



University of Stavanger
The Norwegian School of Hotel Management

**“An investigation of correlations between employee satisfaction and
guest satisfaction at hotels in Scandinavia”**

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“An investigation of correlations between employee satisfaction and guest satisfaction at hotels in Scandinavia”

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Abstract

The aim of this cross-sectional research was to investigate the correlations between guest satisfaction and employee satisfaction amongst 60 hotels in Scandinavia.

This research is set out to answer the following question: “ Can the results from the guest feedback systems for hotels relate to the results of the employee surveys?”

Moreover, ” can the results from employee satisfaction survey correlate with results from guest satisfaction?”

Further on the thesis has been investigating different aspects of Scandinavia’s largest hotel chain; Comfort Hotels and Clarion Collection Hotels, which are all a part of the Nordic Choice Hotels, and their use of Net Promote Score to measure satisfaction amongst their hotel guests. The results of 2013 have been correlated with results in an annual climate survey for the same hotels to research if there are correlations.

The literature review pointed out results from previous a study conducted in the hospitality industry and research questions has been explained in details.

Definitions and theories have also been displayed in the literature review where information about culture and climate are researched.

The methodological processes and procedures are outlined in order to answer the research question and based up on theories explained in the literature review.

The findings explains the actual results of the analysis conducted in SPSS and the findings gives us an indication of less than 20% variance in the models measured and possibility of multicollinearity.

The results of this study have indicated that culture made a strong unique contribution to explaining the total score of guest satisfaction.

Keywords: Organizational climate, guest satisfaction, employee satisfaction.

Organizational Culture.

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Foreword

This master thesis will investigate the different aspects of Scandinavia's largest hotels chain and their use of Net Promote Score to measure their loyal customers; the research will also investigate if the results are in relation to the results of the annual climate survey.

This research is also an investigation of the correlations between employee satisfaction and guest satisfaction.

Whilst writing this master thesis there are acknowledgments to be announced;

Special thanks to my supervisor, Torvald Øgaard at The Norwegian School of Hotel Management. I will also like to thank my co-supervisor Trond Bastiansen, former lecturer at the Norwegian School of Hotel Management, now Brand Director of Clarion Collection Hotels by Nordic Choice Hotels.

The company Flatworld Solutions has also contributed to the process of analysis that I appreciated a lot.

This research project has been an ongoing process from January to June 2014.

“Many thanks to my beloved partner who has supported me during the time of this project the past 6 months”.

1. Introduction

This master thesis research will look at different aspects of Scandinavia's largest hotels chains guest feedback system, and take this under consideration by comparing the results with the results of employee satisfaction.

The research will investigate the correlations between employee satisfaction and guest satisfaction at 56 hotels in Scandinavia.

Of the 56 hotels based in Norway and Sweden they are divided into two hotel chains; 35 Clarion Collection Hotels and 18 Comfort Hotels, which all are a part of Nordic Choice Hotels.

There will be a high focus on organizational climate and organizational culture in this investigation.

In the past decade several researchers has been looking at organizational culture and the effectiveness both financial performance and on an organizational level of this phenomena. A number of survey instruments are also used to approach the most accurate results of the organizations goals. In the literature review there are information about previous studies and how different researchers has been investigating organizational culture, climate and their methodology.

No theory is set out to be right or wrong, but in this thesis the researcher will look at the method used for Nordic Choice Hotels.

1.1 Research question

For the purpose of this study, the following research question is proposed:

“Is the results from guest survey feedback and employee feedback related? And are there a correlation between the results of employee satisfaction and guest satisfaction?”

An annual report is distributed to all employees of the Nordic Choice Hotels, disregarding department or position. This climate survey will ask the employee anonymously a range of questions within these categories/factors: culture, work climate, leadership by Nordic Choice, employee dialogue, management group, loyalty to own hotel, loyalty to own hotel chain and loyalty to Nordic Choice Hotels.

Within the range of factors a number of specific questions are being asked and will be explained in detail later on. All questions are to be answered with a likert scale from 1-7. Examples of the questions asked would be displayed briefly below, and in appendix A where the complete survey will be available.

Examples of question asked for the climate survey.

1.2.1 Culture:

- *At the hotel there is a lively, fun atmosphere
- *At the hotel we work and face challenges with enthusiasm
- *At the hotel we offer the guests "that little extra" (for the guest)
- *In my department we point out any areas for improvement

The categories about loyalty to own hotel/ chain and NCH asks the same questions:

- *How satisfied are you as an employee at this hotel/chain?
- *How attractive a workplace do you believe your hotel is, in comparison with other hotels/chains

Work climate is divided in different sections: ideas, strategy/goals, cooperation, competence, information and systems where the employees will be asked the following questions; These aspects will all be measured, more information will follow in the chapter of methodology.

- *In my department, we often discuss how we could improve our work routines.
- *In our department we receive support and encouragement when we suggest new ideas.
- *I feel that my work has clear targets.
- *I have been involved in work on the department's targets.
- *People in my department trust each other.
- *Any conflicts and problems are generally solved in a good way.
- *I am happy with how many colleagues in the department and I work together
- *My work gives me the opportunity for personal development.

*I receive the training I need in order to do my job

*The information that I need in my job is available to me.

*I have the equipment/tools I need to do my job.

Within the final factor: Leadership by NCH the employee will be asked a range of different questions about their manager and the management group:

*My manager shows me the direction we are headed clearly

*My immediate manager focus on our business

*My manager motivates me

*My manager sets a good example by his/hers conduct

*My immediate manager stimulates change and development.

*In the professional development review we agreed clear targets for me.

*Have you had a performance appraisal with your immediate manager within the last 12 months?

*I believe that the management group takes the right decisions.

In total there are approximately 60 questions being asked.

The survey is as previous mentioned distributed by e-mail to all employees of Nordic Choice Hotels (NCH); this includes everyone from receptionists, housekeeping staff, waiters, sales managers to department managers and general managers.

Everyone answers questions individually about climate and thoughts and beliefs of the organization and at the end they answer question about leadership and at this point they rate and write comments about their closest leader/manager of the organization.

NCPS is the annual employee survey and is proceeded by all employees who works in

the hotel chain (more than 30% position)

1.2.2 Background:

NCH wish to develop and stimulate to a creative, innovative and knowledgeable organizational climate. NCPS give the managers possibilities to measure satisfaction and loyalty and to focus on areas to improve.

General managers are responsible for their employees in more than 30% position to answer the survey.

It is important that the employees can find a peaceful place at the hotel, where they have access to a computer where they can also be alone whilst completing the survey.

It is further important that everyone at the hotel feels safe and secure on the confidentiality of the results of the survey.

The company; Scandinavian Leadership has a guarantee for the anonymous confidentiality for each and every employee, names are not in any circumstances to be mentioned and there are absolutely not possible to identify individuals answers of the survey.

The survey is not a competition but rather a tool to help enlightening areas to improve by the hotel and the departments.

Shortly after the survey is completed, all the hotels (department managers) will receive a login where they can check their reports with the results of the NCPS.

Due to confidentiality there is a demand of departments to have more than 4 employees.

The outcome of the NCPS has a high priority score within the organization and the employees are expecting that their managers will follow-up the answers and the results and that areas of challenges will be enlightened.

It is the manager's responsibility to present the results in front of their departments. In-group, everyone will contribute to suggest improvements, which will have to be registered in the NCPS system. The suggestions of improvements have to be available for the hotel chain managers, which again have the responsibility to follow-up this (Skaug, 2013).

1.3 Surveys:

A survey is one of the most used methods to gather the data based on self-reports (Neuman, 2011). It also asks the respondent about their knowledge, opinion or behavior in different types of designed questions for examples, open ended or closed ended question depending on how the researcher will process and analyze the data (Fink, 2003).

A survey is a common research tool in the leisure industry that is generally used to gather quantified information for decision-making (Veal, 2006). The research tool that can be design in different ways can be used in different situations and can have different methods of gathering information.

Moving on to another important part of this investigation, information about guest surveys and guest feedback will be displayed.

In many types of studies, researchers develop surveys by their own and distributes to hotels to get the answers they are looking for.

In this case, the guest surveys are already done by NCH.

All staying guests will receive an automatic e-mail when they check out of the hotel where they can give an honest feedback on service, cleaning, impression and breakfast etc. Scandinavian leadership develops these surveys and is distributed

through a tool called Loopon. More and detailed information about this will follow in the literature review.

The aim of this study is to test if there is a correlation between employee satisfaction and guest satisfaction.

The study is set out to be a cross-sectional study with a focus on organizational climate and culture in relation to guest satisfaction at hotels.

This research is not only for purpose of the researchers own interest, but also an investigation for Clarion Collection Hotels and Comfort Hotels in Scandinavia.

The already existing tools for analyzing satisfaction of employees within the organization and the analysis of guest satisfaction has not been investigated in previous studies for this hotel chain.

This study will in detail look at the results for the two mentioned hotel chains for year 2013 in order to achieve interesting and hopefully useful answers.

The purpose of this research project is to discover interesting findings about the correlations of the annual employee climate survey and the feedback from guests staying at the hotels. Hopefully the results will be useful and in a high interest for the hotel chain as well as for future researchers to see the correlations between these important aspects of hotel management.

The importance of conducting this study at this time is a requirement from the hotel chain, Clarion Collection Hotels, as previous researchers have not done this type of study, neither has the Nordic Choice Hotels.

To achieve the most reliable results data will be collected from the hotel chain from

annual result reports.

As mentioned previous in this introduction the annual employee survey, called Nordic Choice People Survey (NCPS) is ready for managers to read at the end of the year.

That is why data from 2013 will be analyzed in this project. Full reports of results from two hotel chains; Clarion Collection and Comfort Hotels will be presented and analyzed.

The second report will show data from the same two hotel chains of the year 2013 and data from these reports will also be collected from the management of the hotels chains.

The researcher had access on these reports as this was a request from one of the chain directors within the organization and that is how the research process started.

The research process will mainly consist of quantitative research method.

No interviews or focus groups will be inherited in this study.

For the results of guest satisfaction and guest survey this is available in APPENDIX B. The main categories of satisfaction in the survey is: booking, reception, service and cleaning which sums up a total score named Net Promote Score (NPS).

The following chapter will introduce previous studies up on organizational climate and culture and it will also explain definitions and concepts within the field topic.

2. Literature review

Introduction to Literature review:

In order to answer the research question as stated in the general introduction, a review of the existing literature is first carried out which aims to critically evaluate relevant data sources and research relating to the areas covered by the research question.

Firstly, a brief overview is given of the theme around organizational culture and climate. This chapter will serve as the background and context of the study, and will also include an analysis of relevant theory within organizational climate and customer satisfaction in the service industry.

Chapter one of the literature review will also include information and definitions on customer satisfaction and customer loyalty.

The second chapter will investigate more specifically the aspect of previous studies that has been research for this topic. Service quality and correlations will be closely watched in this chapter as well as surveys about guest satisfaction. The methodology and scope of existing research will also be examined to determine any potential gaps in the literature.

Studies on hotel guest satisfaction indication will be presented and results of the previous studies will also be highlighted.

Further a large study of organizational climate and organizational culture will be presented where the focus stays on employee's perceptions of customer satisfaction and hotel performance has a central role.

Chapter three introduces climate and culture to another extension where culture surveys will be reviewed. Definitions of culture and organizational culture will be displayed at this chapter. There will also be an insight in the themes of job satisfaction and job performance. Previous studies have also a central place in this chapter as it investigates correlations between employee's satisfaction and work performance.

The last chapter, number 4 of the literature review looks at the tool called Net promoter Score (NPS), as this has a significant role in this master thesis. The background for this tool will be reviewed as well as indicators and explanations on how it works will be viewed.

Finally, a conclusion is drawn which recapitulates the main findings of the literature review and determines the potential for empirical research. This will also serve as a basis for the following methodology of the current research project. The final chapter; 5 will be a summary of the literature review.

2.1 Chapter 1: Customer Satisfaction and Loyalty.

Customer satisfaction and customer loyalty are the key concepts in planning marketing strategies. The importance of customer satisfaction has already been recognized by private industry. Successful and innovative companies, such as Procter and Gamble and American Express, are increasing their efforts to monitor and improve satisfaction, because they realize the value of these activities in enhancing their images, understanding their markets, and increasing their profits (Hennig-Thurau, Gwinner & Gremler, 2002).

Locke (1976) as cited in Brief & Weiss (2001) defines workplace satisfaction as a pleasurable emotional state resulting from the appraisal of one's job. Weiss (2002) argues that workplace satisfaction is an attitude but states that emotions, beliefs and behavior need to be taking into account when studying the phenomenon

2.2 Previous Studies:

A small-scale study conducted in 1997 by Gavin Eccles and Philip Durand looked at the measurements of customer satisfaction and employee attitude at Forte Hotels. The hotel used a customer service consultancy company in order to help them enhance their performance in the service sector and as a hotel with satisfied guests. Managing the Service Business (MSB) developed and coordinated the research surveys for the hotel. The research and analyses the company did for Forte Hotels, was a process that was going on for 7 years. The respondents were over 3000 staff members and 3500 guests related to the Forte Hotels in the London region. The article does not describe the methodical processes in detail neither the data collection nor analyses measured. Through the process of collecting data and talking to the employees the researchers recorded a satisfaction rate amongst the employee of 70%! Other assets the survey included was: morale, training and communication and perceptions on the service they provide.

The data collections on guest feedback were conducted in a more qualitative method; the researchers spent two years by randomly interviewing guests in the lobby area after checkout. They could then identify any positive or negative experiences immediately, and after this a report were developed from each hotel and than compared with another. The outcome of this resulted in good internal communication such as they could exceed customer expectation trough internal analysis.

Results:

To sum up this study and look at the results; From year 1990 to 1996 the perceptions towards rating morale positively had gone up from 41% to 78%. Views on training and development had also increased from 41% to 81%.

Overall the staffs views had changes from a rather negative view on most of the

companies visions to very positive and enthusiastic which again led to high moral that showed positive indication on guest satisfaction.

The guest satisfaction had in 6 years increased from 55% up to 66% and the highest indicators showed that the guests were satisfied with staff and service and not only the physical and environmental facilities.

Forte Hotels were happy about the evaluation of the research and it showed that the employee attitude and customer service observations has added value to their company as member of staff has a higher influence on decision making and training and development coursed were developed.

2.3 Chapter 3: Organizational climate and service in the hotel industry.

Another study conducted in the year of 2003 at the University of Louisiana, New Orleans, looks at the organizational climate and the organizational culture. The author looks at the hypothesis that says that there are a link between good organizational climate and the service quality in the hotel industry.

In order to understand the organization or company from a management perspective, organizational climate can be used as a useful tool to predict the employees view on the company (Davidson, 2003a). The research done by Michael, Davidson also conducts an analysis that looks at organizational climate, service quality and customer satisfaction.

Davidson further implies that culture is based on qualitative measures whereas climate focuses on quantitative approaches.

From the beginning of times early studies on climate were done in the 1970's by (Schneider & Bowen, 1985) who looked at individual global assets of an organization and then there were Pritchard and Karasick (1973) who made a factor analysis of the dimensions of the climate.

From the perspective of methodology and data analysis view a factor analysis are not to be used for testing a hypotheses it is more of a data reduction technique as it takes a number of variables and search for a way the data may be reduced (Pallant, 2007).

There is more information about factor analysis in the methodology chapter of the thesis.

Whilst several studies has been done on organizational climate Davidson found that an issue of extent and multiplicity of dimension used in research, the most common factor is that there is hard to measure organizational climate as there is no agreement on dimensions to be used. To check the internal consistency, Davidson (2001) used

Cronbachs Alpha Coefficient and this resulted in a score of 0.96, which indicated a very high level of internal consistency and an excellent result.

Some of the dimensions Davidson uses for the organizational climate are: leadership and support, conflict and ambiguity, job variety and challenge, group cooperation, friendliness and job standards.

To sum up the this particular study results show that there are not only a high focus on the organizational climate in general but sub climate factors may also create an impact on the organization such as; climate for service, climate for innovation and climate for human resource and employee welfare (Davidson, 2003a).

Davidson further explains that the cornerstone for success is employees who take the responsibility their selves and recreate their tasks to provide excellent service for the customers and guests are the true satisfied people and this is why developing climate for innovation is highly regarded as an important aspect within organizations.

Hotel management operation, organizational climate and customer satisfaction are the factors highlighted in this study and the outcomes of this according to Davidson is that culture and climate shapes the employees actions and commitment to work tasks and service along with this there is a correlation between organizational climate and organizational performance.

2.4 Approach to service quality

The same author, Davidson Michael, also conducted a study where he looked at the integrated approach to service quality in hotels. He looks at the factors of customer satisfaction and company climate and performance.

The journal article investigates the employees understanding of performance at their workplace, it also takes into consideration the high expectations of service quality in the hotel industry. Customer satisfaction and organizational climate is linked together and enlightened (Davidson, 2003b).

The study further demonstrated that a relationship between employee perceptions of customer satisfaction, organizational climate and hotel performance would have to value climate high in order to achieve their great success.

The quality of service in hotels is quite demanding and of course expected. The manager of service quality of hotels can be hard to point out and it is arguably a topic of several companies.

Service quality can be measured in many ways and there are lot of factors to look at, for example when it comes to a dish served at the hotels restaurant; one can observe: the quality of the ingredients, how the meal was cooked, how the meal was presented and if it had the actual presentation of how the guest wanted it. This will view the outer aspects of service, but he service quality also plays an significant role when it comes to management and especially operation management, with this point of view the quality on service would be regarded as the waste when one cooks, and measurements of the final product, however there are so many need that are need to me met that service quality can not always be measured by tools through operation management (Davidson, 2003b). The author indicates that there are a few other tools to be used for measuring service quality and one of them is that the guests can give

directly feedback, but this may be a bit blurry and not trustworthy as the quality may differ from person to person as they have different expectation. Another tool is to use interaction between customer and employee and this leads us to three main factors for service quality; measurement and achievement of performing standards, customer assessment and employee/guest direct interaction. Preferable would be to implement all of these three factors together.

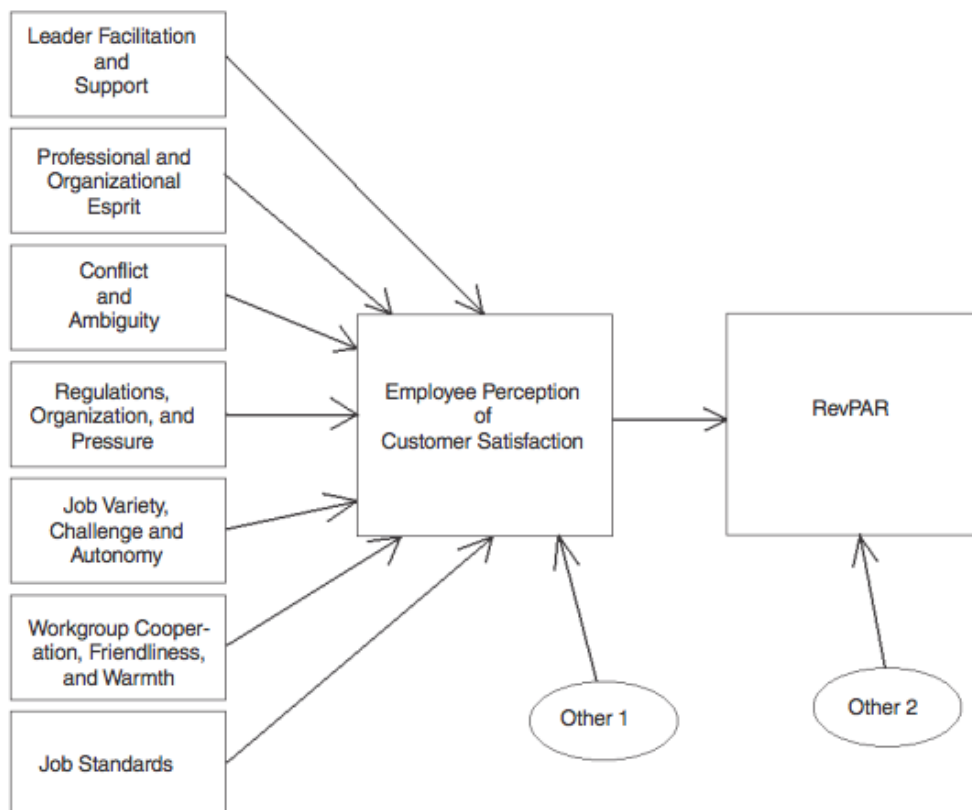
Going back to the topic of customer satisfaction and organizational climate, there are many ways to measure the quality in service such as; mystery shoppers, focus groups, pre- and post- customer service, total market service, guest comment and feedback systems.

A developed method for measuring service quality and guest satisfaction has been taken into consideration and investigated by researchers a while ago, where they looked at customers satisfaction from employees perspective and in the study they found strong relations between customers attitude about service quality and the employees perceptions on how they thought the customers experienced their service (Sneider & Bowen, 1985 1993).

The interesting finding from Davidsons study was that there were strong correlations between organizational climate, and employee perceptions of customer satisfaction and the final thing; REV PAR (revenue per available room) which accounted for 23% of the variance amongst the employees satisfaction of customers satisfaction. Moreover, the organizational climate had a variance of as much as 30% in employee perceptions of customer's satisfaction (Davidson, 2003b).

A study conducted in 2002 by Davidson *et.al*, seems to have a similar research approach as this master thesis, the study looked at organizational climate, employee perceptions, of customer satisfaction and RevPAR. There is a model in the study that shows how the analysis were done and it tells us that multiple regression analysis were set out to sort out the seven dimensions of organizational climate in order to predict the employees perceptions of customer satisfaction.

To check of there was a correlation between employee perception of customer service and RevPar he used The Pearson Correlation method. Lastly a structural model was develop to display the several dimensions and to show the independent and depended variables. (see model below) (Davdison, Manning, Brosnan, & Timo, 2002).



Model adapted from Davidson et.al (2002)

As we can see from the model above the independent variable is the employee perception of customer satisfaction and this is in a multiple linear regression.

Results showed that the multiple linear regression was significant between a set of independent variables and the already described employee perceptions of customer satisfaction which shows the calculations with the formula like this:

$$(F (7,1381) = 83.953, p < .001)$$

Further results of correlations coefficient turns out to me relatively strong as it indicated $R = 0.547$. Moreover a Pearson Correlation analysis was run and this indicated the correlation between RevPar and employee perceptions of customer satisfaction with a score of $(r = 0.112, p < .001)$ (Davidson, 2003b).

Lastly the employee perceptions of customer satisfaction factor were measured with all the seven dimensions such as; leader facilitation and support, professional organizational esprit, conflict and ambiguity, regulation organization and pressure, job variety, challenge and autonomy, workgroup cooperation, friendliness and job standards. This master thesis will not go into the details of results of these dimensions.

The conclusion of this study tells us that organizational climate and culture is essential for a successful company but this takes time to establish. The climate within one organization can be established more quickly than culture and it allows the managers to get a view of how their employees see the customers.

The study outcomes also showed that there was correlations and good correspondence between RevPar, organizational climate and employee perceptions of customer satisfaction (Davidson, 2003b).

2.5 Surveys amongst guest satisfaction

A question raised within the field topic of guest feedback systems and guest satisfaction is the extent on how employees interference with the distribution of the surveys and the question on how it might be biased, as the guests answer these on a voluntary basis (Yaniv, 2004).

It is further doubted that the guests that answer the feedback scheme are representative, it is actually claimed to be statistically invalid and unreliable. Further research claims that the guests who answer the feedback surveys are the ones who are very satisfied or the ones that are very unsatisfied. In some hotels, employees are handing out the surveys and a certain skepticism is looked at because no one really know in what mood the employee are in or how they tend to behave, when they are collecting feedbacks (Yaniv, 2004). The study conducted used the methodology a qualitative research where they asked open-ended semi-structured interviews and they were also looking at behavior and environment of the employees within a particular hotel. This master thesis will not go into detail in the methodology process of this viewed literature and study of Yaniv.

One important factor for the distribution of the questionnaire was that it should be available for all guests, attributes of the questionnaire contained factors about the physical environment, the contact employees had with the guests, distribution directly to guests on check out. Findings showed that staff found some implications by handing the questionnaires directly to the guest in consideration of the physical aspects of the hotel, e.g.: the front desk's height (some guests are children, some guests use wheelchair) and also elderly people and people who where not familiar with questionnaires of the language.

Other findings showed that the distribution of the questionnaire were biased in the

extent of some managers would give commission to the employees who handed in a certain number of questionnaire on their shift but this resulted in some employees faked the questionnaire by filling them in themselves (Yaniv, 2004).

The conclusion of this study showed a significant result that questionnaires did not have accurate results, as the employees tend to select which guests who would receive the questionnaire. Also the researcher suggested that the questionnaire should be distributed in a different and more visible way e.g. at the TV station or at the door handle. Another important factor for the questionnaire process to be successful is that the manager should raise awareness of the importance of the results of these questionnaires; the employees should be let to know that the management group was reading results. Managers should also raise awareness of that this process involves everyone at the hotels; managers, employees and the guests and that is why they should all be involved in the process (Yaniv, 2004).

2.6 Climate and Culture within organizations

In order to get an overview of these concept definitions will be explained;

Culture: “ *the set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as correct*”

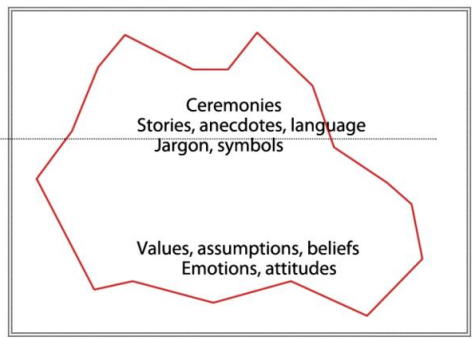
(Neuman, 2011, pp. 378).

Organizational Culture: *Organizational culture is defines as the shared perceptions of and the meaning attached to policies, practices and procedures employee experience and the behaviours they observe getting rewarded and that are supported or expected* (Ostroff et al, 2003, Schneider & Reichers 1983, Schneider at al. 2012).

This is exactly what this master thesis will look deeply into; the organizational culture of Comfort and Clarion Collection hotels. In a common belief of culture it can be claimed to be a pattern of shared beliefs about how things are being done in an organization, (Daft, 2008).

Daft explains in his book and in the chapter about shaping culture and values a model that can look at the levels of corporate culture and describes the three different levels of culture within an organization. This model is a useful tool whilst seeking to understand the assets of cultural dimensions, and to get a deeper understanding of this research.

A typical model of an iceberg is used to demonstrate:



Model adapted from Daft, 2008

Above the surface we have the visible assets such as; artifacts, uniform, hotel layout, symbols and slogans.

Below we got the deeper values and the shared understandings that are held by the staff, employees and other members of the company. Here there are two different levels, the first describes the expressed values such as “energy, courage and enthusiasm” and at the 2dn level we will see the underlying assumptions with the deep beliefs like: “culture eats strategy for breakfast!”

In other words; organizational climate may be defined as; *the meanings people attach to interrelated bundles of experiences they have at work, whilst organizational culture is the basics assumption about the world and the values that guide life in in organizations* Schneider, et. Al (2012).

Previous studies has been conducted on climate and culture; Schneider et.al, 2011 discovered that most studies has been done mostly of a qualitative case studies and employee surveys and the interest of organizational climate goes back to the 1960’s and it was especially dominate din the 1980’s. Studies also showed that there is

currently a higher focus on organizational climate than organizational culture, but this is in the industrial organizations.

Said in other words organizational culture can be described as a concept that pay attention to the individual and trying to understand the cognitive process and the behavior, so it can be said that this is a psychological approach.

Climate goes more deeply into the shared beliefs and values of the company, also this may be a long-term strategy (Davidson, 2003a).

The study conducted by Schneider *et.al* reviewed over 50 articles that were investigating organizational culture and they did absolutely see a higher number of studies that focused on organizational climate than organizational culture. The study further carries on about the significant differences of culture and climate with a particular insight in climate research that included; a resolution of levels of analysis issue, how to study climate and its usefulness (Schneider, Ehrhart, & Macey, 2013). Furthermore the study moves over to organizational culture research which looks at; leadership, national culture, organizational effectiveness and organizational culture and a moderator variable.

The study goes deeply into concepts and definitions of climate and culture, but this will not be reviewed here, as it already has been explained in the introduction.

In early research done on organizational climate researchers tend to look at the individual level of analysis and issues where brought up to what extend the climate was an individual experience construct or if it was a unit or and organizational attribute, explained briefly there was an issue of the level of theory and the level of data analysis (Schneider et al., 2013).

Findings showed that it was a very common practice for researchers within the field to include measures of interrater agreement in line within and between-group interrater reliability in order to support aggregation of individual perceptions to unit of analysis.

What has also been discovered is that in the later years climate surveys and its use in organizations has been focusing on multiple levels of analysis which correspond great with the survey this master thesis has been investigating of Nordic Choice Hotels people survey and all of its units.

There has also got to be a focus of organizational climate, theory, research and practice. Focus indicated the early research of culture that looked mostly climate for well-being and also with a strong focus on leadership and supervision style (Schneider et al., 2013).

The study keeps on reviewing previous studies on safety climate and transformational leadership and moves over to safety motivation and safety behavior, this can be seen as interesting but it is not relevant for this master thesis and will therefore not be reviewed further on, this also includes justice climate which the authors also touches briefly on.

Moreover the study looked at better-known factors of climate in organizations such as diversity climate and ethical climate, empowerment climate and climate for initiative which are a step towards relevance for this thesis as the NCPS do include some items of integrity but this will not be outlined in this particular section.

Yet an interesting finding in relation to all of the studies that has been done and researched for this article is the conclusion of a study done by McKay *et.al* that claimed that a three way interaction between diversity climate, service climate and minority presentation in the store (retail store, in this case) against customer

satisfaction. It turned out that customer satisfaction level where at the highest peak when diversity climate and service climate levels where high (McKay, DR, Liao, & MA, 2011).

By investigating a various numbers of studies on organizational climate, the researchers discovered that organizations has an approach to a multiple simultaneous climates which consists of process and strategic management and not only focused on a singular climate, but they want to imply that there has been to little research on the issues of multiple climates (Schneider et al., 2013).

2.7 Approach to organizational culture:

Schneider *et.al* did also investigate previous studies on organizational climate where it is claimed that approaches to culture is ought to be something that an organization has versus something and organization is.

A common framework conceptualized by Schein (2010) outlined three levels of organizational culture; artifacts, espoused beliefs and values and underlying assumptions. By looking at the first attribute; artifacts this presents the outer layer of culture which again presents; rituals, language, myths, dress and the space of the organization.

The espoused values is defined as the values that are reported by management as core to the organization may not always be visible for all of the members of the organization as well as it does not always show the reality of the values.

Moving over to the third and last attribute underlying attributes reflects up on why the employees of an organization goes to work day by day and live their lives as they do (Schneider et al., 2013).

Four themes has been an interesting field whilst researching organizational culture for Schneider *et.al*, they have been looking by the already mentioned themes; leadership, national culture, organizational effectiveness and organizational culture as a moderator variable. These themes will be briefly explained here, as they stands out as important aspects of organizational culture both for the research reviewed and for this master thesis in general.

Leadership of an organization is essential for future success and this study looks at two types of values within leadership, the first to be primary mechanisms; control on a regular basis from the leaders, how leaders react to incidents and crisis, how leaders allocate resources, rewards and status, and the final point which is highly preferred; how leaders recruit, select and promote.

The secondary mechanisms regard organizational structure, systems and procedures. It does also regard rites and rituals, the design of the physical spaces such as facades and architecture, and it can also include stories about events connected to the organization (Schein, 2010).

Schein further explained that these cultural embedding mechanisms has an impact on culture within organizations and that they are also found to be useful.

Moreover the researchers find the theories hard to support with empirical relationships.

Moving over to the theme of national culture and to which extent this will affect organizational culture. Results has shown that when national culture is correlated with the organizational culture of companies within them, a significant min effect is found (Gelfand, Erex, & Aycan, 2007).

Said in other words; national culture tend to have an impact on organizational culture,

but subcultures of an organization should be further researched and revealed to get more significant findings for this area.

Moving over to the third theme, the research goes into culture and organizational performance. It has been difficult to establish previous researchers of the field have pointed out a relationship with organizational performance outcomes as difficulties. The difficulties reviewed touched up on challenges of what levels of culture should be a focus of the organization (myths, stories and values), the unit of analyses which includes; subcultures versus whole cultures and the employee experiences and leadership actions (Wilderom, Glunk, & R, 2000).

The competing values framework can be used to determinate types of cultures within test of the relationship between organizational culture and organizational performance. There are four sells within the framework that are about to being explained here; Clan, that looks at the internal and flexible and has a focus on people, the second cell includes adhockery which focuses on external and flexible growth. The third cell tells us about market with a focus on competition, this cell is also external and stable. The last cell is hierarchy with a strong focus on organizational structure. All of the four sells that were briefly explained now can be compared in the framework with assumptions such as; human affiliation, change, achievement and stability (Hartnell, AY, & A, 2011).

In this framework developed by Hartnell *et.al* they explored the structure of the framework and the relationship between the competing values framework dimensions and the three indicators of organizational effectiveness that were set out to be: employee attitudes, operational performance and financial performance.

Findings showed that the framework behaved as they predicted, with organizations that were more like clans that had employees that were satisfied and committed rather than the organizations that had a more marked orientation approach (Hartnell et al., 2011).

The last attribute that was mentioned in the beginning of this chapter is the theme about organizational culture as a moderator variable; this is also the fourth and last theme in the theme of organizational culture research.

To explain this very briefly this is the conceptual variable that moderated the relationships both between and among other constructs.

Schneider (2013) outlines three important studies that he found but these are quite complex and due to word limitation this will not be explained in details for this chapter.

To include some insight of what culture as a moderator variable means, a few words of this will be outlined; a study conducted by Bezrukova et al. (2012) looked at the relationship between group faults lines and performance. They further looked at educational, tenure and functional background and this resulted in findings that showed that stronger fault lines were negatively related to performance that generated bonuses (Bezrukova, Thatcher, Jehn, & CS., 2012).

Conclusions of the study indicates that:

“An integration of climate and culture theory and research has useful implications for practice, especially vis-à-vis practice that yields data suggestive of organizational changes that might yield improvements in organizational behavior and performance”.

(Schneider et al., 2013) pp. 381.

Different approaches towards culture has been discovered and the researchers found that if culture is studied as something an organization *are*, the focus is often drawn to artifacts as myths and stories, whilst if culture is studied as something an organization *have*, the focus lies in comparative organizational culture as people, achievement and growth.

Both of the directions may be useful and successful combined together (Schneider et al., 2013).

2.8 The use of survey instruments and its outcomes:

The researcher has been looking at several studies and focused on organizational culture and climate. A study conducted in 2012 looked at the use of survey instruments and the link between organizational culture and effectiveness.

Researchers has earlier discovered that survey methodologies has two main limitation factors and that is their inability to access deeper cultural elements which can be semiotics and fundamental assumptions and also their use of priori contents such as standardized questions (Denison, Nieminen, & Kotrba, 2012).

It is further defined that: *“Most culture surveys assess specific behavioral norms and values to characterize and organization’s culture”* (Ashkanasy, Broadfoot, & Falkus, 2000). These norms can further be categorized as dimensions, which one will recognize in model that can describe interrelationships and correlations amongst specific dimensions. Such models and frameworks will be explained and used further in this research.

Ashkanasy et.al (2002) further found three different types of profiling instruments of

measuring dimensions of organizational culture, one of them are quite famous and is called the Pearson-culture, this type fit measures are deigned to understand the value between the individual and the organization and these can also discover the development and need for turnover management and effectiveness. There are also descriptive instruments that can measure the reliability and validity of the survey measures (Denison et al., 2012).

Reliability and validity can be hard to measure on surveys, and especially culture surveys, but researchers have also reviewed this topic. Discovers has showed that there is a general lack of evidence of reliability of culture surveys, but the study does not explain the reasons for this (Ashkanasy et al., 2000).

2.9 The Denison Organizational Culture Survey:

Denison and colleagues has developed a culture survey with four key traits towards organizational effectiveness and these traits turned out to be; involvement, consistency, adaptability, and mission which occurred from a previous study of Denison where he was looking at a combined qualitative and quantitative method to foster the cultural characteristics of high and low performing companies (Denison et al., 2012).

The four traits that were highlighted in the study has already been mentioned and the first one concerns involvement; focuses on the internal dynamics of the organization and further looks at empowerment, ream orientation and capability development.

The second trait about consistency involves the shared values and the efficient systems of the organization that looks at the core values, agreement and the coordination and integration.

The third trait engages adaptability of the employees and includes traits of creating change, customer focus and organizational learning.

At last but not least there is the fourth trait that talks about mission and this talks about the organizations purpose and direction with a strategic direction, goals and objectives and the vision (Denison et al., 2012).

A range of results of this study were outlined in the journal article, but this will not be explained in details here. However a few and the most important findings will be taken into explanation; the strongest relationships were discovered between culture and employee satisfaction, mean $r = .63$.

The support and interest for use of surveys has increased lately as it can be a useful tool for understanding the values and behaviors of organizational culture. (Sackmann, 2011).

Lastly the study looked at several published survey instruments that involved organizational culture and try to link them to organizational effectiveness. The outcomes of the study found some problems and challenges hence to types of reliability and validity evidences that were suppose to support the instruments. This means that it is definitely a need for future researchers to also include methodological approaches (Denison et al., 2012).

2.10 Relationship between job satisfaction and work performance

When reviewing literature it is essential to look at similar studies, but these can be hard to find. A study looking at relations between job satisfaction and work performance are not so similar, but quite relevant when looking at organizational climate and satisfaction amongst employees.

The study that are about to be exposed here, were conducted in 2008 in Macao's casino hotels which is the largest gambling place in Las Vegas (Zheng, Shi, & Siu, 2009).

Work performance variables play an important role when working at casinos and these can be interpersonal skills and technical skills as well as speed and mathematical skills, especially if you are working as a gambler in the casino.

Courtesy and confidence are also highly regarded skills, to point it out briefly, one needs to have good communication skills.

Customer satisfaction is directly linked to employees' job satisfaction as the employee at the hotels shows emotions all the time and needs to interact with all of the guests at any time of the day, therefore the employees' mood will directly affect the service given.

It is stated that if a company or organization wants to have satisfied customers, they first need to establish and satisfy the needs of the employees (Hofman & Ingram, 2002). On the other hand, job stress and dissatisfaction amongst staff would lead to poor service quality.

The survey design in this study of Macao Casino hotels was designed with questions of job skills, work performance, work ethics and job satisfaction. The survey included 23 questions where it started off with basic facts about the respondents such as age,

education and job position and then it moved on to more complex question on job satisfaction. To give the reader an indicator on how the survey was design here are some of the question asked;

- How often do you smile to guests?
- How often do you take initiative to help guests?
- How often do you make gaming mistakes?
- How skillful are you with the game you operate?

These are all open-ended questions but the survey did also include closed-ended question with a likert-scale where the respondents where suppose to point out on a scale from one to five on the following questions (only a few selected in this case), How satisfied are you with your casino? And how satisfied are you with your salary and benefits?

A convenient sampling approach where used for this explorative study, in total 892 surveys were used as convenient for the study (Zheng et al., 2009).

The research looked at relations between work performance and job satisfaction, and it also looked at job satisfaction in relation with the job drivers. The analyzes where able to find the median, mean and the standard deviation for the descriptive statistics that the respondents answered. To measure the correlation between overall job satisfaction and work performance, coefficients were used and at the end a regression model where used to identify the drivers of job satisfaction and the dependent variable where and the four independent variables where measured by likert scores (Zheng et al., 2009).

Correlations between employees overall satisfaction and work performance were investigated; the results showed that the coefficients of correlation were significant at the level of the job skills variables which included; difficulty in communication, foreign language, smile, greet, help etc. were positively correlated with the employee overall satisfaction at the level of 0.05 of "Difficulty in comm." and "No. of Game". Further, the highly significant and positive correlation between job satisfaction and "Tip" suggests that higher job satisfaction makes tip hustle less likely to occur. The two loyalty indicators, "Transfer" and "Quit" are both negatively and significantly correlated with employee overall satisfaction (Zheng et al., 2009).

Further it is claimed that this high satisfaction of work performance will increase the loyalty to the organization and decrease the employee turnover.

Further results were checked by establishing a regression model where the independent variables were set to be; salaries, benefits, supports, encouragement, guidance and help from supervisors, whilst the independent variable was set to be overall satisfaction. As a result salary and benefits turned out to be the highest satisfaction driver and after that training and support were highly appreciated.

As a result at the end of this study, the importance of training and support were seen as the most important aspect and managers should take this under consideration when conducting a strategy for development.

Age was also regarded as an important factor, as age was positively correlated to job satisfaction. The factor "year" (how long they have worked for the company) turned out to have a negative impact as the job satisfaction showed to decrease over time. As over 50% of Macos Hotels employees were in the age group from 18-25 years, the researchers predicted that the hotels has a challenge of motivating the

young ones and satisfy them to make them stay at the company (Zheng et al., 2009).

To conclude; this study faced some implications but this will not be explained further than just to mentioned, language skills should be improved and the job satisfaction should be measured more accurate, in addition to search for the maximum level of job satisfaction amongst the employees.

Also the researchers claims that to have a top quality hotel, there is need to be top quality service. The customer service provided at the hotels reflects the overall satisfaction amongst employees as well, and therefor the Macao need to have top-class labor force. Job training should be taken into serious consideration to enhance the level of quality in service and also to boost the job satisfaction as well as the work performance (Zheng et al., 2009).

2.11 Chapter 4 Net Promoter Score (NPS)

Nordic Choice Hotels has since 2009 been using Net Promoter Score to get feedback from guests that has stayed at the hotels.

Other famous companies already using this tool are Apple, Philips, eBay, Facebook, LEGO, GE, and American Express, (Reichheld & Markey, 2011). These companies use the NPS to track customer loyalty, engagement and enthusiasm.

The most important question to be asked for the companies using NPS is: “ *on a zero-to-ten scale, how likely is it that you would recommend us to a friend or a colleague?*”

This question will be further explained and research.

By using NPS it is a very effective way to measure loyalty from guests and employee.

The rating are divided into ambassadors, passive and critiques, as they are all being asked” Would you recommend the hotel to a colleague or a friend?”, the feedback scheme also asks the respondent to range the hotel in a scale from 0-10 and by this the scores are:

0-6= detractor 7-8= passive 9-10= promoter, questback.no (2013).

The main key figure, Net Promoter Score, calculated by taking the percentage of

Promoters minus the percentage of Detractors, so therefore if all the guests are

Promoters, the result is +100 and all guests are Detractors, the result is -100, Finne, S (2014).

Some of the questions being asked may vary between the different hotels and hotel chains but these questions remained asked for all hotels:

- The booking of my room worked well
- I am satisfied with the standard of my room
- I am satisfied with the cleaning

- The breakfast gave me a good start of the day
- The reception staff did a good job
- I am satisfied with the hotel restaurant
- I am satisfied with the service
- I feel that the hotel is taking responsibility for the environment and society

All of the above, the answer to a so-called "Likert scale" with response alternatives "I totally agree", "I somewhat agree", "I do not agree" and "I strongly disagree". (Plus a 'Unable to answer', but it does not affect the results).

Inside the Loopon they present, however, always results in a 0-10 scale, so therefore corresponds to the different response alternatives:

- I totally agree: 10,0
- I somewhat agree: 6,66
- I do not agree: 3,33
- I strongly disagree: 0,00

All questions and the guest survey are displayed in APPENDIX B.

To be noted for the different hotel chains: For Clarion Collection one question is asked: "I am satisfied with the evening buffet"

At Comfort Hotels this question is replaced with: "The hotel gave me a good offer on rate"

2.12 Limitations of the tool

One thing of course come up afterwards is that the outcome of the issues are not really comparable, thus e.g 7.5 in the room standard is not directly comparable with the 7.5 in the service - it is a feature the company are working on right now to add a "normalized presentation of the results," in which they will calculate the average score for all hotels using Loopon on all standard questions, and then present the results per question in relation to what section of all is on - then you should get a much more realistic picture which areas are good and less good at, Finne (2014).

Yet, Another thing the company, Loopon AB are working on is that they will write an article where they go through some statistics, they have found quite interesting connection between how guests respond to the various issues and the likelihood that it will back himself as a loyal guest, Finne (2014).

There might also be other limitations in general by traditional methods of measuring customer satisfaction, especially when it comes to surveys such as: The survey is too long, they are only designed to obtain research reports, too often anonymous, which will lead to less direct contact with the customers. More complications can be that the survey is designed in the language of a researcher and not the easy to read for the customer, yet if the response rate is low, the results are unreliable, Reichheld & Markey (2011).

The background of Net Promote Score

In 2011 (first published in 2006) Fred Reichheld and Rob Markey published a book on how net promoter companies thrive in the customer-driven world, the book defines the fundamental concept of NPS (Net Promoter Score) whilst it explains the connection to different companies growth towards sustainable success.

As Nordic Choice hotels has used this technique as their background of for the feedback system to their guest, this thesis will investigate the relevant system of NPS more closely.

NPS is based on fundamental observation that divides a company's customers into three main categories already mentioned; promoters, passives and detractors.

The promoters are the loyal and enthusiastic customers who keep on buying the product and keep telling their friends to do the same, whilst the detractor are very unsatisfied customers who are trapped in a difficult relationship with the company.

And then you have the passives who are on the average satisfied but not enthusiastic enough to tell their friends and colleagues, Reichheld & Markey (2011).

2.13 The Nordic Choice People Survey:

The process of this annual survey will be explained more detailed in the chapter of methodological processed but the deviation of the questions asked will be shortly explained here.

The survey is divided in Nordic Choice own leadership strategy; compass, chocolate, mirror and ball.

First of all there are thirteen questions concerning culture (see appendix A for full version of the climate survey)

following questions on loyalty to hotel chain, own hotel etc.

Moreover there are questions asked in relation to work climate that concerns strategy, information, tools and knowledge.

In the final part of the NCPS there will be a focus on leadership by Nordic Choice Hotels where the already mentioned symbols will be put in a focus.

The symbol “Compass” asks sub-questions of the managers and their way of leading the employee with clear vision of goals and directions.

The next symbol “chocolate” is asking about motivation and the symbol “mirror” wants to know the employees thoughts about their leaders reflection on themselves.

The last symbol called “ball” searches for answers about teamwork and change and development skills from their leader.

These questions and symbols will be more clear and investigated in the chapter of results and findings.

2.14 Chapter 5: Summary of literature review

This chapter has drawn the reader through a certain amount of literature and previous studies investigated by researchers within the sector of social science.

It first starts with definitions of culture and climate and follows by topics of service quality and correlations where guest satisfaction and surveys has a significant focus.

The importance of customer loyalty was briefly explained and followed by an insight of a number of previous studies.

The first study investigated looked at customer satisfaction and employee attitude at Forte Hotels where the researchers has investigated 3000 staff members and 3500 guest relations to the For the Hotels for a period of seven years. The study resulted in a positive outcome of increasing guest and employee satisfaction as training and development where the focus from the managers perspective.

Yet there is another study that has been reviewed and that is the study, if organizational climate and service in the hotel industry where Davidson looked at climate and culture and investigated the link between organizational climate and service quality in the hotel industry.

The author of this master thesis finds this study particular interested as it can relate to the master thesis. The study uses measures such as factor analysis and cronbachs Alpha coefficient. The study further resulted in focus on the importance of sub cultures and sub climate factors to have an impact on the organization. Correlations of organizational climate, and employee perceptions of customer satisfaction where also measured up against REVpar and to find results, the Pearson correlation method where used.

As this literature review has describes previous similar studies it has also talked a lot

about organizational climate and concluded with beliefs of climate goes deeply into shared beliefs and values of a company on a long-term basis.

Precious studies also showed an insight of survey instruments that involved organizational culture and outcomes of the study appealed to encouragement to futures studies as there is little evidence of reliability and validity to support these types of instruments.

At the end of this literature review you can read about the in-depth explanations about Net Promoter Score, which is a feedback system Nordic Choice hotels, is using for the guest to give honest and accurate feedback.

Many global companies such as Apple, Philips and eBay use the feedback system. Explanations on how the rate score is provided and questions asked for the guests were outlined.

The literature has now been reviewed and in the next chapter the methodical processes will be explained and outlined.

3.0 Introduction to methodology

The aim of this chapter is to describe the methodological processes and procedures employed to answer the research question, and how the study will be carried out in a logical order. Based on the findings of the literature review, the following chapter will guide the reader through the practical research process employed in this study and give a rationale for the choice of theoretical approaches. Key issues in the stages of the research process will be discussed, followed by a detailed overview of the research design. Furthermore the sampling approach will be explained moving over to the data collection. In addition, consideration of ethical issues and limitations of the research methodology are provided. Data analysis will also be provided in this section.

Research Question:

As pointed out in the general introduction, this research project poses the following research question:

“Is the results from guest survey feedback and employee feedback related? And are there a correlation between the results of employee satisfaction and guest satisfaction? “

3.1 Research Process

As pointed out in the research question, the aim of this research project is to determine how employee satisfaction and guest satisfaction can be correlated and if it has any effect. The literature review shows that in previous research, views on training and development increased 30% after results of guest satisfaction from a study for Forte Hotels. Aspects that were appreciated were moral, training and communication and perceptions on the service provided at the hotel.

This study was seen from a qualitative research process where the researchers interviewed guests on checkout of the lobby area in the hotels. The study differentiates with this master thesis research, which only looks at a quantitative process.

For the methodology it is important to identify which methods that have been used, why and how they helped in doing the research. There are many types of methods analyzed in various aspects like type of data, location, which resources are to be used and etc. Different research methods are used such as: primary data and secondary data. It is necessary to see if the expenses of collecting information are valid. If the researcher is the first one to use information it is called primary data, and if the investigator is the secondary user it is called secondary data, (Veal, 2006).

Different research philosophies suggest different methods. There are plenty of different methods for doing research. Veal (2006) suggests some of them. For example: theoretical that is seeking for general conclusion about the subject being studied. On the other hand there is empirical method which is opposite to theoretical and mostly rely on gathering primary and secondary data and, what is more important,

on observation and information from “real world”. Another method is induction or deduction. This research is using the first one because it is not starting from hypothesis but is forming the findings and analysing them.

There are also two different approaches to research such as quantitative research and qualitative research. By using quantitative research the data will be measured in numbers and the theory needs to be confirming, the process will have to be rational and the design be valid. On the other hand, by using qualitative approach to research the data will have meaningful use of words and the theory is developing. The process is intuitive and the design is emergent. Other characteristics that divide the difference between the approaches to data collection is that the setting for quantitative approach is impersonal and controlled whilst in the qualitative approach the setting is natural, interactive and personal, (Finn, 2000).

Qualitative research is important and exciting, in the way that it used a methodology that used depth, richness, nuance, context and complexity, and that leads to a qualitative method that focuses directly on analyses and explanations. Moreover qualitative research is based on the methods of data generation, which means that the context is flexible and sensitive rather than structured and standardized. Qualitative research can sometimes use some form of quantification, but the statistical forms of analysis are not central, (Mason, 2003).

The Phenomenology is all about the social processes of how individuals are shaped through human experiences, which is mainly assembled by using qualitative research methods. This research tradition is mainly about the experiences from the participants, (Sokolowski, 2000: Robson 2002). Other authors have different opinions when it

comes to the discussion of qualitative and quantitative research. Mason (2003) claims that there is no need for a research to involve stark either/or the choices between qualitative and quantitative methods, because none of them are unified bodies of philosophy.

Quantitative methodology can be quite complex and sometimes difficult to understand and therefore it is a need for explanations of the technique. Positivist paradigms are a common term used in the extension of qualitative methodology and so is the hypothetico-deductive paradigm, this will be explained later in the section about methodology. Further common factors when researching with a qualitative methodical approach is looking at causal relationships, value essays towards value freedom, use of primarily of random sampling, statistical analyses. The most common method for collection of data is surveys, case studies, observation and impact assessment. Types of surveys will be explained further below (Jennings, 2001).

Crotty (1998) argues before initiating a research project, researchers must consider the various research philosophies, and decide between the ranges of theoretical perspectives, research methods, and methodologies used in social research. Saunders et al. (2007) further provides a generic research process “onion” which depicts the main issues underlying the choice of research methodology; the layers of the onion representing the stages of the research process.

There is a logical link between the choice of research philosophy, approach, and the nature of data used in social research. The most common combination used in business and management studies is a positivistic research philosophy, deductive approach, and the use of quantitative data. The overarching methodological principle

of positivism is to conduct social science research in broadly the same terms as natural science. This way, deduction is used to test established theories using hypotheses or propositions, which is mostly based on quantitative data sources and analysis methods. In contrast, Interpretivism (Phenomenology) takes a view that theory follows from the presented data rather than preceding it, and is commonly used with induction and qualitative data.

3.2 Research Design

The design used for this thesis is descriptive design. Descriptive research is very common in the terms of conduction research within the tourism and leisure area, this may be due to changing nature of phenomena and separation between research and action also the area of study is relatively new, Veal (2006).

Descriptive research can draw conclusions on definitions towards the meaning of the term as it does not attempt to explain the actual reasons for a phenomenon, but instead it seeks to describe the phenomenon during a study (Jennings, 2001).

There might also be a mix of the use of research as explanatory research fits the design of this study because it seeks to explain how and why things are as they are, Veal (2006).

As explanatory research includes questions of *why and how*, it also leads into the phenomenon of causality. One cause can be used to predict something.

Between here and there, a number of major steps may be found, like the gathering and analysis of relevant data. The logical sequence of the research design is used to help the researcher to ensure that the evidence addresses the initial questions (Yin, 2003).

Explanatory research design is criticized as it has been suggested that this type of research lacks maturity. However, the aim of this type of research is to explain as mentioned above; why and how some phenomenon are related etc. The reason for choosing this type of design is for the researcher to try to find a cause to explain a specific pattern described by descriptive research. It is also important to mention that explanatory research does not depend exclusively on hypothesis.

For this type of research design there may be possible to use qualitative, quantitative or a mixed-method approach but as for this research in specific there will only be use quantitative method.

A model has been made to clarify the units and variables within the actual analysis provided for the research question.

The questions asked have been introduced and the answering rates have also been displayed in previous chapter.

This model shows how the researcher intends to measure the different variables and basically shows how the overall design of the study is established.

The model shows first the main item: NPS (Net promoter Score) from the guest feedback report and below it there are sub factors that affects the results. The sub factors are; room standard, breakfast, reception, service and cleaning.

Side by side there are all the four main items from the Nordic Choice People Survey, starting with Culture that has as much as 14 sub factors following by loyalty and its sub factors.

Moving on to the next item one can see the score of work climate that has six sub factors such as; ideas, strategy/goals, cooperation, competition, information and systems.

The final item there will be an indication on leadership and its six sub factors; compass, chocolate, mirror, ball, employee dialogue and management group.

Models and measurements are available in APPENIX C.

The research design for this study is based on the following key aspects:

- Data collection method
- Data sources
- Data analysis method
- Data presentation

As briefly mention before, this research exclusively uses a secondary *data collection method*. Secondary data is data previously collected by someone other than the researcher. In contrast, primary data is collected directly by the researcher conducting the study using data collection methods such as interviews or focus groups. This study has not implemented any interviews or focus groups as it has been collecting data from already existing surveys.

Sources of secondary data can be qualitative and quantitative, in this case predominantly quantitative. A disadvantage of using secondary data is that others have collected it before, with perhaps differing objectives, which stresses the need to ensure the validity and reliability of the data. Advantages include that it saves time, which makes the research project more feasible to carry out, and that it provides a larger and higher-quality database than would have been possible for the researcher to collect alone.

Quantitative methodology will influence the design of this study through the whole research. This type of methodology derives from positivist social science paradigms, which also reflects the scientific method of the natural sciences. In a more detailed view this type of research is set out to commence with theories about a particular phenomenon as it also collects data from a real-world setting and further on analyze the gathered data to either support or reject one or several hypothesis (Jennings, 2001).

The research question of this project investigates if there are correlations between employee satisfaction and guest satisfaction amongst 58 Nordic Choice hotels. This makes the study a cross-sectional study.

The researcher is able to access to types of data whilst conducting a study, mainly primary and secondary data. A primary data is also known as empirical material sources are the type of data that are collected first-hand by a researcher and this can be responses to questionnaires, interview texts and observations e.g. in focus groups. On the other side there are the secondary data resources has already been produced by previous researchers and is not connected with the first project. This type of data may include statistical records, government documents, letters and basically research material and data conducted by other researchers (Jennings, 2001). As for this research project there will be only secondary data provided.

3.3 Sampling approach:

A sample is a small portion of the total population, the researcher is going to use for the collection of data, It is highly important that the sample is representative, because if not it would not be useful. Sampling is an effective way of getting detailed information, (Clark *et.al*, 1999).

A convenient sampling design was used in this study. This means that no random sampling or assignment was performed.

A non-random sampling can also be known as non-probability sampling as the selection of participants are non-structured, the opportunity to participate is unequal change and the relationship is non-representative.

To not cause confusion a random sampling is called probability sampling has structured and systematic selection of participants, there is an equal chance for opportunity to participate and there is a representative relationship to the population (Jennings, 2001).

Convenient sampling was used because of the surveys had already been done by NCH and the respondents are people who work for the hotel chain, therefor the sample could not be random.

Survey is method that gives data based on self-reports and is used when research is based on questions that people are willing to answer (Neuman, 2010).

The Nordic Choice People Survey is distributed to all employees at all NCH in October every year.

The guest feedback surveys are automatically sent to guests that are registered by their e-mail address in the booking, and they will receive the feedback scheme within 2 days after check out.

There are no personal data to be displayed for this research project, as this is strictly confidential this requires both guests and employees of the organization.

The main reason of having a sample is to obtain the representative units within the population, (Finn. *et.al*, 2000).

It may be difficult to know the sample size of the research, but it must be absolute rather than relative, because the size of population may affect the data collected and it might vary in countries and cities. If the size of the sample were too large it would be difficult to measure it, so the sample needs to be increased to minimize the errors that can occur, (Bryman, 2008). It is also said that *“the greater the sample size, the more accurate will be the estimate of the true population mean”* (Kumar, 2005, p.168).

To not cause any confusion some definitions are required to establish basic knowledge about the methodological considerations in the topic of sampling.

When a researcher talks about population it is as described above the units that are focus of the research project. The units can be family, friends, visitors, employees, managers or transport providers and accommodation facilities (Jennings, 2001). In this case of research the population will consist of employees, managers and guests at the 60 selected hotels.

Yet, another important key term used in this process is sample; which is the selection of the units, as mentioned above from the overall population.

A common asked question and one important aspect of sampling approach is the size of the sample. In quantitative methodologies like any other study the sample size may vary, and one can use a census but this is not recommended as it may lead to insufficient results. As some researchers claims that the size of a sample should be 10% or 20% of the population others claims that if the populations is under 100 a sample of 30% should be representative and if the population of over 10.000 a minimum of 10% population should be sampled (Jennings, 2001).

There are no information provided on who and how the population of the guest survey behaves, as the results are just gathered from guests stayed at one or more of the hotels in 2013.

To not have any personal information e.g. age, sex, location etc. may be seen as a limitation to the sample approach but requirements of anonymity are highly protected.

However, there is information on the score rate and numbers of answers for the hotel chains.

For Clarion Collection hotels one can see that the data is gathered by internal e-mail whilst the public data source is gathered through; booking.com, hotels.com, trip advisor and HRS hotels.

The guest types are; overnight guests, conference leaders, conference bookers and conference participants.

The number of staying guests in the period from 01.01.2013-31.12.2013 where: 546.560 and the numbers of sent surveys where 218.624, whereas less than 100.000 where answered.

This feedback score may imply a large drop of sent surveys and answered but a score

of approximately 100.000 answers is considered as reliable. (See appendix D)

Moving over to Comfort Hotels population of the sample, we can see that there were 533.900 checked out guests in 2013. Amongst these there were 147.300 that did receive a feedback survey to be answered but only 31.663 did answer the survey. (See appendix E for all results).

For the Nordic Choice People survey limited information is provided as this stays within the organization for confidentiality reasons.

3.4 Data collection

There are two main approaches to collect information, which is categorized as secondary and primary data. The secondary source includes information gathered from documents, earlier research, and census and service records whilst the sources of primary data can be observation, interviewing and questionnaires, (Kumar, 2005).

The questionnaires were a part of the quantitative method as it seeks to be controlled.

Questionnaires are a useful way to collect data, and it has been used in the tourism industry for collecting information about tourists and their behavior, (Brunt, 1997).

The interview is a qualitative method. The combination between these two methods can seek to improve the validity of the research, (Finn, *et.al.* 2000).

Distributing a questionnaire is also a method of collecting data, (Kumar, 2005).

Furthermore, there have been findings about successful use of surveys in market research, Hoinville and Jowell (1978) claim that surveys are more effective than just observation of a population's characteristics, behavior and attributes.

Data is simply something that we collect and afterwards analyze to conduct a conclusion for a research. There are two different approaches to data collection, which are primary and secondary. Through primary data collection the information accessed would be new, in this case the information needed to be specific required, because it did not exist anywhere else. That is why an interview seeks to find these kinds of answers. (Brunt, 1997)

Moreover, primary data is seeking new data to answer specific questions and is often created by a researcher to generate the design of the study and the collection analysis.

These will at the end show that the researcher aims the result of primary data has direct contact with the source. As a result of using primary data, the researcher has the opportunity to control and judge the quality of the gathered information, (Blaikie, 2003).

For the research that has been conducted for this master thesis, the author did not test and distribute the survey as it has already been developed and distributed annually by the hotel chain, however comments about the surveys and its implications will be mentioned and discussed.

There are also various examples and statements on which type of survey a researcher should use for the best results. The types of surveys can be mail surveys, telephone surveys, e-surveys, self-completion surveys, interviewer completed questionnaires and on-site surveys, just to mention a few! In the case of this particular study, the surveys are as explained already conducted as an annual climate research for the employees but if one has to choose a category of the ones above the most accurate one will be mail-surveys.

The mail surveys gather data from respondents who fill out the survey and return it back to the researcher. In the case of employee climate survey all the respondents are selected and emailed from the head office, and everyone has to answer the survey within a few weeks. If they don't they will get reminders and their managers will talk to them face to face to try to make everyone answer. In the case of guest feedback, it is optional to answer a satisfaction survey. Details of the surveys have been explained in the literature review section and appendices are also available at the end.

There are as a matter of fact advantages and disadvantages about this type of research method.

Some of the advantages are that this is a more cost-efficient way of distributing surveys, it is also completed at the respondents convenience, these surveys can also be displayed as anonymous and confidentiality and lastly it is claimed that mail surveys are more likely to get a higher response rate (Jennings, 2001).

The disadvantages may be that the questions are not asked face-to-face with the respondents, and many of the surveys are not completely filled out when it is returned. Also the respondent are not able to clarify the questions if he/she does not understand, and the researcher can never be sure if the respondents are answering 100% correct (Jennings, 2001). As the researcher for this master thesis does not design any of the surveys, details and theory about questionnaire construct will not be explained in this section.

The data instruments that have been used for the measurements provided in this thesis is the Statistical Package for Social Science also known as SPSS.

SPSS is probably the most used software to analyze quantitative data and in this case it is used for analyzing the data, from the questionnaires, (Bryman, 2008).

SPSS is known as a software system that enables researchers to produce and conduct statistical analysis of quantitative data and can also be used in the purpose of enter and store data, generate data files, output files and graphics, print tabular results and prepare graphs and charts (Jennings, 2001).

The data has been gathered from 4 different reports collected from the hotel chains; first report included all data from Clarion Collection Hotels and the results from the guest feedback survey (loopon) the second report includes the same data from Comfort Hotels.

The final reports shows data from the NCPS from both hotel chains in two separated reports. The process of combining at analyzing the data stressed a c complicated process that required skills and competence within the field of data analyzes.

The researcher contacted a company called Flatworld Solutions that are an outsourcing company that provides services like data entry; call centers, software development, healthcare, Research & Analysis across different industry verticals like Logistics, Customs Brokerage and more.

All information has been handled with confidentiality.

3.5 Data Analysis

In this section the researcher will be presenting which type of data analysis that are planned to be used followed by an explanation of choices.

The data analysis is about how the researchers are going to analyze the data that has been collected, (Ritchie, B *et al.*, 2005).

The type of data analysis that is been planned to use during this research are several. To have an indication on how data analysis is done a short overview of theories within this field will be mentioned.

Data analysis is also defines as: “The process by which the collected information is examined and assessed in order to identify patterns that address the research question (Jennings, 2001)

There are four different types of analyzing the data that have been collected: univariate descriptive, bivariate descriptive, explanatory and inferential. The two first ones focus on patterns, whilst explanatory analyses focus on variables to find the cause or causes for the patterns. The last type of analysis, explanatory and inferential generalizes samples from populations, (Blaikie, 2003).

The quantitative data can be measured into three basic types; categorical/nominal, ordinal and cardinal/ numerical. The categorical data comes from the questionnaires; because the responses from the questions are putted into groups and categories such as if the person is male or female and age groups. In this particular research there are no information of the participants sex or age.

The second type of data is ordinal which includes typical likert scales and ranking scales from good-bad or from excellent to poor service for example. The last type

called cardinal data tells us about the measurements of numbers of data such as how many events the participants attended, this is not considered as the importance of which event that was attended or the most interesting, (Brunt, 1997).

The choice of *data analysis method* depends on the nature of the gathered data, if it is qualitative or quantitative. In this research project, data is gathered from four key sources and consists predominantly of quantitative data.

By doing a quantitative method of data analysis there are a few key points that is worth mentioning to this technique, quantitative analysis involves a large set of numbers and statistical formulas, it is also predicated to deduction, it tests hypothesis and it involves comparisons between variables at least this method aims to be error-free but this we can not know for sure.

To assure the process of data analyzing techniques it is often recommended to code the data, which again involves development of codes, data entry, and data cleaning (Jennings, 2001). Further recommendations of preparing a codebook is given to make checklists, data coding and data checking and cleaning. In the case of this study this was not provided as the surveys were not conducted by the researcher and the coding were done by a third party company.

However, the researcher has checked the final step of the data entry process as mentioned called data cleaning or data editing. This has been done to ensure that the data was entered correctly and there were not questions forgotten or record of response were forgotten or even wrongly classify response etc.

SPSS (Statistical Package for Social Science) was used to analyse the collected data.

One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. This data analysis is planned to be used for finding the accurate results. Ideally, the Cronbach alpha coefficient of a scale should be above .7 (DeVellis 2003). Cronbach alpha values are, however, quite sensitive to the number of items in the scale. With short scales (e.g. scales with fewer than ten items) it is common to find quite low Cronbach values (e.g. .5).

Internal consistency is also set out to be a second aspect of reliability, where the scale indicates how it is free from random error. The first aspect called test-retest reliability will be mentioned later in this chapter on data analysis.

The statistics used for this type of analysis, especially because it has been made in SPSS is the already mentioned Cronbach's alpha coefficient, which will indicate the average correlation among all of the items displayed in the scale. The value may range from 0 to 1 (Pallant, 2007).

Cronbach's alpha (α) is a term of how to measure the accuracy in what you measure, according to Gripsrud et al. (2006).

3.6 Measurements

Statistical analysis needs to be run in order to achieve the correct results and to verify if there are reliability and validity in the study.

First of all linear regressions analyze were done to indicate the variance and strength of the relationships.

This must be in prior to using the items in other analysis such as multiple regression, which will be explained further on, and analysis of variance (Pallant, 2007).

The scales that will be taking into consideration of measurements in this study is:

Multicollinearity, Variance Inflation Factor, R Squared, Regression Coefficients and Significant and Beta Values.

Likert scale is part of the scale construction. According to Neuman (2010) this scale is used very often and is measuring opinions on ordinal level. Answers offered in Likert scale need at least two categories.

A regression analyses will be used in order to measure the following aspects:

NPS will be set as the dependent variable and measured towards the independent variables: Culture, Climate and Leadership.

Further the sub factors will be measured, still set the NPS as a dependent variable and then measure it towards Climate; ideas, strategy, cooperation, competence, information and systems.

Finally NPS will be measured towards leadership; compass, chocolate, mirror and ball.

Further NPS will be set as the dependent variable and measured against guest satisfaction: Booking, Reception, Service and Cleaning.

All models of measurements available in APPENIX C.

Pearson coefficient

A relevant statistical technique for this research will be the Pearson Coefficient to explore the strengths of relationships between variables.

This will give some answers of the strengths of relationship between two continuous variables and this will also indicate if there is a positive or negative direction. To assure this the it is known that a positive correlation means that one variable increases and so does the other whilst a negative correlation indicates that one variable increases whilst the other is decreasing (Pallant, 2007).

The relationship between the items inside the constructs will be investigated using Pearson's correlation coefficient. Cohen (1988, as cited in Pallant, 2011) suggests the following guidelines for correlation value interpretation:

small $r = .10$ to $.29$

medium $r = .30$ to $.49$

large $r = .50$ to 1.0

3.7 Reliability and Validity:

Reliability refers to the consistency of a measure of a concept, (Bryman, A, 2008).

When finding out if a measure is reliable, there are three factors that have an impact: stability, internal reliability and inter-observer consistency. In other words, reliability in the research is about the importance of being able to conduct results that are already measured and also to reproduce new results. Validity is looking at the results and findings and to see if they are correct and valid, (Clark, *et.al*, 1998).

Looking at stability within reliability, this meaning of term shows whether there is a variation of the results over time, which there should not be if the measure was stable.

Validity reflects on the issue of measurement, if the measurement of a concept really measures the concept provided. There are five approaches to the concept of validity such as: face validity, concurrent validity, predictive validity, constructs validity and convergent validity. The first type is the most essential, because Face validity involves people with experiences to judge if the face of the measure reflects the concept that is concerned. In other words, the one and each question on of the questionnaire needs to have a logical link between the objectives, (Kumar, 2005).

As this study will investigate to what extend some assumed independent variables effect the dependent variable a good theory is to look at the what the causality indicates such as a logical relationship between these variables that leads to a direct consequence of the independent variable (Bickman L., 1998).

It is well known that reliability and validity are related, because they are both analytically distinguishable, and validity presumes reliability.

The concept of reliability in relation to research is used to measure if the results are predictable and accurate. The two ways of looking at reliability is the extent of accuracy which is reliable or the extent of inaccuracy which is unreliable. The factors that can have an impact on the reliability are; the wording of the question, the physical setting, the respondent's mood, the nature of interaction and the regression effect of the instrument, (Kumar, 2005).

Validity of the measures provided for this research will be presented in the next chapter where the results will be described.

The reliability of findings will be presented in the chapter concerning the discussion. (Chapter 5).

This chapter has provided a justified methodology, which describes the research process and procedures employed in this research project.

4. Results & Findings

Introduction:

The purpose of this chapter is to describe the data collection and the obtained sample following by validation of the measures and at the end a description of the main findings will be presented. Presentation of the gathered research data and findings from the analysis will also be prepared in this chapter.

The empirical data has been evaluated and analyzed by looking at the scores and relationships among them. Several types of analyses what are provided in this chapter have investigated the relationships.

Description of data collection

The descriptive statistics are also available in the appendix F. this is just an indication of the scores for this research.

When describing the total sample, number of answers where chosen to as a total description.

The total population where 56 where the minimum score were 5 and the maximum where 48, the mean has a score on 19 and the standard deviation 7.

The NPS variable varied from -27,60 to 81,71. The std deviation for this variable where 7.080. and the N = 57.

Leadership as a variable N= 56, This variable varied from 4.17-6,93 and the std deviation was .44.

Cultures as a variable showed N=56 and a variance from 4.82-6.80 whist the std deviation where .33. Moreover the final variable where climate which showed N=56 and a variance from 4.60-6.71 where the std deviation were .36 which indicated a 36%.

Academic literature findings:

The literature review identified a number of academic studies that focused on organizational culture and organizational climate.

As mentioned in the literature review a small-scale study conducted in 1997 by Gavin Eccles and Philip Durand looked at the measurements of customer satisfaction and employee attitude at Forte Hotels. The hotel used a customer service consultancy company in order to help them enhance their performance in the service sector and as a hotel with satisfied guests.

To sum up this study based on the results; From year 1990 to 1996 the perceptions towards rating morale positively had gone up from 41% to 78%. Views on training and development had also increased from 41% to 81%.

Overall the staffs views had changes from a rather negative view on most of the companies visions to very positive and enthusiastic which again led to high moral that showed positive indication on guest satisfaction.

The guest satisfaction had in 6 years increased from 55% up to 66% and the highest indicators showed that the guests were satisfied with staff and service and not only the physical and environmental facilities.

Forte Hotels were happy about the evaluation of the research and it showed that the employee attitude and customer service observations has added value to their company as member of staff has a higher influence on decision making and training end development coursed were developed.

The next study reviewed was the study concerning organizational climate and service in the hotel industry conducted by Davidson et.al. 2003, that looked at the hypothesis that says that there are a link between good organizational climate and the service

quality in the hotel industry. The results of this study showed that there was a direct positive correlation between good positive organizational climate and organizational performance. However, the researcher claims that there is a need for further research on deeper analysis on organizational process to understand how climate and culture can shape the service quality of an organization that also would lead to impacts on customer satisfaction (Davidson, 2003a). Finally he concludes with a model that shows that there is a link between organizational climate and service quality but he also highlights the importance of empowerment and training.

A study conducted later by another researcher, Yaniv Poria (2004), looked at employee's interference with the distribution of guest satisfaction surveys, as described in the literature review. The study explored the distribution of guest surveys at hotels and the implications of the process hence to bias and employee process. The results of this study showed that the sampling procedures were done at convenience of the hotel employees rather than systematically sampled, the reasons for this might be for self-presentation reasons. The study further suggested that the employees intervention is a factor that effected the data and renders in a negative way as it showed to be less than informative (Yaniv, 2004).

Nordic Choice Climate Survey

By first and foremost looking at the response rate of the climate survey; we can see that the Clarion Collection Hotels had a total response rate of 92% whereas this included a total of 617 answers.

For Comfort Hotels the total response rate was 94% with a total of answered surveys of 450.

So in total results of employee respondents has been gathered and analyzed for 1067 persons.

Results of measurements

This part of the chapter will present the actual measurements and the results of the analysis. The different types of analysis will be explained carefully in order to achieve the best possible understanding of the results.

First of all there has been conducted a linear regression analysis in order to identify the relationship between two variables. This type of statistical tool may also be used to measure the dependence of a variable on one explanatory variable.

For this approach the regression is used to describe the mathematical model to explore and describe the relationship between the variables explained below.

A linear regression is also set out to be an extension on Pearson correlation, which will be explained further in this chapter.

To start off the dependent variable were set off to be total score of NPS for all selected hotels in 2013. The independent variable were selected to be the overall score from the NCPS. So that the measurement is the overall score from guest satisfaction and the overall score from the employee climate survey.

The first measure that has been done is the NPS score, which was chosen as the dependent variable and measured towards the independent variables; in the employee survey named; Culture, Work Climate and Leadership.

As a result of correlations one can read that the dependent variable NPS has a positive correlation with culture: .07 but preferable it should be above .3.

The next variables NPS correlate substantially with work climate and leadership (-.04 and -.11) To state this simple the correlation between NPS and culture is positive and the correlation between NPS and climate and leadership is negative which mean that

it is not significant. (for output see appendix G)

As a part of the regression procedure here has also been performed a collinearity diagnostics, this is to pick up problems that may occur. By looking at the indicator of tolerance results shows that the variance inflation factor has a score of 9.70 for culture, 9.38 for work climate and 3.47 for leadership that indicates a high correlation.

R Squared analyze

The model explaining the relationships between the variables can be found in appendix C. Six models with different variables were tested and analyzed.

By looking at the model summary, findings of R Square has been indicated to tell us how much variance in the dependent variable, in this case: NPS is explained with the model and the independent variables that in this model represents; Culture, Climate and Leadership.

As explained in the previous chapter on methodology; R Square is measuring how close the data are to the fitted regression line. It can also show the coefficient of determination. The numbers are always between 0 and 100%.

1) From the first model here; the R Square are .201, which means that there is a 20% of total variation of the model. The rate is considerable as a low R Square but in some fields, such as social science a score below 50% can still be a positive finding.

2) At the next analysis that was measured, NPS where set as the dependent variable and measured towards independent variables as; ideas, strategy, cooperation, competence, information and systems. The number of populations shows 50 for this analysis as the previous one.

The model summary explains that there is a 9% variance in the R Square value. This score is lower than in the previous model, but is considered as good as the research looks at human behavior and this is hard to predict.

3) The next analysis that has been evaluated is the Regression where NPS is the dependent variable and the independent variables are the four dimensions of leadership by Nordic Choice Hotels: Ball, Mirror, Chocolate and Compass.

In this analysis there population also exists of 50 items.

In this analysis result of R Square shows .109, which indicated a 10% variance in NPS.

4) Moving on to the next analysis being explored. The dimension of Culture was set as the dependent variable and the independent variables where; booking, reception, service and cleaning.

Only 34 items where included for this analysis.

The R Square result of this analysis shows a 19,4 % variance in Culture.

5) To continue Climate were set as the dependent variable and measured with the same independent variables as the previous model; booking, reception, service and cleaning. This also measures of the population of 34.

R Square shows a 15% variance in Work climate for this analysis.

Model number 6 measured the same independent variables as the two previous models; booking, reception, service and cleaning only at this model leadership where sat as the dependent variable.

This model also shows a population on 34.

The results explain a 10% variance in Leadership By Nordic Choice Hotels.

Multicollinearity

In this part of the results, the correlations between the variables in the models will be displayed. This is to indicate if the independent variables who some relationships between the dependent variable, which should show a results above .3.

This chapter will also present the results of the Variance Inflation Factor (VIF), which is used as an indicator of multicollinearity as it measures the impact of collinearity among the variables in the regression model.

1) The first model already explained in the beginning of t this chapter measured Culture, Climate and Leadership to NPS. In this case culture shows a correlations with NPS at .07 with climate -.04 and with leadership -.11.

Whilst looking at the value given; VIF the results show culture, climate and leadership respectively at 9,7 and 9,3 and 3,4 that are all below 10. As the results indicated that the values are less than 10 there are no need for violation of the multicollinearity assumption. If the values where above 10, it should be taking as a warning sign and the correlation matrix would have been checked.

2) The second model measured the sub items of climate; ideas strategy, cooperation, competence, information and systems to the dependent variable; NPS. In this case the correlations are as follows: ideas to NPS: .03, strategy: -.00, cooperation: -.07, competence: -.14, information: -.07 and systems -.05.

Looking at the results for VIF the results shows: ideas 5.9, strategy 3.7, cooperation 5.1, competence 3.6, information 5.9 and systems at 3.6.

None of the values are above 10. If they where so this would be an indication of multicollinearity.

3) The third analysis measures ball, mirror, chocolate and compass (sub dimensions of leadership) to NPS. Here we can see results of correlations; ball $-.16$, mirror $-.15$, chocolate $-.06$ and compass $-.06$.

Looking at the VIF values we see that ball and mirror shows a high result of 14.8 and 12.5 and chocolate and compass shows a lower value of 7 and 7.5 .

As the value for ball and mirror shows a result above 10 this is an indication of the multiple correlations with other variables are high and by this it is suggesting the possibility of multicollinearity (Pallant, 2007).

4) This analysis measures booking, reception, service and cleaning to the dependent variable: Culture and shows the following correlations; booking $.24$, reception $.36$, service $.36$ and cleaning $.39$.

By looking at the VIF values we see that these are all below 10 with booking 1.3 , reception 6.6 , service 8.4 and cleaning 2.3 .

5) This analysis shows the same measures as the model below only this has climate as the dependent variable and results show: booking $.11$, reception $.33$, service $.29$ and cleaning $.31$. By looking at the VIF values we see booking 1.3 , reception 6.6 , service 8.4 and cleaning 2.3 . All values for this measure are also below 10 and are therefore not an indication of multicollinearity.

6) The sixth and final measure also has the same independent variables as the one above only in this one the independent variables are leadership and it shows the following results: booking $.24$, reception $.21$, service $.18$ and cleaning $.25$ for the VIF

values we see that it has in booking 1.3, reception 6.6, service 8.4 and cleaning 2.3.

Also in this case the values are less than 10.

Regression Coefficients Significance

By looking at the indicator Sig. it tells us whether the variable is making a statistically significant unique contribution to the equation. Pallant tells us that *“if the Sig. value is less than .05 the values are making a significant and unique contribution to the prediction of the dependent variable”* (Pallant, 2007) pp.159.

1) In the first case sig. shows .015 for the predictors that are constant; culture, leadership and climate. In other words describes Sig. means the statistical significance and shows how likely a result is due to change.

As also known; the most common level, used to mean something is good enough to be believed, is .95. This means that the finding has a 95% chance of being true.

In this particular case the sig. shows that it is less than .05 which means that the variable is making a significant and unique contribution of the dependent variable; NPS.

2) At the next analysis that was measured, NPS where set as the dependent variable and measured towards independent variables as; ideas, strategy, cooperation, competence, information and systems. The number of populations shows 50 for this analysis as the previous one.

By looking at the result of statistical significance also know as Sig. the outcome for this are .60 which indicated that it has a very high significances and the variable independent variables is not making a significant unique contribution to the prediction of the NPS.

The correlation model explains that NPS correlates positively with “ideas” at .03 but it also indicated that the correlation is weak as it is smaller than 0.3 and this means that the variable is making a significant and unique contribution to the prediction of the dependent variable; NPS.

3) The next analysis that has been evaluated is the Regression where NPS is the dependent variable and the independent variables are the four dimensions of leadership by Nordic Choice Hotels: Ball, Mirror, Chocolate and Compass. In this analysis there population also exists of 50 items.

The Sig. level for this model shows .25 which also shows that the independent variables is not making a significant contribution to the prediction of NPS.

4) Moving on to the next analysis being explored. The dimension of Culture was set as the dependent variable and the independent variables where; booking, reception, service and cleaning. Only 34 items where included for this analysis.

Sig. shows .16, which tells us that booking, reception, cleaning and service is not making a significant unique contribution to the prediction of Culture.

5) To continue Climate were set as the dependent variable and measured with the same independent variables as the previous model; booking, reception, service and cleaning. This also measures of the population of 34.

Sig. value shows .29

6) Model number 6 measured the same independent variables as the two previous models; booking, reception, service and cleaning only at this model leadership where sat as the dependent variable.

This model also shows a population on 34.

Sig. value shows .50 in variance and also shows significance that also indicates a strong correlation.

Regression Coefficients Size: Beta Value

The beta of the standardized coefficients will show us the contribution of each independent variable and by looking at the beta value we will see which value is the largest. This evaluation will also indicate which of the variables included in the analysis that has contributed to the prediction of the dependent variable. In other words; this is done to answer the question on which of the independent variables that have a larger effect on the dependent variables in the multiple regression analysis. To make a unique contribution to predict the variable it needs to be 0.5 or less (Pallant, 2007).

- 1) Looking at the first analysis the Beta value for Culture is 1.32, climate -.91 and leadership -.46. The variable measuring culture had the highest value and this can indicate that this variable makes the strongest unique contribution to the dependent variable; NPS.
- 2) For the second analysis the Beta value shows .49 for ideas, .18 for strategy, -.11 for cooperation, -.38 for competence, -.26 for information and -.02 for systems. The variable with the strongest Beta is then ideas.
- 3) The third analysis the Beta value for ball -.81, mirror -.23, chocolate .45 and compass .49. The variable measuring compass was the variable that made the

strongest contribution to explaining the dependent variable, when the variance explained by the other variable in the analysis controlled for. The variable measuring chocolate was almost similar in this case, which also indicate that they make a significant level.

- 4) The fourth analysis measures the same independent variables as above but is has NPS as dependent variable and the beta values is therefor different as the value shows; ball .05, mirror .32, chocolate -.19 and compass .33. The variables measuring compass and mirror are significant which means that it makes a statistically significant unique contribution to the equation. As the variable measuring chocolate had a negative score this means that when these variables increase NPS will decrease.
- 5) This analysis also measured the same independent variables as above but the dependent variable is culture and it shows the following values; ball .05, mirror .32, chocolate -.19 and compass .33. In this measure only compass and mirror made a positive score.
- 6) The final analysis also measured the same independent variables as above only in this context the dependent value is climate and it shows values of; ball -.09, mirror .51, chocolate -.34 and compass .29. As the value of ball shows a negative score this means that it did not made a significant contribution to the equation.

All of the results will be discussed and presented in the next chapter.

5.Discussion

The aim of this chapter is to discuss and critically analyze the research findings as presented in the previous chapter.

This chapter will contain an overall discussion of the reliability of the findings for this research moreover answers of the research question will be presented, following by strengths and weaknesses of the research.

Finally there will be a discussion on the theoretical, methodological and management implications of the findings, which will also be presented at the end of the chapter.

Ethical considerations

“Ethics define what is or is not legitimate to do, or what moral research procedure involves” (Neuman 2006, p. 129).

As it was mentioned earlier in the previous chapters, because this research is theoretical, positivist, it will rely on secondary data and no ethic issues will emerge because of it. All the vital and key information are publicised for overall view.

As this research project exclusively uses secondary data, the ethical concerns are limited. The subject of the research will not harm anybody so there will not be any ethical issues. (Bell, 1999)

However, the research is at all times conducted in accordance with Nordic Choice Hotels and the University of Stavanger.

Ethical responsibilities are for the researcher associated with the design, conduct and reporting of the research. It is recommended to pay attention three main issues within ethical responsibilities being; professional misconduct, power relations and politics.

As being a part of the Norwegian School of Hotel Management that belongs to the faculty of Social science it has been important to ensure that the researcher has not been involved in any misconduct such as research falsification and plagiarism (Neuman, 2011).

As a third party company has conducted data analysis, Flatworld Solutions a form of confidentiality of data had to be assured by the company for validation to the researcher.

The form will be displayed in APPENDIX H, which displays the professionally of the company and their data security policy.

The data compiled will only be used for the purpose of this research project, and will

not be distributed to any third party without the consent of the researcher or University of Stavanger.

By looking at the results of the value given for R Square, none of the six-conducted analysis shows a variance of more than 50%.

The model with lowest variance where the model where NPS were measured towards; ideas, strategy, cooperation, competence, information and systems.

The researcher concludes that it is good that the value is not too high as that may have indicated wrong method for measuring.

Regression R Squared analyze

The R square for the model that explains NPS to culture, climate and leadership shows that there is a 20% of total variation of the model. If to look at the Adjusted R Square we can see that this is mostly used when the sample is small this makes the R Square value in the sample to show an optimistic overestimation of the true value in the population. Whilst looking at the Adjusted R square we that it give a value of 15% (14.9 %) and this is how this evaluation corrects the score in order to provide a better estimate of the true population value (Pallant, 2007).

Moreover the model that explained which impact NPS had on the predictors; ideas, strategy, cooperation, competence and systems showed an R Square of 0,09 %, which means it, had a 9% impact on the variables. The score is still positive, though it is quite low and therefor the Adjusted R Square has been included, and this shows -2% that turns out to be a negative result. As the R Square is always rated from 0-100% the negative result in the adjusted value indicates that the model explains none of the variability of the response data around its mean. However by looking at the significant level in the ANOVA test the results showed an accepted significance level. Moving on to the third model it explained a 10% variance in NPS to the predictors: Ball, mirror, chocolate and ball, which is almost the same score as in the previous model where NPS showed a 9% variance. In this case the Adjusted R Square showed a variance on 3% that is still small but positive. To get this low score indication on that the model does not fit the data appropriately.

By looking at the model number four we see that from the chapter on results and findings that 19% variance on the dependent variable; culture. The result is considering to be very good taking the conditions on the distance between the variables.

Moving on the measure of model number five also tends to give a positive impact as the variance shows 15% in Work climate for this analysis and for the final model there was a 10% variance in leadership.

All of the measures showed a positive variation but all of them have a value below 50% it is stated that all of the variations has low correlations between the variables.

The only model that showed a small negative result where the model with the dependent variable NPS to ideas, strategy, cooperation competence, information and systems. The negative result may be influenced by the number of independent variables to be in total 6 compared to the other models that had a set of maximum 4 dimensions. To conclude these are in indication on how much of the variance the dependent variables that are explained by the model (the independent variables). It is important to think about that R-squared does not indicate whether a regression model is adequate.

How and do guest satisfaction and employee satisfaction actual correlate?

The research question asked for the topic of the assignment wanted to investigate if there was a correlation between guest satisfaction and employee satisfaction.

By looking at the correlations from the analysis, the use of Pearson Coefficient method has been used, as explained in the methodology chapter.

For the first and main model results showed negative correlations between the independent variables; climate and leadership but it showed as positive correlations between culture and NPS; which was set as the dependent variable and indicated the total score of guest satisfaction (Net Promote Score). The negative value for climate indicated that the more values for climate appreciated the less customer satisfaction where noticed amongst guests. Also the more positive opinions on leadership employees had, the less customer satisfaction where noticed.

A clear reason for a conclusion on why these results occur may be hard to find and explain without going deeper into the answer rated and the sub questions on climate and leadership.

The positive and negative correlations of the measurements do not indicate the strength of the relationship, and as mentioned previously the measurement of this will range from -1.00 to 1.00. The relationship between culture and NPS showed a positive value of .07, as it is positive it has also a very small relationship to each other. The negative values are also indicating a small relationship. (APPENDIX J)

As climate had a negative correlation with NPS a deeper investigation on this variable were measured by analyzing all sub questions on climate and correlate it with the

same dependent variable (NPS). In this analyze five of the items showed a negative correlation and only one question/item showed a positive correlation. The positive relationship between ideas and NPS showed a small strengths between the two variables, $r = .03$ and the relationship with the strongest correlations was indicated with competence at $r = .15$.

This can mean that the question asked for employees about competence such as; “my work gives me the opportunity for personal development” , “I have opportunities fir career development at Nordic Choice” and “I receive the training I need in order to do my job” has a small strength and a negative correlation to guest satisfaction and it may suggest that the higher guest satisfaction there is the less employee satisfaction of competence there is.

The correlations between NPS and the factor of employee satisfaction concerning leadership in the main measure indicated a negative correlation of $-.11$ that is small. When taking the analysis into a deeper investigation the sub factors of leadership where tested; ball, mirror, compass and ball to the dependent variable NPS and this measure showed the same result as the main measure; all variables showed a negative correlation to NPS.

By measuring he other way around as in model number 4, the dependent variable has been set as culture and the independent variables has been replaced with the important factors of guest satisfaction (which all together will give the total score of NPS) ball, mirror, chocolate and compass. As for the first model Culture and NPS correlated positively this measure confirms that culture and guest satisfaction has a positive and strong correlation. All the variables showed a medium strength of correlation mainly

at: reception $r=.36$

service $r=.36$

cleaning $r=.39$

This means that both of the variables increase.

For a deeper investigation of the model measuring climate and guest satisfaction (model #5 in appendix C), this indicated in the first measure that climate and NPS correlated with a negative result at $-.04$ which also indicates a small strength between the variables. In this measure that measured climate in correlation to the items of guest satisfaction, indicated surprising results, as the assumption would be to find negative correlations. All of the correlations showed a positive result with values from $.11$ up to $.33$ that can be said to have from small to medium strength of correlation. This basically tells us that when guest satisfaction increases it will correlate with employee's satisfaction about the dimensions of climate within the organization.

Lastly the final model that has been taking under critical investigation was the measurement of the 4 dimensions of guest satisfaction in correlation with leadership that showed a negative correlation of $-.11$.

In this model the NPS has been broken up in the "famous" four items of already mentioned booking, reception, cleaning and service, all of them indicating a positive correlation with leadership.

Booking $r=.24$

Reception $r=.21$

Cleaning $r=.25$

Service $r=.18$

The results tell us there is a positive and small strength of correlation between guest perception of satisfaction on the items to employees perception on satisfaction of leadership by Nordic Choice Hotels.

This analyze makes a good contribution to the research question as it shows clearly that there is a correlation between guest satisfaction and employee satisfaction, also as the correlations are positive it indicates that when employee satisfaction increased so does guest satisfaction. To be noted this is employees satisfaction of leadership within the organization which can be claimed to be the most important aspect of employee satisfaction.

The statistical significance and the amount of shared variance will be shared in a more detailed point of view later on in this chapter.

Multicollinearity

As displayed in the previous chapter there had been done a performance of the collinearity diagnostic to indicate how much of the variability of the specific independent variable is explained by the other or in this case others independent variables in the models.

As the first model explains there is a positive value for all of the predictors. Also as all of the results show a value of below 10 this indicates that there is no correlation to the dependent variable NPS. To take the example of the unit with the highest score like culture 9.7 this means that the standard errors are larger by a factor of 9 than would otherwise be the case, if there were no inter-correlations between the predictor of interest and the remaining predictor variables.

Findings showed that the VIF value of the third model had high values above 10 for the variable concerning ball and mirror that means that there are possibilities of multicollinearity, which again means that the estimate for ball and mirror impact on NPS, while controlling for the others independent variable. Tend to be less precise than if the predictors were not correlated with another.

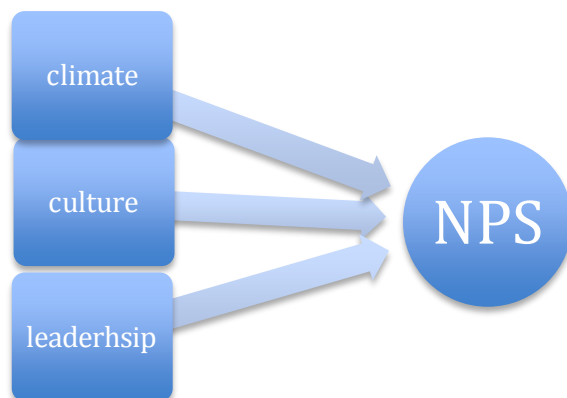
The fourth model measured the VIF value from the guest satisfaction values as booking, reception, service and cleaning to the dependent variable culture (employee satisfaction) and indicated very low values for the items of booking and cleaning. Both of them below 3 that indicated that the variables are uncorrelated and that booking and cleaning variables impact on Culture does not have concerns related to the other variables measured.

When looking at the results of multicollinearity, we can also look at “tolerance” this is just an indication on how much information the analysis of multicollinearity has cost the analysis in total. The results has not been previous mentioned as the assessment of this has not been priorities due to importance but we can say in brief that all of the variables had a score of above .10 which indicated that the significance test for a the predictors are only using 10% of the available information. As they are above .10 there are no assumption of multicollinearity.

Regression Coefficients Significance

In the first case sig. shows .015 for the predictors that are constant; culture, leadership and climate which gives an indication of a value less than .05 and by this we can say that the variable is making a significant and unique contribution to the prediction of the dependent variable which in this case is NPS. In this case the indication will say that it is a 1% of the results is not being true which again means that there is a 99% chance of being true. The conclusion is that the level between culture, climate and leadership to NPS is significant.

Regression Coefficients Size: Beta Value



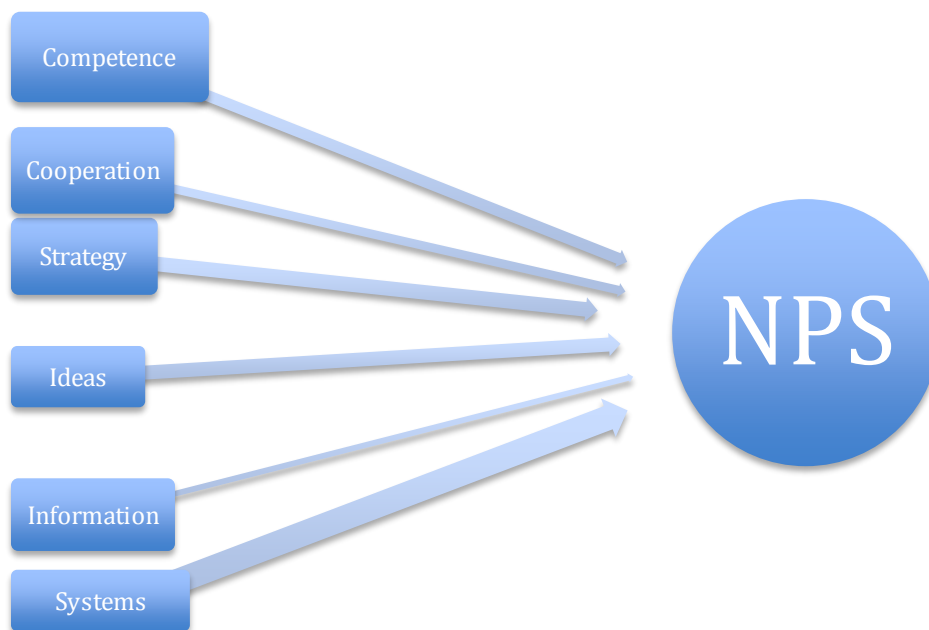
As for the first model measured the beta coefficients were used to predict each of the independent variables impact on the dependent variable; NPS. As the results displayed the variables climate and leadership had a negative impact on NPS that indicates that they are making less contribution to NPS. As climate had the largest beta coefficient score of 1.32 this tells us that this variable makes the strongest unique

contribution to explaining NPS.

As culture is already stated by Nordic Choice Hotels to be the most important value for the organization this finding is very interesting and a positive factor for success.

The variables of climate and leadership will now be presented in a deeper context.

This model looked at the sub dimensions of climate which contained the following factors; ideas, strategy, cooperation, competence, information and systems. The total beta value for this was mentioned in the previous model and had a negative value of -.91.

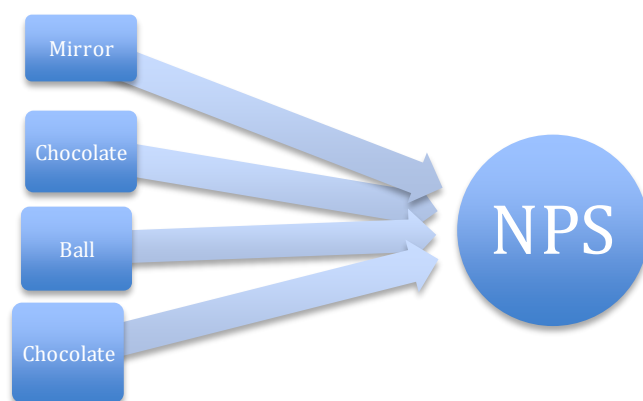


When investigating in details of climate the findings showed that the largest beta value is for ideas and strategy that asks the questions of “in my department we often discuss how we can improve our routines”, “in my department we get support when we come up with new ideas” and “in the hotel we develop ourselves in relation in how our guests wants improvement”

The high score on strategy and goals asked the employees questions on involvement in systematically follow-up by leader and if the goals in the departments are reachable.

The conclusion of this measure is that the high score of employee's prediction of climate and strategy influences the score on NPS positively. And these are the ones making the strongest contribution to the NPS. So all together even if climate had a negative value on NPS, the positive values were found in ideas and strategy.

The third model measured the beta values from the predictors: ball, mirror, chocolate and compass that are the main categories of leadership. These were measured to the dependent variable NPS. As results shows there was a negative value for ball and mirror whilst chocolate and compass showed a positive beta value. The model above draws a picture on how the measurements looks like.

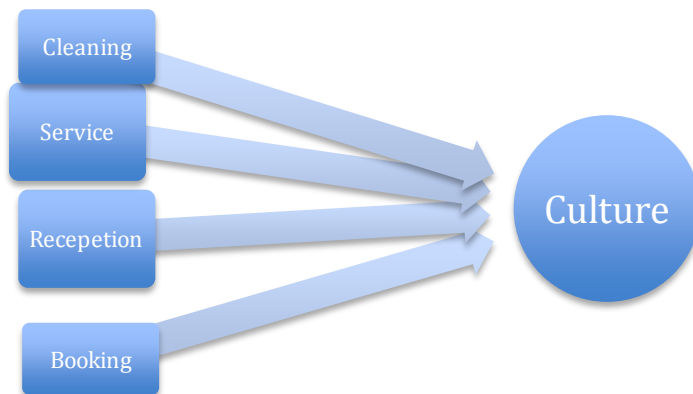


The results from the first model that measured Leadership to NPS showed a negative beta value of $-.46$, which means that this item made less contribution to, the NPS score.

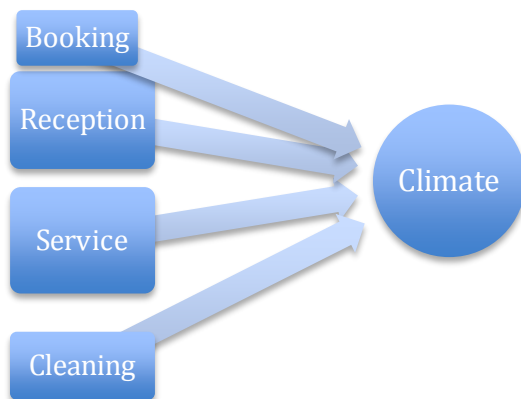
Whilst investigating this model the variable that made the strongest contribution to leadership is chocolate and ball that asks the employees questions of: motivation and care (my leader shows that he/she cares). Ball indicates teamwork and asks questions such as: “my leaders is a good team player”.

Moving on to the fourth model measuring the predictors of guest satisfaction; booking, reception, service and cleaning to the moderator Culture, the beta value showed the largest contribution to reception and cleaning which may indicate that these are the value that the guests appreciates the most but it also shows the strongest contribution to employees satisfaction of culture. The question of reception simply asked the guest if they are happy with the job that the receptionist did at the hotel whilst the question of cleaning asks the guest if they are satisfied with the cleaning of the room.

The model for this measure:

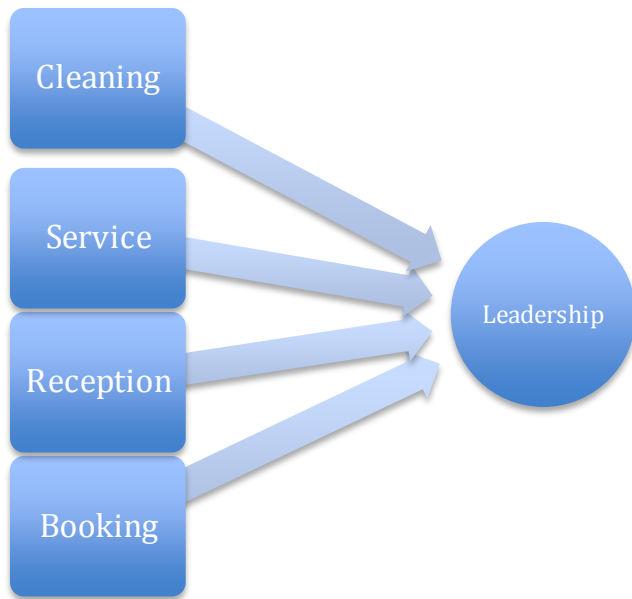


For the 5th measure the same predictors as above were measured to climate as the dependent variable and for the beta value results showed the largest beta coefficient of reception at .514 that means that this made the strongest contribution to the item of climate. As mentioned reception measured the score of guest satisfaction with the service given in the reception at the hotel and climate measured the satisfaction of employees of work climate that included, ideas, strategy, cooperation etc.



The final measure also looked at the predictors of guest satisfaction; booking, reception, service and cleaning to the dependent variable of leadership and the beta coefficient that made the strongest contribution to leadership was cleaning at 2.82.

Also mentioned in the chapter of results that cleaning measures the guest satisfaction of the cleaning of the room and leadership asks the employees within the organization on their satisfaction of leadership of Nordic Choice Hotels.



This section penetrated the results and findings of the beta coefficients and discussed the strongest contributions of the predictor to explaining the dependent variables of the six different models and analysis.

Findings from previous studies presented in the chapter of literature review found that in a study of Forte Hotels showed that the guests were satisfied with staff and service and not only the physical and environmental facilities.

Forte Hotels were happy about the evaluation of the research and it showed that the employee attitude and customer service observations has added value to their company as member of staff has a higher influence on decision making and training and development courses were developed.

Comparing this study with Davidsons (2003) with his findings that demonstrated that a relationship between employee perceptions of customer satisfaction, organizational climate and hotel performance would have to value climate high in order to achieve their great success. Moreover, the organizational climate had a variance of as much as 30% in employee perceptions of customer's satisfaction.

For outputs see APPENIX G.

As the findings from Davidsons study stated; he found a strong correspondence between customer attitudes of service quality and the employee perception of the quality of the service, he also found that there was a correlation between climate and the employees' perception of customer satisfaction and Revenue per Available Room, where the organizational climate accounted for a 30% variance.

The finding can be similar to this research as the results showed a 20% variance of the model measuring the employee satisfaction (including the three main factors; culture, climate and leadership) to NPS, that are the guests indication on customer satisfaction. All alone there was a slightly smaller variance on climate alone that indicated 9% of the variance.

6. Conclusion:

The aim of this study was to investigate the correlations between employee satisfaction and guest satisfaction amongst two hotel chains in Scandinavia.

This chapter will outline a brief summary of the results of this research. It will also touch up on the implications and give an indication on the limitations during the research period.

The literature review gave a number of examples of how authors had previously assessed the themes of organizational culture, organizational climate and guest feedback within the hospitality industry around the globe.

The previous studies reviewed have also touched up on correlation in relation to Revpar and also the effects of employee's perceptions on guest satisfaction.

This study has adopted a similar approach, but differs in some distinctive way, so contributing with knowledge to existing literature:

- It focused on 2 hotel chains in Scandinavia only
- It focused on correlation between two factors; employee satisfaction and guest satisfaction
- No qualitative research was done, no interviews of focus groups.

The models in this research measured results from employee satisfaction and guest satisfaction from 50 hotels in Scandinavia by analyzing six different models with different variables.

The results showed significant results between the dependent and independent variables, but it also showed not significant results in some measures.

To measure the main research question of correlation between guest satisfaction a

comprehensive analyze where done by measuring the total score of guest satisfaction; NPS (Net Promote Score to the main categories of employee satisfaction; Culture, Climate and leadership, moreover the measurements were more carefully analyzed in a broad context investigate the results deeper. Of all the six models investigated the variance as hey showed less than 20% of total variation of the model. The variation is small and also the sample size of 34 and 50 are also considering a small sample may have had an impact on the results which leads to recommendation of a larger sample size, in that matter the findings could have been lead to significant findings

The finding for this study has also indicated that culture has a strong influence and contribution to the guests perceptions on clean room and service in reception.

This findings indicates that there is a good contribution to the research question as it shows clearly that there is a correlation between guest satisfaction and employee satisfaction, also as the correlations are positive it indicates that when employee satisfaction increased so does guest satisfaction. To be noted this is employees satisfaction of leadership within the organization which can be claimed to be the most important aspect of employee satisfaction.

Limitation during research period:

The research period is counted to be from January 2014- 1st May 2014, during this time period there has been some limitations to research and the first issue was the collecting of the reports from the HR department from the hotel, as they decided to not give all the reports from all the hotels. The problem eventually got solved and the researcher got access to all of the necessary reports.

According to theory, piloting is a very important aspect while doing a survey, as it simplifies any difficulty arising with the questions during the survey. It also becomes easier for the participants to fill in the questionnaire without misunderstanding (Long, 2007).

The researcher is well aware of the method of making questionnaires and why it is important to pilot test the questions, but as the surveys already been conducted by the companies, the researcher did not have the same control for regulations of the distribution and control for errors.

-Limitations of using a third party company to sort out data analysis has also been an issue as the company is based in India, all communication has been done through e-mail or Skype interview by using Skype share screen tool.

As some limitation relied to language skills and communication challenges through phone calls, the finished analysis report where postponed with several weeks.

Due to the person conducting the reports of analysis had a family crisis of illness and not possible to get a hold of, the finished reports where not completed before second week of May 2014. This delay created some time pressure on the researcher.

-First of all the researcher experienced another limitation due to time limitation of the research period, as at the very start of the year the researcher got pregnant. Due to sickness and not feeling well the researcher saw this as a limitation at first, but this changed during some weeks to a positive view on the time limitation, as the work had to be finished in time and there were no consideration of extending the “due date” of either the baby or the master thesis 😊

-Yet another limitation to the results is that there were some items missing in the analysis as there was 7 hotels within the hotel chain that are franchise hotels and for this reasons this hotels does not participate in the Nordic Choice People Survey.

Recommendation for future research:

- Apply a mixed method of research including qualitative and quantitative techniques as this may contribute to pay attention to interviews and focus groups.
- By conducting interviews, which the researcher highly recommended the results will be more accurate as the opinions of managers will have an impact of the study. The purpose of doing an in-depth interview is to gather useful information from a small sample. An in-depth interview has some characteristics that fit the interview provided in this research. The respondent will be able to discuss the common experiences of the results of the people survey and also to look at the problems that need to be solved. Moreover, an interview can be flexible as the interviewer has the freedom to formulate the questions as wished.
- To increase the possibility of statistical significant findings, using the whole Nordic Choice Hotels brands, including Clarion Hotels, Quality Hotels, Quality Resorts and Nordic Hotels could have expanded the sample. In this case there would have been more than 170 hotels that would have increased the sample size.
- From a management perspective analysis could be run by using one by one hotel to focus on the advantages and drawbacks for each single hotel. In this case it would be interesting for the GM and brand managers to see which hotels that had higher or lower correlation with guest satisfaction and employee satisfaction.

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8. Appendices

APPENDIX A

	2013
	This group
Culture	5.7
At the hotel (HK: "HK") there is a lively, fun atmosphere.	6.5
At the hotel (HK: "HK") we work and face challenges with enthusiasm.	5.5
At the hotel (HK: "HK") we offer the guests "that little extra" (for the guest)	5.7
At Nordic Choice, everyone has the same opportunities, regardless of sex or background.	5.8
At the hotel (HK: "HK") we can be generous with ourselves.	6.0
At the hotel (HK: "HK") we help to create extra sales by offering the best to guest (HK: "chain").	5.2
Our department is cost-focused and thinks of the company's money as if it were our own.	4.7
At Nordic Choice, adequate preparations are carried out before new projects are started.	
I feel that I have a great degree of freedom in my job.	5.3
I am proud that I work at the hotel (HK: "NC").	5.7
Its important to me that my employer takes environmental and social responsibility (e.g. WeCare).	5.0
At the hotel (HK: "HK"), we talk with and not about each other.	6.3
In my department we point out any areas for improvement.	6.3
Loyalty to own Hotel	6.2
How satisfied are you as an employee at this hotel?	6.3
How attractive a workplace do you believe you hotel is, in comparison with other hotels?	6.0
Loyalty to won Chain	5.1
How satisfied are you with being part of the chain?	6.7
How attractive do you believe that the chain is, in comparison with the other Nordic Choice chains?	3.5
Loyalty to Nordic Choice	6.5
How satisfied are you with being part of Nordic Choice?	7.0
How attractive do you believe that Nordic Choice is, in comparison with other hotel chains?	6.0

	This group
Work Climate	5.5
-ideas	5.2
In my department, we often discuss how we could improve our work routines.	4.8
In our department we receive support and encouragement when we suggest new ideas.	5.3
At the hotel (HK: "HK") we develop in relation to the improvements our guest (HK: "hotels") feel should be made.	5.3
-strategy - goals	5.1
In my department we have systematic follow-ups for our targets.	5.2
The department's targets are concrete enough to strive for.	5.2
I feel that my work has clear targets.	5.2
I have been in involved in work on the department's targets.	5.0
-cooperation	5.5
In my department we can influence decisions that are important to us.	5.0
People in my department trust each other.	6.2
Any conflicts and problems are generally solved in a good way.	6.2
There is good cooperation between the departments.	5.4
I am happy with how many colleagues in the department and I work together.	5.8
At the hotel (HK: "HK") we help each other when there is lots to do.	4.7
-competence	5.3
My work gives me the opportunity for personal development.	4.7
I have opportunities for career development at Nordic Choice.	5.2
I receive the training I need in order to do my job	6.0
I am satisfied with the introductory course I received.	
-information	5.6
In my department, information is open and direct.	5.8
The information that I need in my job is available to me.	5.3
-systems	6.2
I have the equipment/tools I need to do my job.	6.2
Work at the hotel (HK: "HK") is efficiently planned.	6.2

	2013
	This group
Leadership by NC	5.6
Compass	5.4
My manager shows me the direction we are headed clearly	5.5
My manager gives me explicit and clear feedback	5.2
My immediate manager focus on our business	5.5
My immediate manager set clear demands when it comes to the results I deliver.	5.3
Chocolate	5.7
My manager motivates me	5.7
My manager is good at showing his/hers care and concern for me	5.7
Mirror	5.6
My manager sets a good example by his/hers conduct	5.5
My manager has good self-awareness	5.7
Ball	5.8
My manager is a good team player	5.8
My manager uses the resources in our team in a good way	5.8
My immediate manager stimulates change and development.	5.7
Employee Dialogue	6.2
In the professional development review we agreed clear targets for me.	5.0
I am happy with my last professional development review.	6.7
Have you had a performance appraisal (medarbeidersamtale) with your immediate manager within the last 12 months?	7.0
Management Group	5.6
I think of the management group as a good team.	5.5
I believe that the management group takes the right decisions.	5.7
	2013
	This group
Loyalty Index towards own Hotel (0-100) - Loyalty Index	83.3
Loyalty Index towards own Chain (0-100)	66.7
Loyalty Index towards Choice (0-100)	91.7

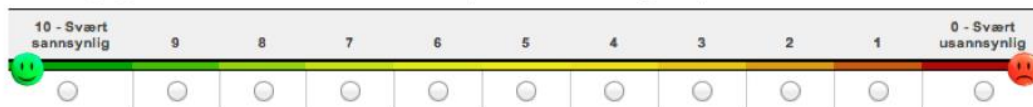
APPENDIX B



På Comfort Hotel Square strever vi stadig etter å forbedre opplevelsen for gjestene våre. Vi vil derfor gjerne stille noen korte spørsmål om besøket ditt. Besvar de spørsmålene du vil, og klikk deretter på «Send svar».

Takk for hjelpen!

Hvor sannsynlig er det at du vil anbefale Comfort Hotel Square til dine venner og kolleger?



Hva var det beste ved Comfort Hotel Square ?

Hva hadde vi kunnet gjøre bedre under ditt siste besøk hos oss?

I hvilken grad er du enig i følgende påstander?

	Jeg er helt enig	Jeg er delvis enig	Jeg er delvis uenig	Jeg er helt uenig	Kan ikke svare
Bookingen av rommet mitt fungerte bra	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med standarden på rommet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frokosten på hotellet ga meg en god start på dagen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resepsjonspersonalet gjorde en bra jobb	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med servicen på Comfort Hotel Square	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med rengjøringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hotellet ga meg et rimelig opphold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg opplever at dette hotellet tar et miljø- og samfunnsansvar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hvilken personalgruppe utmerket seg med eksepsjonelt god service?

Hvilken personalgruppe kan forbedre sin service?

Var det noen spesiell person blant personalet som utmerket seg?

- Ja takk, jeg tar gjerne imot en e-post med nåværende tilbud fra Comfort Hotel Square
- Kontakt meg om mitt siste besøk på Comfort Hotel Square

På Clarion Collection Hotel Christiania Teater strever vi stadig etter å forbedre opplevelsen for gjestene våre. Vi vil derfor gjerne stille noen korte spørsmål om besøket ditt. Besvar de spørsmålene du vil, og klikk deretter på «Send svar».

Takk for hjelpen!

Hvor sannsynlig er det at du vil anbefale Clarion Collection Hotel Christiania Teater til dine venner og kolleger?

10 - Svært sannsynlig	9	8	7	6	5	4	3	2	1	0 - Svært usannsynlig
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Hva var det beste ved Clarion Collection Hotel Christiania Teater?

Hva hadde vi kunnet gjøre bedre under ditt siste besøk hos oss?

I hvilken grad er du enig i følgende påstander?

	Jeg er helt enig	Jeg er delvis enig	Jeg er delvis uenig	Jeg er helt uenig	Kan ikke svare
Bookingen av rommet mitt fungerte bra	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med standarden på rommet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frokosten på hotellet ga meg en god start på dagen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resepsjonspersonalet gjorde en bra jobb	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med kveldsbufeen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med servicen på Clarion Collection Hotel Christiania Teater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er fornøyd med rengjøringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg opplever at dette hotellet tar et miljø- og samfunnsansvar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

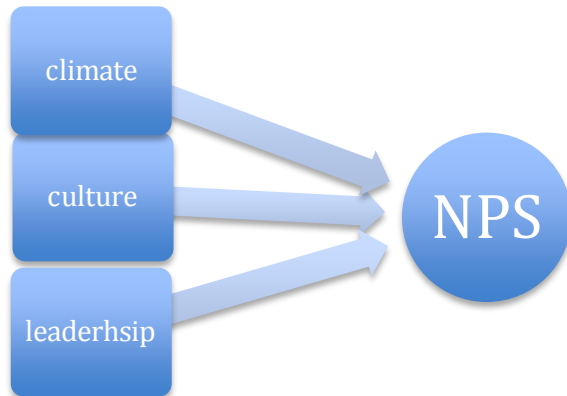
Hvilken personalgruppe utmerket seg med eksepsjonelt god service?

Hvilken personalgruppe kan forbedre sin service?

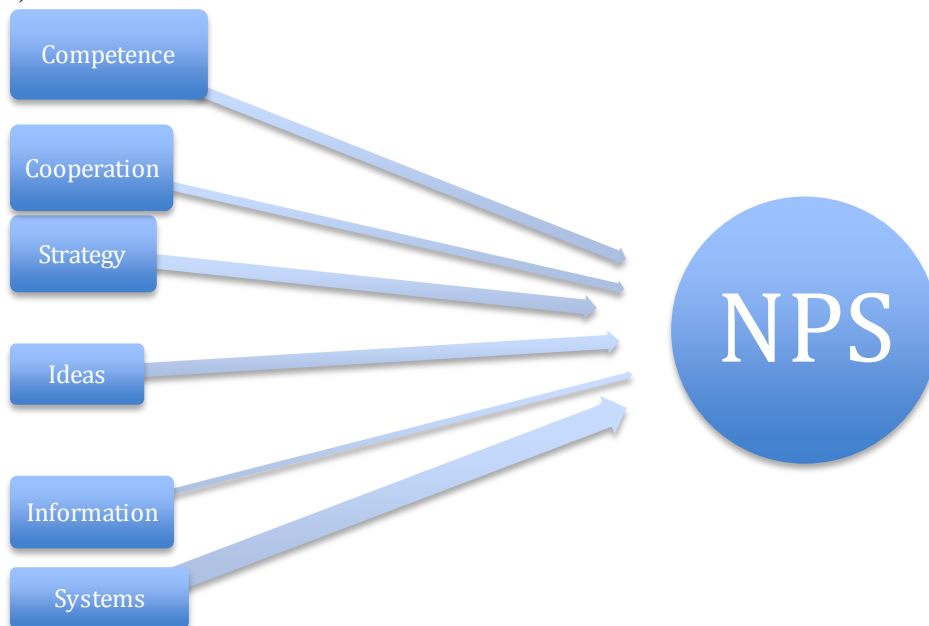
Var det noen spesiell person blant personalet som utmerket seg?

APPENDIX C(MODELS)

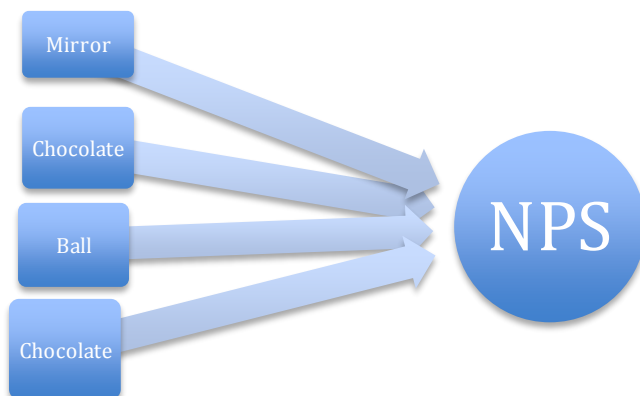
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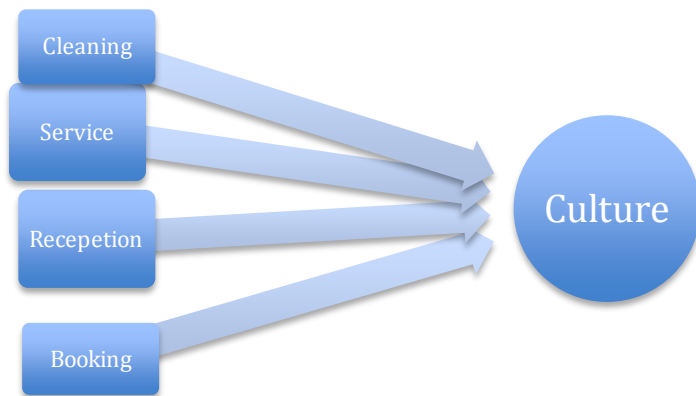
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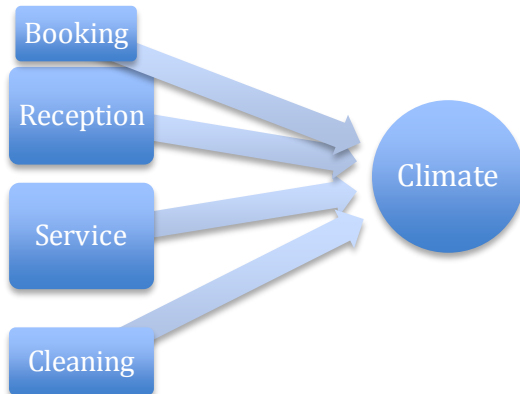
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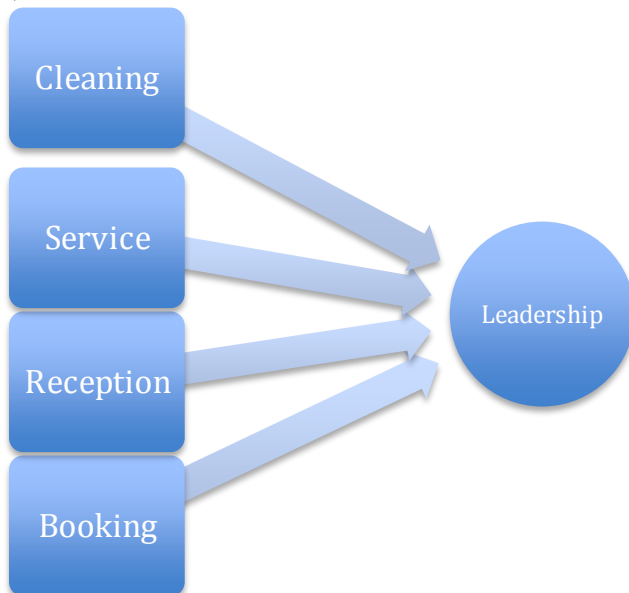
4)



5)

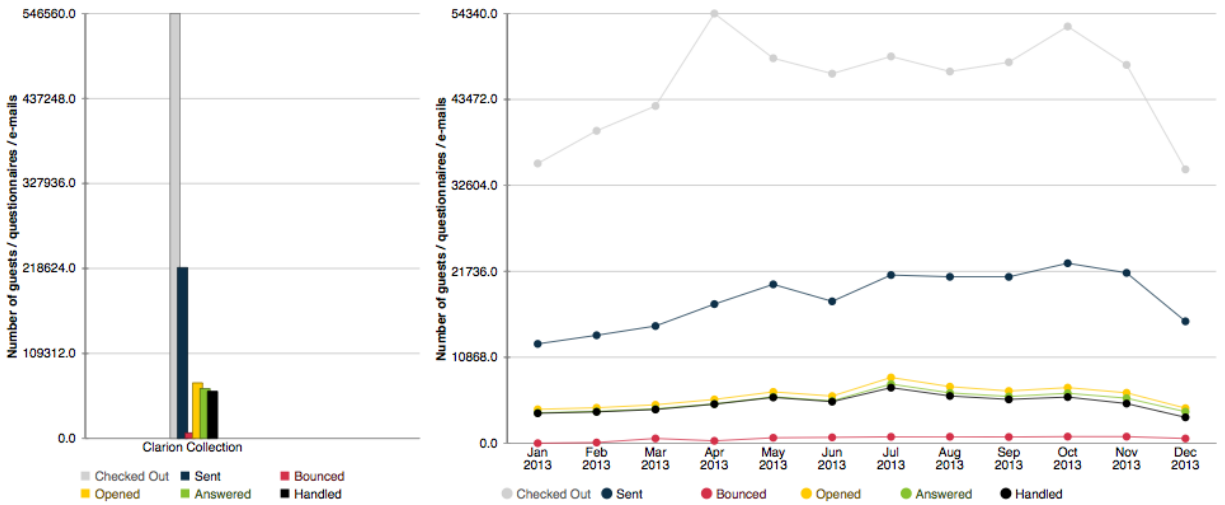


6)



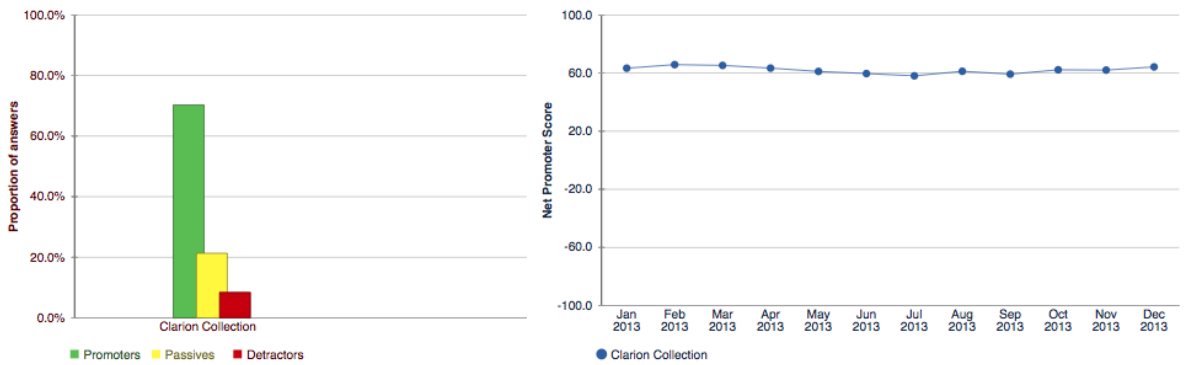
APPENDIX D

Feedback Activity				Clarion Collection			
Guest Survey	Results for:	2013-01-01 - 2013-12-31		Guest Types:	Overnight Guests, Conf. Leaders, Conf. Bookers, Conf. Participants		
Hotel Report				Internal data sources:	E-Mail		
www.loon.com	Report created:	2014-01-10 14:57:52		Public data sources:	Booking.com, Hotels.com, TripAdvisor, HRS.com		



	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Total
Registered	35,377	39,510	42,643	54,337	48,683	46,734	48,912	47,005	48,183	52,702	47,841	34,627	546,554
Sent	12,562	13,650	14,821	17,990	20,088	17,939	21,289	21,044	21,035	22,790	21,541	15,414	219,713
Bounced	1	87	602	298	689	739	809	816	795	834	831	597	7,088
Opened	4,288	4,463	4,861	5,538	6,491	5,859	8,314	7,152	6,605	7,031	6,374	4,431	71,505
Answered	3,854	4,018	4,349	4,969	5,867	5,349	7,480	6,363	5,911	6,314	5,695	3,988	64,154
Eff. answer frequency	30.7%	29.6%	30.6%	28.7%	30.2%	31.1%	36.6%	31.5%	29.2%	28.8%	27.5%	26.9%	30.2%
Handled	3,788	3,963	4,263	4,941	5,791	5,255	7,625	5,975	5,540	5,837	5,014	3,274	60,666

How likely is it that you would recommend Clarion Collection to your friends or colleagues?				Clarion Collection			
Guest Survey	Results for:	2013-01-01 - 2013-12-31		Guest Types:	Overnight Guests, Conf. Leaders, Conf. Bookers, Conf. Participants		
Hotel Report				Internal data sources:	E-Mail		
www.loon.com	Report created:	2014-01-10 14:59:04		Public data sources:			



Clarion Collection	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Total
No. of real answers	3,154	3,425	3,576	4,124	4,708	4,188	5,571	4,911	4,834	5,400	4,791	3,190	51,832
Score	63.35	65.81	65.27	63.41	61.13	59.85	58.09	61.23	56.27	62.26	62.05	64.23	61.82
+ Score		-2.46	-0.54	-1.86	-2.28	-1.48	-1.56	+3.14	-1.96	+2.99	-0.21	+2.18	
Standard deviation													
Promoters	70.9%	72.8%	72.5%	70.8%	70.1%	68.6%	68.5%	70.0%	69.1%	70.4%	70.0%	71.5%	70.3%
Passives	21.5%	20.2%	20.2%	21.8%	20.9%	22.5%	21.2%	21.3%	21.2%	21.4%	22.0%	21.2%	21.3%
Detractors	7.6%	7.0%	7.2%	7.4%	9.0%	8.9%	10.4%	8.7%	9.8%	8.2%	8.0%	7.3%	8.4%

APPENDIX F

Descriptives

[DataSet1] /Users/kathrineknoff/Downloads/Katherine - Revised F

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
NPS2013	57	-27.60	81.71	51.1896	21.68017
Valid N (listwise)	57				

DESCRIPTIVES VARIABLES=Leadership_By_Nc Culture Work_Climate
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

[DataSet1] /Users/kathrineknoff/Downloads/Katherine - Revised F

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership_By_Nc	56	4.17	6.93	6.1075	.44295
Culture	56	4.82	6.80	6.1048	.33767
Work_Climate	56	4.60	6.71	5.9105	.36812
Valid N (listwise)	56				

APPENDIX G

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-8.033	52.358		-.153	.879		
	Culture	85.122	26.345	1.327	3.231	.002	.103	
	Work_Climate	-53.841	23.808	-.913	-2.261	.029	.107	
	Leadership_By_Nc	-23.302	12.274	-.466	-1.899	.064	.288	

a. Dependent Variable: NPS2013

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	78.705	52.517		1.499	.141		
	Ideas	24.902	17.929	.490	1.389	.172	.169	5.919
	Strategy_Goals	9.071	13.940	.183	.651	.519	.265	3.776
	Cooperation	-5.975	16.563	-.119	-.361	.720	.194	5.151
	Competence	-20.004	14.272	-.386	-1.402	.168	.277	3.614
	Information	-15.064	19.992	-.267	-.753	.455	.167	5.995
	Systems	1.349	15.721	.024	.086	.932	.275	3.640

a. Dependent Variable: NPS2013

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	58.386	46.110		1.266	.212		
	Ball	-38.490	25.627	-.816	-1.502	.140	.067	14.897
	Mirror	-10.244	22.166	-.231	-.462	.646	.080	12.577
	Chocolate	21.408	17.693	.451	1.210	.233	.143	7.011
	Compass	25.803	20.127	.494	1.282	.206	.133	7.503

a. Dependent Variable: NPS2013

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.186	10.944		.200	.843		
	Booking2013	-.626	1.308	-.096	-.478	.636	.732	1.365
	Reception2013	1.428	1.222	.514	1.168	.252	.151	6.606
	Service2013	-.772	1.127	-.340	-.685	.499	.119	8.410
	Cleaning2013	.372	.331	.293	1.124	.270	.430	2.324

a. Dependent Variable: Work_Climate

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.186	10.944		.200	.843		
	Booking2013	-.626	1.308	-.096	-.478	.636	.732	1.365
	Reception2013	1.428	1.222	.514	1.168	.252	.151	6.606
	Service2013	-.772	1.127	-.340	-.685	.499	.119	8.410
	Cleaning2013	.372	.331	.293	1.124	.270	.430	2.324

a. Dependent Variable: Work_Climate

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-10.586	13.910		-.761	.453		
	Booking2013	1.343	1.308	.166	.808	.426	.732	1.365
	Reception2013	.796	1.222	.231	.512	.612	.151	6.606
	Service2013	-.843	1.433	-.300	-.588	.561	.119	8.410
	Cleaning2013	.444	.420	.282	1.055	.300	.430	2.324

Double-click to activate

a. Dependent Variable: Leadership_By_Nc

Model	Variables Entered	Variables Removed	Method
1	Leadership_By_Nc, Work_Climate, Culture ^b	.	Enter

a. Dependent Variable: NPS2013
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449 ^a	.201	.149	20.71455

a. Predictors: (Constant), Leadership_By_Nc, Work_Climate, Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4974.936	3	1658.312	3.865	.015 ^b
	Residual	19738.258	46	429.093		
	Total	24713.194	49			

a. Dependent Variable: NPS2013

b. Predictors: (Constant), Leadership_By_Nc, Work_Climate, Culture

APPENDIX H

Flatworld Solutions
Data Security Policy
2013— 2014
Sravanth.d

1/4/2013

1. INTRODUCTION

This document covers the policies and procedures that Flatworld adheres for data security. Using this

model Flatworld does a continuous monitoring of risk vis-à-vis the data and the information assets for confidentiality, integrity and availability.

2. DATA PROTECTION CONTROLS

Data protection controls are categorized in the following.

Management control

Human Resources control

Physical Security

IT security

The details of each layer are described in the following sections.

Management Human Resources

Physical Security IT Security

2.1 MANAGEMENT CONTROLS

Security Policy: Flatworld issues a security policy to keep all the stake holders in the aware. It Approved

Regularly Reviewed Version controlled Audit

Periodic review of Information Security within the organization

Audit Incident Reporting

2.2 PHYSICAL SECURITY

Security personnel (Two Tier) operating 24X7.

Access Control – Access allowed only to the IT team to the server room.

Access to server room for anyone else only accompanied with a member of the IT team.

Identity card is given to every employee.

2.3 IT SECURITY CONTROLS

Password Policy (Complexity, Length, Age, Lock Out Attempt, Lock Out Period, Generation,

Auto Screen Lock-out) Access Rights managed at the active directory

Recordable Media / devices disabled for the desktop users.

No Local admin rights for the desktop users.

Exceptions may be allowed depending on project requirement

2.4 HR INFORMATION SECURITY CONTROLS

Orientation

Confidentiality agreements

Training

Security awareness

Access privileges change management

Periodic review of physical & logical access

Password management activity

Retrieval of company assets during exit

2.5 NETWORK INFRASTRUCTURE

□ Secure VPN communication – IPSec/PPTP

- McAfee Enterprise suite for Virus prevention and cure with HIPS (host intrusion prevention) and NAC (network access control)
- Gateway level Anti Spyware and Spam filter for Internet access & mail server
- URL filtering application for surf control
- Policy based access to various protocols
- Veritas Backup Exec Suite for file replication
- Physical access controlled by electronic access control
- Domain level access restrictions along with Group Policy
- 16 MBPS main Internet with two 4 MBPS lines with 2 providers for back up and redundancy

APPENDIX J

Correlations

		NPS2013	Ideas	Strategy_Goals	Cooperation	Competence	Information	Systems
Pearson Correlation	NPS2013	1.000	.032	-.004	-.074	-.141	-.074	-.051
	Ideas	.032	1.000	.781	.849	.740	.870	.784
	Strategy_Goals	-.004	.781	1.000	.712	.811	.704	.700
	Cooperation	-.074	.849	.712	1.000	.750	.861	.798
	Competence	-.141	.740	.811	.750	1.000	.724	.706
	Information	-.074	.870	.704	.861	.724	1.000	.822
	Systems	-.051	.784	.700	.798	.706	.822	1.000
Sig. (1-tailed)	NPS2013	.	.412	.489	.306	.165	.304	.362
	Ideas	.412	.	.000	.000	.000	.000	.000
	Strategy_Goals	.489	.000	.	.000	.000	.000	.000
	Cooperation	.306	.000	.000	.	.000	.000	.000
	Competence	.165	.000	.000	.000	.	.000	.000
	Information	.304	.000	.000	.000	.000	.	.000
	Systems	.362	.000	.000	.000	.000	.000	.
N	NPS2013	50	50	50	50	50	50	50
	Ideas	50	50	50	50	50	50	50
	Strategy_Goals	50	50	50	50	50	50	50
	Cooperation	50	50	50	50	50	50	50
	Competence	50	50	50	50	50	50	50
	Information	50	50	50	50	50	50	50
	Systems	50	50	50	50	50	50	50

Correlations

		NPS2013	Ball	Mirror	Chocolate	Compass
Pearson Correlation	NPS2013	1.000	-.168	-.151	-.065	-.068
	Ball	-.168	1.000	.954	.912	.923
	Mirror	-.151	.954	1.000	.910	.906
	Chocolate	-.065	.912	.910	1.000	.886
	Compass	-.068	.923	.906	.886	1.000
Sig. (1-tailed)	NPS2013	.	.121	.148	.327	.319
	Ball	.121	.	.000	.000	.000
	Mirror	.148	.000	.	.000	.000
	Chocolate	.327	.000	.000	.	.000
	Compass	.319	.000	.000	.000	.
N	NPS2013	50	50	50	50	50
	Ball	50	50	50	50	50
	Mirror	50	50	50	50	50
	Chocolate	50	50	50	50	50
	Compass	50	50	50	50	50

Correlations

		Booking2013	Reception2013	Service2013	Cleaning2013
Pearson Correlation	Culture	.242	.367	.362	.399
	Booking2013	1.000	.500	.418	.325
	Reception2013	.500	1.000	.905	.590
	Service2013	.418	.905	1.000	.731
	Cleaning2013	.325	.590	.731	1.000
Sig. (1-tailed)	Culture	.084	.016	.018	.010
	Booking2013	.	.001	.007	.030
	Reception2013	.001	.	.000	.000
	Service2013	.007	.000	.	.000
	Cleaning2013	.030	.000	.000	.
N	Culture	34	34	34	34
	Booking2013	34	34	34	34
	Reception2013	34	34	34	34
	Service2013	34	34	34	34
	Cleaning2013	34	34	34	34

Correlations

		Work_Climate	Booking2013	Reception2013	Service2013	Cleaning2013
Pearson Correlation	Work_Climate	1.000	.115	.331	.299	.317
	Booking2013	.115	1.000	.500	.418	.325
	Reception2013	.331	.500	1.000	.905	.590
	Service2013	.299	.418	.905	1.000	.731
	Cleaning2013	.317	.325	.590	.731	1.000
Sig. (1-tailed)	Work_Climate	.	.259	.028	.043	.034
	Booking2013	.259	.	.001	.007	.030
	Reception2013	.028	.001	.	.000	.000
	Service2013	.043	.007	.000	.	.000
	Cleaning2013	.034	.030	.000	.000	.
N	Work_Climate	34	34	34	34	34
	Booking2013	34	34	34	34	34
	Reception2013	34	34	34	34	34
	Service2013	34	34	34	34	34

Correlations

		Leadership_By_Nc	Booking2013	Reception2013	Service2013	Cleaning2013
Pearson Correlation	Leadership_By_Nc	1.000	.248	.210	.186	.254
	Booking2013	.248	1.000	.500	.418	.325
	Reception2013	.210	.500	1.000	.905	.590
	Service2013	.186	.418	.905	1.000	.731
	Cleaning2013	.254	.325	.590	.731	1.000
Sig. (1-tailed)	Leadership_By_Nc	.	.079	.117	.147	.074
	Booking2013	.079	.	.001	.007	.030
	Reception2013	.117	.001	.	.000	.000
	Service2013	.147	.007	.000	.	.000
	Cleaning2013	.074	.030	.000	.000	.
N	Leadership_By_Nc	34	34	34	34	34
	Booking2013	34	34	34	34	34
	Reception2013	34	34	34	34	34
	Service2013	34	34	34	34	34
	Cleaning2013	34	34	34	34	34

