Work satisfaction of the operative staff of Hotel Valgrande in Coatzacoalcos, Veracruz

Satisfacción laboral del personal operativo del Hotel Valgrande en Coatzacoalcos, Veracruz

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Abstract

Tourism in Mexico Represents a significant foreign exchange income. Between January and October 2017, revenues from international travelers Were 17,371 billion dollars, 9.02 percent more than in the same period of 2016, According to data from the Economic Information System of the Bank of Mexico (Banxico). For many tourism companies, Mexico Second Most Important Represents ITS market, after the United States. (Reyna Quiroz, 2017). Coatzacoalcos has sites of interest and has grown little by little as a tourist site,, Although mostly, people WHO stay at hotels in this place do for business Reasons, since the area is Industrial Considered by Having Petrochemical Industries as: La Cangrejera, Pajaritos, Morelos and Braskem Idesa. The objective is: To determine the degree of work satisfaction of the operative staff of the Hotel Valgrande in Coatzacoalcos, Veracruz. A quantitative investigation will be Elaborated with a descriptive scope, using as a tool for gathering information, a questionnaire of 44 questions analyzing: working conditions, training, promotion and professional development, Among Others. With This, we will verify the level of satisfaction to the operative staff works there and it'll That allow to give suggestions for improvement in it.

Work Satisfaction, Staff, Hotel

Resumen

El turismo en México representa un importante ingreso de divisas. Entre enero y octubre de 2017, los ingresos por viajeros internacionales han sido de 17,371 millones de dólares, 9.02 por ciento más que en el mismo periodo del 2016, acorde a datos del Sistema de Información Económica del Banco de México (Banxico). Para muchas empresas turísticas, México representa su segundo mercado en importancia, después de Estados Unidos. (Reyna Quiroz, 2017). Coatzacoalcos cuenta con sitios de interés y poco a poco ha crecido como sitio turístico, aunque mayormente, las personas que se hospedan en los hoteles de este lugar lo hacen por cuestión de negocios, ya que la zona es considerada industrial al contar con Complejos Petroquímicos como: La Cangrejera, Pajaritos, Morelos y Braskem Idesa. El objetivo es: Determinar el grado de satisfacción laboral del personal operativo del Hotel Valgrande en Coatzacoalcos, Veracruz. Será una investigación de naturaleza cuantitativa con alcance descriptivo, utilizando como instrumento de recopilación de información, un cuestionario de 44 preguntas analizando: condiciones de trabajo, formación, promoción y desarrollo profesional, entre otros. Con ello, se verificará el nivel de satisfacción del personal operativo que ahí labora y esto permitirá dar sugerencias para la mejora en el mismo.

Satisfacción Laboral, Personal, Hotel

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Introduction

"The word comes from the French hotel and this hotel turn Latin hospitals, hostes, host." This definition can be developed in a chronological order, the history of the hospitality industry in the world. (Plazola Cisneros, Plazola Anguiano, Anguiano & Plazola, 1997). From its inception until today the guest is not offered the same as they were years ago and offered the host does not have the same characteristics as those travelers seeking a place to spend the night. As stated Dennis L. Foster: "Today's lodging and restaurant industries are the result of social and cultural evolution of many centuries." (Foster, 1994) Being an industry that is constantly changing to be affected by different phenomena, one can say that this industry are also not the same as in that year, and this is highly linked to tourism.

Undoubtedly, tourism and hospitality are two industries that are accompanied, without tourism would not be necessary the hotels, without the existence of the hotels would be missing a key element of the tourism system equipment. Foster says: "hospitality and tourism grew to become the two largest industries around the world." (Foster, 1994)

In Coatzacoalcos, Veracruz exist about 10 three-star hotels, 8 four-star hotels and one five-star hotel. (Inegi, 2018). The hotel company is studying: Hotel Valgrande (Four stars). It belongs to Grupo BREEZE de CV (Real Estate del Istmo, SA de CV) located in the city of Coatzacoalcos, in the southeastern region of Veracruz.

Hotel Valgrande is a property with a prime location in the center of Coatzacoalcos. It has easy access to major attractions and shopping area of the city. It offers a restaurant that offers regional and international cuisine, cafeteria, bar, function room, business center and laundry service. It also boasts elevator and non-smoking rooms, fitness center and wireless internet access. The rooms offer an air-conditioned environment with practical facilities including high-definition screen, desk, safe and more. (BestDay.com, 2018)

The added value of this research project is that not only encompasses one or two dimensions to analyze job satisfaction of a particular company, but encompasses twelve dimensions of satisfaction as working conditions, training, promotion and career development, recognition, retribution, command-partner relationship, participation, organization and change management, work climate, communication, knowledge and identification purposes and perception of direction. Furthermore, supplementary to know the perception people have of the organization, the implementation of corporate values, overall satisfaction and the influence they can have certain elements for improved personal satisfaction questions are asked. This allows an objective view of the problem to be analyzed.

This research project comprises six sections. Introduction (both general and specific) objectives, problem, rationale and hypothesis: in the first section of the project as generalities are included.

The second section refers to the theoretical framework so briefly describes the revolution of hospitality, international classification of hotels, definition and types of job satisfaction and previous research.

The third section presents the methodology used is explained.

In the fourth section presents the results and graphs of each dimension analyzed are reflected.

The fifth section refers to the acknowledgments made while in the last section shows the conclusion based on the analysis of the results of the investigation.

Justification

The benefit of a diagnosis identifying the degree of prevalent satisfaction in people who work in the organization allows for actions to improve the organizational climate and therefore staff turnover is minimal because workers will identify with the company and will part of it, fulfilling optimum performance in their daily activities. In turn, allow give customers better service or host and we must remember that the human capital of an enterprise is the engine that allows a company to operate efficiently.

Problem

Something that is not easy to hide in both public and private companies is job dissatisfaction by some staff members serving on them. This can be caused by: Extra continuous time, work stress, low wages, lack of motivation, inability to adapt, fear of change, lack of training, staff turnover, among others.

This could cause the client or guest receives care or inadequate service by the poor attitude of the worker and this in turn causes a bad image of the hotel company. Currently, if companies want to stay in the competition, they need certain resources to enable it to its elements work efficiently. Hence, a good working environment helps better job performance.

Hypothesis

The degree of job satisfaction of operational staff of Hotel Valgrande in Coatzacoalcos, Veracruz is satisfactory.

Objectives

General Purpose

Determine the degree of job satisfaction of operational staff of Hotel Valgrande in Coatzacoalcos, Veracruz.

Specific Objectives

– Choose a technique and data collection instrument for obtaining information.
– Apply the operating staff Valgrande surveys.
– Analyze the data obtained from surveys.
– Identify the variables that influence the satisfaction or dissatisfaction of the worker.

Theoretical framework

Revolution in hospitality

Between the eighteenth and twentieth century there were certain events that marked a big change in the hotel industry. He no longer spoke of inns or taverns but was thinking more comfort and well service, ie the way that guests are attending and what was offered, but this did not occur everywhere at the same time, but it was part of a process.

During the eighteenth century, the situation in Europe was very different from other parts of the world as being the most important cities in the United States. In Europe, a lodge with amenities where guests did not have to share rooms remained an exclusive privilege for the aristocracy, while in the United States and there were simple and inexpensive hotel but comfortable enough establishments that were accessible to all citizens.

In Europe, the emergence of clean hotels and amenities took a little longer, but eventually began to emerge primarily in the areas near stations transport. Appeared hotels in railway stations and the terminal stations of cars route. In the nineteenth century, the construction of hotels with features like those known today began to increase rapidly in both Europe and the United States. It is said that the entertainment revolution took place with the construction of the hotel Tremont House in Boston, and this is how he tells Foster. It was the first hotel that offered rooms locked and also each had a bathroom with a bar of soap and a pitcher.

The hotel also revolutionized the hotel industry as to how to cater to guests as uniformed personnel had all day dealing with the needs of the host. Since its appearance in the Anglo-Saxon country began to emerge different hotels with similar characteristics in cities like Chicago and St. Louis. As the years passed, the hotels had an increasing number of rooms and the one who initially was considered a big hotel and it was not. Thus the hospitality industry was growing along with the tourism industry to take the place you currently have and even being the only economic source of some countries.

International Classification of hotels

According to the Secretary of Tourism, hotels are classified as:

– Star: only offers the essentials.
– Two stars: basic services and infrastructure
– Three stars: adequate facilities, complete and standardized service, no frills.
– Four-star luxurious amenities and superior service
– Five-star facilities and exceptional services (Tourism Ministry)

Satisfaction

According to Robbins, and Stephen Coulter, job satisfaction refers to the general attitude of a person to use. A person with a high level of job satisfaction has a positive attitude toward their jobs. A person dissatisfied have a negative attitude. When people talk about the attitudes of employees, usually refer to job satisfaction. Satisfaction is closely related to productivity, absenteeism and turnover. (Robbins, P., & Coulter, 2010)

In turn, Marquez mentioned that satisfaction could be defined as the attitude of the worker against his own work, this attitude is based on the beliefs and values that the worker develops his own work. Attitudes are jointly determined by the current characteristics of the post as by perceptions having what they should be. (Márquez, 2004)

Types of job satisfaction

According to Quintanilla, it stipulates seven types of satisfaction that the worker can feel in the company:

– Job satisfaction in general: It is the way the person feels at work, according to several authors, it is a stable reaction according to work performed by various factors that can trigger reactions worker to the company.

– Worker satisfaction regarding the work they perform: Workers tend to prefer jobs that give them the opportunity to use their skills and offer a variety of tasks, such freedom will allow them to make innovations that will bring them job satisfaction.

– Worker satisfaction regarding their workplace: Workers are interested in their work environment for both personal welfare and to facilitate doing a good job, most workers prefer to work relatively close to home, in a comfortable environment, well-lit and with good interpersonal relationships.

– Worker satisfaction regarding the relationship with their bosses and colleagues: The work also covers needs for social interaction, behavior boss is one of the main determinants of satisfaction. Human beings by nature are sociable, which is why the relationship you have with your bosses or peers influence greater satisfaction or dissatisfaction, currently heads should not be reduced to only that, but they have to be true leaders, capable motivate, understand, listen and support for workers to increase their production and productivity.

– Employee satisfaction regarding incentives and remuneration received: Workers seek wage systems and policies promotion fair, unambiguous and consistent with their expectations. Of course, not everyone looking for money, many people gladly accept less money in exchange for working on a favorite, or have certain features that give added value to their salary area.

– Employee satisfaction regarding their age: As people get older, the work becomes more routine and more demanding, which decreases performance and satisfaction, after 30 years, person has the opportunity to make richer tasks, achieve better performance levels and a higher level of job satisfaction, after 60 years, the person experiences a decline in their abilities and a shorter horizon of action which causes a certain degree of dissatisfaction.

– Employee satisfaction regarding their gender: Gender is a determinant of job satisfaction, several studies show that in some cases the most satisfied with women and others are males, this is because since depending on the work they perform will influence various factors. For example, disadvantaged women need to feel the taste for their work and have a good boss, however disadvantaged men care more about the opportunity to demonstrate their usefulness and have a secure job. (Quintanilla, 2005)

Model EFQM (European Foundation for Quality Management)

The selection of factors or dimensions to evaluate and design of the contents of data collection instrument has been very aware of each and every one of the guidelines in relation to the management of human resources, establishes the EFQM Model.

The basic references are contained in criterion 3 "People" in the criterion 7 "results in people", and considerations related to human resources management in the following criteria are met:

Criterion 1: Leadership
–   Performance leaders as a model of a culture of excellence.
–   Involvement of the leaders in continuous improvement
–   Performance leaders regarding motivation, support and recognition of his collaborators
Criterion 2: Strategy
–   Communication policy and strategy
Criterion 3: Resources
–   Access to information necessary for job performance
Criterion 4: Processes
–   Encouragement creative talent of employees to improve processes

Previous research

It investigates issues related to the desired project and is located one entitled: "Rotation of operational staff in star hotels Trevi" 2015. It is a research created by Monica Galeano Andrea Mogollon for specialization in Management.

"This investigation arose from my perception as regional bookkeeper Hotel Estelar La Fontana. Currently one of the more resources must keep an organization is its staff. However, the entry into this field we find that there are many variables that influence the permanence of the same companies. "(Mogollon, 2015)

Also, it draws on research: "Evaluation and improvement of people satisfaction in service organizations" in 2001.

It is an investigation of Vitoria Gasteiz.

It is a manual for evaluating and improving the satisfaction of people in service organizations, along with the Measurement Tool proposal has been prepared by the Human Resources of the Central Organization and Management Branch, Area Organization and Development HR.

Its development has been based on the following basic premises:

–   Conform to the parameters established in the European EFQM Model.
–   Safeguarding the specificities of each service organization creating a common framework from which it is possible to develop a performance tailored to the needs and peculiarities of each organizational reality.

Methodology to develop

The investigation is based on a quantitative approach because it is based through a statistical analysis via a survey consisting of 44 items (with recommended by EFQM dimensions), with a descriptive scope because they show in detail the results obtained through surveys and a cross section that is elaborated in a period of time.

The population is made up of human capital who are working in the operational area, at least two months in the Valgrande hotel. The unit of analysis is the human capital that has no leadership or management positions in different positions of the operating area of the hotel.

Graphic 1 shows the flowchart of the hotel where existing posts in the same displays shown: General Management in the first hierarchical level, area managers in the second-tier and third hierarchical level are the people operating area they have direct dealings with the host (client).
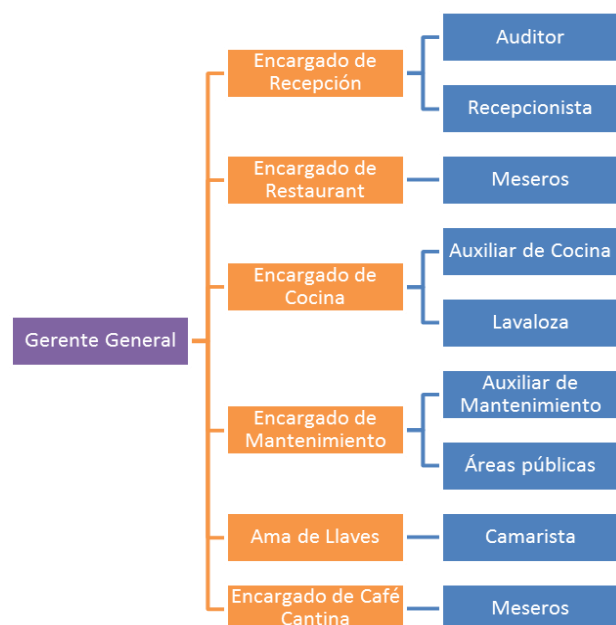
Graphic 1 Organizational (Author)

The Graphic for the number of operational staff working at the hotel was obtained directly from company management. The survey is conducted:

1 Auditor
2 Recepcionista Cajera - Telephone
3 Meseros of restaurant
2 Auxiliary Kitchen
1 dish detergent
1 Auxiliary maintenance
1 Public Areas
3 Camaristas
Bar 2 servers
Making a total of 16 people.

The dimensions analyzed and the number of questions are presented in Table 1.

Dimensions Satisfaction	Question	Tot
1. Working conditions	1,2,3	3
2. Training	4.5.6	3
3. Promotion and professional development	7,8,9,10	4
4. Recognition	11,12,13	3
5. Compensation	14.15.16	3
6. Relationship command collaborator	17,18,19,20	4
7. Participation	21,22,23	3
8. Organization and Change Management	24,25,26,27	4
9. Climate Work	28,29	two
10. Communication	30,31,32	3
11. Knowledge and identific. with obj.	33,34,35	3
12. Perception direction	36,37	two
Total		37

Table 1 Dimensions to be analyzed (Author)

Furthermore, supplementary to know the perception people have of the organization, the implementation of corporate values, overall satisfaction and the influence they can have certain elements for improved personal satisfaction questions are asked. For the above, seven questions are asked, making a total of 44.

Results

The results are shown by dimension analyzed: Table 2 shows the results of the first dimension (working conditions) with questions 1,2 and 3 are shown. the number of the question asked is shown in the first column while in the remaining columns the number of people who answered if working conditions are adequate, appropriate, inappropriate, inadequate or no opinion very shown. At the bottom of the table the results are shown in numerical form. Similarly, the tables below are made.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
one	4	10	0	0	two
two	two	12	0	0	two
3	4	12	0	0	0
TOTAL	10	3. 4	0	0	4

Table 2 Dimensions: Working conditions (Prepared)

Table 3 shows the second dimension (training) to questions 4,5 and 6 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
4	two	14	0	0	0
5	4	10	0	0	two
6	4	10	0	0	two
TOTAL	10	3. 4	0	0	4

Table 3 Dimension: Training (Prepared)

Table 4 shows the third dimension (Promotion and Professional Development) with questions 7,8, 9 and 10 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
7	6	8	0	0	two
8	10	0	0	0	6
9	two	10	0	0	4
10	10	6	0	0	0
TOTAL	28	24	0	0	12

Table 4 Dimension: Promotion and Professional Development (Author)

Table 5 shows the fourth dimension (recognition) is evaluated with 11.12 Y13 questions.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
eleven	12	0	0	0	4
12	10	6	0	0	0
13	6	10	0	0	0
TOTAL	28	16	0	0	4

Table 5 Dimension: Recognition (Author)

In Table 6 the fifth dimension (Compensation) is evaluated with questions 14, 15 and 16.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
14	14	two	0	0	0
fifteen	two	14	0	0	0
16	4	10	0	0	two
TOTAL	twenty	26	0	0	two

Table 6 Dimension: Retribution (Author)

In Table 7 the sixth dimension (ratio control partner) with questions 17, 18, 19 and 20 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
17	8	4	0	0	4
18	8	8	0	0	0
19	8	8	0	0	0
twenty	10	6	0	0	0
TOTAL	3. 4	26	0	0	4

Table 7 Dimension: Relationship command contributor (Compiled)

In Table 8 the seventh dimension (Participation) with questions 21, 22 and 23 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
twenty-one	10	4	0	0	two
22	two	8	two	0	4
2. 3	8	two	two	0	4
TOTAL	twenty	14	4	0	10

Table 8 Dimension: Participation (Prepared)

In Table 9 the eighth dimension (Organization and change management) is evaluated with questions 24, 25, 26 and 27.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
24	6	0	0	0	10
25	4	12	0	0	0
26	8	6	0	0	two
27	4	8	0	0	4
TOTAL	22	26	0	0	16

Table 9 Dimension: Organization and change management (Author)

In Table 10 the ninth dimension (Working atmosphere) with questions 28 and 29 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
28	6	4	0	0	6
29	6	6	4	0	0
TOTAL	12	10	4	0	6

Table 10 Dimension: Climate Work (Author)

Table 11 shows the tenth dimension (internal communication) is evaluated with questions 30, 31 and 32.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
30	4	12	0	0	0
31	4	4	4	0	4
32	6	two	4	0	4
TOTAL	14	18	8	0	8

Table 11 Dimension: Internal Communication (Author)

Table 12 shows the eleventh dimension (Knowledge and identification of targets) is evaluated with questions 33, 34 and 35.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
33	two	10	two	0	two
3. 4	6	8	0	0	two
35	4	10	0	0	two
TOTAL	12	28	two	0	6

Table 12 Dimension: Knowledge and identification of objectives (Compiled)

Table 13 the twelfth dimension (perception of direction) is evaluated with questions 36 and 37.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
36	6	8	0	0	two
37	4	10	0	two	0
TOTAL	10	18	0	two	two

Table 13 Dimension: Perception of Management (Prepared)

Table 14 shows the complementary part that refers to the perception of the corporation, questions 38, 39 and 40 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
38	two	6	two	two	4
39	8	4	two	0	two
40	0	8	two	0	6
TOTAL	10	18	6	two	12

Table 14 Complementary: Perceptions Corporation (Author)

In Table 15 the complementary part that refers to the implementation of corporate values, with questions 41a, 41b, 41c, 41d, 41e and 42 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
41a	two	10	two	0	two
41b	8	0	two	two	4
41c	6	0	two	two	6
41d	two	14	0	0	0
41e	two	4	6	two	two
42	4	12	0	0	0
TOTAL	24	40	12	6	14

Table 15 Complementary: Implementation of corporate values (Prepared)

In Table 16 the complementary part that refers to the general satisfaction with the question 43 is evaluated.

Do not.	Great	Proper	Inadequate	Inadequate very	No opinion
	one	two	3	4	5
43	4	10	0	0	two
TOTAL	4	10	0	0	two

Table 16 Complementary: Overall satisfaction (Author)

Table 17 also evaluates the overall satisfaction but emphasizing that workers choose three issues they consider important to improve and feel motivated in their workplace, ie in the Hotel Valgrande.

Do not.	Aspects	Total	Percentage
44	Working conditions	8	17%
	Training	4	8%
	Promotion and development	4	8%
	Recognition to work	8	17%
	Remuneration	two	4%
	Relationship with control	two	4%
	Possibilities for participation	two	4%
	Organization and operation	4	8%
	Climate and work environment	two	4%
	Internal communication	4	8%
	Knowledge and adaptation of targets	0	0%
	Management style	two	4%
	Other issues	6	13%
	Total	48	100%

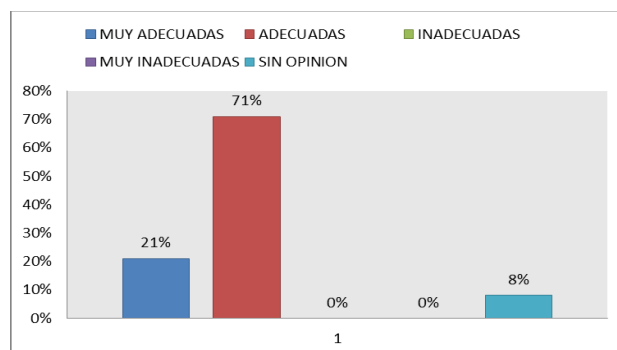**Table 17** Complementary: Overall satisfaction (Author)

Charts

Working conditions: in Graphic 1 the percentage obtained in the first dimension is shown.
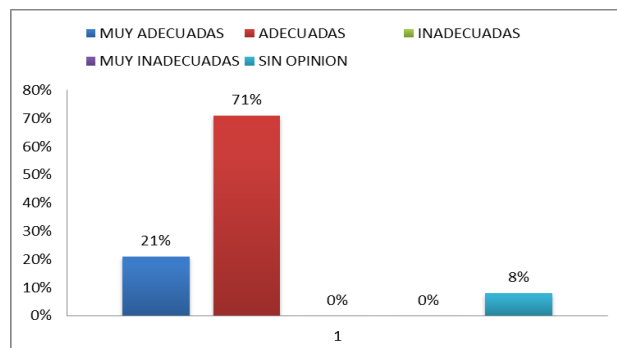
Graphic 1 Dimensions: Working conditions (Prepared)

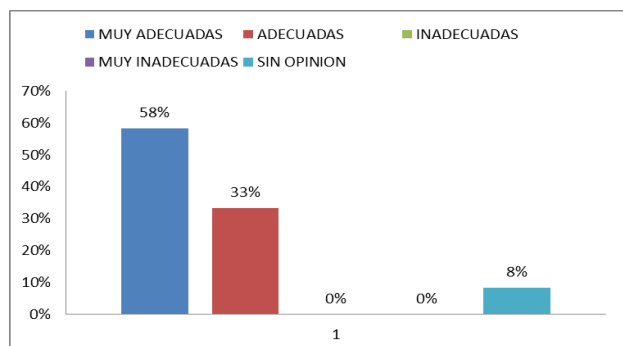Training: in Graphic 2 the percentage obtained in the second dimension is shown.

Graphic 2 Dimension: Training (Prepared)

Promotion and professional development: in Graphic 3 the percentage obtained in the third dimension is shown
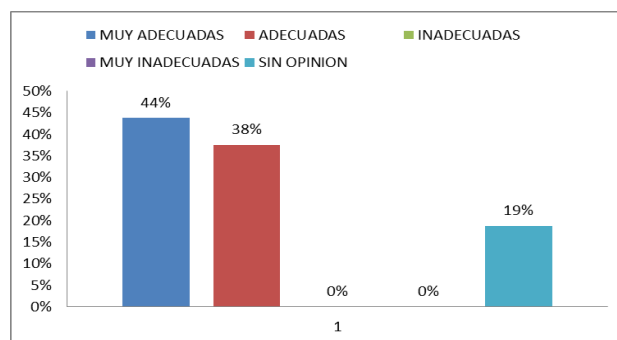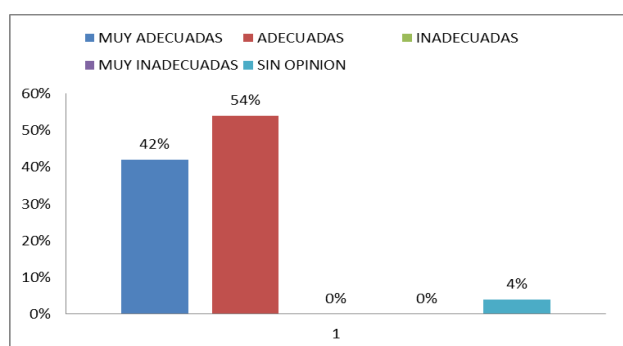

Graphic 3 Dimension: Promotion and professional development (Prepared)

Recognition: in Graphic 4 the percentage obtained in the fourth dimension is shown.
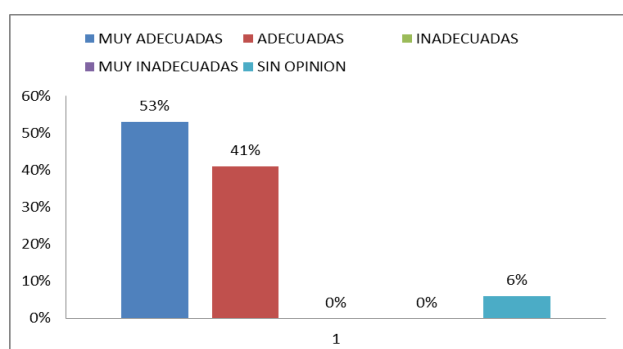
Graphic 4 Dimension: Recognition (Author)

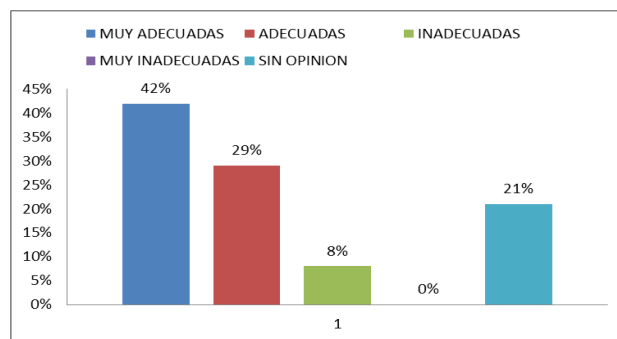Compensation: In Graphic 5 the percentage obtained in the fifth dimension shown.

Graphic 5 Dimension: Retribution (Author)

Relationship command contributor: In Graphic 6 the percentage obtained in the sixth dimension shown.
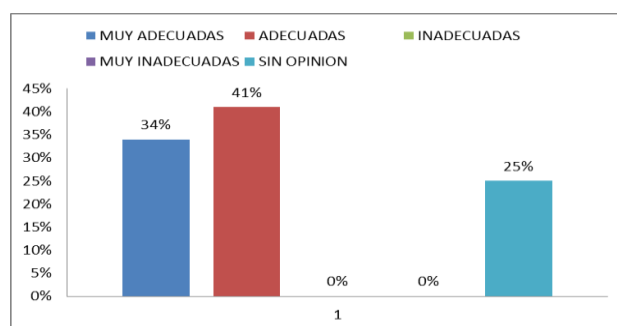

Graphic 6 Dimension: Relationship command contributor (Compiled)

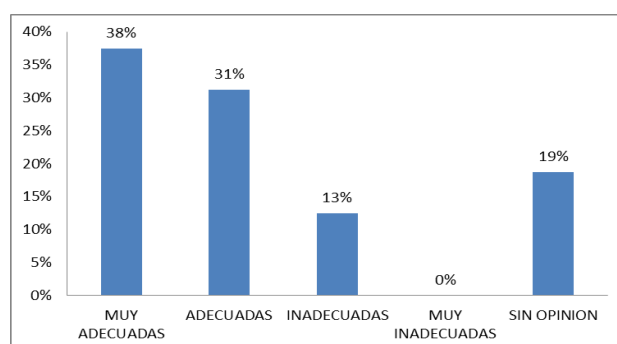Participation: In Graphic 7 the percentage obtained in the seventh dimension shown

Graphic 7 Dimension: Participation (Prepared)

Organization and change management: In Graphic 8 the percentage obtained in the eighth dimension shown.
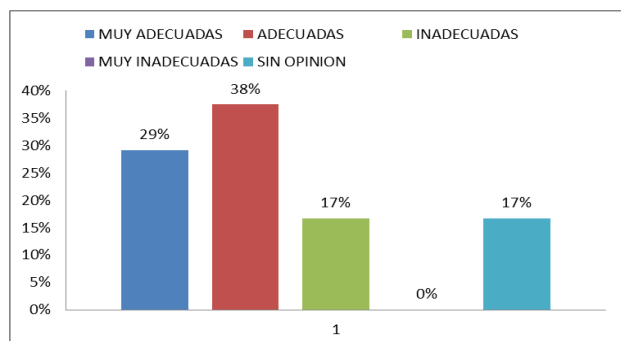

Graphic 8 Dimension: Organization and change management (Author)

Working atmosphere: in the graph 9 the percentage obtained in the ninth dimension shown.
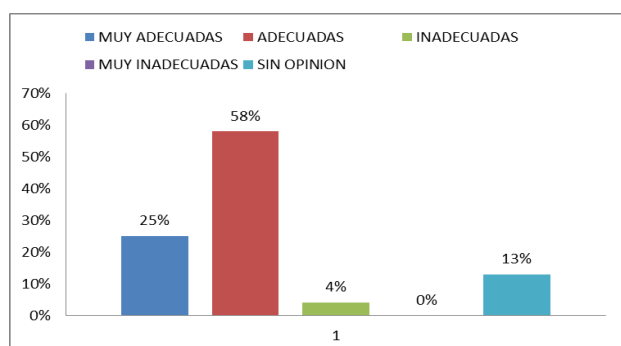

Graphic 9 Dimension: Climate Work (Author)

Internal Communication: In Graphic 10 the percentage obtained in the tenth dimension shown.
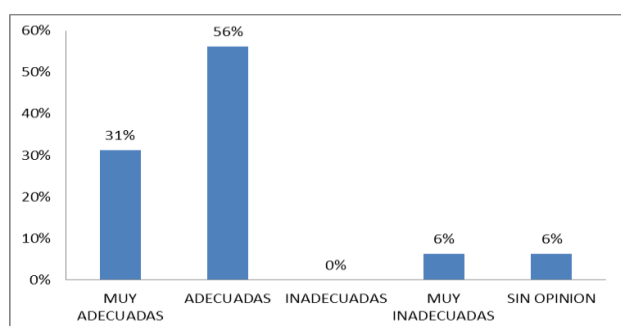
Graphic 10 Dimension: Internal Communication (Author)

Knowledge and target identification: In Graphic 11 the percentage obtained in the eleventh dimension shown.

Graphic 11 Dimension: Knowledge and identification of objectives (Compiled)

Perceived direction: In Graphic 12 the percentage obtained in the twelfth dimension shown.

Graphic 12 Dimension: Perception of management (Prepared)

Thanks

Hotel Valgrande for allowing this project research.

Conclusions

The evaluation was conducted in the degree of job satisfaction of the operating staff of Hotel Valgrande Coatzacoalcos city.

For this based research is done a descriptive quantitative approach, using techniques and instruments for data collection and a questionnaire survey of forty-four questions respectively. The questionnaire applies to human capital that has no positions leadership or management in the different positions of the operating area of the hotel, where: Auditor, receptionist cashier - telephone, waiters restaurant, kitchen assistant, dish detergent, assistant maintenance areas public, chambermaids and waiters bar, with a total of 16 people.

The dimensions were analyzed: Working conditions, training, promotion and career development, recognition, compensation, control-partner relationship, participation, organization and change management, work climate, communication, knowledge and identification purposes, perception of direction Complementary to know the perception people have of the organization, the implementation of corporate values, overall satisfaction and the influence they can have certain elements for improved personal satisfaction questions are also shown.

Based on the result obtained indicates that employees in certain dimensions do not emit opinion about how they feel but this is more common in the eighth dimension refers to the organization and change management, where 25% of operational staff Review the knowledge of the structure of the organization, coordination between departments and whether they are efficient or not the efforts of the organization to improve its performance since known about this. In the seventh dimension (participation) with reference to the decisions that they may have in certain situations with the host or other situation in particular on the possibilities for improving the functioning of the organization or contributing ideas for new projects,

Moreover, in the third dimension (promotion and professional development) with reference to the way he turns the work performed, use their professional skills by the hotel, equality capacities with the promotion and professional development as well as expectations of professional growth, where are not informed if that point can be fulfilled or not.

Similarly, in the tenth dimension (internal communication) 19% no opinion because it has doubts about how they should perform their duties and do not know if it really is being heard regarding suggestions made for improving the department.

However, you can insult that the highest percentage of operational staff in all dimensions and in the supplementary answer questions as "very suitable" and "adequate", so the job satisfaction of the operating staff of Hotel Valgrande in Coatzacoalcos, Veracruz is satisfactory.

In supplementary questions, elements that human capital operating They choose the highest percentage to improve and feel motivated in their workplace are: improvement in working conditions and recognition of the work.

With knowledge of the above, we can say that the organization should focus both on what motivates as well as improve the parts in which the employee is dissatisfied, because if you want to improve the satisfaction level of operational human capital should be taken into account the opinion of employees and verifying labor relations, workplace, why they work, if only for recognition or acquire new knowledge during their working time, among others.

It is important to consider people who did not give opinion on some questions, since it is clear that they are not aware of certain issues, so it is suggested that a discussion induction where the roles and responsibilities they will have in the performance are explained their activities and what is expected of them and have a manual job description where I molded written above. Also, display in conspicuous places the mission, vision, values, goals and organization of the company to acquire sufficient membership. Another important point to consider is: let them know through timely internal communication verbally and written the decision-making is not concentrated on one level but rather, some decisions may be taken by the operating human capital depending on the situation that arises, since they often have to wait indications boss or superior and that causes loss of time and inefficient customer service. In turn, emphasize the importance of such personnel to develop ideas that eventually allows an improvement in the department or organization.

Another important point is to make them see through promotions and some incentives such as employee of the month, a free night at the hotel, dinner free at the hotel, extra free time, request advice or suggestions on some issues to demonstrate that we value their knowledge, among others, your effort is rewarded and valued.

And to improve working conditions suggested check schedules for the worker to combine its activities with the labor people. This will cause the worker to feel satisfied occupationally and provide quality service.

As for staff satisfaction and rotation, we conclude that they are intertwined, as the staff are satisfied with their work, the lower the rotation, this being important to avoid loss of time, money and effort in selecting, recruiting and training new employees.

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