

Understanding Housekeeper's Perceived Labor Mobility and
Job Satisfaction within the Hospitality Industry in

Metropolitan Phoenix, Arizona, U.S.A.

by

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A Thesis Presented in Partial Fulfillment
of the Requirements for the Degree
Master of Science

Approved May 2011 by the
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ARIZONA STATE UNIVERSITY

August 2011

ABSTRACT

The objective of this study was to understand domestic and foreign-born housekeeper's individual perceptions of labor mobility and job satisfaction related to their jobs within the hospitality industry. Literature regarding the bridging of tourism, immigration, and labor supply was addressed to expose broad conceptual frameworks that lead to the development of this study. More specifically, literature regarding labor mobility within tourism industries, migrant decision making, and barriers to mobility and immigration helped to construct a narrowed conceptual framework specific to hospitality labor in Phoenix, Arizona. Similar and previous studies focused on perceived labor mobility during significant economic or industry shifts. This study included the addition of a policy factor to help determine to what degree state policy change effected hospitality workers' perceived labor mobility. Arizona's recently passed and implemented legislative act SB1070 regards immigrant identification and employment, and enforcement of the act in the state of Arizona; this serves as the implicated policy change. Data were collected via on-site survey administered February to May 2011. An overall score was created for the five motivational dimensions: 1 – Status; 2 – Economic; 3 – Refugee; 4 – Entrepreneurial; and, 5 – Political using principle component factor analysis using a varimax rotation with Kaiser normalization. Theory and literature suggest that the economic advancement, status advancement, and the refugee orientation are effective explanatory variables for motivating a career move into the tourism industry. A total of 82 questionnaires were delivered and completed ($N = 82$), and none were eliminated. The statistically-determined

Economic Dimension was characterized by eleven statements explained 51% of the variation and was the overwhelming motivational force. The average coded response for change in job satisfaction was very positive at .75. Ten features of changes in job satisfaction were used as the basis of the second measure of change in job satisfaction. The first Principle Component of the ten features of job satisfaction change explained 45% of the variation in these features and loadings were positive near or above 0.6 for all items. The relationship between variations in each of the measurements of change in job satisfaction and motivating factors was explored using regression analysis. The two dependent variables were Overall Change and First Principle Component, and the independent variables for both regressions included the four motivating factors as measured by the rotated factors scores to represent dimensions of Economic, Status, Refugee and Entrepreneurial. In addition to the motivational factors, four demographic variables were included as independent variables to account for personal and situational differences. None of the regression coefficients were significant at even the 10% level. Although this result was expected, the positive sign of regression coefficients suggest that expectations of working as a housekeepers results in a positive outcome. Understanding this relationship further is necessary, and seeking larger sample sizes over a longer period of time would be most beneficial to this field of research.

DEDICATION

This is dedicated to all service industry workers domestic and immigrant alike,
you are the oil that runs the engine.

ACKNOWLEDGMENTS

Many people have been an intricate piece to the completion of my study. Words cannot express the gratitude I feel for your help and support. To Dr. Tim Tyrrell who was a constant pillar of support and beaming light of guidance, Dr. Megha Budruk who was a perfect example of hard work and steadfastness, and Dr. Wei Li whose passion for immigrants and the immigrant experience inspired this study; I could not have asked for a better committee, I owe you my deepest thanks. To Rosa Gonzalez you speak Spanish, English, and most importantly compassion. To Stephanie Nowak and Byron Marlowe, your support and assistance was unbelievably helpful. Finally, to the staff, faculty, and graduate students in the School of Community Resources and Development, you are my second family.

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Chapter 1

INTRODUCTION

Background and Purpose

“We know that immigrants have been coming by the tens of thousands during the last decades and that the destinations of many are the cores of large cities. These are the very areas that have been undergoing a rapid process of deindustrialization, shedding thousands of jobs. Why should job-seeking immigrants want to go there?” (Portes, 1999, p.22). Portes paints a familiar picture of immigration in many parts of the world; where worker, economy, geography, industry, and policy converge creating a complicated, multilayered part of society. The United States is a large scale example of this immigration phenomenon. Metropolitan Phoenix, in Arizona provides a concrete smaller scale example of steadily increasing foreign born populations, despite high unemployment rates during the same time periods. Moreover, the decline of certain industries forced labor markets to change accordingly as depicted by Mexican immigrants working in the service industry in Metropolitan Phoenix. Although, this is not the same as “deindustrialization” discussed by Portes, job sectors employing many laborers that rapidly move to other sectors should be of equal note.

The following explains that Metropolitan Phoenix serves as the best area for the study undertaken in this thesis for three reasons. First, it has a large foreign born population working in a key economic sector despite an unpredictable job market.

Second, the service industry, in Arizona and Metropolitan Phoenix has proven resilient in comparison to traditional employment sectors such as agriculture and construction and is comprised of high percentage of foreign born labor. Finally, unlike any other states experiencing similar phenomenon, Arizona has passed state law in summer of 2010 regarding immigration that no other state has developed or implemented.

First, the March 2010 Community Population Survey shows nearly 13.1 million immigrants (legal and illegal) came to the U.S. in the last ten years. As of November 2010 immigration trends were examined spanning 2000 to 2010, and focused on the U.S. economic stagnation. From March 2000 to March 2005 the number of immigrants in the United States grew by 5.2 million, and between 2005 and 2010 they decreased by 2.4 million. However, between 2009 and 2010 an increase of 800,000 immigrants occurred (U.S Census Bureau American Community Survey, 2009; Camarota, 2010). The U.S. Bureau of Labor Statistics reports national unemployment rates ranging from 04.40% to 07.30% between 2005 and 2008. During 2009 and 2010 national unemployment rates started at 07.80% and peaked at 10.10%. Surprisingly, this suggests that immigration to the U.S. increased despite its highest unemployment rates between 2009 and 2010. Seemingly, the turbulent economic and fiscal were not a deterrence; which reaffirms Portes's assessment of immigration into large cities during unforgiving economic times.

More specifically, the metropolitan area of Phoenix, Arizona provides a very similar example on the state and city level. First, unemployment rates ranged

from 07.90% to a peak of 10.00% during 2009 and 2010 (USBLS, 2011). Arizona as a state, in 2000 reported roughly 652,000 foreign born citizens, this increased to nearly 900,000 by 2009 (U.S. CPS, 2009; BBVA, 2010). A nearly 250,000 person increase in the foreign born population during the states' economic decline confirms Arizona continued to receive foreign born citizens despite high rates of unemployment and stricter state immigration policy. National figures suggest Mexican immigrants alone number 11.6 million, about thirty-one percent of all immigrants in the United States, thus making Mexico the single largest sending country (Camarota, 2010). As a labor force, Mexican immigrants comprise a large portion of the total workforce; this is even more so the case depending on the state and sector or industry being examined. Arizona has the fourth largest Mexican immigrant population, behind California, Texas, and Illinois being the closest (Laglagaron, 2010).

Second, Mexican immigrants working in tourism and leisure activities, as defined by CPS, in the U.S. as of 2010 was about 1.1 million, a nearly 80,000 increase from 2008. For comparison mining, construction, manufacturing, and retail trade sectors experienced decreases in jobs held by Mexican immigrants ranging from 72,000 in retail to 240,000 in construction (BBVA, 2010). Tourism and leisure or service industry sectors fall into the tertiary category of economic sectors. Lately this tertiary sector has seemed to be the most resilient, receiving many of the laborers who lost jobs in the primary and secondary sectors of mining and construction respectively (BBVA, 2010). This indicates the labor markets are changing accordingly from traditional industries to the tertiary sectors such as the

service industry. Approximately forty percent of the workforce in Arizona's service sector was comprised of Mexican immigrants as of 2009, more than any other sector; this nearly quadruples the percentage of Mexican immigrants in any other sector in Arizona. Convention and tourism related industries, which fall into the service sector category, was estimated to provide roughly 160,000 industry jobs in Arizona during 2009 according to the Arizona Tourism Office. This suggests that 64,000 Mexican immigrants supply labor for Arizona's service sector. Again, this affirms that Arizona is an immigration hub, and the composition of its economic sectors accurately represents a diverse labor market of domestic and foreign born laborers.

Finally, Arizona's physical border with Mexico is 354 miles long which is the second longest, next to the Texas-Mexico border. This vast border along with the caliber of the immigrant numbers has been the focus of debate about the impacts of immigration legal and illegal on the state level. As a result Arizona introduced and enacted a legislative act named Senate Bill 1070, which addresses illegal immigrant presence, hiring practices, and enforcement. Federal law exists that focuses on monitoring and enforcing immigration to the United States, but is not the focus of this study. Arizona has set itself apart from any of its state counterparts such as Texas and California whose populations are comprised of equal or more foreign born laborers, because SB 1070 extends beyond federal law and allows the state to act as it sees fit to address illegal immigration.

The labor force in Arizona has remained diversely comprised of both foreign born and domestic laborers despite high unemployment rates and rapid

transitions from employment opportunities in primary sectors to tertiary sectors. Additionally, the service sector in Arizona employs more foreign born laborers than any other sector and has proven more resilient than many primary sectors. Metropolitan Phoenix alone has 487 service sector establishments as of 2007, more than any other area within Arizona (U.S. Economic Census, 2010). This provides a diverse labor market of study that is concentrated in one sector and in one metropolitan city which is representative of Arizona's larger labor market. And, although similar border states such as California or Texas may experience similar labor markets, in a similar economic environment with equally large service sectors; Arizona is the only state enforcing new immigration law during the same frame. Thus, Metropolitan Phoenix is the most feasible and appropriate study site for understanding labor mobility and job satisfaction for both domestic and foreign born labor during economic and immigration policy transitions.

The purpose of this mixed methods exploratory study was to understand labor mobility and job satisfaction perceived by housekeepers employed in hotel housekeeping departments as a part of Metropolitan Phoenix service industries. Labor mobility was generally understood as horizontal and lateral movement of a laborer within an industry as well as their ability to cross into other industries. Methods of inquiry included surveying individual housekeepers to compare domestic and foreign born laborers' mobility and job satisfaction. Concurrently, brief interviews with housekeeping department managers or directors were conducted to expound and confirm statistical trends from survey data.

Conceptual Development

The factors that guide and effect labor market events and motivations for migration often transcend both tourism and migration disciplines, and in the case of Arizona, can converge at the same time in the same place. Due to this complexity, existing literature explaining either migration or tourism phenomenon rarely captures the two acting together or in reaction to one another. As a result, the following expands on the conceptual development that led to the design and implementation of this study.

Williams and Hall (2000) identify some of the lasting disconnects about understanding tourism and migration from a consumption and production stand point. Part of the difficulty in bridging these two disciplines is the definition of migration, which generally includes an aspect of crossing a boundary with some degree of permanence (Williams & Hall, 2000; Hall, 2005). Attempts to differentiate between permanent migrant and temporary migrant has led to definitions such terms as ‘seasonal worker’ and ‘migrant tourism worker’; both without proper context could be misunderstood as a labor force moving temporarily according to job availability. However, ‘seasonal worker’, is a person who has crossed some type of physical border without the intention of the move being permanent to meet labor demands in any industry. Whereas, literature defining the ‘migrant tourism worker’ or ‘migrant tourist worker’, describes a tourist who travels with the intention of potentially finding jobs to fund further travel. The seasonal worker, therefore is a worker first and a tourist second (pending the length of employment); and the migrant tourism worker, is tourist

first and worker second. The subject of this study was the worker in the tourism or service industry, whether that intention included the desire to travel is negligible, it is the tourism industries' demand for labor that results in the migration of labor rather. "The failure to conceptualize adequately and define their [migration and tourism] fields of inquiry has left a significant area of overlap where there are blurred motivations, types of mobility and duration of stay," which is apparent in the examples of terms loosely used such as seasonal worker and migrant tourism worker (Williams & Hall, 2000, p.7). Migration related to employment often operates within labor mobilities, explained as the accessibility to vertical and horizontal movement in one or multiple industries. Mobility is an extension of human movement which is most often understood through geography studies. Geography studies and subsequent literature as a result is expansive.

Tourism as a discipline is relatively new in contrast to geography disciplines, both however consist of similar characteristics. Both disciplines are rooted in understanding the temporary and permanent movement of humans, and their decisions to move based on the perceived significance of factors that determine destination and duration. These factors exist both externally and internally as well as on small and large scales, regardless of tourist or migrant categorization. For example, a Canadian tourist chooses to go temporarily to Bermuda, an international destination, rather than Nova Scotia. Hypothetically, this decision was based on weighting the external factor of weather and the internal desire to see a college friend; these factors could be considered small scale factors. A similar example can be constructed for a Japanese migrant

choosing to permanently move to the United States rather than China.

Hypothetically, that decision was based on the external factor of job availability and an internal desire to avoid a Communist government; these factors are expressed on a larger scale than the tourist example. Regardless of being categorized as a tourist or migrant, their characteristics are similarly based on time (or duration) and space (or destination) and the perceived external and internal factors that determine the destination.

Time and space are two common terms used to describe human movement in the context of geography; the former relates to length, frequency, and timing of human movement; the latter relates to the actual distance moved from origin to destination. The definition of tourist is often determined by the destination country for statistical purposes; but most generally includes time and space parameters (Hall, 2005, p.129). Hall's idea of defining tourists based on destinations seems unfounded as a large amount of tourism related research is dedicated to best describing types of tourists; however, his recognition of a commonality of time and space parameters is paramount. Using time and space parameters are especially helpful when trying to conceptually describe human movement in either tourism or migration studies. The base that both disciplines have been built upon are highly related as Hall (2005) states, "An adequate conceptualization of tourism, therefore, demands a more comprehensive approach that involves the relationships between tourism, leisure and other social practices and behaviors related to human movement." Hall (2005) also developed an

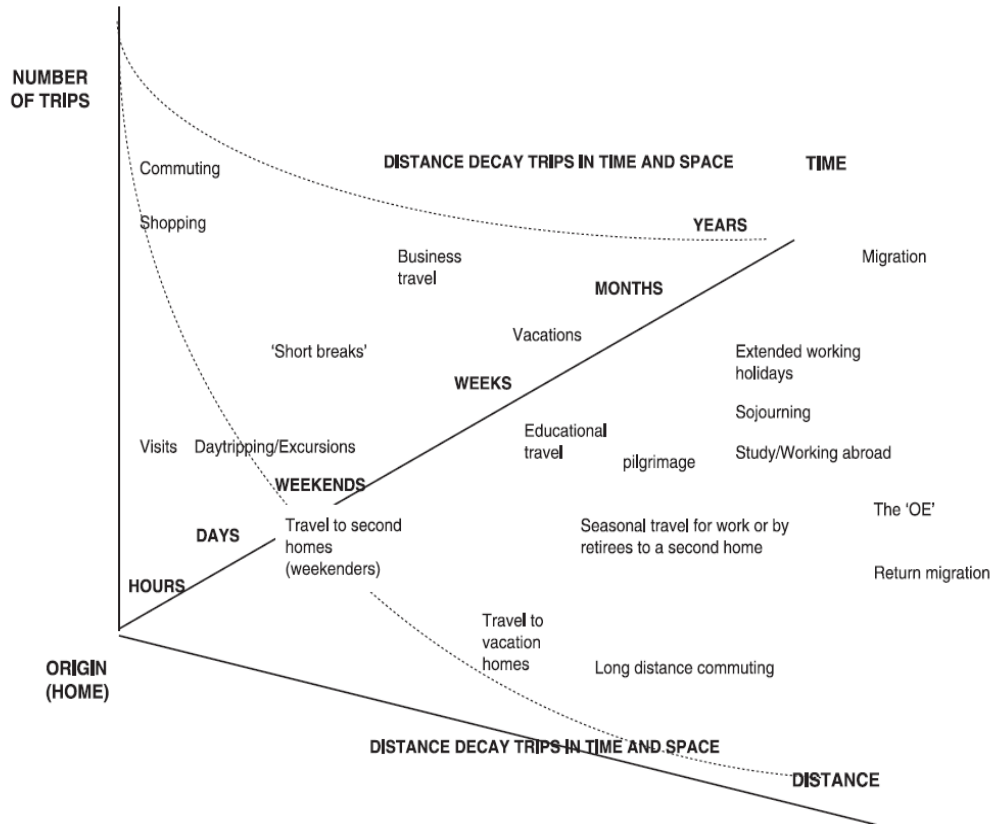
illustration of temporal mobilities that extend across space and time, reaching into both human migration and tourism disciplines.

The call for ‘adequate conceptualization’ by authors and researchers however, does not reflect all aspects of the tourism and migrant worker relationship. For instance, Coles, Hall, & Duval, in 2005 wrote a scathing article demanding that the tourism discipline needed to be reigned in and re-oriented as part of existing mobility and geography disciplines that are already well established. They explicitly mention ‘widening spatial scales’ and ‘eroding the arbitrary boundaries’ between tourism and leisure, migration, and work. This focused on the demand side of tourism where, as supported by Hall and Williams (2000), the consumption of tourism products is the driving force behind many of the subsequent relationships between tourism and migrants. The oversight of the supply-side of tourism products and the required labor market undermined their intention to ‘adequately conceptualize’ tourism and geography disciplines. For this reason the supply-side of the tourism product was the focus of this study, because it is apparent that Metropolitan Phoenix tourism supply is largely provided by foreign born laborers.

Tourism as an industry depends heavily on a variety of human labor, domestic, international, unskilled, and highly skilled; hence the need to establish a holistic understanding of their experiences, perceptions, and behaviors. Many of these relationships described by Hall (2005) and illustrated in his model have undergone investigation in the last two decades. Examples relating to this study are addressed in the following literature review. This includes human migration

specific to Arizona, international migrant behaviors, research design, data collection, skilled-labor in metropolitan areas, with the most significant being labor mobility within and related to the tourism industry.

Temporary migration as illustrated in Hall's (2003) model encompasses different types of travelers and migrants. This study pays particular attention to people that work permanently or seasonally in the hospitality industry before and during the implementation of SB1070. This model helps categorize domestic and immigrant laborers within the tourism industry as it related to their labor mobility. Second, other categories as discussed in the literature review pertaining to the model includes domestic seasonal migration to Arizona, international retirees related to immigrant behavior and, highly-skilled labor in metropolitan areas and labor mobilities within the tourism industry. Housekeepers are categorized according to their motivation to move and work in the tourism industry using four orientations: economic advancement, refugee employment, status advancement and entrepreneurship (Riley & Szivas, 1999; Szivas, Riley, & Airey, 2003; Vaugeois & Rollins, 2007). These categories are discussed in great detail within the literature review. However, conceptually it is helpful to see that these categories also fall into Hall's (2003) model. Housekeepers seeking economic advancement and refugee employment, fall between 'seasonal travel for work', 'working abroad' and 'migration' depending on their residency. Whereas, housekeepers seeking status or entrepreneurial advancement also fall into broader categories of 'extended working holidays' or 'business travel' depending on the degree of their intention to increase status or start their own business.



Model of the extent of temporary mobility through space and time (Hall, 2003; cited in Hall, 2005, p. 132).

Chapter 2

LITERATURE REVIEW

In the following literature review domestic seasonal migration, international retiree migration, and highly-skilled migration are addressed sequentially to identify common studies bridging migration and tourism disciplines. Next, experienced and perceived labor mobility within the tourism industry, by both domestic and immigrant laborers is addressed. Then, barriers to mobility and to migration are discussed. Finally, the literature review concludes with a policy section to discuss desired outcomes and the short term effects seen from the implementation of Senate Bill 1070 in Arizona.

Literature Combining Migration and Tourism Studies

Arizona receives a substantial amount of seasonal or temporary retiree migrants both of international and domestic origination. Specifically, the focus of these studies have been about “snowbirds” a term used to describe domestic migration of elderly during severe winter months to warmer geographical areas. These subjects share similar characteristics; they are second home owners, retirees and ageing populations, from middle to high income groups that participated in a form of tourism that led to permanent migration, which occasionally results in return migration behaviors (Hogan & Steinnes, 1996; Smith & House, 2007; Happel & Hogan, 2002). These characteristics as they related to the Hall (2003) model suggests these migrants fall into categories such as ‘seasonal travel by retirees to a second home’ and ‘travel to second homes’ as ‘weekenders’.

The descriptive nature of the former studies brought an onslaught of criticism about how data collection was undertaken to account for temporary domestic migration. Many of the authors that were involved with the initial investigation of seasonal and temporary migration, also helped to voice difficulties in both finding relevant census data and the subsequent data collection. For instance, Hogan and Steinnes (1998) call for the collection of macro-data or national census data, accompanied by micro-data from state and county surveys. Categories frequently used to characterize seasonal and temporary migrants included income, place of second home ownership, age, marital status, education, work status, and metropolitan area residence; all of which are also examples of macro-data found in the U.S. Census (Hogan & Steinnes, 1998). The categories, however, in comparison to the complexity of the subject are simplistic and are more descriptive rather than inferential about the larger population. Further development of data collection methods resulted in the use of seasonal surveying in temporary destinations, case studies, and university driven survey research (Happel & Hogan, 2002). The specific definition, or lack thereof, regarding temporary and seasonal migration is also controversial; essentially residents and tourists alike could not specify the type of migration in which they were participating (McHugh, Hogan, & Happel, 1995; Happel & Hogan, 2002; Longino Jr., & Marshall, 1990). Perhaps the most important result of this discussion about data collection, definitions, and categorization of temporary and seasonal migration was its apparent relation to subsequent cyclical migration (McHugh et al., 1995; Happel & Hogan, 2002; Hogan & Steinnes,

1998). In the broadest sense, authors realized that a multitude of factors played into migration decisions beyond those identified in traditional census data. Hence, changing the aim of research to be more encompassing and explanatory rather than only descriptive; which signals the impending use of qualitative methods as a form of migration and tourism research.

Concurrently to domestic retiree migration, international migrant retirees were studied in Europe. Characteristics of domestic and international migrant retirees were similar in nature, but the international migrants crossed expansive space and operated within a transnational lifestyle. Again, as this relates to the Hall (2003) model, the international element pushes them further out on the distance continuum to categories such as ‘travel to vacation homes’ and ‘seasonal travel by retirees to a second home’ rather than just being ‘weekenders’.

Transnational migration is characterized by the migrant’s ability to maintain relationships, two or more homes, societal obligations, political obligations, and likely cultural adaptations because of technological advancements in transportation as well as communications (Gustafson, 2001 & 2008). Essentially, tourism created the search space for migration, as well as creating subsequent tourism in the areas surrounding the second home destination of retirees, and a high degree of transnationalism was experienced by the retirees (Gustafson, 2008). Additionally, the use of mixed methods for data collection has been employed more frequently by focusing on experiences, personal stories, and case studies (Gustafson, 2001; Gustafson, 2008; Williams, King, Warnes, & Patterson, 2000).

Highly-skilled labor migration has received a significant amount of study in recent decades, especially those who have migrated for education and research tied work in metropolitan areas (Zweig, 2007; McHale, 2007; Kapur, 2007). As this relates to the Hall (2003) model highly-skilled labor migration would fall into categories such as ‘return migration’, ‘migration’, ‘business travel’, ‘study/working abroad’, or ‘extended working holidays’ depending on the purpose, distance, and frequency of movement. Skilled labor is notably different and seems to experience the most mobility because they fall into both migrant and tourist categories in Hall’s (2003) model. Highly-skilled and educated immigrants from China and India for instance are considered to be both economic and intellectual contributors to the United States. Moreover, regional impacts of skilled-laborers are significant in metropolitan areas such as Silicon Valley, California, New Jersey, and Research Triangle Park in North Carolina where engineering and technology industries have benefited from brain circulation, or the sharing of knowledge while encouraging innovation (Saxenian, 2005; Wadhwa, Saxenian, Rissing, & Gereffi, 2007) These same migrants are responsible for entrepreneurial development both in their new region as well as their origin countries (Zweig, 2007; McHale, 2007).

Although, skilled-labor is not the focus of this particular study, metropolitan areas are of interest when considering Phoenix, Arizona. The latter studies discussed do provide a positive outlook on migration in general encouraging growth, innovation, and the circulation of technology and knowledge between sending and receiving countries. Additionally, skilled-labor seems to

want to return home after studying or working in the U.S., which maybe a trend that carries through to unskilled-labor if they are provided proper education and opportunities in destination countries that can be implemented in origin countries. Entrepreneurial development by unskilled-migrants may be just as common. The characteristics of entrepreneurship in skilled-migrants can also be used to help develop surveys that capture, entrepreneurial driven unskilled-migration.

Labor Mobility in the Tourism Industry

The literature most significant to this particular study regards the labor mobility within the tourism industry. Mobility occurs both internally within the tourism industry, and externally with tourism jobs being a jumping-off point or stepping stone from one industry to another industry. Laborer flexibility is key in meeting daily, weekly, and seasonal fluctuations, as Choi et al. (2000) suggests, on an “around-the-clock basis,” where labor forces are determined in both space and time (Williams & Hall, 2000). Furthermore immigrant labors become a part of a labor hierarchy where skilled migrants become a part of managerial staff, or they become a part of intermediate staff where language skills are crucial, an example would be tour guides. The lowest rung of the hierarchy encompasses unskilled laborers general clustered in unskilled positions that require less education and experience (Choi et al., 2000; Li, 2009; Richards, 2003; Williams & Hall, 2003).

Several authors in the last decade have dedicated literature to understanding employees desire to optimize labor mobility through the tourism industry (Szivas & Riley, 1999; Szivas, Riley, & Airey, 2003; Vaugeois &

Rollins, 2007). This could be considered the first step in conceptualizing a framework that penetrates both tourism and geography disciplines. The original literature categorizing the reasons for migratory behavior into the tourism industry was undertaken in Hungary, after the economic transition from communism to capitalism (Szivas & Riley, 1999). Essentially, they sought to understand if and why tourism had become a “port-in-a-storm” or a refugee employer to labor markets that were exiting failing industries during drastic economic change. The underlying assumption is that tourism industry facilitates high intra-industry mobility for a high proportion of unskilled labor in a market that is subject to severe seasonality which makes it an approachable job market from several angles. In addition to the refugee category, Szivas and Riley (1999) included instrumental utility orientation (economic advancement), entrepreneurial orientation, and positive commitment to the industry as reasons to seek jobs within tourism (intrinsic or status development). The categories of economic advancement and entrepreneurial orientations are straight forward, in terms of motivation to move into the tourism industry. The addition of status development is slightly obscure initially, but as Szivas and Riley (1999) note a hotel job for a highly skilled laborer may seem ‘menial’, but to a low-skilled laborer from an agriculture based industry a hotel job can be viewed as ‘favorable’ in comparison. Revisited by Szivas, Riley, and Airey (2003) the same categories were used to understand labor mobility into tourism in the United Kingdom within a rural and urban setting. They substantiated the findings of the study undertaken in Hungary that many employees viewed the tourism industry as a “port-in-a-storm”. Finally

Vaugeois and Rollins (2007) applied the same categories of motivation to labor mobility in Vancouver, Canada, where resources extraction industries experienced a rapid decline in an attempt to diversify the economy which included the development of the service industry. They concluded that tourism served as a refugee employer but many surveys indicated that other categories, economic advancement, status development, and entrepreneurship were of significant importance as well. Thus, the reasons for migration into the tourism industry were illuminated, and clear categories were established and tested for reliability. The next step for expansion and further testing requires the inclusion of reasons for migration across national borders into tourism industries using three of the four categories introduced by Szivas and Riley; which sets the stage for this study.

The hotel industry's popularity in job markets is due to the fact that many hotel jobs offer entry level jobs to people from a variety of educational backgrounds with a spectrum of skill levels (Choi et al, 2000; Williams & Hall, 2000). Szivas and Riley's hypothesis that growing industries attract low skill labor from other declining industries was primarily driven by the same idea that Choi et al. notes, which was the ease of entrance into the receiving industry. In this case the United State's rapidly declining primary and secondary sectors are driving labor into the tertiary sector of which the service industry is a part. Furthermore the less manual labor becomes attractive as well as the level of interpersonal contact, and flexibility of hours (Szivas & Riley, 1999). Moreover, it is important to recognize the intrapersonal contacts that occur in the industry, in this case housekeeping departments where there is a high level of dependency on

staff to pull equal weight in a small time frame. Additionally mobility affects domestic labor supply as well as international labor supply. Richards (2003) expands, "As the world's largest employer the tourism industry is dependent on a ready supply of labor. If this is not available locally, it must be imported, either from other regions or from abroad." (p.77). Because local labor is not always readily available Hall and Williams (2000) say that the demand for in-migration is highest in destinations of large-scale, single peak season destinations which also leads to seasonal unemployment or further demand for specifically seasonal labor migrants. Maximizing labor in the tourism industry requires that a high degree of geographical mobility be ascertained by the labor supply; which mitigates seasonality and also encourages language and cultural adaptation (Richards, 2003; Choi et al, 2000). Williams and Hall (2000) summarize that "labour migration serves to ensure that the process of tourism capital accumulation is not undermined." (p. 15). An additional point of interest is Richard's (2003) use of secondary data and employer surveying; although the employer dimension is significant, employee survey has been overlooked in previous studies. These studies provide descriptive information that paints a detailed portrait of hospitality labor markets, and they also note the existence and influx of immigrant labor; however, Choi et al (2000), notes that specific migration patterns remain unknown as well as the effects of migration on the hospitality industry.

The cyclical nature of tourism demand and required labor markets to facilitate desired services stratifies the types of labor available. Several authors

recognize and try to identify the hierarchy that unskilled and skilled labor fall into, while others note the polarization of labor in the tourism industry. The hierarchy or polarization generally splits the upper rungs from the lower rungs in regards to income and the departments of the specific tourism producer. One example of the hierarchy is based on socio-spatial contexts developed by Li (2009), where the top tier of the pyramid includes the 'transnational elite' or those migrants that experience the most voluntary mobilization in very specific job sites. The second tier includes skilled migrants either permanent or temporary that are actively sought out by migrant receiving countries and settle in fairly concentrated areas such as a Silicon Valley. The third tier down consists of legal immigrants and temporary migrants who are seeking family reunification or work which is primarily for less-skilled workers and semi-skilled workers. This tier spatial pattern is less concentrated. Finally, the bottom tier consists of undocumented or unauthorized migrants often 'racialized minorities' that actively seek any type of job available, and are the most involuntarily mobile because they are subject to labor market demands (Li, 2009, p.12).

Williams and Hall (2000) are more specific when describing the hierarchy created in the tourism industry. The top tier similar to Li's hierarchy contains skilled labor positions in prestigious companies such as international hotel chains. The second tier or rank consists of positions such as tour guides familiar with foreign languages, culturally the worker may share characteristic of visitors. Finally, as is consistent with Li's work, the bottom tier consists of unskilled labor positions, the most readily available because of the ease of entry (Williams &

Hall, 2000). Bookman (2006) noted the dual labor market created by tourism jobs based on the characteristics of unskilled and skilled labor. Although the focus of Bookman's work is tourism functioning in less developed countries, her description of the polar distribution is similar to both Williams et al., and Li's hierarchical models. For instance, highly skilled laborers tend to be multilingual, Westernized, in management positions receiving high income, and possess considerable human capital. Whereas unskilled laborers tend to be uneducated, have few job alternatives, experience high turn-over rates, receive low income, with the underlying characteristic being entry level positions with limited barriers (Bookman, 2006, p. 97). Both hierarchical models and the dual labor market characteristics support the idea that pay, job conditions, migrant origin, and even the degree of permanence varies within each tier and more so between each tier.

Barriers to Mobility and Migration

Labor mobility in the tourism industry as outlined by Szivas and Riley (1999), Szivas, Riley and Airey (2003), and again by Rollins and Vaugeios (2007) are driven by four orientations to work: economic advancement, entrepreneurial tendencies, "port-in-a storm" industry, and intrinsic motivations (status advancement). Moreover, the dependency between the tourism industry and the need for highly mobile labor markets is highlighted by Choi et al (2000), Richards (2003), and Williams and Hall (2000). First, the former group of literature suggests that the four orientations to work manifest when some type of dramatic change occurs within the economy, the industry, or the geographical setting. Second, latter group of literature suggests that the symbiotic relationship between

tourism and labor markets relies on flexibility and consistent movement. Thus, Arizona's newly implemented SB1070 law can be considered a dramatic change of policy affecting the flexibility and mobility of labor markets; which would suggest that perceived labor mobility as experienced by the laborer can be categorized according to Szivas and Riley's (1999) work. Some affects of the policy change in Arizona, although short-term, have been experienced within the last eight months and will be highlighted below.

According to the US Current Population Survey, Arizona has experienced a reduction of about 100,000 Hispanics in the state since the beginning of 2010. This suggests that the U.S.'s faltering economy may have contributed but that this mass exodus would have started before 2010. The Mexican Interior Ministry, working with National Migration Institute, and Foreign Relations Ministry estimate that 23,380 Mexicans moved from Arizona back to their origin country or city (BBVA Research, 2010, p. 21). In terms of losses the service industry may experience, a 16% reduction in the workforce, 54,000 lost jobs, accumulating a 2.5 million dollar loss to the state of Arizona (Gans, 2008). Essentially, Bancomer (2010) research suggests that the immigrants are a complimentary work force to local labor, fulfilling job positions not sought actively by locals. Although, this information is short-term it suggests that the impacts of SB1070 are going to be long-term, especially considering that labor mobility is already being limited by the new law.

Policy

One primary barrier to both immigration and labor mobility can be policy, created by local, regional, or federal government or a combination thereof. For example state law regarding hiring or federal law regarding visa quotas can hinder flow of labor forces that naturally react to job supplies and at the least add red tape for both employers and employees. SB 1070 was policy created by state government to supplement federal law and was a direct reaction to immigrant numbers and severe economic downswings in Arizona and the United States. How well SB 1070 worked or did not work is not the purpose or focus of this study, but it is important to understand how policy manifests in the labor force in the service sector. Holzer suggests three primary goals of immigration policy as follows: one, maximize the contributions of less-skilled immigrants to the productivity of the US economy and benefit of US consumers; two, minimize immigration costs to native-born Americans particularly least educated native workers; and three, increase opportunities and integration of less-educated immigrants to facilitate upward mobility without compromising US-born citizens (Holzer, 2011).

The aforementioned studies focused on seasonal and temporary migration with elderly participants that primarily occurred domestically. International retiree migration also received academic attention in the last decade particularly within Europe. More importantly the development of a crossing of tourism and geography disciplines were underlying in both types of migration mentioned. Tourism played a role in initiating migration, and subsequent tourism occurred

after migration, however the subjects of study primarily existed on the consumer or demand side of tourism. Migration to metropolitan areas by skilled-laborers was also addressed in substantial breadth by academia because a beneficial relationship was detected between destination and migrant. The skilled-laborers also showed signs of being active entrepreneurs in origin countries and destination countries. Tourism is also recognized as a globalized industry that requires a globalized workforce; which manifests through labor mobilities internal to the tourism industry, branching out to external industries. Finally, labor mobility affected by law SB1070 in Arizona is briefly addressed, highlighting some of the initial impacts after its implementation. All of the studies also provide significant direction in terms of guiding future research.

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In summary, the blocks of study discussed cross geography and tourism disciplines that are concerned with migratory behaviors; however the melding of the two disciplines seems superficial on the surface, focused on only the demand side of tourism functioning in new geographies. Hall's model, discussed earlier, shows both the demand and supply side of relationships between geography and tourism, but subsequent literature tends to move towards people participating in

tourism and migration as part of leisure. Labor mobility studies in the context of tourism are significant to this study, but as authors noted immigrants and migration patterns related to tourism industry employment have not undergone due process for adequate understanding. Most notably, the work of Szivas, Riley (1999), Airey (2003), Vaugeois and Rollins (2007) argues that laborers consciously migrate into the tourism industry for four reasons; economic advancement, entrepreneurship, status, and for contingency employment. In Arizona, the supply side of the hospitality industry carries on a dependent relationship with unskilled laborers in housekeeping and maintenance departments. Some of the initial impacts of SB1070 as experienced by the service industry suggest a symbiotic relationship in distress. Unfortunately, no study has tried to determine the reasons for migration to Phoenix for work in the hospitality industry using mixed methods in the framework developed by Szivas and Riley (1999). The development of the methodology undertaken for this study is addressed in the following section, which will largely be based on Szivas and Riley's work and the inclusion of Hall's ideas and model bridging of geography and tourism.

Chapter 3

RESEARCH METHODS

Survey Instruments and Sampling

In this study, surveys were used to explore motivations for working in the tourism industry, specifically housekeeping departments in hotels in Phoenix, Arizona. Brief interviews were conducted during survey implementation and collection to help expand on information received via survey and to capture any information overlooked in the survey. The data collected guided how best to categorize immigrants working in the accommodations sector of tourism by job satisfaction as a function of motivations. Questionnaires consisted of three sections; general demographic questions, a series of statements that were constructed from the four categories first developed by Szivas and Riley in Hungary, as well as job satisfaction statements (Szivas & Riley, 1999; Szivas et al, 2003; Vaugois & Rollins, 2007). Four-page questionnaires were administered in English and in Spanish. Spanish questionnaires were translated and back translated, to control for any meanings lost in translations. A detail of the three sections of the survey instrument are discussed next, followed by remarks on sampling and potential biases.

The demographic questions were selected from the U.S. Census Bureau Survey; and included gender, age, educational attainment, current annual income, and race. The additional question “Where were you born?” was added, to identify foreign born laborers, but was not from the U.S. Census Survey.

The four categories used to describe immigrants from Szivas and Riley's work were economic advancement, refugee employment, status advancement and entrepreneurial intentions through tourism mobility. Twenty three of the thirty statements came directly from those constructed by Szivas and Riley (1999), which frames the motivating factors for entering the tourism industry. Seven statements were dropped because they were repetitive, or because it assumed that the respondent already owned a business in the tourism industry. Finally, two questions pertained to a fifth category dubbed "wander" which is irrelevant to this study, because the assumption here is that the respondents were actively seeking a job with specific motivations. Seven statements were added to replace the original seven dropped. The seven statements were included to identify perceptions of labor mobility based on political environments, former employment, and standard of living; they were also designed to give the researcher an indication of whether or not the respondent is from the United States or from another country. Examples include: economic advancement orientation statement, "I saw tourism as a profitable industry"; refugee orientation – "I did not see prospects in my previous industry"; and entrepreneurial orientation – "I wanted to establish my own business". Respondents were required to rate their agreement with the statements on a Likert-based scale from strongly disagree, disagree, neutral, agree, and strong agree.

The second focus of the questionnaire was to determine overall change in job satisfaction based on ten dimensions that indicated whether the laborer rated their current job as a downward, upward, or neutral change in comparison to their

last job. The ten dimensions of overall job change used by Szivas and Riley (1999) included; job security, career prospects, social status, physical environment, standard of living, control over work, working hours, job satisfaction, education/job match, and income. Respondents were able to select “positive change,” “no change,” or “negative change,” for the 10 dimensions as well as the 11th statement “overall change” . The purpose of job satisfaction ratings are particularly important in managerial terms which can help determine employee retention and industry sustainability, especially in an industry that is subject to high turn-over rates (Vaugeois & Rollins, 2007). Finally, an open-ended question was included at the end to capture any other pertinent information that the respondent felt necessary to report. The full survey instruments in both English and Spanish along with their respective informational introductions are provided in the appendices.

The quantitative portion of the study was conducted through a self-administered questionnaire distributed to housekeeping departments to eight properties in Phoenix City, Paradise Valley, Scottsdale, and Tempe, all of which are a part of Metropolitan Phoenix. Surveys were completed by workers within the housekeeping departments from full-service, select-service, and boutique properties within this area. The researcher read a brief statement in English and Spanish, to indicate that the results were completely anonymous, no names or numbers were assigned to questionnaires, and that the researcher was a local student at Arizona State University. Participants chose an English or Spanish version, and in instances where the participant spoke neither Spanish nor English,

the researcher or another housekeeper verbalized the statements and marked participant responses.

Finally, some potential biases were identified before during the implementation of the questionnaire that could exist in received responses. First, the implementation of Senate Bill 1070 resulted in some degree of fear experienced by many foreign born laborers. This resulted in an exodus to other states within the United States and to their origin country; unfortunately responses cannot represent those housekeepers that may have already left. Second, respondents received and completed the questionnaires in the presence of managerial staff and the researcher. Respondents may have considered the questionnaire ‘work’ requested by the supervisor, and therefore completed it out of obligation rather than choice. Moreover, the respondent may have sought to satisfy the supervisor or the researcher by providing only desirable answers.

Brief Interviews

The second portion of the study focused on brief interviews with housekeeping directors and/or managers. The first question posed to the director/manager was “is there anything else you can think of that would be necessary in telling the most accurate story about your housekeeping department in the last year? This can be anything positive or negative that you’ve experienced or noticed.” The position of director or manager was determined by the property they worked for, though generally the position consisted of similar job requirements. Interviews were unstructured, lasted about 10 minutes, and were conducted while housekeepers completed questionnaires. Interviews were not

recorded, because of the sensitivity of information discussed, and to preserve an unstructured interview process. The researcher actively took notes and repeated statements back to the interviewee to ensure proper quotation.

Considering the current exposure of immigrants and illegal immigration in Arizona at the time of this study it was necessary to make adjustments to guiding questions in the interview process for a couple of reasons. The first reason was to ensure that the interviewee felt comfortable enough with both the interviewers and subject matter to speak freely, the second reason was to assure the interviewee that the point of the research was not to determine legal citizenship status; rather, it was to help understand both domestic and immigrant perceived labor mobilities. Using qualitative methods highlights and reaffirms information gathered in the survey and also captures information that was not the focus of the survey. Geographic and ethnographic studies often discourage the use of a single method, especially in migrant studies that require the explanation of experiences that are often subjective and solitary in nature. Mixed-method research however, provides several avenues such as surveys, secondary data, interviews, and observation to help determine the characteristics of migrants as well as expand on phenomenon not captured by questionnaires. This interviewee information was of particular importance, from a supervisor's perspective, which recognizes each housekeeper functioning as a part of the whole department.

Analysis

Descriptive statistics were used to identify trends and measure the normality of the samples. Data were entered and analyzed using SPSS, a Statistical Package for Social Sciences, version 19.0 created by SPSS: An IBM Company (2010). Descriptive statistics were used to understand demographics using frequencies, means, and percents. An overall score was created for the five motivational dimensions: 1 – Status; 2 – Economic; 3 – Refugee; 4 – Entrepreneurial; and, 5 – Political using principle component factor analysis using a varimax rotation with Kaiser normalization (Szivas & Riley, 1999). An eigenvalue of 1.00 or more was used to identify potential factors. Factor loadings of 0.60 were used to select variables; 0.60 was selected based on previous research that used rule-of-thumb cutoff values above 0.30-0.40 for larger sample sizes (Budruk, Thomas, & Tyrrell, 2009; Comrey & Lee, 1992; Schmitt & Sass, 2011; Szivas & Riley, 1999). Cronbach's reliability tests were performed on the five motivational dimension scores. Similarly, an overall score was created for two job satisfaction dimensions based on elements of job satisfaction and overall job satisfaction. A principle component factor analysis using a varimax rotation was used again run to explore any underlying job satisfaction dimension. An eigenvalue of 1.00 or more was used to identify potential factors, and factor loadings of 0.60 were used to select variables. Cronbach's reliability tests were also performed on the two job satisfactions dimension scores. Finally, regression analyses were run in order to test the relationship between motivational dimensions, demographics and two dimensions of job satisfaction.

Assumptions and Limitations

The research methods undertaken in this study are subject to some assumptions and limitations. An assumption was made that the motivational dimensions established by Szivas and Riley (1999) would be representative enough of housekeepers and they would fit nicely into the four dimensions. However, this became a limitation when many of the underlying factors for determining motivation were redefined according to the Varimax Rotation completed in this study. Using less variables to indicate motivations, may have helped reduce the number of underlying components detected in the Varimax Rotation.

The language barrier was the most prominent difficulty, despite having hired a certified translator for Spanish and having the document back translated to English. First, the use of proper language and slang language must be addressed, then the collection of data from respondents not fluent in English or Spanish. An assumption was made at the beginning of this study that respondents would be able to read and write in either English or Spanish, and that they would be familiar with the proper use of their respective languages. In other words, some respondents may have been accustomed to using slang terms, or some phrases in English do not have a direct translation to Spanish. This became a limitation especially when translating from English to Spanish; some words were literally lost in translation because only proper language was used. For instance the English phrase, "I saw no job opportunities at home" from the English Survey Instrument found in Appendix C, this statement as it is placed in the survey refers

to home, as a previous place of residence, a city, state, country or the like.

Translation to Spanish, however refers to “home” as the respondent’s personal dwelling. This proved to be a problem because culturally Latino/a and Hispanic regard “work in the home” as entrepreneurial business run out of the home, i.e. food production, material production, textile production, etc.

The second assumption was that the majority of housekeepers would speak and understand English and/or Spanish. However, many of the properties employed housekeepers from non-English and non-Spanish speaking countries. This became a limitation because the researcher was only able to verbalize the questionnaire with no guarantee of participant understanding. Furthermore, participants who answered directly to the researcher may have only provided answers to please the researcher, as discussed in the sampling section.

Finally, the last assumption was that participants who spoke English or Spanish would know how to read and write in their respective languages. However, upon administration of the questionnaire, some participants could not read the questionnaire. This became a limitation because the researcher or a fellow housekeeper would verbalize the questionnaire and mark the participant’s responses accordingly. As a result responses cannot be guaranteed to reflect participant understanding of the meanings of the statements provided in the questionnaire.

Chapter 4

RESULTS

Response Rates and Hotel Participation

A total of 82 questionnaires were completed, with a response rate of 100.00%. The 82 questionnaires were collected from eight hotel properties in the Metro Phoenix area that allowed their housekeepers and respective management to be surveyed and briefly interviewed. The sample size was small for two primary reasons: current immigration policy and enforcement in Arizona and Metro Phoenix hotel policies and management refusals. First, as discussed in both the introduction and literature review state policy in Arizona changed significantly during the 2009-2010 election year, when the state implemented legislative act SB 1070. This act allows law enforcement to request citizenship status documents from anyone in Arizona, this has caused a degree of fear among laborers about the consequences of failing to produce the proper paperwork. As a result, many immigrants have chosen to avoid exposure, regardless of their legal status, and declined to participate in the survey.

Secondly, hotels in the target hotel properties tended to be very discreet and protective over internal operations. One of the most common reasons is attributed to the high level of competition between hotel operators and owners. For this study a top-down approach to accessing the housekeeping departments was used, for example, the a contact would be made through the School of Community Resources and Development, I would receive a confirmation to contact hotel property general managers or assistant general managers. The

general manager or assistant general manager determined whether Human Resources would have to review the survey or it was put straight through to housekeeping directors. Breaking past these gatekeepers frequently lead to rejection, particularly when Human Resources reviewed the survey. Essentially, this approach allowed the survey distribution to be fully disclosed, but only eight properties participated when nearly 50 were contacted over the course of five months.

Demographics and Property Characteristics

A total of 82 questionnaires were delivered and completed ($N = 82$), and none were eliminated. Over half (62.20%) of the respondents chose the Spanish questionnaire, while under half (37.8%) chose an English questionnaire. This is consistent with other sociodemographic characteristics. Almost all respondents were female ($n = 69$; 91.3%) only 6 respondents reported being male (Table 1). The average age of respondent was just under 35 years old, with nearly all respondents (94.7%) reporting being between the ages of 25 and 65. Educational attainment amongst respondents was primarily high school or the equivalent (41.7%) or less than high school (33.3%). In regard to income, most respondents reported equally between receiving \$10,000 - \$14,999 US (34.2%) and \$15,000 - \$24,999 (35.6%) annually. Finally, over two-thirds of responding housekeepers reported Hispanic or Latino alone as their race (81.3%), while other races accounted for less than 7% in any other instance. The demographic categories of the participants were based on U.S Census categories as discussed in the research methods section.

Table 1
Demographics of Housekeepers

Parameter	Frequency	%
Gender (<i>n</i> = 69)		
Male	6	8.7
Female	63	91.3
Age in years (<i>n</i> = 75)		
18 – 24	13	17.1
25 – 34	19	25.0
35 – 44	17	22.4
45 – 65	22	28.9
65 and over	4	5.3
Education (<i>n</i> = 72)		
Less than high school	24	33.3
High school or equivalent	30	41.7
Vocational/ technical school	8	11.1
Some college/ Associate's degree	10	13.9
Income (<i>n</i> = 73)		
Less than \$9,999	16	21.9
\$10,000 – 14,999	25	34.2
\$15,000 – 24,999	26	35.6
\$25,000 – 34,999	4	5.5
\$50,000 – 64,999	1	1.4
\$65,000 – 74,999	1	1.4
Race (<i>n</i> = 75)		
White alone	4	5.3
Black or African American alone	1	1.3
American Indian and Alaskan Native alone	1	1.3
Hispanic or Latino alone	61	81.3
Two or more races	3	4.0
Other	5	6.7

The inclusion of the open ended question regarding birthplace was added by the researcher. This was created to encourage the participant to share this information. Only 48 (58.5%) of the respondents were willing to indicate birthplace.

Table 2
Birthplaces Reported by Housekeepers

Birthplace (<i>n</i> = 48)	Frequency	%
United States		
Arizona	7	8.5
California	3	3.7
Colorado	1	1.2
Illinois	1	1.2
Other Countries		
Burma	1	1.2
Cuba	1	1.2
Ecuador	1	1.2
Ethiopia	3	3.7
Guatemala	2	2.4
Mexico	27	32.9
Nicaragua	1	1.2

Table 2 provides the frequency of birthplaces written in by the respondents; birthplaces are organized according to the state within the United States or by the country listed. This can also be used to indicate immigrant status, it is important to note, however that this makes no inferences about the legal status of the immigrant, i.e. visa status, seasonal worker, etc. This table is important for a couple of reasons. First, a high percentage of housekeepers report being born in Mexico (32.9%), more so than any other country, this is consistent with existing labor statistics. Second, slightly over half of the respondents responded to the birthplace question, and those that indicated a birthplace outside of Mexico were primarily from Latin America. Finally, the lack of response (41.5%) for this question indicates severe difficulty in capturing information regarding the birthplace of housekeepers; this is addressed further in the discussion sections.

Property characteristics for the 8 hotels where the survey was conducted are described below, and Table 3 provides the frequency and percentages of responses received based on the size and type of property. The type of property was categorized according to how the property described itself through staff and advertisement materials. Categories included “Boutique”, “Full-Service”, and “Select-Service” properties. Since the properties were categorized this way, it is necessary to note property differences as observed by the researcher. Select-service properties provided limited amenities, for example some offered a small conference room, a pool, small work-out facility, and limited dining options. Full-service properties provide extensive amenities examples included but were not limited to: spas, golf-courses, ample meeting and conference space, onsite restaurants, concierge services, and/or transportation. Finally, boutique properties offered many similar amenities to a full-service property, but were specialized and independent of any major hotel conglomerates. Half the respondents worked for full-service properties (50.0%); this was expected because full-service properties often provide more housekeepers. Less than a 1/3 of responses came from boutique or select-service properties (28.0% and 22.0%, respectively).

Table 3
Property Characteristics

Property	Frequency of Survey Respondents	%
Type (<i>n</i> = 82)		
Select-Service	18	22.0
Full-Service	41	50.0
Boutique	23	28.0

Table 3
Property Characteristics

Property	Frequency of Survey Respondents	%
Size (Rooms)		
Less than 110	25	30.5
More than 111	37	45.1
More than 150	20	24.4

Properties were categorized only according to the total number of rooms. Meeting space, square footage, company size, company earnings, or any other means to measure property size were not used because those characteristics are not within the scope of this research. Over two-thirds of the respondents worked for properties with more than 111 rooms (69.5%), with the majority (45.1%) of housekeepers working in hotels with 111 to 150 rooms.

Motivations

Distributions of the responses related to the thirty statements that were designed to characterize the five motivational dimensions to work as a housekeeper as suggested by the literature. As shown in Table 4 the first dimension – Status, was characterized by seven statements (labeled A, B, C, E, F, G and N). The second dimension, Economic, was characterized by seven statements (D, H, L, M, P, Q and T). The third dimension, Refugee was characterized by five statements (O, S, X, Y and AC). The fourth dimension, Entrepreneurial was characterized by four statements (R, U, V and AB). The fifth dimension, Political, was characterized by five statements (I, W, Z, AA and AD). Two statements were placed into an “Undetermined Dimension” J – ‘My

previous job required physical labor’, and K – ‘My previous job required managerial skills’, because neither could be categorized within the five stated motivational dimensions.

The mean of the responses was determined using codes ranging from -2 to 2, where -2 corresponds with SD ‘Strongly disagree’, 2 corresponds with SA ‘Strongly agree.’ Nearly all responses fell between ‘Neutral’ and ‘Agree’, with items means ranging from 0.02 to 1.10. Only three statements (X, U, and AB) received primarily negative responses (-0.32, -0.07, and -0.67, respectively).

Table 4
Frequency Distribution (in percentages) for the 5 Motivational Dimensions

Motivational Dimension	SD	D	N	A	SA	Mean	S.D.
1 – Status							
A – I wanted an interesting job.	9.0	11.5	14.1	47.4	26.9	0.81	1.14
B – I wanted to work in a pleasant surrounding.	6.4		9.0	46.2	38.5	1.10	1.03
C – I wanted a job in which I could deal with people.	5.0	3.8	13.8	51.2	26.3	0.90	1.00
E – I wanted better working conditions.	3.9	5.3	17.1	34.2	39.5	1.00	1.07
F – I was attracted by the image of tourism.	4.3	18.8	14.5	42.0	18.8	0.65	1.52
G – I was attracted by the image of hotels.	3.9	7.9	18.4	48.7	21.1	0.75	1.01
N – I wanted to use my language skills.	9.4	12.5	29.7	37.5	10.9	0.28	1.12

Table 4*Frequency Distribution (in percentages) for the 5 Motivational Dimensions*

Motivational Dimension	SD	D	N	A	SA	Mean	S.D.
2 – Economic							
D – I wanted to achieve a better living standard.	7.8	3.9	16.9	31.2	40.3	0.92	1.20
H – I saw tourism as a profitable industry.	6.1	12.1	15.2	40.9	24.2	0.79	1.54
L – I saw housekeeping as a profitable employment opportunity.	5.4	1.4	17.6	55.4	20.3	0.84	0.95
M – I wanted to leave my previous job.	11.9	6.8	23.7	37.3	20.3	0.48	1.24
P – I earned too little in my previous job.	7.3	16.4	16.4	41.8	18.2	0.47	1.18
Q – I needed extra income in order to improve my standard of living.	5.3	6.7	6.7	37.3	44.0	1.08	1.12
T – I needed extra money quickly.	4.6	12.3	7.7	41.5	33.8	0.88	1.15
3 – Refugee							
O – I did not see opportunities in my previous job.	9.1	16.7	16.7	37.9	19.7	0.42	1.24
S – The industry I was working in before was declining.	8.5	32.2	16.9	33.9	8.5	0.02	1.17
X – I could not get a job elsewhere.	30.3	21.2	10.6	25.8	12.1	-0.32	1.45
Y – I needed a job which did not require any particular qualifications.	15.2	18.2	16.7	34.8	15.2	0.17	1.32
AC – I was unemployed and needed a job.	12.9	17.1	5.7	38.6	25.7	0.47	1.38

Table 4*Frequency Distribution (in percentages) for the 5 Motivational Dimensions*

Motivational Dimension	SD	D	N	A	SA	Mean	S.D.
4 – Entrepreneurial	5.8	23.2	23.2	26.1	17.4	0.65	2.14
R – I thought I could use my good business skills in tourism.	13.0	28.3	26.1	17.4	15.2	-0.07	1.27
U – I want to establish my own business.	10.0	28.3	21.7	18.3	21.7	0.13	1.32
V – I want to accumulate capital for establishing my own business.	37.0	24.1	14.8	16.7	7.4	-0.67	1.33
AB – My family had a business in tourism.							
5 – Political							
I – Currently, the political environment here is better than in my previous place of residence.	10.1	13.0	18.8	26.1	30.4	0.67	1.67
W – Currently, the political environment in my previous place of residence is better than here.	15.3	22.0	20.3	25.4	16.9	0.07	1.34
Z – I saw job opportunities in the United States.	6.0	6.0	9.0	43.3	35.8	0.97	1.11
AA – I saw no job opportunities in the United States.							
AD – The standard of living in my previous place of residence is not as high as the standard of living in the United States.	12.3	15.4	16.9	36.9	18.5	0.34	1.29
	11.8	14.7	20.6	30.9	22.1	0.37	1.30
6 – Undetermined							
J – My previous job required physical labor.	10.4	11.9	16.4	41.8	19.4	0.48	1.24
K – My previous job required managerial skills.	15.9	20.3	20.3	29.0	14.5	0.06	1.32

A Factor analysis by Principal Components was used to explore the dimensions characterized by the twenty eight statements. As shown in Table 5 four of the six dimensions could be statistically identified however, some statements included in the original design were sometimes better aligned with a different dimension. The statistically-determined Economic Dimension was characterized by eleven statements explained 51% of the variation and was the overwhelming motivational force. It was characterized by six of the seven designed statements and five statements from other dimensions. The Status dimension explained 14% of the variation and was characterized by five of the seven designed statements and one statement from another dimension. The Refugee dimension explained 9% of the variation and was characterized by three of the designed statements and two additional statements. The Entrepreneurial dimension explained 7% of the variation and was characterized by exactly the original four design statements. The six statements designed for the Political dimension were assigned to different dimensions. In addition, based on its eigenvalue of 1.23 a Previous Place dimension characterized by two statements emerged as a possible motivation. Finally statement B (I wanted to work in a pleasant surrounding) by itself characterize a sixth undetermined dimension and is not reported in Table 5.

Table 5*Principal Component Analysis of Motivational Dimension with Varimax Rotation*

Component	Factor				
	1	2	3	4	5
Economic Dimension					
D – I wanted to achieve a better living standard.	0.62	0.52	0.18	0.11	-0.09
I – Currently, the political environment here is better than in my previous place of residence.	0.85	0.25	0.28	0.19	0.15
L – I saw housekeeping as a profitable employment opportunity.	0.62	0.49	0.48	0.02	0.06
M – I wanted to leave my previous job.	0.91	0.24	0.14	0.02	0.18
O – I did not see opportunities in my previous job.	0.84	0.26	-0.00	0.16	-0.06
P – I earned too little in my previous job.	0.93	0.08	0.09	0.21	-0.12
Q – I needed extra income in order to improve my standard of living.	0.65	0.41	0.37	0.22	-0.25
S – The industry I was working in before was declining.	0.87	-0.05	0.13	0.32	0.20
T – I needed extra income quickly.	0.67	0.18	0.29	0.27	-0.04
AA – I saw no job opportunities at home.	0.73	-0.08	0.48	0.03	-0.07
AD – The standard of living in my previous place of residence is not as high as the standard of living in the United States.	0.79	0.21	0.19	-0.05	-0.37

Table 5*Principal Component Analysis of Motivational Dimension with Varimax Rotation*

Component	Factor				
	1	2	3	4	5
Status Dimension					
A – I wanted an interesting job.	0.37	0.84	0.18	0.13	0.00
C – I wanted a job in which I could deal with people.	-0.10	0.86	0.20	0.22	0.08
E – I wanted better working conditions.	0.47	0.78	0.15	0.12	-2.00
F – I was attracted by the image of tourism.	0.18	0.84	0.12	0.24	0.16
G – I was attracted by the image of hotels.	0.13	0.75	0.25	0.67	0.51
H – I saw tourism as a profitable industry.	0.27	0.71	0.25	0.25	0.43
Refugee Dimension					
J – My previous job required physical labor	0.42	0.15	0.76	0.16	0.27
X – I could not get a job elsewhere.	0.38	0.22	0.73	0.26	0.29
Y – I needed a job which did not require any particular qualifications.	0.58	0.07	0.70	0.13	0.24
Z – I saw job opportunities in the United States.	0.44	0.28	0.75	0.17	0.02
AC – I was unemployed and needed a job.	-0.21	0.45	0.72	-0.01	-0.06
Entrepreneurial Dimension					
R – I thought I could use my good business skills in tourism.	0.35	0.39	0.28	0.66	0.37
U – I want to establish my own business.	0.03	0.47	0.29	0.79	-0.03
V – I want to accumulate capital for establishing my own business.	0.29	0.19	0.30	0.78	0.26
AB – My family had a business in tourism.	0.40	0.08	-0.20	0.77	0.32

Table 5
Principal Component Analysis of Motivational Dimension with Varimax Rotation

Component	Factor				
	1	2	3	4	5
Previous Place Dimension					
K – My previous job required managerial skills.	-0.03	0.14	0.12	0.16	0.89
W – Currently, the political environment in my previous place of residence is better than here.	-0.17	0.13	0.15	0.34	0.81
Eigenvalue	9.05	6.13	4.11	3.11	2.84
Percentage of variance explained	30.16	20.42	13.71	10.38	9.48
Total % of variance explained	30.16	50.58	64.29	74.67	84.15
Standardized Cronbach's alpha	.94	.89	.77	.85	.74

Change in Job Satisfaction

Change in job satisfaction, the postulated result of motivating factors, was measured in two ways: (1) “Overall Change”: a direct question about overall change in job satisfaction and (2) “Principle Component of Job Feature Changes”: the first principle component of ten descriptive features of job change. The direct question asked respondents to indicate whether the overall change in job satisfaction was negative (coded as -1), no change (0), or positive (+1). The average coded response was very positive at .75 as shown in Table 6.

Ten features of changes in job satisfaction were used as the basis of the second measure of change in job satisfaction. Each of these was coded in the same way (negative change = -1, no change = 0 and +1 = positive change). All mean coded values were above 0.5 suggesting positive changes in every feature

with the highest mean for working hours (.78) , followed by job security (.75) and Income (.74) .

Table 6

Item Means and Standard Deviations for Job Satisfaction and Overall Change

Job Satisfaction Statement	Mean	S.D.
Job Security (<i>n</i> = 65)	.75	.43
Career Prospects (<i>n</i> = 59)	.57	.53
Social Status (<i>n</i> = 70)	.64	.54
Physical Environment (<i>n</i> = 68)	.62	.60
Standard of Living (<i>n</i> = 70)	.66	.59
Control Over Work (<i>n</i> = 68)	.72	.48
Working Hours (<i>n</i> = 69)	.78	.48
Job Satisfaction (<i>n</i> = 72)	.68	.55
Education/ Job Match (<i>n</i> = 68)	.51	.61
Income (<i>n</i> = 72)	.73	.56
Overall Change (<i>n</i> = 69)	.75	.53

The first Principle Component of the ten features of job satisfaction change explained 45% of the variation in these features and loadings were positive near or above 0.6 for all items as shown in Table 7. Cronbach's alpha was .86 for these items. Although this measure of change in job satisfaction could be deemed highly reliable future research should explore the other possible dimensions of overall job change satisfaction using factor analysis. Due to the small sample size and an inadequate theoretical basis this exploration was considered beyond the scope of this analysis.

Table 7
First Principal Component Analysis of Job Satisfaction

Component	First Principal Factor Loadings
Job Security	.58
Career Prospects	.59
Social Status	.73
Physical Environment	.84
Standard of Living	.71
Control Over Work	.61
Working Hours	.70
Job Satisfaction	.50
Education/ Job Match	.69
Income	.73
Eigenvalue	4.54
Percentage of Variance Explained	45.37
Cronbach's alpha	.86

Relationship between Job Satisfaction and Motivation

The relationship between variations in each of the measurements of change in job satisfaction and motivating factors was explored using regression analysis. The results are shown in Table 8. The two dependent variables were Overall Change and First Principle Component as shown in columns 2 and 3 of the Table. The independent variables for both regressions included the four motivating factors as measured by the rotated factors scores to represent dimensions of Economic, Status, Refugee and Entrepreneurial. In addition to the motivational factors, four demographic variables were included as independent variables to account for personal and situational differences.

The results are interesting but not compelling due to the very small sample sizes that were available for all variables. For the Overall change variable 16

observations were available and for the Job Satisfaction Change Score only 12 observations were available. The F-statistics were less than 1.0 for both regressions despite the fact that the R-squares were above .40. None of the regression coefficients were significant at even the 10% level. Despite their large standard errors we might cautiously interpret the least squares coefficients that describe the linkage between the reported job satisfaction change and explanatory motivations and demographics. Both regression results suggest that economic motivations and entrepreneurial motivations resulted in positive changes in job satisfaction. Also, both regression results suggest that age is positively related to changes in job satisfaction and education is negatively related to changes job satisfaction. The directional results for other coefficients are mixed. Overall, the Overall Change regression seems most appealing since it has the larger sample and each of the motivational factors is positively linked to reported changes in job satisfaction. Future analyses should seek much larger sample sizes and also account for the limited range of the dependent variable Overall Change which could take on only the values -1, 0, or 1.

Table 8.
Regression Analysis of Job Satisfaction Change

		<u>Overall Change</u>		<u>Job Satisfaction Score</u>	
		B	S.E.	B	S.E.
	(Constant)	1.47	1.29	1.91	15.89
Motivational Dimension	EconomicScore	.18	.15	.24	.54
	StatusScore	.15	.17	-.35	.93
	RefugeeScore	.17	.21	-.21	.82
	Entrepreneurial Score	.15	.17	.25	.47

Table 8.
Regression Analysis of Job Satisfaction Change

	<u>Overall Change</u>		<u>Job Satisfaction Score</u>	
	B	S.E.	B	S.E.
Demographics				
Gender	-.61	1.02	.64	3.23
Age	.19	.14	.18	.54
Education	-.22	.15	-.27	.44
Income	.11	.32	-.62	.86
Race	.07	.28	-.26	2.18
N	16		12	
R square	.412		.461	
F-statistic	.546		.285	

Chapter 5

DISCUSSION

Conclusions

The purpose of this study was to explore labor mobility, through five motivational dimensions to work in the tourism industry and labor demographics. Additionally, job satisfaction was explored through two dimensions. Finally, the relationship between motivational dimensions, demographics, and change in job satisfactions was tested through regression analysis.

The economic dimension accounted for 51% of the variation in motivational forces, followed by status, refugee, and entrepreneurial (14%, 9%, and 7%, respectively). These findings are consistent with those studies conducted by Szivas & Riley, Airey, and Vaugeios and Rollins. The addition of the political dimension as a motivational force was not statistically-derived in the Varimax rotation, rather the statements were subsumed into other established dimension. This suggests that economic dimensions of motivation out-weigh perceived factors of policy, in this case SB 1070. Considering the economic decline during 2010 and the high rates of unemployment, this result was not surprising. Thus, the results of this study are confirmatory of the dimensions established by Szivas and Riley (1999), and should be considered in future studies.

The demographics of the sample fit previous results in studies using demographics and descriptive to understand tourism workers, however a larger sample would be necessary to determine job satisfaction as a function of motivations. Change in job satisfaction was postulated to be the result of

motivating factors, measured separately, by ‘Overall Change’ and the ‘Principle Component of Job Feature Changes’. Nearly all coded values were above 0.50 suggesting a positive change in each feature. This suggests that expectations of the housekeepers related to the motivational dimensions resulted in a positive outcome in each of the 10 features of job satisfaction change.

The relationship between change in job satisfaction and motivating dimensions, as determined by a regression analysis, showed no significant results. This is attributed to the very small sample size, for example only 16 observations were used to determine a relationship between job satisfaction and motivation. However, a comparison of regression results suggest the most appealing is Overall Change regression, which would greatly reduce the size of a questionnaire if information is gathered through one variable rather than ten.

Finally, the results of this study suggest that domestic and foreign born laborers, function within many of the same motivational dimensions, the strongest being an economic motivation. Relating back to the conceptual development of this study, it is apparent that laborers function within Hall’s model of mobilities. Unfortunately, the laborers cannot be grouped into clean categories, they often move and abide to external factors, such as the economy. These mobilities perhaps need to be separated into supply and demand-sides to help more accurately understand housekeepers and housekeeping departments within tourism industries.

Implications

Academic implications for this study primarily revolve around the development of additional studies about the housekeeping departments and the staff of hotels in Phoenix. Even more effective maybe the development of a longitudinal study that tracks satisfaction outside of motivations for taking a job in the tourism industry rather than satisfaction being a function of motivations. Although brief interviews were conducted simultaneously, in hindsight a more effective way to develop a survey would be to conduct an explicitly qualitative study with housekeeping directors and managers in order to identify specific experiences and phenomenon that they see as directly affecting their staff. Finally, the political environment in Arizona, specifically the implementation of SB1070 made an obvious impact on the ability to capture information. Housekeepers were visibly tentative about providing information to an “unknown researchers” , despite my efforts to reiterate the purpose of the study was not to determine legal status. I think it would be affective to run comparison studies in different destinations, for example; a city with proactive immigration laws and a city with defensive immigration laws to analyze the impact of policy or political environment on overall job satisfaction.

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APPENDIX A

CONSENT FORM: ENGLISH

Dear Hospitality Industry Professional,

I am Mallory Casson, a graduate student at ASU, conducting research on characteristics of employees in housekeeping departments of Phoenix hotels. I am interested in comparing worker labor mobilities in the hospitality industry.

The survey should take about 10 minutes. Your participation in this study is voluntary. You can skip questions if you wish. If you choose not to participate or to withdraw from the study at any time there will be no penalty.

The benefits will be in the form of a description of labor mobility experienced by workers in housekeeping departments within the tourism industry in Metro-Phoenix. There are no foreseeable risks or discomforts to your participation.

Your responses will be anonymous, and to ensure this, you will not be asked to include any personal identifiers. Your answers will only be shared in an aggregated form. The results of this study may be used in reports, presentations, or publications but your name will not be known.

If you have any questions concerning the research study, please contact me: mcasson@asu.edu or at 602-496-0550.

If you have any questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Chair of the Human Subjects Institutional Review Board, through ASU Office of Research Integrity and Assurance, at (480) 965-6788

Completion of the questionnaire will be considered your consent to participate.

APPENDIX B

CONSENT FORM: SPANISH

Estimado Professional de la Industria Hospitalaria.

Me llamo Mallory Casson, soy estudiante en la escuela de Postgrados de la Universidad ASU, y estoy trabajando en una investigación acerca de las características de los empleados encargados del departamento de limpieza y mantenimiento de los hoteles de Phoenix. Me interesa hacer una comparación de la libertad de movilización entre trabajos de la industria hospitalaria.

Para completar la encuesta requiere de unos 10 minutos. Su participación en esta investigación es totalmente voluntaria. Puede dejar en blanco cualquier pregunta que no desee contestar. No existe penalización si decide no participar o retirarse del estudio en el momento que lo desee.

Su beneficio por participar en esta encuesta será la descripción de la experiencia de los trabajadores del departamento de limpieza y mantenimiento de la industria de turismo en el área Metropolitana de Phoenix y de su libertad de movilización entre trabajos. Si usted decide participar en la encuesta nosotros no prevemos riesgo ni molestia personal alguna.

Sus respuestas serán anónimas, y para asegurárselo, no le pedimos que incluya ninguna información personal. Solo compartiremos sus respuestas consolidándolas con todas las demás respuestas que recibamos. Los resultados de este estudio podrán ser utilizados en reportes, presentaciones, o publicaciones, pero sin divulgar el nombre de los participantes.

Si tiene preguntas concernientes a este estudio, por favor, póngase en contacto conmigo a la dirección electrónica siguiente: mcasson@asu.edu o llámeme al 602-496-0550.

Si tiene alguna pregunta con respecto a sus derechos como individuo/o participante de esta encuesta, o siente que esta significa un riesgo para usted, entonces puede ponerse en contacto con el Chair of the Human Subjects Institutional Review Board (Presidente de la Junta de Revisión de Temas Institucionales) a través del departamento Office of Research Integrity and Assurance (Oficina de Integridad Investigativa y Confiabilidad de ASU) en el siguiente número (480) 965-6788.

Si elije responder el cuestionario, esto será interpretado como su consentimiento de participación.

APPENDIX C

SURVEY INSTRUMENT: ENGLISH

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The following statements describe the motivations for taking your current job in a housekeeping department within a hotel. Please rate your agreement with each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
I wanted an interesting job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to work in a pleasant surrounding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted a job in which I could deal with people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to achieve a better living standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted better working conditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was attracted by the image of tourism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was attracted by the image of hotels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I saw tourism as a profitable industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Currently, the political environment here is better than in my previous place of residence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My previous job required physical labor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My previous job required managerial skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I saw housekeeping as a profitable employment opportunity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to leave my previous job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to use my language skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I did not see opportunities in my previous job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I earned too little in my previous job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I needed extra income in order to improve my living standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I thought I could use my good business skills in tourism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The industry I was working in before was declining.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I needed extra money quickly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to establish my own business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to accumulate capital for establishing my own business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Currently, the political environment in my previous place of residence is better than here.

I could not get a job elsewhere.

I needed a job which did not require any particular qualifications.

I saw job opportunities in the United States.

I saw no job opportunities at home.

My family had a business in tourism.

I was unemployed and needed a job.

The standard of living in my previous place of residence is not as high as the standard of living in the United States.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you think that your job change has been in a positive direction, negative direction, or the same in comparison to your previous job? Compare your previous job to your current job in each of the following categories. Mark 1 for a negative change, 2 for no change, and 3 for a positive change.

	1 - Negative Change	2 - No change	3 - Positive Change
Job Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career Prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standard of Living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Control over Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working Hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education/Job Match	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gender:

Male

Female

What is your current annual income? In US dollars

- | | |
|---|---|
| <input type="radio"/> Less than \$9,999 | <input type="radio"/> \$50,000-\$64,999 |
| <input type="radio"/> \$10,000-\$14,999 | <input type="radio"/> \$65,000-\$74,999 |
| <input type="radio"/> \$15,000-\$24,999 | <input type="radio"/> \$75,000-\$99,999 |
| <input type="radio"/> \$25,000-\$34,999 | <input type="radio"/> \$100,000 or more |
| <input type="radio"/> \$35,000-\$49,999 | |

Where were you born?

What is the race that best describes you?

- | | |
|---|--|
| <input type="checkbox"/> White alone | <input type="checkbox"/> Native Hawaiian or Other Pacific Islander alone |
| <input type="checkbox"/> Black or African American alone | <input type="checkbox"/> Hispanic or Latino alone |
| <input type="checkbox"/> American Indian and Alaskan Native alone | <input type="checkbox"/> Two or more races |
| <input type="checkbox"/> Asian alone | <input type="checkbox"/> other: <input type="text"/> |

Additional comments:

APPENDIX D

SURVEY INSTRUMENT: SPANISH

Las descripciones que le damos a continuación describen las diferentes situaciones que posiblemente lo motivaron a aceptar su trabajo actual en el departamento de limpieza y mantenimiento de un hotel. Por favor, marque la opción que mejor describa a su opinión personal en cada uno de los casos.

	Totalmente en desacuerdo	En desacuerdo	Neutral	De acuerdo	Muy de acuerdo	No corresponde
Quería un trabajo que fuera interesante.						
Quería trabajar en un ambiente agradable.						
Quería un trabajo en el pudiese tener contacto con gente.						
Quería alcanzar un mejor nivel de vida.						
Quería mejores condiciones de trabajo.						
Me atrajo la imagen del turismo.						
Me atrajo la imagen de los hoteles.						
Vi al turismo como una industria rentable.						
En la actualidad, el entorno político aquí es mejor que en el lugar anterior de mi residencia.						
Mi trabajo anterior requería de trabajo físico.						

Mi trabajo anterior requería capacidad administrativa.						
Ganaba muy poco en mi trabajo anterior.						
Necesitaba ingreso extra para mejorar mi nivel de vida.						
Pensé que podría aplicar mis conocimientos de negocios en el área de turismo.						
La industria en la que estaba trabajando antes estaba decayendo.						
Necesitaba dinero extra, rápidamente.						
Quiero establecer mi propio negocio.						
Quiero acumular capital para empezar mi propio negocio.						
En la actualidad, el entorno político del lugar adonde residía anteriormente, es mejor que aquí..						
No podía conseguir trabajo en ninguna otra parte.						

Necesitaba un trabajo que no exigiera algún requisito en especial.						
Vi oportunidades de empleo en los Estados Unidos.						
No vi oportunidades de trabajo en mi país.						
Mi familia tenía un negocio en el área de turismo.						
Estaba desempleado y necesitaba trabajo.						
El nivel de vida en el sitio de mi residencia anterior no era tan alto como el nivel en los Estados Unidos.						

¿ En comparación con su trabajo anterior, cree usted que su cambio de trabajo ha ido en una dirección positiva, negativa o lo mismo? Compare su trabajo anterior con el actual en cada una de las siguientes categorías. Marque 1 para indicar un cambio negativo, 2 si no ha habido cambio alguno, y 3 para indicar un cambio positivo.

	1 – Cambio negativo	2 – Sin cambio	3 Cambio Positivo
Seguridad en el empleo			
Prespectivas en la carrera			
Nivel social			
Entorno físico			
Nivel de vida			
Control sobre el trabajo			
Horario de trabajo			
Satisfacción laboral			
Compatibilidad de educación y trabajo.			
Ingresos			
Cambio total			

Genero:

- Masculino Femenino

Edad:

- 18-24 45-64
 25-34 65 +
 35-44

¿Cual es el nivel más alto de educación que ha alcanzado?

- Menos que secundaria Algunos estudios Universitarios/Diploma de Técnico Superior
 Escuela secundaria o equivalente Título de Licenciado
 Escuela Vocacional/Técnica Estudios de Postgrado

¿Actualmente, cual es su ingreso anual? En dólares Estadounidenses.

- Menos de \$9,999
- \$10,000-\$14,999
- \$15,000-\$24,999
- \$25,000-\$34,999
- \$35,000-\$49,999
- \$50,000-\$64,999
- \$65,000-\$74,999
- \$74,000-\$99,999
- \$100,000 o mas

¿Lugar de nacimiento?

¿A cuál de estos grupos raciales pertenece/o lo describe mejor?

- Únicamente Blanco
- Únicamente Negro o Afroamericano
- Únicamente Indio Americano o de Alaska
- Únicamente Asiático
- Únicamente Nativo de Hawái u otra isla del Pacifico
- Únicamente Hispano o Latino
- Dos o más razas
- Otro:

Comentarios adicionales:

APPENDIX E

IRB: EXEMPTION APPROVAL FORM

for
To: Timothy Tyrrell
UCENT
From: Mark Roosa, Chair *sm*
Soc Beh IRB
Date: 02/08/2011
Committee Action: Exemption Granted
IRB Action Date: 02/08/2011
IRB Protocol #: 1101005962
Study Title: Labor Mobility in Phoenix Lodging Industry Housekeeping Departments

The above-referenced protocol is considered exempt after review by the Institutional Review Board pursuant to Federal regulations, 45 CFR Part 46.101(b)(2).

This part of the federal regulations requires that the information be recorded by investigators in such a manner that subjects cannot be identified, directly or through identifiers linked to the subjects. It is necessary that the information obtained not be such that if disclosed outside the research, it could reasonably place the subjects at risk of criminal or civil liability, or be damaging to the subjects' financial standing, employability, or reputation.

You should retain a copy of this letter for your records.

APPENDIX F

IRB: TRANSLATION CERTIFICATION FORM

Arizona State University
Office of Research Integrity and
Assurance
660 S. Mill Avenue Suite 315
Arizona State University
Tempe AZ 85287-6111
(Mail Code 6111)
Phone: 480-965-6788
Fax: (480) 965-7772



For Office Use Only:
Date Received:

**Translation Certification Form
Institutional Review Board (IRB)**

PROTOCOL TITLE: Labor Mobility in Phoenix Lodging Industry Housekeeping Departments

HS NUMBER:

PRINCIPAL INVESTIGATOR: Timothy Tyrrell, Ph.D.

LANGUAGE OF TRANSLATED DOCUMENTS: English to Spanish

TYPE OF SUBMISSION

<input checked="" type="checkbox"/>	The initial submission of the following forms (Please list the forms). Survey/Introduction letter.
<input type="checkbox"/>	The modification of the following forms that have been approved. (Please list forms)
<input type="checkbox"/>	Other (Please describe and list forms)

CERTIFICATION OF TRANSLATION

I certify that I have performed the translation of the following documents: (Survey, introduction letter) for the referenced project.

Printed Name of Translator: Rosa Gonzalez

Signature of Translator: *Rosa A. Gonzalez*

Date: 02/02/2011

CERTIFICATION OF BACK TRANSLATION

I certify that I have performed the back-translation of the following documents: Survey/Introduction letter for the referenced project. Please note that it is preferable if the back-translation is done by someone who is not part of the research team.

Printed Name of Back-Translator: Jessica Aquino

Signature of Back-Translator: *Jessie Aquino*

Date: 02/02/2011

IRB NOTE: The translation and back-translation should be done by two different people.

Revision 12/10

