may be willing to forgo money for security. The limitations of the ordinal data fails to indicate the relationship between money and job security, but it is the experience of the researcher that quality employment candidates have established stable work records with limited turnover and are less interested in the short-run, and more interested in long-term employment. Thus, looking at the pay scale over a period of time.

Further analysis of the rank order shows that the rank order established with this study is consistent with past findings in the hospitality field. The convention industry is part of the hospitality and as a result shares many of the same employment characteristics of the hotel worker where positive guest interaction can account for a decreased need for

positive feedback and praise from supervisors and managers. Industrial workers have constantly ranked "appreciation for a job well done," feeling of being in on things," and "interesting work" higher in the rank order than hospitality workers.

Public Sector Analysis

Review of the Public Sector analysis of the rank order of work motivations shows no difference than the combined results of the public sector and the private sector. One of the reasons for this is the larger representation of the public sector employees in the in this study. The majority of the respondents were public sector employees with 55.9% and the remaining 44.1% were representative of the private sector, however as stated earlier, this result is consistent with previous applications of this questionnaire.

Table 13   Public Sector Rank Order

Work Motivation	Rank
Good Wages	1
Job Security	2
Opportunity for Advan.	3
Good Working Conditions	4
Interesting Work	5
Apprec. For Job Well Done	6
Loyalty to Employees	7

Tactful Discipline	8
Feel of Being in on Things	9
Sympathetic Personal Help	10

Private Sector Analysis

Review of the private sector rank order analysis shows a significant departure from the rank order of the public sector employees. The private sector employees had identical choices as the public sector employees in the number one and two slots, with "good wage" ranked as number one and "job security" ranked as number two. However, the private sector employees departed from the public sector rank at the third, fourth, fifth, and sixth slots.

Table 14   Private Sector Rank Order

Work Motivation	Rank
Good Wages	1
Job Security	2
Opportunity for Advan.	4
Good Working Conditions	6
Interesting Work	3
Apprec. For Job Well Done	5
Loyalty to Employees	7

Tactful Discipline	8
Feel of Being in on Things	9
Sympathetic Personal Help	10

Table 15   Public & Private Sector Side by Side Comparison

Work Motivation	Public Sector Rank	Private Sector Rank
Good Wages	1	1
Job Security	2	2
Opportunity for Advan.	3	4
Good Working Conditions	4	6
Interesting Work	5	3
Apprec. For Job Well Done	6	5
Loyalty to Employees	7	7
Tactful Discipline	8	8
Feel of Being in on Things	9	9
Sympathetic Personal Help	10	10

Review of the literature has established that different influences affect work

motivation factors. When Kovach's scale was applied in Hong Kong in the hotel

industry the number one ranked work motivation factor was "opportunity for

advancement" and the second ranked work motivational factor was "loyalty to employees" (Tsang, Wong, 1997). The same is true for the Caribbean hotel worker. The Caribbean hotel worker ranked "good working conditions, "appreciation for a job well done," and "interesting work" higher than their hotel counterparts in the United States (Charles, Marshall, 1992). It is reasonable to think that if outside influences like culture affect the priority of work motivational factors than we can account for the variance between the public sector and private sector in this study.

Herzberg (1968) believed in separating the hygiene factors with their negative connotation from the positive factors that he considered inherent to the job. Determining to what extent the positive factors; recognition, achievement, responsibility, growth, and advancement have been satisfied will give an indication as to what work motivation factor needs to be met, thus becoming a priority for the individual. This same theory applies to organizations such as private sector and public sector convention centers. It is likely that people who have been employed by the same organization, or are attracted to a certain type of employer will have similar work motivation interests as their needs are being met in a comparable fashion.

Public sector and private sector employment differ at a number of levels. The private sector organization has the goal of profitability as a clear mission and everything they do is based on achieving this goal. The public sector employer is more service oriented and less concerned with the finances. This is not to say that public sector organizations don't have to spend judicially. The end result is a separate work culture that shapes the employees in the same fashion that the societal culture does. Culture differs from one country to the next as well as from region to region with a country.

Public sector employees tend to stay with an employer longer than private sector employees do. It is reasonable to think that an individual employed with one organization for a longer period of time would rank "opportunity for advancement" and "good working conditions" higher than an employee in the private sector. The private sector employee was more focused on "interesting work" and ranked it accordingly.

The differences between the rank order of the public sector ranking and the private sector ranking have been shown, however equally important are the similarities of the bottom of the order. "Loyalty to employees," "tactful discipline," "feeling of being in on things," and 'sympathetic personal help" are ranked at the bottom of the order. This is a clear indication that while the motivations of the public sector and private sector employee differ in some respects they have common ground as well. The researcher believes that this overlap can be attributed to the commonality of the type of work the convention centers perform. The service mission of a convention center, profit oriented or not, is to rent space for the successful hosting of meetings, events, and activities. This is a consistent influence between convention centers in the two sectors.

Supervisory/Management Knowledge

Supervisors and managers were instructed to fill out the questionnaire from the

standpoint of the people that report to them. The idea was to get an idea of what

supervisors and managers thought their employees wanted.

Table 16   Supervisor/Managers Vs Maint/Customer Service/Clerical Comparison

Work Motivation	Super/Manager Rank	M/C/C Rank
Good Wages	1	1
Job Security	2	2
Opportunity for Advan.	6	4
Good Working Conditions	5	3
Interesting Work	3	5
Apprec. For Job Well Done	4	6
Loyalty to Employees	7	7
Tactful Discipline	8	8
Feel of Being in on Things	9	9

Sympathetic Personal Help   10   10

Supervisors and managers historically have had problems understanding employees. One of the primary reasons for this is that supervisors and managers operate from a self-reference point of view. They assume that they know what their employees want based off of what they want, however, supervisors and employees often have different needs to fulfill (Kovach 1987). The response in this study from supervisors and managers matches up fairly well with the rankings of the employees.

Supervisors and managers were in agreement with employees on the top two rankings of work motivation factors, "good wage," and "job security." This response has been consistent on all of the responses, public, private, staff, or supervisor. The deviation occurs on the third ranking where supervisors and managers believe that their employees value "interesting work" above "good working conditions," which the employees ranked as their third work motivation and actually had "interesting work" ranked as their fifth ranked work motivation. Also noteworthy is fact that supervisors and managers ranked "appreciation for a job well done two units higher than the employees did. Based on the data the supervisors and managers appear to be in touch with the needs of their employees, however they are still operating from a self-reference point of view, and this shows a need for increased communication at the supervisory and manager level.

Position

The type of employment and the job characteristics inherent to the job also have an impact on the rank of work motivation. The data has been broken down into the three separate job types so that each job type can be examined by the rank order of the motivation that was selected. The three job types that are represented are Maintenance, Clerical, and Customer Service. Note that the Supervisor/Manager category has been excluded from analysis because their response was based on what they thought their employees wanted and not what motivates them.

Table 17   Position Comparison Maintenance, Clerical, and Customer Service

Work Motivation	Maintenance	Clerical	Customer Service
Good Wages	1	1	1
Job Security	2	3	3
Opportunity for Advan.	4	4	2
Good Working Conditions	3	5	5

Interesting Work	6	2	6
Apprec. For Job Well Done	5	6	4
Loyalty to Employees	7	7	7
Tactful Discipline	9	8	8
Feel of Being in on Things	8	9	9
Sympathetic Personal Help	10	10	10

Analysis of the data finds that there are variances in work motivation based on the three different job types. This finding is consistent with past applications of this questionnaire. The Maintenance classification was the only job type to maintain "good wage," and "job security" as their number one and two ranks. Both Clerical and Customer Service ranked "job security" number three, and Clerical ranked "interesting work as number two, and Customer Service ranked "opportunity for advancement as their number two work motivation.

The three work groups varied in their work motivation rankings but there were also similarities. One of these similarities was the Loyalty to Employees ranking, which all three work groups ranked as number seven. The low ranking is consistent with the forecast that loyalty is on the decline (Strum 1998). Organizational change has altered the significance of work. Work is less of a driving force in most employee's life and as a result there is less loyalty on both the employer and employees behalf. Another similarity is that bottom of the ranking, with minor variations, in "tactful discipline," "feeling of being in on things," and "sympathetic help with personal problems."

Cultural Background

    The literature review has established that culture has a significant influence on the

people who reside within it. Additionally, the literature has indicated that the work

motivation of employees can vary from one culture to the next and that expatriate

management needs to understand the employee (Flores 1989). The researcher believes

this to be true on the domestic front as well. The cultural background can shape the

motivation of the employee, and the findings of this study support this testimony.

However, I also think that it is important to observe that cultural background is perhaps

less an important of a determining factor for work motivation because they are bringing

their culture to the workplace. Regardless of the cultural background, employees belong

to different groups at work that the researcher believes have a more relevant impact on work motivation.

Note that because of the low response rate of Native Americans and Asians, their data has been combined with Other to provide a larger sample.

Table 18   Cultural Background Comparison

Work Motivation	African American	Hispanic	Caucasian	Other
Good Wages	1	1	1	1
Job Security	2	3	2	2
Opportunity for Advan.	4	2	5	3
Good Working Conditions	3	6	4	5
Interesting Work	5	7	3	7
Apprec. For Job Well Done	6	5	6	4
Loyalty to Employees	7	4	7	6

Tactful Discipline	9	8	9	9
Feel of Being in on Things	8	9	8	10
Sympathetic Personal Help	10	10	10	8

The data incorporates four separate work groups, but there are a surprisingly large number of similarities at the top and bottom of the rankings. These findings are consistent with the findings in position or job classification,

Gender

Table 19   Gender Comparison

Work Motivation	Male	Female
Good Wages	1	1
Job Security	2	2
Opportunity for Advan.	4	4
Good Working Conditions	3	6
Interesting Work	6	3

Apprec. For Job Well Done	5	5
Loyalty to Employees	7	7
Tactful Discipline	9	8
Feel of Being in on Things	8	9
Sympathetic Personal Help	10	10

The gender results are another good indication that we need to treat employees as individuals, as they are not all alike. The gender responses align with the position or job classification responses. The primary reason for this is that many of the job classifications in the hospitality and convention industry are still gender based. There are more males employed in the field of maintenance and more females in the clerical field. The convention industry, like many industries, is experiencing more of a crossover between job classification based on gender, but gender equality based on position will not happen in the near future.

Age

The data available for analysis based on age has been reduced to two categories, 18-40 and 41 and older. The reason for this alteration was that there was an insufficient sample in the 18-25 category and the Over 60 category.

Table 20   Age Comparison

Work Motivation	18-40	41-Older
Good Wages	1	1

Job Security	2	2
Opportunity for Advan.	4	3
Good Working Conditions	3	5
Interesting Work	5	4
Apprec. For Job Well Done	6	6
Loyalty to Employees	7	7
Tactful Discipline	8	8
Feel of Being in on Things	9	9
Sympathetic Personal Help	10	10

Years of Service

Similar to the problems with the Age categories, the Years of Service categories were altered to obtain a significant sample to be useful in this study. The two remaining categories are O-5 Years of Service and 6 Years of Service or More.

Table 21   Years of Service Comparison

Work Motivation	0-5 Years of Service	6 Years or More

Good Wages	1	1
Job Security	2	2
Opportunity for Advan.	4	3
Good Working Conditions	3	5
Interesting Work	6	4
Apprec. For Job Well Done	5	6
Loyalty to Employees	7	7
Tactful Discipline	8	8
Feel of Being in on Things	9	9
Sympathetic Personal Help	10	10

The Age Ranking and the Years of Service Ranking are identical for the two groups. The 18-40 category is the same ranking as the 0-5 Years of Service category, and the 6 Years or More category has the same ranking as the 41-Older are category. This is not surprising as there is a correlation between years of service and age. It is reasonable to think that the matching catagories have a very similar membership.

The many findings of this study have confirmed much of what was stated in the literature review. Management has had a tendency to treat all employees the same as if they all have the same needs. This is not true, but change is slow to occur. The tendency for convention centers, like other hospitality segments, to promote from within has brought the supervisory prospective more inline with the line staff from which many of the supervisory staff originated. Additionally, the flatter organizations that were created in the last fifteen years have eliminated layers of supervision and have increased staff communication and interaction for many supervisors at higher levels.

There are many reasons why people are different and have a preference for one work motivation over another. Cultural background, age, experience, gender, and type of position can all have an impact on the convention center employee. This study has confirmed that employees in convention centers, both public sector and private sector are influenced by these factors and more. It is important that supervisors and managers understand the differences of the staff that they work with.

The separate mission of public and private convention centers further influences these employees and provides for and satisfies different motivational factors. Regardless of the sector that a convention center resides, managers and supervisors must make a concerted effort to listen to the needs of their employees. Better understanding of employees will allow management to market their facilities to potential employees who are a good match for their organization (Taylor, Cosenza, 1997). Employees are changing and convention facilities must adapt to attract employees in a tight market where there is a shortage of unskilled labor. Convention Centers in both sectors need to expand on the facility characteristics that have attracted past successful employees. Public sectors, with the stability and benefit package of large public employers can offer long term employment, but maybe limited in their ability to be creative and vary the work when restricted by collective bargaining agreements. Private sector convention centers seem more able to work within an individuals existing schedule and employ them on a part-time basis, or offer employment in a more productive environment, where solid performance will be rewarded with increased responsibility and opportunities for advancement.

The supervision of personnel is an ongoing process that requires a unique combination of creative approaches with established practices. Managers and supervisors need to

understand the impact that psychology and sociology have a dual role in their success or

failure. Creating an awareness of the wants and needs of their staff, and modifying the

work environment to meet those needs is the first step to creating a stable workforce.

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Appendix A

Employee motivation survey questionnaire

EMPLOYEE MOTIVATION SURVEY

Instructions: Please Circle the Appropriate Answer.

1.   Gender: A. Male   B. Female

2.   Work Status: A. Full Time   B. Part Time

3.   Position: A. Supervisor/Management
                  B. Maintenance
                  C. Customer Service
                  D. Clerical

4.   Age: A. 18-25
             B. 26-40
             C. 41-60
             D. Over 60

5.   Cultural Background:
             A. African American
             B. Hispanic
             C. Asian
             D. Caucasian
             E. Native American
             F. Other _____

6.   Years of Service With Current Facility or Organization:
             A. 0-5
             B. 6-10
             C. 11-20
             D. 21-30
             E. Over 30

7.   Please rank the *work motivation factor* in order of importance as to what motivates you
     to work, with 1 being the most important factor, and 10 to being the least important factor.

Good Wages	_____	Interesting Work	_____
Job Security	_____	Appreciation for Job Well Done	_____
Opportunity for Advancement	_____	Loyalty to Employees	_____
Good Working Conditions	_____	Feeling of Being in on Things	_____
Tactful Discipline	_____	Sympathetic Personal Help	_____