



Factors that impact hotel employees' job satisfaction: A Case Study on Five-Star Hotel Employees of Delhi NCR

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Abstract

A key component in an employer's achievement is employee satisfaction. An agency that has happy personnel is successful. This study sought to identify the key determinants of job satisfaction and determine whether they have any bearing on hotel staff job satisfaction. First, a literature study of numerous papers on job satisfaction was used to pinpoint the causes of job satisfaction. There was also an employee focus group discussion and exploratory study. We discovered thirteen factors. Quantitative research was then conducted to examine the impact of these eleven factors. The workers were chosen using convenience sampling. Pretesting was completed before the main survey. The result indicated that five out of eleven factors (Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security) have significant influence on hotel employees Job satisfaction. The study concluded that an effective employer will make sure that there is a spirit of cooperation in conjunction with coordination among personnel and sense of dedication toward achieving the goals and satisfaction. It is important to note that individual preferences and priorities can vary, and the relative importance of these factors may differ from person to person. Employers and organizations should pay attention to these factors and continually work to improve job satisfaction among their hotel employees to foster a positive and productive work environment.

Keywords: Job Satisfaction, Work-life balance, Output, Benefits.

Introduction

Large portions of the populace in emerging nations are prevented from finding a good employment to meet their needs. In the setting of Delhi NCR, finding a job is quite difficult. Because of this, those who work in five-star hotels consider them to be qualified and fortunate. However, being hired through this competitive process does not guarantee that individuals are completely content in their jobs. The good news is that there are more job possibilities and five-star hotels in Delhi NCR. Many staff of Delhi NCR five-star hotels have provided their perspectives for this inquiry. The goal of this research paper is to determine the influences of job satisfaction. A shift in the demographics and change in the dynamics of the hotel industry has significantly impacted job satisfaction from individual-to-individual. This is because a number of variables that affect job satisfaction rely on various traits such as age, industry, gender, and others. In general, everyone's definition of job satisfaction is different. A variety of elements can gratify various groups of individuals. Finding the variables that influence job satisfaction is therefore the main goal.

Literature Review

Numerous publications about practitioners' job satisfaction in their fields have been authored by researchers from various disciplines. In terms of Delhi NCR, hardly any thorough research is done on job satisfaction. In this study, the factors that influence job satisfaction were looked at for different level staff members working in five-star hotels in Delhi NCR. Despite this relatively restricted scope, such an analysis has numerous benefits. Any hotel's assets are contented staff. Happy workers are productive workers who care deeply about attaining the ambitions and goals of the organization. Employee satisfaction is correlated with commitment and creativity. Numerous hotels implement a variety of strategies to inspire staff members. To keep their staff happy, some hotels concentrate on a variety of related factors. Individual differences exist in satisfaction. From the perspective of a five-star hotel it is difficult to identify the underlying factors that satisfies their employees.

If a hotel's staff is not happy, it has a negative impact on the establishment overall. This hotel won't be able to meet its objectives, which will lead to a high turnover rate and a decline in overall performance as well as rising prices. An organization should try to keep as many of its personnel as possible. It has been discovered in certain publications that employees' favorable attitudes toward their jobs are a key component of job satisfaction. However, from the hotel's standpoint, it is difficult to meet everyone's needs on an individual basis. Each employee in the company has some expectations of the business. Employee satisfaction increases as expectations are met more frequently.

As hotels proliferate in Delhi NCR, so do global corporations. Finding a good job is still challenging. Foreign investors are drawn to this country by its open market policies and large market size. Private sector workers are highly skilled and conscious about advancing their own careers. Some employees hope to have a stable future job; if the hotel can offer them this chance, those employees will be happy. The majority of hotels in Delhi-NCR have focused more on these concerns because many employees use their remuneration package as a yardstick for how satisfied they are. Leading five-star hotel chains like Hyatt, Taj, Oberoi, Marriott, and Radisson have created unique workplace cultures to satiate their staff. A spontaneous work environment inspires and energizes people. Internal departmental coordination speeds up work procedures, which boosts worker productivity. Hotels are always working to create a culture that is performance-oriented, which occasionally has a detrimental impact on employee job satisfaction. After a certain amount of time, "excessive pressure to make things happen" becomes a barrier for employees, which is not what the hotel wants in the long run.

According to Locke (1976), the most common research definition of job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Organizational commitment has been shown to include aspects of job satisfaction (Kovach, 1977). Employee assessment of how well their job delivers the things they perceive as vital has an impact on how satisfied they are with their jobs. According to Woods et al. (2004), job happiness can be attained when an employee demonstrates commitment, puts out their best effort, and develops a sense of oneness with the organization. Job satisfaction and performance are also positively impacted by rewards. Kreitner et al. (2002) identified a number of elements that affect job satisfaction, including the requirement for management to establish an atmosphere that fosters employee involvement and controls stress at work. According to Mitchell and Lasan (1987), the most significant and commonly researched attitude in organizational behavior is work satisfaction. Luthan (1998) outlined some significant aspects of occupational satisfaction. A growing amount of research suggests that individual differences in temperament or disposition may contribute to variances in job satisfaction among employee (House, Shane, & Herold, 1996).

The diploma to which a employee's expectancies for their jobs reflect their actual reviews within the workplace is a key factor in determining employees' job satisfaction. A worker's personality and the characteristics that make up his or her character also have an impact on how satisfied he or she is with his or her employment. When a worker's work is more fascinating or unique, their level of job satisfaction rises (Dinler, 2008; Wright & Davis, 2003). Some researchers (Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to concur that elements stated in Adeyemo's (2000)

viewpoints as external to the worker are primarily what control job satisfaction when describing its nature. According to Osagbemi (2000), there are working circumstances that are comparable to regional and worldwide standards, as well as a degree to which they mirror those of other local professions. A role conflict arises when a worker's presumed role does not align with the business's expectations, according to Rizzo, House, and Lirtzman (1970). An undefined role indicates that the worker is unaware of the expectations of his or her specific job from the employer. According to certain studies, an unclear or conflicting role might have an impact on job satisfaction from the viewpoint of the worker when measuring job satisfaction in terms of roles.

In conclusion, earlier research on job satisfaction discovered that demographic and personality traits have an impact on job satisfaction. Several studies that assessed working experience and other aspects of the workplace found various factors that contribute to job satisfaction. According to this, the most crucial elements of job happiness are Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image. After reviewing the research on each of these elements, it can be concluded that they each contribute to job satisfaction.

Conceptual Framework

A typical conceptual framework has been developed (please see Figure 1)

Hypothesis Development

- H1: Work-life balance affects hotel employees' job satisfaction
- H2: Compensation and Benefits affects hotel employees' job satisfaction
- H3: Opportunities for growth and development affects hotel employees' job satisfaction
- H4: Recognition and appreciation affects hotel employees' job satisfaction
- H5: Job security affects hotel employees' job satisfaction
- H6: Workplace communication affects hotel employees' job satisfaction
- H7: Peer Relationship affects hotel employees' job satisfaction
- H8: Workplace flexibility affects hotel employees' job satisfaction
- H9: Health and safety affects hotel employees' job satisfaction
- H10: Workload distribution and fairness affects hotel employees' job satisfaction
- H11: Company's brand image affects hotel employees' job satisfaction

Research Methodology

According to the survey it was found that 100 (Sample size) was acceptable for the study. Different level employees working in five-star hotel in Delhi NCR were approached directly to get the primary and authentic data in line with their electricity and willingness 130 questionnaires have been circulated among them and out of these best 100 responses had been located to be entire and usable for the evaluation and without a doubt because of the dearth of data 30 questionnaires had been rejected. The technique used for collecting the data from the staff working in five-star hotel was convincing sampling. The study was based on the statistical informative data of different level employees working in five-star hotel in Delhi NCR. Along with primary data for this research, secondary data was also considered for analysis.

Actual Data Collection

A total number of 100 filled questionnaires were accepted from the different level staff of five-star hotel of Delhi NCR. It turned into sincerely briefed to the respondents that they are not imagined to take someone's

view regarding furnishing the facts against the questions been requested and they must not practice the terms real or fake, instead they have to rating each query on a scale of 1 to 5 (Likert's Scale). Respondents have been additionally assured of the discretion.

The survey instrument comprises of two sections. The initial segment is the statistic information which incorporates gender, age, and position and the second part covers their perception regarding job satisfaction paradigm. Raybould and Wilkins' (2005) poll configuration was utilized; the inquiries were deciphered by utilizing concurrent interpretation strategy for the precise comprehension of the respondents. 22 variables had been constructed to perceive the elements that may have effect on hotel employees' job satisfaction. These variables are: medical insurance, incentive, dynamic training, stable career, synchronized processes, work culture, authority and responsibility, leaves and holidays, financial support, peer coordination, flow of communication, organizational activities, tactics and strategies, social-independence, remunerations, compensation & benefit, periodic appraisal, growth opportunity, scope for leadership, training & orientation, wholistic development, provident fund and gratuity.

A reliability evaluation, Cronbach's alpha (α) evaluation turned into hired to test the inner consistency of the variables acquired in the sample. According to the effects of Cronbach alpha take a look at, alpha value is 0.833.

Result of this look at indicated an ordinary higher reliability aspect. Factor evaluation has been hired to explore the underlying factors related to 22 items. Factor evaluation is often hired by using researchers who wish to become aware of a highly small number of things or underlying dimensions that may be used to represent relationship inside a large variable set. The Kaiser-Meyer-Olkin Measure and Barlett's Test of Sphericity have been computed to decide whether or not the facts were appropriate for aspect analysis. KMO standard rise above 0.60. The Kaiser-Meyer-Olkin measure of sampling adequacy is 0.621 (please see Table 3), indicating a high-shared variance and a relatively low uniqueness in variance (Kaiser and Cerny, 1979) which ensures the suitability of conducting factor analysis.

Analysis and Interpretation

The examine has decided on the factors that are being mined for having Eigenvalues over 1. Here, the cumulative variance of the learning is 72.258. The rotated aspect loadings matrix summarizes the shape by using indicating which variables accomplice ordinarily with which factors. Based on the notion of 'simple structure' (Thurstone, 1947), here the word 'structure' is to denote the identification for each variable of the factor with which it is primarily associated, these variables have been classified with specific factor loadings into eleven specific factors. The cumulative variance (Table 4) confirms that the study result is quite acceptable as the extracted factors should account for at least 60 percent of the variances (Malhotra, 2008). Eleven factors were identified and meaningfully labeled as Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image. These factors which accounted for 72.258 % of the variables are shown in Table four.

Decision concerning the number of things could retains it's miles hard to take but the consequences of initial runs primarily based on eigen values. Minimum loading necessary to include an item in its respective constructs according to Hair et al. (1992). The findings of this study indicate that each of the nine dimensions (Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image) was homogeneously loaded to the various factors. That manner every of the 11 dimensions that loaded into associated elements all are associated with activity delight.

Hypothesis Testing

Regression evaluation became hired for checking out the speculation of this studies after extraction of eleven impartial variables from aspect evaluation. Results for task delight showed in Table 6, 7, eight. Results of this observe indicated that 87.6 percent of variance of activity pride is explained by way of those 11 impartial variables with a huge 'F' cost of 86.541 being big at $p < .000$ (Table eight). Therefore, there may be an evident that these 11 elements substantially have an effect on the process satisfaction of personal corporation's employees in Delhi NCR.

The hypotheses of this examine are concerned with the person impact of nine variables on the job pride. The take a look at of these hypotheses leads to perform the goals of this take a look at. The electricity of impact of each of the independent variables could have on activity pleasure been addressed and effects are proven in the Table 9.

Hypothesis one (H1), Work-life balance affects hotel employees' job satisfaction. The outcome depicts that the P value (.039), hence this value is smaller than alpha value (0.05). Hypothesis one (H1) is accepted although this factor negatively marks hotel employees' job satisfaction. Hypothesis two (H2), Compensation and Benefits affects hotel employees' job satisfaction. The outcome depicts that P value (0.009), hence this value is smaller than alpha value (0.05). Hypothesis two (H2) is accepted and this factor positively and significantly marks hotel employees' job satisfaction. Hypothesis three (H3), Opportunities for growth and development affects hotel employees' job satisfaction. The outcome depicts that P value (0.020), hence this value is smaller than alpha value (0.05). Hypothesis (H3) is accepted and this factor positively marks hotel employees' job satisfaction. Hypothesis four (H4), Recognition and appreciation affects hotel employees' job satisfaction. The outcome depicts that P value (0.048), hence this value is smaller than alpha value (0.05). Hypothesis (H4) is accepted and this factor positively marks hotel employees' job satisfaction. Hypothesis five (H5), Job security affects hotel employees' job satisfaction. The outcome depicts that the P value (0.795), hence this value is greater than alpha value (0.05). Hypothesis (H5) is rejected and this factor negatively marks hotel employees' job satisfaction. Hypothesis six (H6), Workplace communication affects hotel employees' job satisfaction. The outcome depicts that P value (0.079), hence this value is greater than alpha value (0.05). Hypothesis (H6) is rejected and this factor negatively marks hotel employees' job satisfaction. Hypothesis seven (H7), Peer Relationship affects hotel employees' job satisfaction. The outcome depicts that P value (0.08), hence this value is smaller than alpha value (0.05). Hypothesis (H7) is accepted and this factor positively marks hotel employees' job satisfaction. Hypothesis eight (H8), Workplace flexibility affects hotel employees' job satisfaction. The outcome depicts that P value (0.712), hence this value is greater than alpha value (0.05), Hypothesis (H8) is rejected and this factor negatively marks hotel employees' job satisfaction. Hypothesis nine (H9), Health and safety affects hotel employees' job satisfaction. The outcome depicts that P value (0.029), hence this value is smaller than alpha value (0.05). Hypothesis (H9) is accepted and this factor positively marks hotel employees' job satisfaction. Hypothesis ten (H10), Workload distribution and fairness affects hotel employees' job satisfaction. The outcome depicts that P value (0.019), hence this value is smaller than alpha value (0.05). Hypothesis (H10) is accepted and this factor positively marks hotel employees' job satisfaction. Hypothesis eleven (H11), Company's brand image affects hotel employees' job satisfaction. The outcome depicts that P value (0.512), hence this value is greater than alpha value (0.05), Hypothesis (H11) is rejected and this factor positively marks hotel employees' job satisfaction.

Limitations & Direction for Future Research

Since this study is based on reported rather than actual conduct, its findings shouldn't be widely extrapolated. Additionally, because all study participants are from the same geographic area of the nation (Delhi NCR), it is reasonable to assume that respondents from Delhi NCR are more familiar with and knowledgeable about the concept of job satisfaction than respondents from other parts of the nation. It is probable that other elements particular to various geographical regions may have an impact on the overall job satisfaction of private company employees. Although it seems reasonable to conclude that the findings of this study contribute to a significantly more thorough understanding of the job satisfaction of hotel employees in Delhi NCR and underlying factors that influence the overall satisfaction, additional empirical research must be conducted to obtain a more complete picture. This study has given us a first look at the key backgrounds of employees' total job satisfaction in private companies. This work will inspire more investigation into expansions in these fields.

Conclusion & Recommendation

The study attempted to identify the variables influencing the job satisfaction of Delhi-National Capital Region hotel staff. Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image are the eleven factors. According to the findings, seven out of eleven factors— (Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Peer Relationship, Health and safety, Workload distribution and fairness)—have a substantial impact on job satisfaction. The remaining factors had no discernible impact on job satisfaction. One could argue that hotel employees also take other aspects into account when determining their level of job satisfaction. Based on the results, it can be advised that hotel management should think about implementing easy process for getting the approval for leaves, clear compensation policies against working hours or mishaps, medical insurance and periodic health check-up should be mandatory for all staff members, and retirement financial policies like Provident Fund, Gratuity and encashment of leaves. And these benefits should be based on the job responsibility and designation of the employee so that they will continue to be satisfied with their job. The employee will be happy with their supervisor if the supervisors are well trained not only technically but also psychologically which will boost their cooperation and maintain a positive relationship. Every age group of employees places a great value on communication, so management must understand the importance of being able to successfully interact with staff members since this has a direct impact on the employee's job happiness. The most important element for employment happiness has been job security. In order to prevent employees from feeling insecure about their employment status or other matters, hotel management must maintain a secure work atmosphere.

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Figure 1: A Typical Conceptual Framework of Job Satisfaction

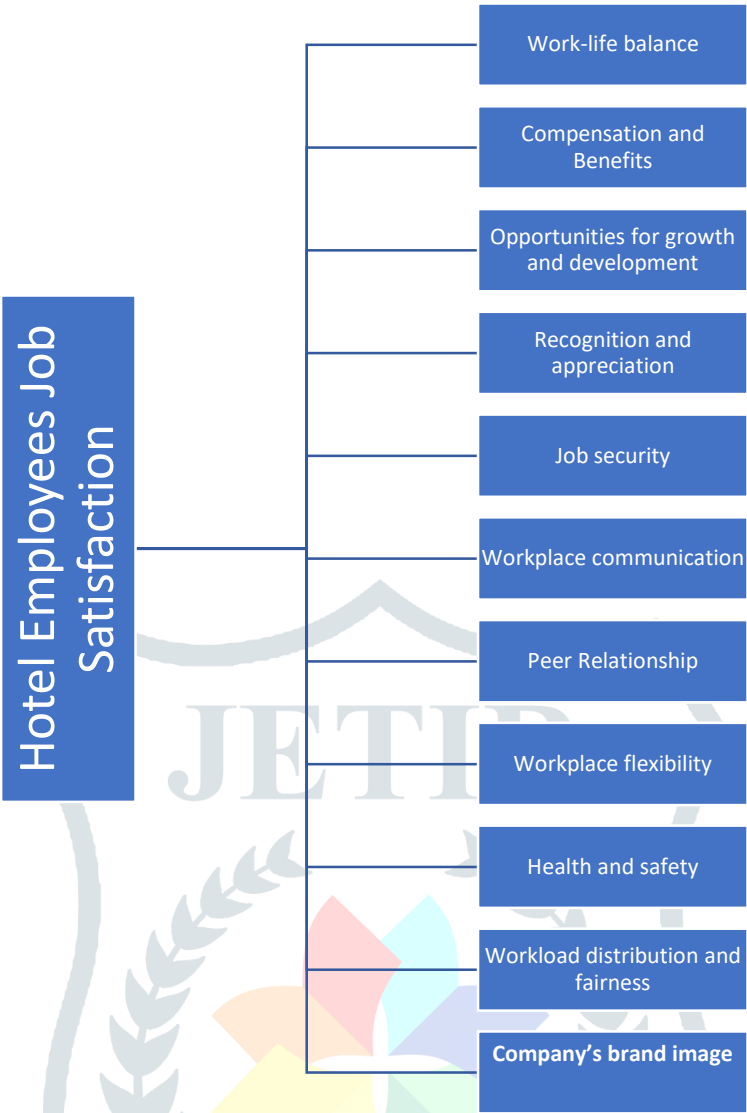


Table 1: Respondents’ Demographic Profile

Gender	%	Age	%	Position	%
Male	82.0	18-24 years	23.0	Associate	61.0
Female	18.0	25-35 years	42.0	Supervisor	22.0
		36-40 years	21.0	Operational Manager	10.0
		> 40 years	14.0	Non-operational Manager	05.0
				Departmental Heads	02.0
Total	100.0	Total	100.0	Total	100.0

Source: Survey Data

Table 2: Reliability Statistics

Cronbach’s Alpha	N of Items
.833	20

Source: Survey Data

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	399.469
	df	106
	Sig.	.621

Source: Survey Data

Table 4: Total Variances Explained by Eleven Factors

Component	Factor's Name	Initial Eigen values		
		Total	% of Variance	Cumulative %
1	Work-life balance	4.743	18.972	18.972
2	Compensation and Benefits	2.532	10.130	29.102
3	Opportunities for growth and development	1.914	7.656	36.758
4	Recognition and appreciation	1.623	6.492	43.250
5	Job security	1.535	6.142	49.391
6	Workplace communication	1.404	5.616	55.008
7	Peer Relationship	1.141	4.565	59.573
8	Workplace flexibility	1.109	4.438	64.011
9	Health and safety	1.028	4.110	68.121
10	Workload distribution and fairness	1.026	4.108	70.326
11	Company's brand image	1.011	4.101	72.258

Source: Survey Data

Table 5: Mean Scores of the factors of Job Satisfaction

Factors	Mean	Std. Deviation
Work-life balance	3.1257	.84256
Compensation and Benefits	3.4218	.86958
Opportunities for growth and development	3.5419	.85874
Recognition and appreciation	3.4211	.98437
Job security	3.7067	.85580
Workplace communication	3.7967	.80388
Peer Relationship	3.6900	.87265
Workplace flexibility	3.4675	.87376
Health and safety	3.6167	.86115
Workload distribution and fairness	3.3267	.90637
Company's brand image	3.5471	.84479
Work-life balance	3.5687	.90127

Table 6: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896	.795	.804	.21542

a. Predictors: (Constant) Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.457	8	4.384	86.541	.000
	Residual	5.112	91	.053		
	Total	51.569	99			

a. Predictors: (Constant) Work-life balance, Compensation and Benefits, Opportunities for growth and development, Recognition and appreciation, Job security, Workplace communication, Peer Relationship, Workplace flexibility, Health and safety, Workload distribution and fairness, Company's brand image.

b. Dependent Variable: Satisfaction

Source: Survey Data

Table 8: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.468	.235		2.128	.031
	Work-life balance	-.058	.029	-.070	-2.110	.039
	Compensation and Benefits	.814	.032	.902	25.014	.009
	Opportunities for growth and development	.081	.042	.092	2.308	.020
	Recognition and appreciation	.021	.029	.026	.594	.482
	Job security	-.006	.031	-.007	-.215	.795
	Workplace communication	-.058	.039	-.068	-1.812	.079
	Peer Relationship	.194	.031	.230	5.847	.008
	Workplace flexibility	-.006	.041	-.006	-.192	.712
	Health and safety	.028	.029	.042	1.021	.029
	Workload distribution and fairness	.078	.039	.087	2.295	.019
	Company's brand image	.018	.032	.030	.621	.512

Dependent Variable: Satisfaction