A Structural Relationship among Satisfaction with Information, Freedom to Express Opinion, Input from Employees, Trust in Management and Hotel Employees' Attitude toward Organizational Change

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호텔직원들의 정보에 대한 만족, 의사표현의 자유, 직원의 의견 반영, 경영에 대한 신뢰 및 조직의 변화에 대한 태도 간의 구조적 관계

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Abstract

It's hard for hotel organizations to survive without adaptation to changing environment, and employees' positive attitude are required. The empirical objectives of the study include, firstly, to identify individual factors to influence hotel employees' attitude toward organizational change, secondly, to investigate the effects of the individual factors on their attitude toward organizational change mediated through trust in management. Derived from existing literature, three underlying dimensions of the individual factors are given; (1) satisfaction with information, (2) freedom to express opinion, and (3) input from employees. An experimental design is applied to test four hypotheses that reflect the research questions. Five star hotels in Korea are targeted to be surveyed. A total of 156 faithful cases out of 300 cases are analyzed in this study. Descriptive statistics and multivariate analysis of variance, and SEM are utilized employing the SPSS and AMOS 7. Results of this study indicate that satisfaction with information, freedom to express opinion, and input from employees are significantly related to hotel employees' attitude toward change mediated through trust in management. At the same time, it shows that trust in management directly influences their attitude toward organizational change. In conclusion, the findings of the study contribute to hotel organizational development.

Key words: attitude, organizational change, information, employees' input, freedom, opinion, trust in management, organizational development, participation

Ⅰ. INTRODUCTION

Hotels are continuously faced with threats in its survival in the market. Fervent global competition, rapid technical development, and customers' increasing and higher expectations of services are basic environmental changes hotels must cope with in order to be successful. Failure in doing so may

lead to loss in profits. For example, a company had lost 33 percent profitability over a five-year period when they had fallen back six months in the development and implementation of new technology and service products than its competitors(Vesey JT 1991). Quick responses to changes in the environment is absolutely crucial for survival.

Instant adaptation of new environment change maybe hindered by functional organizational structure(Hennessey P 1999). Functional organizational structure in the hotel industry is often composed of subdivisions of departments that perform similar duties such as marketing, accounting, and housekeeping. Although the purpose of these subdivision of labor is to efficiently produce positive overall results(Yamazaki K 2005), its purpose is often overlooked and develops myopic views of employees' own tasks(Cummings TG & Worley CG 2001). Employees then fail to realize how their portion of labor contributes to the overall success of the company.

The efficiency of functional organizational design differ according to the stability of the environment (Cummings TG & Worley CG 2001). In the case of a changing environment, functional organizational structure in organizations result in several unwanted outcomes. According to Jassawalla AR and Sashittal HC(2003), when a new system is implemented to a company with the traditional functional organizational structure, three outcomes may occur: (1) slow development - because each department may become more cautious of eluding mistakes than striving for future improvement; (2) high incidence of mistakes - because not all departments maybe included in making key decisions and the domination of one department; (3) high costs - due to reversing mistakes.

Organizational members' unwillingness to be committed to organizational development has been known as disposition toward organizational change (e.g., Jermier JM et al. 1994; Lewin L 1952). According to Porras JI & Roberstson RC(1992), organizational development is "a set of behavioral science-based theories, values, strategies, and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members' on-the-job behaviors"(p.722). That is, organizational development(OD) is hindered by employees' negative attitude toward organizational change.

In an attempt to avoid these unwanted outcomes, several organizations with functional organizational structure have been encouraged to conceptualize how employees would make response to organizational change according to Piderit SK(2000). He or she said that managers as change agents needed to raise employees' acceptance through OD programs. For example, managers should look for such a program to manage employees' cognitive and emotional reactions toward change(e.g., employees' participation for decision making process).

Another model proposed by Dirks KT et al. (1996) suggested that employees' psychological ownership of the organization influenced attitude toward organizational change. Furthermore, the relation between psychological ownership and attitude toward organizational change is moderated by employees' needs. According to Dirks KT et al's. (1996) model, employees' needs are divided into "self-enhancement (i.e., desire to achieve and promote self-esteem), self-continuity (i.e., inclination to maintain the stability of self across time and sit-

uation), and control and efficacy (i.e., desire to command environment)"(cited in Yamazaki K 2005, p. 17). Dirks KT et al.(1996) added that the three individual needs needed to be enhanced to implement organizational development. This is because the satisfied needs would raise the level of psychological ownership that would lead to positive attitude toward organizational change.

At the same time, the three kinds of employees needs can be executed by change agents' practices such as team participation(Cummings TG & Worley CG 2001), satisfaction with information(e.g.,Mayer RC et al. 1995), freedom to express opinion (e.g.,Tyler TR & Lind EA 1992) and input from employees(e.g,Tang TLP & Butler EA 1997), job control(e.g, Dirks KT et al.), and so on.

Furthermore, in view of implementation of organizational development researches, there is some psychological perception between the effects of satisfied employees' participation and attitude toward organizational change(e.g., Yamazaki K 2005). The proposed psychological variables are trust in management, sense of control over the job, and so on.

Ultimately, there are a number of comprehensive models to describe the significant influence of organizational variables and individual traits on employees' performance, but few researchers have attempted to test such general models at the individual level of analysis(D'amato A & Zijlstra FRH 2008). To fulfil the missing data in the existing body of literature, this study focuses on the individual variables to influence organizational outcomes.

Based on these previous findings, the current study puts satisfaction with information, freedom to express opinion, and input from employees as the subordinate variables of hotel employees' per-

ceived team participation. In the present study, these variables are hypothesized to be positively related to hotel employees' attitude toward organizational change through trust in management.

II. LITERATURE REVIEW

1. Theories and Practices of Organizational Development

Organizational development(OD) is defined as organizational adaptation to various surrounding and situations(Cummings TG & Worley CG 2001). Although a number of practitioners and researchers defined OD from different point of view(e.g., French WL & Bell CH 1984), the purpose of organizational development has a contiguous stream with enhancement of members' performance through organizational members' behavioral changes. In other words, practitioners of OD need to consider whether organizational members' behavioral alterations are likely to be made(Porras JI & Robertson PJ 1992).

According to French WL & Bell CH(1984) and Porras JI & Robertson PJ(1992), The likelihood of organizational members' behavioral alteration can be promoted through "management work teams, organizational culture, iterative process-oriented approachers to organizational change, and systems thinking"(cited in Yamazaki K 2005, p.6).

OD researchers suggest that organizational system is the primary factor in OD(e.g., Cummings TG & Worley CG 2001; Porras JI & Silvers RC 1991). That is, rather than one time approach, organizational development interventions need to take overall issues in the organization. Carrying through changes in organizations and those members is one of the essential OD efforts. Suppose hotel organization decides to have new job skill

training to improve employees' job performance. For the purpose of enhancing employees' job performance and maintain those skills, the trainers need to present holistic issues such as the goals of training, effectiveness of new skills in real work setting, hotel managers' recognition of employees' skill performance, and workplace atmosphere regarding trained skill(Routiller JZ & Goldstein IL 1993). In other words, alteration of employees' behaviors can be executed through holistic issues; organizational system to enhance their changed behaviors, persuasive message to implement employees' newly acquired behaviors.

2. Attitude toward Organizational Change as Organizational Developmental Efforts

Organizational members' reactions to organizational change defines attitude toward organizational change(e.g., Yamazaki K 2005). Several researchers have contributed to the organizational development literature by introducing methods of creating positive reactions towards organizational change in organizational members. As Porras JI & Robertson PJ(1992) have mentioned, effective organizational change embedded in positive organizational members' attitude toward organizational change. However, certain types of organizational change such as downsizing, introduction of new computerized system can reversely influence some employees' attitude due to anxiety about new technology and layoff. At the same time, people tend to stay in old ways rather than new ways of doing things(e.g., Oreg S 2003). In other words, if the dominant climate of organization is negative toward change, organizational change efforts may lead to failure and costly losses due to employees' decreased commitment, hardness in modifying failed changes(Iacovini J 1993). Therefore, in-

creasing individual loyalty to organizational change is a target issue to have successful OD intervention.

According to Piderit SK(2000), attitudes toward organizational change consists of three factors; "cognitive(e.g., beliefs about a proposed change), emotional(e.g., feelings in response to the change), and intentional(e.g., intentions to support or oppose the change).(cited in Yamazaki K 2005). That means, although some well-performing employees have accepted organizational change as a necessary solutions for OD (cognitive and emotional acceptance), they may have incongruity in intentional support if those changes influence negatively influence inferior co-workers.

Conceptualization of employees' reaction to organizational change may help managers to implement OD program that reinforces employees' commitment. For example, Cummings TG and Worley CG(2001) have suggested methods to ignite positive reactions. They include (1) recognizing member's feelings toward change (e.g., active listening), (2) providing the reasons for changes and explaining the expected changes in the workplace to reduce speculations from members, and (3) involving the members in planning the change.

Further, employees' psychological ownership to organization predicts the attitude toward organizational change(Dirks KT et al. 1996). In other words, the more individuals have psychological ownership, the more they behave positively toward organizational change. This tendency differs depending on whether organizational change efforts consider three dimensions of individual needs; self-enhancement, self-continuity, and control and efficacy(Dirks KT et al., 1996). Dirks KT et al.(1996) defined self-enhancement is the desire to acquire high level of self-esteem through some level of achievement. In addition, self-continuity is

the need to maintain current self. Finally, control and efficacy is the desire to regulate individual work environment. Therefore, high level of psychological ownership and positive attitude (loyalty) toward organizational change can be leaded by the extent of employees' satisfied needs.

Employees' organizational needs mentioned above can be fulfilled through employees' participation in decision-making process(Cummings TG & Worley CG 2001). Participation is defined as the degree of employees' involvement to influence decision-making process(Wagner JA & Gooding RZ 1987). Studies have demonstrated that participation is related to loyalty to organizational change(e.g., Dirks KT et al. 1996), job satisfaction(e.g., Oh YS 2008), organizational commitment(e.g., Park JC & Hong SB 2007), and higher performance(e.g., Hong SB 2007).

3. Satisfaction with Information as a Predictor of Trust In Management

Satisfaction with information is defined as accessibility to organizational information(eg., Commings TG & Worley CG 2001). Information play a key role on how employees react to the changing organizational environment. Yamazaki K(2005) argues that specific information about the company such as market positioning, financial situations, restructuring plans influence not only the future behavior of the company but the employees as well. Especially, when sensitive information like job layoffs are communicated to the employees through unofficial channels(e.g., rumors, mass media) before official channels (e.g., internal publications, posting, direct discussions with supervisors) do, employees have a tendency to perceive such communication methods as unfair and vise versa(Mansour-Cole DM & Scott SG 1998). It can

be said that communication through discussions with managers previously are more effective in advocating positive reactions than through other channels.

Trust in management can be divided into trust in supervisor and trust in organization(Tan HH & Tan CSF 2000). Trust in supervisor is defined as the employees' trust in their supervisors' honesty and fairness. On the other hand, trust in organization refers to employees' perception in organizational publicized trustworthiness. Trust in supervisor and trust in organization are related to each other due to employees' perceptional tendency that they consider supervisors as the representatives of the organization(Tan HH & Tan CSF 2000).

Furthermore, employees' trust in management is predetermined by employee's perception on supervisor's benevolence, integrity, and ability. Benevolence is defined as employees' perception on managerial actions to which extent managers are willing to make extra efforts for subordinates (Mayer RC et al., 1995). Integrity is defined as employees' perception on managerial actions to which extent managers present acceptable values to the employees Tan HH & Tan CSF 2000). Ability is defined as managerial work-related skills and any other competencies such as interpersonal and technical skills(Mayers RC et al., 1995; Tan HH & Tan CSF 2000).

Specifically, for employees with high level of trust in management tend to accept organizational change efforts as a fair solution even though there may be a negative influence on them such as downsizing(Mansour-Cole DM & Scott SG 1998; Susanto AB 2008).

Based on the discussed literature, it is predicted that individuals who are more satisfied with given information are likely to have high level of trust

on their supervisors. This is because the employees who are more likely to be exposed to ongoing issues concerning the organization have closer relationship with supervisors. These participants may show more trust towards their supervisors as well. Therefore, the following mediating relations between satisfaction with information and trust in supervisor is hypothesized.

Hypothesis I: Satisfaction with information from supervisor is positively related to trust in management.

4. Reflection of Employees' Opinions as a Predictor of Trust in Management

Supervisor integrity is another identified mediator between team participation and trust in supervisor relationship. Through the perceived integrity, the supervisor conducts his/her actions in compliance with subordinates' values(Mayer RC et al., 1995). It is one of the antecedents of trust in supervisors(Mayer RC et al. 1995). Based on the integrity of the supervisor's initiatives with the subordinates's values, the level of trust in the supervisor and to perception of fairness in management is determined.

The ability of how well employees express their ideas and opinions can be one way to forecast their level of involvement in decision-making processes. Furthermore, employees' perception on the fairness of the organization is influenced by how their opinions are regarded in organization's decision-making process. In an organization where employee's expressions are welcomed and respected, the employees will feel that they are being treated with dignity(Tyler TR & Lind EA 1992). In addition, employees whose inputs are reflected are more willing to accept organizational change (Greenberg J 1990) and trust their supervisors

(Korsgaard MA et al., 1995;Lee JH et al. 2007) in such conditions.

Team participation practices enable employees to take part in decision-making processes and voice out their opinions. Employees' participation practices are designed to involve immediate employees who actually perform the job so that a well-informed decision can be made(Kaplan EJ & Kies DA 1995). In order to achieve this, employees' voices must be respected and they must feel free to express their ideas known the fact that the final decision is made by management(Tang TLP & Butler EA1997). It must also be noted that employees may feel that participation practices are only managers' solicitation of employees' inputs in the decision-making process. Therefore, between employees' voice and trust in supervisors, the following relations are hypothesized.

Hypothesis II: Perceived freedom to express opinion is positively related to trust in management.

Hypothesis III: Input from Employees is positively related to trust in management.

5. Trust in Management as a Predictor of Attitude toward Organizational Change

According to a study by Tan HH & Tan CSF (2000), trust in management is constructed by trust in one's supervisor and organization. Trust in one's supervisor is measured by the willingness of a subordinate to be vulnerable to the actions of the supervisor whose behavior the subordinate cannot control. Trust in one's organization is the perspective of the employee on organization's trustworthiness.

Employee's innovative behaviors such as generation, adaptation, and implementation of ideas

are found to be related to trust in one's supervisors. It is argued that employees are more likely to challenge and explore new ways of doing things when their trust in supervisors are high and expect support from them(Tan HH & Tan CSF 2000). Furthermore, perceived support for innovation is related to leader-member exchange qualities like trust, mutual liking, and respect between supervisor and employee (Scott SG & Bruce RA 1994). This may lead to innovative behavior. At the same time, Zeffane R & Connell J(2003) suggested that organizational innovation can be effectively processed based on employees' trust in management.

In the case of implementing a new organizational development practices, employees' resistance to these changes will be reduced while their acceptance and commitment will increase if they are involved in the decision-making processes(Locke EA & Schweiger DM 1979). Furthermore, a positive attitude toward organizational change can be produced through mutual trust and respect, organizational communication, and management support(Susanto AB 2008). It is predicted that participants in decision-making process trust their supervisors and organization because they are informed about the future events. Therefore, based on the literature review, the following hypotheses are formulated:

Hypothesis IV: Trust in management in hotel industry is positively related to attitude toward organizational change.

III. Methodology

1. Settlement of Proposed Model

Based on the propositions developed from the literature review, a conceptual model illustrates how hotel employees' perceived team participation increases trust in management that are positively related to attitude toward organizational change (see Figure 1).

2. Measurement

1) Satisfaction with Information

Satisfaction with information is employee's satisfaction of the received information from management. This factor was measured with 6-item scale that was developed by Stockdale P et al. (1996). Employees rated their satisfaction with information on 5-point scales ranging from "strongly disagree"(1) to "strongly agree" (5).

2) Freedom to express opinions

Freedom to express opinions was assessed by measuring the extent an employee is willing to
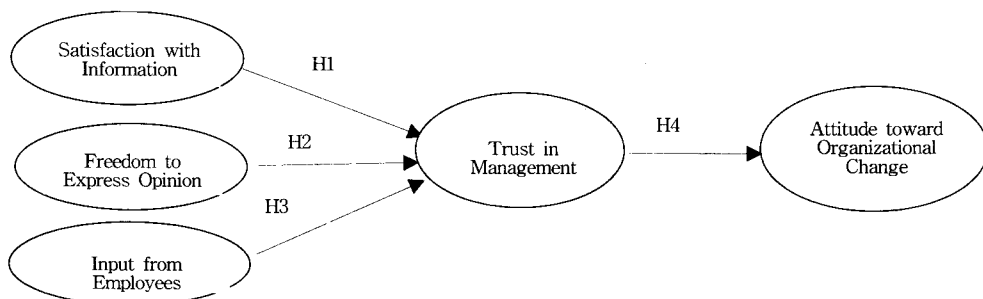
⟨Fig. 1⟩ **Proposed Conceptual Model**

share their thoughts about workplace issues with others until the point of feeling that he/she will not be punished. Yamazaki K(2005) developed a 5-item scale based on Stockdale P et al.(1996)'s 3-item scale. This study utilized Yamazaki's five items for actual measurement. In addition, Hotel employees responded on a five-point scale with anchors of "strongly disagree"(1) and "strongly agree"(5).

3) Input from Employees

Input from employees is defined as employees' preception to which extent employees' ideas were reflected and managers/superiors intend to communicate with them. This factor was assessed with 4-item scale developed by Yamazaki K(2005) whose items were originated from Stockdale P et al. (1996). Employees rated the extent of input from employees on five-point scales ranging from "strongly disagree (1) to "strongly agree" (5).

4) Trust in Management

Trust in management is composed to two elements - trust in one's supervisor and trust in one's organization(Tan HH & Tan CSF 2000). Trust in one's supervisor is measured by the willingness of a subordinate to be vulnerable to the actions of the supervisor whose behavior the subordinate cannot control. Trust in one's organization is the perspective of the employee on organization's trustworthiness. An interrelationship between trust in supervisor and organization can be observed. This is because subordinates usually see their supervisors as a representative of the organization (Tan HH & Tan CSF 2000). Therefore, they commonly perceived their trust in supervisors and organization as the same thing. Trust in management was assessed with a 4-item scale developed by

Yamazaki (2005) whose items were based on Stockdale P et al.(1996)'s 6-item scale. This scale measured the extent to which an employee perceives that management is honest or fair. Employees rated their management on five-point scale ranging from "strongly disagree "(1) to "strongly agree" (5).

5) Attitude toward Organizational Change

Attitude toward change is the extent an employee is willing to support the organizational change. Attitude toward change was assessed with six items developed by Yamazaki K(2005) whose items were based on Stockdale P et al.(1996)'s 8-item scale. These items are used to measure the employees' willingness to support the organizational change and employees responded on a five-point scale with an anchors of "strongly disagree"(1) and "strongly agree(5)".

3. Data Collection and Sampling Frame

The targeted people for this study were hotel employees, who had experienced or/and are experiencing organizational change efforts. To ensure this, participants were asked to answer the following open-ended questions:Have you experienced organizational change such as restructuring and transferring your department? If yes, please provide a brief description about your experiences. Participants who have not responded this questions were excluded from the analysis.

In addition, a random sample of five star hotel employees are selected to be surveyed. A drafting survey questionnaire has been used to conduct preliminary survey centered on M and S hotel. The 50 cases were mailed personally to hotel managers by researcher after the research purpose was explained thoroughly. They were asked to describe

any inadequate and unclear measurement items.

A mail survey was employed after each hotel manager's approval has been given; M, S, W, and O hotel in Seoul, P hotel in Busan, H hotel in Jeju, I hotel in Daegu. The main survey was conducted from September 10th to October 11th in 2010. The number of 300 cases were surveyed. Further, total number of 256 responses had been collected and cases with no organizational experience or/and missing value were subsequently dropped from the data analysis. Finally 156 faithful cases had been analyzed.

4. Data Analysis

The Collected data was analyzed using SPSS 15.0 and AMOS 7 software program. Through these programs, descriptive statistics, multi-variate analysis of variance, and structural equation modeling (SEM) are utilized. Frequency analysis, reliability analysis after using Cronbach's alpha, and confirmatory analysis were operated. Furthermore,

in order to understand different relationship between variables, the correlation analysis was conducted. To verify the hypotheses and model of the study, confirmatory factor analysis was used to examine conformity of the causal relationship among each factor and covariance structure analysis was used to investigate a path coefficient.

IV. EMPIRICAL RESULTS

1. Demographics

The following <Table 1> displays the respondents' characteristics. The majority of respondents was female(n=85, 54.5%) and the rest of the 45.5% of the respondents were males(n=71). The age category of 20-29 formed the majority of the respondents(n=85, 54.5%) followed by the age category of 30-39 (n=55, 35.3%). With respect to education level, nearly half of the respondents' highest education was a 2-year college degree (n=65, 41.7%) and a 4-year college degree(n=64,

<Table 1> Result of the Demographic Analysis of the Respondents

Characteristics of the Respondent s	Items	Frequencies (Percentages)	Characteristics of the Respondent s	Items	Frequencies (Percentages)
Gender	Male	85(54.5)	Employee Status	Short term	48(30.8)
	Female	71(45.5)		Full time	108(69.2)
Age	20~29	85(54.5)	Current Position	Staff	96(61.5)
	30~39	55(35.3)		Supervisor	30(19.2)
	40~49	9(5.8)		Manger	21(13.5)
	50 or more	7(4.4)		Director/ higher	9 (5.8)
Education	2-year collage	65(41.7)	Job Duration	1~3 year(s)	80(51.3)
	4-year university	64(41.0)		4~6 years	33(21.2)
	Master or more	20(12.8)		7~9 years	28(17.9)
	Others	7(4.5)		10/more years	15(9.6)
Department	Room Division	52(33.3)	Average Income	Less than 1M(won)	10(6.4)
	Management	22(14.1)		1M~1.99M	94(60.3)
	Restaurant	52(33.3)		2~2.99M	37(23.7)
	Catering	18(11.5)		3M/more	15(9.6)
	Others	12(7.7)			
Total		156 (100)	Total		156 (100)

41.0%). Mostly, the sample were surveyed from hotel restaurant and room division (room division; n= 52, 33.3% restaurant; n=52 33.3% management; n=22, 14.1% catering; n=18, 11.5% others; n=12, 7.7%) Further, majority of respondents have been employed full time(n=108, 69.2%) and have a current position of staff(n= 96. 61.5). At the same time, most of their job duration were less than 6 years(1~3 years; n=80, 51.3% 4~6 years; n=33, 21.2%). Finally, about 84% of the respondents' average monthly income was in the category of 'one million won to three million won(1M~1.99M; n=94, 60.3% 2M~2.99M; n=37 23.7%).

2. Analysis of Validity and Reliability

As the survey items were adopted from different streams of the studies, it was important to ensure reliability and validity. Cronbach's coefficient alpha was calculated to determine reliability of the measurement. As indicated in <Table 2>, Cronbach's α of each construct in measurement model is ranged from 0.71 to 0.89, significantly a scale with high level of reliability(adequate at Cronbach's α>0.60). If construct reliability reaches above 0.7, convergent validity or internal consistency is secured(Kim KS 2007). Also, convergent validity is procured as long as AVE reaches above 0.5(Kim KS 2007).

In terms of construct reliability, the values of five constructs are ranged from 0.793 to 0.931. At the same time, as illustrated in <Table 3>, factor loading of each variable is above 0.5, presenting a moderate to high construct validity. Further each average variance extracted(AVE) reaches between 0.501 to 0.739.

Furthermore, discriminant validity was established employing the procedure by Fornell C & Laker DF(1981). It was suggested that the squared correlation between constructs must be less than AVE of each construct to secure discriminant validity. <Table 2> shows the squared correlation between the latent variables and AVE of each construct and there is no case that the squared correlation is greater than AVE.

As a result, these values represent all five constructs and it is significant to analyze the relationship between these constructs.

2) Results of Confirmatory Factor Analysis

The confirmatory measurement model was as-

<Table 2> Measurement Model

Variables	Means	SD	Inter-construct correlations[a]				
			1	2	3	4	5
1.Satisfaction with information	3.344	0.729	1				
2.Freedom to express opinion	3.397	0.675	0.81[**](0.65)	1			
3.Input from employees	3.285	0.762	0.794[**](0.63)	0.752[**](0.56)	1		
4.Trust in management	3.375	0.717	0.764[**](0.58)	0.764[**](0.58)	0.788[**](0.62)	1	
5.Attitude toward organizational change	3.476	0.647	0.597[**](0.35)	0.632[**](0.39)	0.668[**](0.45)	0.736[**](0.54)	1
Cronbach's a			0.890	0.839	0.853	0.854	0.710
Construct Composite Reliability			0.931	0.857	0.865	0.894	0.793
AVE[b]			0.694	0.585	0.622	0.739	0.501

** significant at p<0.01 (two-way), ( ) presents the squared correlation between the latent variables
a Two standard-error interval estimate of correlation does not include value 1. b=AVE (average variance extracted)

sessed to evaluate the construct validity of the measurement used in this study. As noted by Noar SM(2003), confirmatory factor analysis(CFA) procedures can provide confirmation that psychometric properties a scale are satisfactory that extend beyond exploratory analytic technique. It was noted that CFA can add further information about dimensionality of scale by testing a variety of models against one another(Noar SM 2003). In this study, the confirmatory factor analysis was completed with maximum likelihood estimation.

At the same time, a few items were deleted be-

cause factor loading should be higher than 0.5 (Kim KS 2007). Two items out of resistance toward organizational change were deleted as follows; 'I am afraid of the changes I see taking place (Reverse coding)', 'I feel more positive about continuous improvement teams now than I did last year'.

CFA was applied to all the items and chi-square of 229.4, degree of freedom of 194, and p-value of 0.042(p<0.05). Further, the value in chi-square/df should be less than three to secure overall goodness of fit (Kim KS 2007). In addition. the value

<Table 3> Fit Indices of Measurement

	Factors and Items	Estimate	S.C.	t-value	p-value	Fit Indices
Satisfaction with Information	I am pleased with the amount of information I receive about what is happening at our company.	1	0.777			
	I like the way I receive information	1.028	0.769	10.219	***	
	I get enough information about what is happening	1.048	0.784	10.431	***	
	I am satisfied with the amount of information I receive from my supervisor.	0.904	0.727	9.529	***	
	I receive a sufficient amount of information from management concerning what I am supposed to do in my job.	1.107	0.86	11.768	***	
	Upper management tells us about the corporation's goals.	0.889	0.661	8.543	***	
Freedom to Express Opinion	I feel free to discuss with my supervisor the problems and difficulties in my job without having it held against me.	1	0.651	9.795	***	
	I feel free to discuss with my supervisor the problems and difficulties in my job without jeopardizing my position.	1.06	0.65	7.459	***	
	I feel free to tell my supervisor what I think.	1.037	0.7	6.885	***	
	I feel free to tell my coworkers what I think.	0.804	0.637			x2(df:194)=229.4
	I feel free to tell upper management what I think.	1.257	0.772	8.035	***	p=0.042.
Input from Employees	Upper management listens to ideas from employees.	1	0.728			CMIN/df= 1.182
	Management often communicates with workers.	1.129	0.76	9.089	***	GFI= 0.888
	Managers here ask workers for their suggestions about possible improvement.	1.186	0.766	9.05	***	AGFI= 0.841, RMR=0.039,
	Managers here have frequent face-to-face interaction with employees.	1.172	0.768	8.488	***	NFI=0.901, CFI= 0.983, TLI=
Trust in Management	The management is honest to me.	1	0.745			0.978
	I have trust and confidence in my supervisor regarding his/her general fairness.	0.91	0.749	4.796	***	RMSEA= 0.034
	I have trust and confidence in the management regarding their general fairness.	1.022	0.799	4.940	***	
	My supervisor is honest with me.	0.956	0.832	4.80	***	
Attitude toward Organizational Change	I agree with the changes our organization has made in the last few years.	1	0.775			
	I am afraid of the changes I see taking place (Reverse coding) - removed					
	I feel more positive about continuous improvement teams are making now than I did last year. - removed					
	I like the changes I have seen at this organization in the last few years.	1.007	0.776	4.6	***	
	My supervisor supports the changes going on the last few years.	0.59	0.501	5.527	***	
	I am able to keep up with changes here that affect my job.	0.537	0.505	8.258	***	

of chisqure/df shows 1.182 so that overall goodness of fit is identified.

In assessing model fit, the following indices were employed: GFI (Goodness-of-fit index: desirable at≥ 0.90), AGFI (Adjusted goodness-of-index: desirable at≥ 0.90), RMR(Root Mean Square Residual: desirable at ≤ 0.05), NFI (Normal fit index: desirable at≥ 0.90), CFI (Comparative fit index: desirable at ≥ 0.90), x^2 (chi-square: desirable at > 0.05), TLI (Tucker-Lewis Index: desirable at ≥ 0.90), RMSEA(root mean square error of approximation: desirable at < 0.05). As presented in <Table 3>, GFI (0.888) and AGFI(0.841) was found to be unfulfilled indices, however, RMR(0.039), NFI(0.901), CFI (0.983), TLI(0.978), RMSEA(0.034) indicated a reasonable fit of the data. It seems that these may not cause any gigantic problems to presume the relationship among the latent variables(Bae BR 2007) Further, <Table 3> presents standard estimates for a measurement model. As illustrated, factor loading of all measures were moderate(ranging from 0.501 to 0.832). The factor loadings showed that relevant measurement items performed moderately well in reflecting the designated underlying construct.

In addition, <Table 2> contains a correlation matrix depicting the association between the dependent variable and independent variables. Looking down the first three columns, we can see that satisfaction with information had the highest correlation with freedom to express opinion. In addition, freedom to express opinion had the highest correlation with input from employees. The correlation matrix also shows the input data met the study objectives of grouping variables.

3. Test of Hypotheses

1) Results of Overall Measurement Model Testing

<Table 4> illustrated the strength of the relationships among the constructs, showing path coefficients and overall goodness of model fit indices. Although GFI(0.835), AGFI(0.826), and NFI (0.876) did not present acceptable indices, overall, the model was acceptable fit ; x^2(df:203)= 285.196 (p=0.00), RMR =0.042, , TLI = 0.950, CFI = 0.96, RMSEA =0.051. As mentioned above, these sums of indices allow researchers to estimate the relationship among the latent variables (Bae

<Table 4> Parameter Estimates in Structural Model

Hypothesis	Path	Standardized Estimate	S.E.	t-value	p-value	Result
H1	Satisfaction with Information-> Trust in Management	0.248	0.119	2.051	0.004**	supported
H2	Freedom to Express Opinion->Trust in Management	0.313	0.171	2.12	0.034*	supported
H3	Input from Employees>Trust in Management	0.364	0.14	2.941	0.003**	supported
H4	Trust in Management->Attitude toward Organizational Change	0.749	0.078	4.666	0.000***	supported
Overall Goodness of Model Fit Indices	x^2 (df = 203)= 285.196 (p = 0.00) , CMIN/df= 1.405, GFI = 0.872, AGFI = 0.826 RMR = 0.042, NFI = 0.876, TLI = 0.950, CFI = 0.96, RMSEA = 0.051					

*: p< 0.05, **: p < 0.01, *** : p< 0.001

BR 2007)

2) Results of Hypotheses Testing

These hypotheses were examined through investigating the path coefficients of the constructs in the final model.

After assessing the impact of satisfaction with information on trust in management, it was found that hotel employees' satisfaction with information influenced their trust in management. It depicts that coefficient of 0.248 (t>1.96, p<0.01). Therefore, hypothesis 1 is supported. This finding is consistent with researches that employees' accessibility to organizational information makes them increase the level of trust in management (Mansour-Cole DM & Scott SG 1998; Susanto AB 2008)

In addition, it was found that freedom to express opinion had a significant impact on trust in management in hotel industry. It depicts path coefficient of 0.313 (t>1.96, p<0.05). Therefore, hypothesis 2 is supported. At the same time, a stream of research proposed that freedom in opinion expression is significantly related to trust in management (e.g., Tang TLP & Butler EA 1997)

Also, input from employees in hotel industry was found to have a significant impact on trust in management. It depicts path coefficient of 0.364

(t>1.96, p<0.01). As a result, hypothesis 3 is supported. Thus finding is consistent with the studies by Lee JH et al. (2007), who demonstrated the significant relationship between hotel restaurant employees' participation in decision-making process and trust in management.

Finally, for the relationship between trust in management and attitude toward organizational change, it showed that trust in management had a significant impact on attitude toward organizational change. It depicts path coefficient of 0.749 (t>1.96, p<0.001). Therefore, hypothesis 4 is supported. This finding is consistent with the studies that attitude toward organizational change can be different depending on readiness for the change such as change efforts, trust and respect, vision for change, and so on (e.g., Susanto AB 2008).

3) The Total, Direct, Direct, and Indirect Effects

<Table 5> summarizes total, direct, and indirect effects among latent variables for measurement. As mentioned above, satisfaction with information, freedom to express opinion, and input from employees have a significantly direct impact on trust in management. Above all, input from employees has th the largest impact (path coefficient: 0.364) on

<Table 5> Total, Direct and Indirect Effects

		Satisfaction with Information	Freedom to Express Opinion	Input from Employees	Trust in Management
Total Effects	Trust in Management	0.248 (2.051)*	0.313 (2.12)*	0364 (2.941)*	-
	Attitude toward Organizational Change	0.186 (2.32)*	0.235(3.051)*	0.273(3.545)*	0.749(4.666)*
Direct Effects	Trust in Management	0.248(2.051)*	0.313 (2.12)*	0.364 (2.941)*	-
	Attitude toward Organizational Change	-	-	-	0.749 (4.666)*
Indirect Effects	Trust in Management	-	-	-	-
	Attitude toward Organizational Change	0.186 (2.32)*	0.235(3.051)*	0.273(3.545)*	-

All estimates were based on the final model, * significant at *: p < 0.05, ( ) presents t-value

trust in management among independent variables.

In addition, attitude toward organizational change in hotel industry is influenced directly by trust in management with path coefficient of 0.749 (t>1.96. 0<0.001). Furthermore, attitude toward organizational change is influenced indirectly by satisfaction with information (path coefficient = 0.186, t>1.96), freedom to express opinion (path coefficient = 0.235, t>196), and input from employees (path coefficient= 0.273, t>1.96).

V. CONCLUSIONS

1. Findings and Implications

The current study was launched to fulfill the purpose of demonstrating the structural relationship among hotel employees' perceived team participation, trust in management and attitude toward organizational change. Specifically, organizational participants were expected to access full range of information about their organization(e.g., Kleinman G et al., 2001), chances to provide their opinion (e.g., Rosenfeld J 2000), and opportunities to communicate with management agents(e.g., Yamazaki K 2005). These perceived variables of team participation were hypothesized to be positively related to trust in management, which influence employees' attitude toward organizational change. Subsequently, four hypotheses were developed. The present study employed structural equation modeling(SEM) to test the hypotheses.

Firstly, it was revealed that hotel employees' satisfaction with information has a significantly positive relationship with trust in management. This finding implies that employees' accessibility to organizational information increase their initiatives to trust management. That is, hotel employees' dissatisfaction with information is a impediment for trust in management becoming a negative attitude toward organizational change(Mansour-Cole DM & Scott SG 1998; Susanto AB 2008). Therefore, hypothesis 1 is supported.

Secondly, significantly positive relationships were found between freedom to express opinion and trust in management in hotel industry. Positive relations suggest that employees who perceive freedom to express their opinion have higher possibilities to have trust in management's fairness, becoming positive attitude toward organizational change. In collaboration with the findings of Tang TLP & Butler EA (1997), the current study's results also conclude that hotel employees' perception in freedom to express opinion is significant in explaining employees' organizational attitude. Thus, hypothesis 2 is supported.

Thirdly, input from employees had a significantly positive impact on trust in management in hotel organizations. This relation implies that hotel employees who have opportunities to have interaction with managers/supervisors are more committed to organizational change efforts mediated by trust in management. This result supports previous studies which found positive relationship between input from employees and attitude toward organizational change (Korsgaard MA et al., 1995;Lee JH et al. 2007). Therefore, hypothesis 3 is supported.

Finally, trust in management was significantly related with attitude toward organizational change in hotel industry. Corresponding with Susanto AB(2008) and Locke & Schweiger DM(1979)'s ideas, the current study propose that hotel employees who have trust in management posses higher possibilities of showing positive attitude toward organizational change. Therefore, hypothesis 4 is supported.

The conceptual framework that predict hotel employees' attitude toward organizational change manifest the importance of presented four variables (satisfaction with information, freedom to express opinion, input from employees, and trust in management). Given these findings, two conclusions can be made. Firstly, organizational development approach in hotel industry can be successfully achieved through consideration of employees' organizational needs. Secondly, hotel employees' trust in management makes them vulnerable to organizational change efforts.

Various practical implications can be derived from the results of the study. First of all, this study portrays the actions that comprise hotel employees' trust in management and attitude toward organizational change. To achieve successful hotel organizational change efforts, change agents should take the instrumental tools to involve employees in decision-making process. For this purpose, change agents should give organizational members opportunities to have freedom to express opinions(Tang TLP & Butler EA 1997) and make well-informed decisions by synthesizing employees' inputs (Kaplan EJ & Kies DA 1995;Lee JH et al. 2007).

Secondly, hotel team members' degrees of involvement in the decision-making process perhaps give forth a different level of trust in management and positive or negative attitude toward organizational change. To reach the positive levels, hotel leaders and members should be ready for dealing with the complexity of the team decision-making process. Also, they should remember that the focus of team constitution is to get creative solutions in a decision-making process through member involvement from various functional dimensions (e.g., Clark MA et al. 2002). However, the quality of decision made will be different depending on the processes are effectively managed. For example, skills of problem solving and interpersonal communication are required to have well-managed operations of decision-making process(Yamazaki K 2005). Typically, these skills can be acquired though specific training course(e.g., Tesluk PE et al,, 1995).

Finally, hotel managers need to allocate enough time to get outcomes because creative and full ideas can be derived from the integration of knowledge of participants with various experiences and notions. That is, hotel organizations may need some time to experiment with new ideas and correct errors(Bourgeon L 2002). Particularly, this time extension for team allow the members to explore new ideas and functionally engaged in group processes such group discussion that are important to change hotel members' job attitude(e.g., trust in management, attitude toward change)

2. Limitations and Supplements

Further studies are needed to extend the current research in the area of measurement and research questions. Several limitations of the current research are suggested.

First of all, the results were based on a convenience sample. Survey participants were employed from a limited population in several five star hotel in Korea. It should be considered that depending on the target population the result may be varied. That is, the generalization of the results in any other industries are restrained. Therefore, replication studies with broader and random samples are should be conducted to ensure the external validity of this result.

Secondly, the current study is limited to individual variables to predict employees' attitude toward organizational change. Although a number of

researchers have proposed comprehensive models describing how situational variables and individual differences influence organizational outcomes, few attempts have been made to test holistic models altogether(D'amato A & Zijlstra FRH 2008). At this point, researchers need to develop further antecedents of employees' attitude toward organizational change within holistic model. For example, future studies need to develop situational variables such as organizational culture to explain employees' organizational attitude.

The field of organizational behavior is abundant with possibilities. There are so much more to be investigated. It is advised to future researchers to further experiment the different level of employees' organizational behavior between none or passive team participants and active team participants. Furthermore, researchers can develop motivational factors to encompass positive attitude toward organizational change. For example, understanding the relative importance of extrinsic and intrinsic reward to organizational attitude may enhance the field of organizational attributes.

Above all, the present study is an attempt to construct theoretical and practical foundations to investigate employees' attitudinal dimensions to support organizational development. To this end, this investigation is contributive.

한글초록

호텔조직은 환경변화에 적응하는 다양한 전략을 꾸준히 수립해야하며 호텔 인적자원은 변화에 대한 긍정적인 태도가 필요하다. 본 연구의 목적은 호텔 근무자의 조직변화에 대한 태도에 영향을 미치는 개인차원의 요인들을 문헌을 통해 도출하고, 경영에 대한 신뢰를 매개로 하여 개인 차원의 선행요인이 변화에 대한 태도에 미치는 영향관계를 분석하고자 시행하였다. 기존 문헌을 바탕으로 하여 (1) 정보에 대한 만족 (2) 의사표현의 자유 (3) 직원의 의견 반영 이라는 세 가지 개인적 차원의 선행 변수가 도출되었다. 연구 목적의 실증분석을 위해, 서울, 대구, 부산, 제주도의 특 1급 호텔 7개를 설문 대상으로 하였으며 300개의 설문 중 156개의 성실한 응답을 실제 분석에 활용하였다. 그리고 SPSS와 AMOS 7을 이용하여 구조모형방정식을 통해 연구가설을 측정하였다. 연구결과, 정보에 대한 만족, 의사표현의 자유, 직원의 의견반영은 경영에 대한 신뢰에 직접적인 영향을 주었고 신뢰는 변화에 대한 긍정적인 태도에 유의한 영향을 주었다. 나아가, 개인차원의 선행변수는 경영에 대한 신뢰를 매개로 하여 변화에 대한 긍정적인 태도에 유의한 영향을 주었다. 결론적이로 이 연구의 결론은 조직발전에 기여할 것이다.

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