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HOTEL EMPLOYEE WORK VALUES IN INDONESIA Sienny Thio The Hong Kong Polytechnic University
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Professor brian.king@polyu.edu.hk Submitted for consideration for oral presentation at the APTA 2017

Conference. HOTEL EMPLOYEE WORK VALUES IN INDONESIA INTRODUCTION Tourism is considered to be one of the industries which can encourage developing countries to improve the welfare of their people as this sector distributes 9.5% of global GDP with one in every 11 people worldwide is hired (Goren, 2015). In Indonesia,

according to the World Travel and Tourism Council (WTTC), the growth of tourism and hospitality has led to an increase in 6

the national GDP for 2014 of 15% compared with the previous year when it contributed 3.2% (Thadani, Vadehra, Sindarta, & Poh, 2015). This continuing growth of tourism globally including in Indonesia is prompting a need to expand the labor force, notably in the hotel sector. Since hospitality provision is a labor-intensive industry, employees are central to hotel operations in order to provide qualified service to their guests. Thus, it is inevitably that the successful of hotel companies will be contributed greatly by their employees to make their guests feel satisfied and repeat their stay. In Indonesia rapid hotel construction and development has increased the demand for qualified human resources. As noted by Negara (2014) a highly educated and well-trained workforce is critical for an innovation-driven economy. Developed countries has been experiencing labor shortages whereas developing countries such Indonesia are confronted by a lack of quality. Amongst the various countries of ASEAN, Thailand, Malaysia, Singapore, and Indonesia are now entering the developed destination category and are now encountering shortages of skilled and trained workers (Sritama, 2015). As Indonesia seeks to secure economic growth, it is also likely to increase social welfare and invest more in human capital development. If an attempt is not made to improve the currently inadequate quality of the workforce, Indonesia is being relegated to

a market for goods and services provided by of 27

other ASEAN countries (Aritonang & Razak, 2016). These concerns have been exacerbated by the small proportion (10 percent) of Indonesia's 144 million strong workforce that possess a university degree. This has prompted sceptics to challenge the likelihood of Indonesia's workers to compete effectively in the regional labor market (Tashandra, 2016; Widarti, 2014; Widodo, 2016a, 2016b). In responding to such concerns, the present research on human resources highlights key areas of concern and opportunity about hospitality employee attributes and beliefs in Indonesia. The contemporary workplace is complex and the values work that workers possess are changing fast, including within generational cohorts (Smola & Sutton, 2002), through different life stages (Super, 1980, 1995). Understanding the work values of workforce in each generation with various demographic backgrounds in a specific industry, a company is expected to meet employee needs and wants in order to promote favorable working environments, thereby leading to increased performance and workforce productivity (Kupperschmidt, 2000), employee

creativity (Ali & Al-Kazemi, 2005), and employee job satisfaction (Brown, 2002). 21

Thus,

it is important for hotel managers to identify and understand their employees' work 42

values because it will help them maintain a competitive edge due to the imbalance between supply and demand in employment (Solnet & Hood, 2008) and have positive impacts on employee work outcomes and productivity (Liang, 2012). Many scholars have developed scales to measure work values of both subordinates and managers. These have been undertaken to understand the diversity of personal and work values and have been adopted both in hospitality and in other industry settings. Work values across different generations of employees might differ due to the nature of the work itself such as different departments and sectors within the hospitality company (Siu et al., 1997). Having better understanding of work value similarities and differences among different age cohorts will assist HR management develop HR strategic programs (Chen & Choi, 2008). Lyons et al. (2010) also suggested that managers should have knowledge about work value patterns of their employees enabling them to anticipate employees' reactions to various assignments, stimulus, and workplace situations. As hotel companies still rely heavily on their workforce,

it is worthwhile to investigate employee's **work values in**

38

order to provide valuable feedback to HR professional to attract, retain and engage their potential employees. The growing number of hotel properties in Indonesia is not followed by the number of talented workforce which makes hotel companies encounter shortages of qualified and skilled employees. By acknowledging hotel work values in Indonesia's upscale hotels, it will help hotel companies and HR practitioners recruit and retain their potential workforce.

Thus, the main objective of this study is **to** investigate employee's **work values in the**

10

context of Indonesia's hotel industry. As supported by Zemke et al. (1999), understanding personnel who come from different socio-demographic, generational, and ethnic backgrounds is essential for developing more compelling HR strategies. Hence, this study also attempts to examine work value differences based on employees' socio-demographic characteristics to provide more specific information for HR professional whether work values may differ within different location, generation, gender, religion, marital status, educational and job position levels since it is believed that this is a challenge for hotel professionals to manage diversity in their workforce characteristics. LITERATURE REVIEW

Work Values and Gen Ys **Work values** may **be defined as**

44

"evaluative standards associated with work or the work environment by which individuals determine what is 'right' or assess the importance of preferences" (Dose, 1997, p. 228). George and Jones (1999) described work values as employee attitudes towards their workplace expectations and how they are pursued. In addition, Elizur (1984) defined work values as individual perceptions about particular outcomes concerning work attributes which are perceived as critical to work. Work values are considered to be a continuing perspective that leads an employee to assess his/her workplace, whether it is fundamentally right or wrong (Judge & Bretz, 1992). Work values are hierarchically structured around what individuals believe has significance for their working lives (Lyons et.al.,2010). The focus on values as opposed to attitudes was due to the fact that values do not conform to certain conditions or situations and are more likely to be stable (White, 2006). In addition, it is believed that people

have fewer values than attitudes (Dose, 1997) and that values **have**

5

a greater

impact on perceptions, **attitudes and** behaviors (**Brown, 2002;**

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Mok

et al., 1998). Values have been viewed **as beliefs** which **are** carried out **by individual as standards**

5

to behave in a certain situation (White, 2005). Hotels are welcoming more “generation Ys” (also known as millennials) into the labor market. Many scholars have revealed unique characteristics of millennials

compared to the previous generations in regards **to** work values, attitudes **and**

46

behavior. As noted by Davidson et al. (2010), the job expectation perceived to be crucial for Gen Y employees are “self-actualization, work-life balance, career development, communication and networking” (p. 453). Accordingly, Gen Y workforces are likely to be demanding, more outspoken in revealing their feelings and opinions (Solnet & Hood, 2008) which often create conflicts with their coworkers and employers. In other words, hospitality establishments need to respond to the emergence of Gen Ys in the hospitality workforce by formulating approaches which meet their needs and expectations such as providing new challenges and additional responsibility (Solnet & Hood, 2008). This is supported by Walsh and Taylor (2007) who notes that millennial employees today seek challenging positions in the hospitality industry that provide them with more opportunities to cultivate their skills, responsibilities and involvement in the process of decision making.

Way of life, achievement, and supervisory relationships were **consistently** found to be **top** of lists of **work** attitudes **for all** age **groups**

11

(Chen & Choi, 2008). Numerous studies have reported significant differences in work values among different generations working in hospitality (Chen & Choi, 2008;

Gursoy et al., 2013; Mok et al., 1998; Park & Gursoy, 2012;

23

Solnet & Hood, 2008; Walsh & Taylor, 2007; White, 2005, 2006). Some scholars also related work values to other constructs such as

organizational commitment (Elizur & Koslowsky, 2001), decision making (Shafer **et al., 2001), and**

31

national culture (Mangundjaya, 2010). However, few researchers have investigated the work values of workforces on the basis of socio-demographic background particularly in upscale hotels. By recognizing

employee's background based on their demographic profile, this study is expected to provide better insights for upscale hotel companies to create HR strategies in attracting talented employees. As encouraged by Pizam (1993) more industry specific studies are urgently needed on work values linked to national and ethnic contexts. Understanding work value differences and changing workforce values are crucial because they may have a fundamental influence on organizational values and culture (Judge & Bretz, 1992; Smola & Sutton, 2002). Measurement

of Work Values Given **the** importance **of** understanding **work values in**

40

organizational settings,

it is essential **to examine** how employee **work values**

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can be measured. The first measurement was

the Work Values Inventory (WVI) (Super 1970). Since its introduction, **the**

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WVI has been deployed by numerous scholars to measure workforce work values in several industries, including hospitality

(Chen et al., 2000; Chen & Choi, 2008; White, 2005,

2

2006). The WVI comprises

45 items covering **15 dimensions of** both **intrinsic and extrinsic**

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work values, namely creativity, management, achievement, surroundings, supervisory relationships, way of life, security, associates, aesthetic, prestige, independent, variety, economic return, altruism, and intellectual stimulation.

7

For example, Chen and Choi's (2008) study revealed that a hospitality managerial workforce from different generational differences perceived their work values on four dimensions, namely "comfort and security", "professional growth", "personal growth" and "work environment". While,

altruism, intellectual stimulation, security, independence and economic return were perceived distinctively **by** both **managers and supervisors,** with **altruism ranked** highly **among all generations.**

2

Another widely adopted model is Hofstede's (1980) which relates work values with national cultures. His study captured

four dimensions of cross-cultural differences, namely: power distance, individualism vs collectivism, masculinity versus femininity, and uncertainty avoidance.

14

For example,

Mok et al. (1998) investigated the work values of Chinese hotel managers in Hong Kong using Hofstede's (1980) value survey module.

2

The results showed that Chinese hotel managers highly placed their values on both

good relationships with their superiors and peers and

29

strong emphasis on financial rewards. They

did not have great emphasis on quality of life but they valued the

9

intrinsic elements

such as freedom, challenging tasks and consultation

9

with superiors. Another study by Mangundjaya (2010) related to work values was conducted in Indonesia using Hofstede's version (Hofstede & Hofstede, 2005) which involved 2,025 respondents from Indonesia's state owned companies. The findings revealed that

company's work values were Individualist, high power distance, low uncertainty avoidance, masculine, and have long term orientation.

4

While, work values according to Hofstede's (1980, 1984) results were

collectivist, high power distance, low uncertainty avoidance, and feminine.

4

It can be said that there was a change

from collectivist to individualist, and feminine to masculine

4

which might be influenced by socio-cultural factors as Indonesia has diverse ethnicity with different backgrounds and characteristics of people. Prior researchers have adopted various work value

measurements and have generated a variety of results due to the diversity of work settings (Lyons et al., 2010). Scholars have also developed various work value instruments, such as the

Minnesota Importance Questionnaire (Gay et al., 1971), the Work Aspects Preference Scale (Pryor,

16

1979), the Work Values Inventory (Elizur, 1984), the

Meaning of Working Survey (MOW, 1987), the Values Survey (Neville & Super, 1989), Work Values Scale

3

(Ros et al., 1999), and the Lyons Work Values

35

Survey (Lyons et al., 2010).

Although a wide array of work value classifications have been

3

introduced, it seems that two basic types of work value are most likely to appear. These are: "Intrinsic or cognitive" and "extrinsic or instrumental" (Lyons et al., 2010). However, Lyons et al. agreed

with Elizur (1984) that the use of the terms "cognitive" and "instrumental" is considered to

3

be more precise and stringent for explaining the two basic types of work value. The four-work value dimensions of the LWVS were derived from Ros et al. (1999). These echoed work value types that were replicated from Schwartz's (1992) study focusing more on general values such as

openness to change, conservative, self-transcendence, and self-enhancement.

34

Previous researchers

have shown that work values are related to

37

general values even though they are separated (Elizur & Sagie, 1999). It is believed

that work values have evolved from extensive general values (Roe & Ester, 1999). Thus, in this study the

15

LWVS was considered to be appropriate to examine which work attributes perceived to be crucial by hotel

employees in Indonesia as it covered a broad range of work setting. The LWVS 25 items can be seen in Table 1. Table 1. The LWVS 25-item format Instrumental Cognitive Benefit Feedback Job security Hours of work Balance Information Salary Recognition Supportive supervisor Challenge Continuously learn Freedom Variety Use abilities Advancement Achievement Interesting work Social/Altruistic Prestige Co-workers Fun Social interaction Help people Impact Authority Prestigious influence Source: adopted from Lyons et al. (2010) As noted by Papavasileiou and Lyons (2015, p.2167), the four dimensions of work values are: 1. Instrumental (or extrinsic),

which reflect more concrete work outcomes such as pay and security;

1

2. Cognitive **(or**

intrinsic),

which relate to the pursuit of personal growth such as advancement and independence;

1

3. Social/altruistic,

which capture emotions and feelings as well as social experiences and roles such as esteem, interpersonal relationships and social contribution 4. **Prestige,**

1

which refer to aspects of personal success and dominance over others such as recognition and authority

1

METHOD Survey Instrument The present study has adopted the 25-item scale of

the Lyons Work Values Survey (LWVS) to measure how important each **work**

33

value is to the sample of hotel employees in Indonesia.

Respondents were asked to indicate **the extent to which each item** within **the** four dimensions of

8

work values is perceived to be important when they consider to accept or stay in a job ranging from 5 (absolutely important) to 1 (not at all important). The instrumental and cognitive dimension were composed of nine and eight items of work values respectively, while social, and prestige dimension consist of four work values items each. The researchers employed the LWVS because it has been widely adopted in prior studies (Cennamo & Gardner, 2008; deCooman & Dries, 2012; Infeld et al., 2010; Lyons et al, 2005; Papavasileiou & Lyons, 2015; Sillerud, 2011; Zupan et al., 2013). There is also extensive research measuring

all four types of posited **work values**, namely: **cognitive, instrumental, social, and prestige**

3

(Lyons et al., 2010). The 25 items in the latest LWVS version is precise and compact for completion by respondents. This approach produces a good response rate. As the present study is not intended to develop and extend the work value constructs from previous studies, the latest version of the LWVS was applied in its entirety. It is considered to be sufficient and comprehensive as a way of identifying employee work values in the context of Indonesia. Data Collection and Analysis Bali and Java Island were selected for this study due to their respective popularity and also the dynamic growth of the hotel industry across Indonesia. The chosen research sites were Surabaya city as the representative of Java (it is the second largest city after Jakarta) and Bali which is a renowned leisure destination for both domestic and foreign tourists. Hotels in Surabaya are mainly business oriented, while resort/leisure hotels are more dominant in Bali. The employee characteristics across these two regions also differ because of geographic and socio-cultural backgrounds. Surabaya, which is located in the eastern part of Java is dominated by Javanese people with the majority of them are Muslims, while Bali is located in Bali island, the people are mainly Balinese people with the dominant religion is Hindu. In addition, upscale hotel employees from four- and five-star hotels were chosen because Indonesian people who are interested on

working in the hotel **industry are more likely to**

36

choose upscale hotel properties as their first preference. Also, it is assumed that the practice of HRM in four- and five-hotels is similar in terms of their allowances, environment, job tasks, etc.

Non-probability sampling was adopted **in this study using**

30

the convenience method. Hotel employees from managerial and non-managerial levels who are

working in four- and five-star hotels in Surabaya and Bali **were**

6

chosen for sampling purposes. Descriptive statistics was employed to identify work values perceived to be important by hotel workers. Moreover, non-parametric statistics using

Mann Whitney U-test and Kruskal Wallis were adopted **to** examine **whether there** are **significant differences** of work values **between**

12

hotel employees group in Surabaya and Bali. Work values among hotel employees were also investigated based on their gender, marital status, age, religion, educational level, and job positions in order to provide more insights for HR professional who have workforce from different socio- demographic background. FINDINGS Respondent Profile Of 434 distributed self-administered questionnaires, a total of 375 samples of hotel employees in Surabaya and Bali were collected over a three-month period in September – December 2016. After eliminating incomplete responses, 358 questionnaires were retained and used for further data

analysis. The demographic profile of the respondents is presented in

19

Table 2. Over 55% of respondents

were male with the dominant age group was 22- 36 years

47

(68.2%) which was classified as Millennials, followed by Gen X's and Gen Z's group with the age range of 37-51 years (25.4%) and < 22 years (6.4%) respectively. The majority of the respondents were married (53.4%) with the educational level of Diploma (40.5%) and undergraduate degree (36%). Most of the respondents were Moslem (48.3%), followed by Hindus (26.3%) and Christian/Catholic (24%) with the majority had the position as staff (47.5%). The sample of the respondents came from employees working in the 4-star hotels (55.9%) and 5-star hotels (44.1%) located in Surabaya (58.9%) and Bali (41.1%).

Table 2. Demographic Profile of the Respondents (N=358) Variable
Frequency Percentage Gender Male 198 55.3 Female 160 44.7 Age

13

(years) < 22 23 6.4 22-36 244 68.2 37-51 91 25.4 Educational level Junior/senior high school 81 22.6 Diploma 145 40.5 Undergraduate 132 36.9 Marital status Married 191 53.4 Not married 167 46.6 Religion Moslem 173 48.3 Christian/Catholic 86 24.0 Hindu 94 26.3 Buddha/Confucius 4 1.1 Type of Hotel 4-star hotels 200 55.9 5-star hotels 158 44.1 Hotel Location Surabaya 211 58.9 Bali 147 41.1 Job Position Staff Supervisor Junior Manager Senior Manager Others 170 85 44 41 18 47.5 23.7 12.3 11.5 5.0 Work Value of Hotel employees Table 3 shows the results of the overall

means and standard deviations as well as the comparison of work values dimensions in Surabaya and

24

Bali. Among four dimensions of work values, the instrumental dimension (overall Mean = 4.12) expressing extrinsic work conditions were perceived to be the most important factor by respondents, followed by social/altruistic (Mean = 3.97), cognitive (Mean = 3.91), and prestige (Mean = 3.44). Meaning that hotel employees in Surabaya and Bali considered the instrumental (extrinsic) work conditions particularly the assurance of job security, having benefits to meet personal needs, and favourable salary to be their most preference consideration to accept a job. Working in lively and fun environment which employees are able to make friendship were perceived to most crucial factors within social dimension. In cognitive dimension, career advancement and the opportunity to learn and develop knowledge were the most essential elements for employees. While, in prestige dimension, employees' ability to make significant impact and to influence organizational outcomes were rated to be the most important work outcomes. Compared to other dimensions, prestige which refer to personal outcomes and recognition over others seem to be less important for hotel workforce. These results on work values are

consistent with Lyons et al.'s (2005) which put the

28

highest ranking on Instrumental/extrinsic and social/Altruistic dimension which means that specific work outcomes such as job security, personal benefit, salary and social interaction such as pleasant working environment and friendly colleagues are acknowledged as employees' priorities in choosing a job. The 25-item work values

were viewed as important by respondents with all the

45

mean score above 3.00, except one work value item perceived to be the least importance which was about doing prestigious work and be recognized by others. The mean rank of each dimension and items of work values were similar in both Surabaya and Bali, though with a higher mean score in Bali. The higher score of work values for hotel employees in Bali is understandable because most Balinese

work in the tourism and hospitality

48

industry. As Indonesian's main destination for domestic and international tourists, Bali has become the priority choice for those seeking a hospitality career. Therefore, it is unsurprising that Bali's hotel staff have a greater expectation to their employers. The result of this study also confirms the cultural dimensions of Indonesia based upon Hofstede's (1984) Individualism and Masculinity. With a low score of Individualism (14) Indonesia is considered to be a Collectivist society. This is observable

It can be seen from a higher mean score

41

of social dimension work value in this study compared to Cognitive and Prestige dimension. Indonesian employees prefer to build strong social relationships with their friends, family, and relatives, including in the workplace. Comfortable and enjoyable working environment has become an essential factor to retain them for longer. Whatever their industry all employees tend to seek a pleasant environment (Smola & Sutton, 2002). This is notably the case in a labor-intensive industry such as hospitality. Additionally, Indonesia is also considered as low Masculinity with the score of 46. This means that Indonesian employees are more likely to avoid conflict and will try to find solutions by compromising or negotiating. Nurturing and interpersonal relationship have become important societal values. They do not work to achieve a certain "prestige" because they focus more on earning money to live and support their families.

Table 3. Mean and Standard Deviation of Work Values Mean by hotel location

22

Dimension Mean Overall

Mean SD Mean Surabaya SD Mean Bali SD Instrumental 4.12 0.837 4.02 0.805 4.26 0.863

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863 The assurance of Job security 4.38 0.753 4.30 0.739 4.50 0.762 Benefits to meet personal needs 4.35 0.766 4.29 0.722 4.44 0.820 Good salary 4.29 0.787 4.19 0.788 4.43 0.767 Balance work life 4.21 0.858 4.14 0.825 4.31 0.896 Convenient hours of work 4.12 0.861 4.02 0.848 4.27 0.863 Constructive feedback 4.09 0.805 4.01 0.750 4.20 0.868 Access to the Information needed 4.08 0.793 4.03 0.752 4.15 0.847 Recognition for a job well done 3.85 0.944 3.69 0.900 4.09 0.957 Supportive Supervisor 3.72 0.966 3.55 0.921 3.95 0.985 Cognitive 3.91 0.885 3.79 0.880 4.08 0.866 Career Advancement 4.24 0.811 4.13 0.821 4.39 0.772 Continuously learn 4.20 0.834 4.08 0.815 4.38 0.830 Achievement in accomplishment 4.04 0.867 3.91 0.846 4.21 0.870 Use ability 3.87 0.849 3.74 0.846 4.04 0.827 Interesting, exciting, and engaging 3.78 1.000 3.65 1.010 3.97 0.958 Challenge abilities 3.77 0.867 3.67 0.847 3.90 0.878 Variety in

work activities 3.73 0.899 3.61 0.901 3.90 0.871 Freedom to make decisions 3.68 0.953 3.53 0.953 3.88 0.918 Social/Altruistic 3.97 0.888 3.88 0.892 4.10 0.863 Lively and fun working environment 4.14 0.862 4.02 0.894 4.31 0.783 Friendly co-workers 4.07 0.920 3.95 0.947 4.25 0.851 Social interaction 3.85 0.920 3.76 0.900 3.97 0.936 Help people 3.83 0.849 3.79 0.825 3.88 0.883 Prestige 3.44 1.013 3.36 0.990 3.54 1.069 Significant impact on the organization 3.97 0.858 3.91 0.829 4.05 0.894 Influence organizational outcomes 3.59 0.944 3.50 0.968 3.71 1.020 Authority to organize 3.35 1.020 3.29 0.984 3.44 1.067 Prestigious and regarded highly by others 2.84 1.230 2.75 1.178 2.97 1.295

A comparison of employee work values The researchers deployed the Mann-Whitney U test to identify work value differences between two different groups of hotel workers. It

can be seen from Table 4 that there was a significance difference between

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hotel type (4- and 5-star hotel) and hotel location (Surabaya and Bali) in regard to work values, particularly in the case of the instrumental, social, and cognitive dimensions. Employees working in 5-star hotels were deemed to require a higher work values than their counterparts in 4-star hotels. This might be due to the nature of upscale hotels which are required to provide excellent service to their guests with the consequence that employers need to recruit talented employees who are more demanding about their work value outcomes. Additionally, securing a position in a 5-star hotel requires higher qualifications and applicants will in return expect more benefits from their employer for their personal and professional growth. Perhaps because competition amongst hotels in Bali has intensified in recent years, the study has found that Bali respondents had higher expectations about work values than their Surabaya counterparts. They expect a better welfare from their employers and working environment for their personal benefits and development. Large scale hotel development is occurring in Bali and massive recruitment of labor has already commenced. Already it is noted that Bali residents are more experienced and have a wider range of choices when considering future hospitality roles. In understanding their work priorities The ranking of each individual acquired on their work values exhibits their priorities in a work context (Elizur, 1984) and have become essential preferences and beliefs on their career decisions (White, 2005). Table 4. Mann-Whitney Test Results for Work Values Dimension Gender Marital status Hotel type Location Instrumental Z value -0.333 -1.001 -3.567 Sig. (2-tailed) 0.739 0.317 0.000** -3.898 0.000** Cognitive Z value -0.973 -0.071 -2.415 Sig. (2-tailed) 0.330 0.943 0.016* -3.957 0.000** Social Z value -0.580 -0.534 -2.683 Sig. (2-tailed) 0.562 0.593 0.007** -2.680 0.007** Prestige Z value -1.444 -1.646 -1.928 Sig. (2-tailed) 0.149 0.100 0.054 -1.877 0.061 *represents significant level <0.05 **represents significant levels <0.01 In order to identify any significant

differences among groups in terms of their age, religion, education, and

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job positions, the researchers present

the results of the Kruskal Wallis test in Table

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5. The four work value dimensions were significantly different among education groups, ($p < 0.01$). It was found that holders of bachelor degrees had a higher mean rank than those from lower educational backgrounds. Whereas, among groups of religion and job position level, it was found that there were significance differences in regard to their work value dimensions of instrumental, cognitive, and prestige. Hindus attached higher work values expectations on the extrinsic and intrinsic dimension. Meanwhile senior managers had a higher mean rank on their work values than their lower level counterparts. Surprisingly,

there were no significant differences among the three generation groups with regard to their

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cognitive and prestige work values. The

significant differences among age groups were only found in the

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instrumental and social work values dimension ($p < 0.05$). Millennials had the highest mean rank among the other two generations, indicative that this group seeks greater job security and personal benefits such as better allowances, work-life balance, convenient working hours, and recognition. These results are consistent with Chen and Choi's study (2008) which concluded that Gen Xs rated economic return and security highly as work values. Interestingly, the generation which has followed the Millennials which is known as Gen Zs requires a greater emphasis on social relationships in their working environment compared than the older two generations (Gen Xs and Gen Ys). Though Gen Zs are not yet fully explained because their hotel industry careers are still at the early stage, it is noteworthy that members of this group are more sociable in their approach to work. Table 5. Kruskal Wallis Results for Work Values Dimension

Age Religion Education Job position Instrumental	Chi-square	7.352	15.469	14.555	25.237	Sig.	0.025*
Cognitive	Chi-square	4.118	13.767	15.762	25.786	Sig.	0.128 0.003** 0.000**
Social	Chi-square	6.733	7.230	11.694	6.588	0.035*	0.065 0.003** 0.159
Prestige	Chi-square	0.812	0.666	7.841	10.868	0.049*	0.004** 26.701 0.000**

*represents significant level < 0.05
**represents significant levels < 0.01

CONCLUSIONS The wide range of perceived work values amongst Indonesian hotel employees have been expressed through four discrete dimensions (Instrumental, Cognitive, Social and Prestige). The results have shown that Indonesian hotel employees attach greatest importance to instrumental and social work values and the least importance (lowest ranking) to prestige. The work value attributes which need to be recognized if hotels are to attract and recruit talented employees are job security, benefits that meet personal needs, and good salary. Noting that employee job behaviors are impacted by work values (Sagie et al., 1996), giving proper recognition for the prevailing work values in of Indonesia's hotel industry offers the prospect of an enhanced understanding of workforce issues such as labor shortages, high labor turnover, unskilled employees, and poor training. Given Indonesia's different types of hotel (eg 4-star and 5-star properties), locations spread across diverse island settings (eg Surabaya and Bali) and employee socio-demographic backgrounds (age, religion, educational, and job position level), it is evident that employers need to acknowledge the heterogeneity of employee work values. This study has provided a preliminary investigation of hotel employee work values in Indonesia and should provide insights to support the work of human resource executives and practitioners. This will enable hotel companies to work together and design better human resource strategies to improve future hotel performance based upon local circumstances. The result of this study should provide insights for hotel professional to have a better understanding about their employee work values across various socio-demographic backgrounds particularly in the case of upscale hotels in Surabaya and Bali. One

limitation of the study is that the findings

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draw exclusively on respondents from 4- and 5-star hotels in Surabaya and Bali. Their views may diverge somewhat from employees in other types of hotel and locations across Indonesia.

It is suggested that future researchers should investigate other categories of

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property such as 3-star and budget hotels and hotels in other geographical areas across Indonesia. Such an extension would allow for greater generalizability of the findings to other settings. Furthermore, a sample of respondents in this study covered all department and positions level from staff to senior managers. Future researchers might contribute by identifying work values perceived to be important by employees from different departments and levels and comparing them with a view to providing a greater understanding of work values across various departments and job levels in Indonesia's hotel industry.

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