HOTEL EMPLOYEE WORK VALUES IN INDONESIA

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INTRODUCTION

The continuing growth of tourism globally is prompting a need to expand the labor force, notably in the hotel sector. Since hospitality provision is labor-intensive employees are central to hotel operations. As hoteliers confront employment related issues and concerns, the human resource management function (human capital) is increasingly important. This function strives to retain top talent through provision such as education and training, childcare and more flexible work arrangements (Lucas & Deery, 2004; Pizam, 1999).

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 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). Thus, it is important for hotel managers to identify and understand their employees' work 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.

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; 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 national culture (Mangundjaya, 2010). However, few researchers have investigated the work values of workforces on the basis of socio-demographic background in four- and five-star hotels. 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). Thus, the objectives of this study are to investigate employee's work values in the context of Indonesia's hotel industry, particularly in four- and five-star hotels and also to identify work value differences based on the type and location of hotels and socio-demographic profiles such as gender, marital status, age, religion, education and job position levels.

LITERATURE REVIEW

Work Values and Gen Ys

Work values may be defined as "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 a greater impact on perceptions, attitudes and behaviors (Brown, 2002; Mok et al.,1998). Values have been viewed as beliefs which are carried out by individual as standards 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 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 (Chen & Choi, 2008).

Measurement of Work Values

Given the importance of understanding work values in organizational settings, it is essential to examine how employee work values can be measured. The first measurement was the Work Values Inventory (WVI) (Super 1970). Since its introduction, the 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, 2006). The WVI comprises 45 items covering 15 dimensions of both intrinsic and extrinsic work values, namely creativity, management, achievement, surroundings, supervisory relationships, way of life, security, associates, aesthetic, prestige, independent, variety, economic return, altruism, and intellectual stimulation. 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.

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. For example, Mok et al. (1998) investigated the work values of Chinese hotel managers in Hong Kong using Hofstede's (1980) value survey module. The results showed that Chinese hotel managers highly placed their values on both good relationships with their superiors and peers and strong emphasis on financial rewards. They did not have great emphasis on quality of life but they valued the intrinsic elements such as freedom, challenging tasks and consultation 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. While, work values according to Hofstede's (1980, 1984) results were collectivist, high power distance, low uncertainty avoidance, and feminine. It can be said that there was a change from collectivist to individualist, and feminine to masculine 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, 1979), the Work Values Inventory (Elizur, 1984), the Meaning of Working Survey (MOW, 1987), the Values Survey (Neville & Super, 1989), Work Values Scale (Ros et al., 1999), and the Lyons Work Values Survey (Lyons et al., 2010). Although a wide array of work value classifications have been 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 be more precise and stringent for explaining the two basic types of work value. 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)

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. Previous researchers have shown that work values are related to 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). 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;
2. *Cognitive* (or intrinsic), which relate to the pursuit of personal growth such as advancement and independence;
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,* which refer to aspects of personal success and dominance over others such as recognition and authority

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 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 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 (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.

Non-probability sampling was adopted in this study using 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 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 hotel employees group in Surabaya and Bali. Work values among hotel employees were also analyzed based on their gender, marital status, age, religion, educational level, and job positions.

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 Table 2. Over 55% of respondents were male with the dominant age group was 22-36 years (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 (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	170	47.5
Supervisor	85	23.7
Junior Manager	44	12.3
Senior Manager	41	11.5
Others	18	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 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 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 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 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 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

| Dimension | Overall Mean | | Mean by hotel location | | | |
| | | | Surabaya | | Bali | |
	Mean	SD	Mean	SD	Mean	SD
Instrumental	**4.12**	**0.837**	**4.02**	**0.805**	**4.26**	**0.863**
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 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	-3.898
Sig. (2-tailed)	0.739	0.317	0.000**	0.000**
Cognitive				
Z value	-0.973	-0.071	-2.415	-3.957
Sig. (2-tailed)	0.330	0.943	0.016*	0.000**
Social				
Z value	-0.580	-0.534	-2.683	-2.680
Sig. (2-tailed)	0.562	0.593	0.007**	0.007**
Prestige				
Z value	-1.444	-1.646	-1.928	-1.877
Sig. (2-tailed)	0.149	0.100	0.054	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 job positions, the researchers present the results of the Kruskal Wallis test in Table 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 cognitive and prestige work values. The significant differences among age groups were only found in the 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 (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*	0.001**	0.001**	0.000**
Cognitive				
Chi-square	4.118	13.767	15.762	25.786
Sig.	0.128	0.003**	0.000**	0.000**
Social				
Chi-square	6.733	7.230	11.694	6.588
Sig.	0.035*	0.065	0.003**	0.159
Prestige				
Chi-square	0.812	7.841	10.868	26.701
Sig.	0.666	0.049*	0.004**	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 will 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 hoteliers understanding of their workforce across various socio-demographic background who have different characteristics and work values which need to be considered and acknowledged, particularly in the case of 4- and 5-star hotels in Surabaya and Bali.

One limitation of the study is that the findings 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 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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