



AN ANALYSIS OF DEMOGRAPHIC VARIABLES AFFECTING OVERALL JOB SATISFACTION LEVEL OF EMPLOYEES WORKING IN PROMINENT CHAIN HOTELS OF LUCKNOW CITY

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ABSTRACT

The present study is focused on an analysis of demographic variables affecting overall job satisfaction level of employees working in prominent chain hotels of Lucknow city. Job satisfaction refers to the level of contentment, fulfillment, and positive feelings that employees experience. Job satisfaction is particularly crucial in the hotel industry, where employees often play a key role in delivering guest service and creating positive experiences for guests. Therefore, this study is related to demographic factors like Gender, age, income, education, experience, working hours, position, number of years in current hotel, marital status, departments and work shifts affecting employee job satisfaction. The data collected to conduct this study was from the employees of the prominent chain hotels of Lucknow through structured questionnaire and was circulated through google forms in the month of December – February.

Key words: Chain hotels, Job satisfaction, Employees, Demographic Variables.

1. INTRODUCTION

Job satisfaction is a complex and multifaceted construct influenced by various individual, organizational, and environmental factors. It can have significant implications for employee well-being, organizational performance, and overall workplace dynamics. High levels of job satisfaction are associated with increased motivation, engagement, productivity, and retention, while low job satisfaction may lead to absenteeism, turnover, and negative organizational outcomes. Measuring job satisfaction typically involves the use of surveys, questionnaires, interviews, or other assessment tools designed to capture employees' perceptions and attitudes towards their jobs. Analyzing job satisfaction data can provide valuable insights for organizations seeking to improve employee morale, enhance organizational culture, and create positive work environments conducive to employee fulfilment and success. Job satisfaction refers to the level of contentment, fulfillment, and positive feelings that employees experience in relation to their work and employment situation. It encompasses the attitudes, perceptions, and emotions individuals have towards their jobs, including various aspects such as the work itself, colleagues, supervisors, organizational culture, and overall work environment. Job satisfaction significantly impacts an individual's overall well-being and quality of life. When employees are satisfied with their jobs, they tend to experience higher levels of happiness, fulfillment, and psychological well-being. Research consistently shows that job satisfaction is positively correlated with employee productivity and job performance. Satisfied employees are more motivated, engaged, and committed to their work, leading to higher levels of performance and organizational success. Promoting job satisfaction aligns with ethical principles of fairness, respect, and employee well-being.

Additionally, organizations may have legal obligations to provide a safe and healthy work environment conducive to job satisfaction, as mandated by labor laws and regulations. Job satisfaction fosters a conducive environment for innovation and creativity. Satisfied employees are more likely to engage in creative thinking, problem-solving, and idea generation. Organizations that value job satisfaction encourage employees to explore new ideas, take calculated risks, and contribute innovative solutions to organizational challenges, driving continuous improvement and competitive advantage. Job satisfaction plays a crucial role in shaping organizational culture and climate. Organizations that prioritize employee satisfaction tend to cultivate a positive and supportive work culture characterized by trust, collaboration, and mutual respect. A positive organizational culture promotes employee engagement, morale, and loyalty, contributing to a strong employer brand and attracting top talent. Job satisfaction serves as a crucial motivational factor for employees. When individuals are satisfied with their jobs, they are more likely to feel motivated to perform well and engage actively in their work tasks. Satisfied employees tend to demonstrate higher levels of enthusiasm, commitment, and initiative, leading to increased productivity and performance. Job satisfaction is closely linked to employee well-being and health. Satisfied employees experience lower levels of stress, burnout, and job-related health problems, leading to improved physical and mental health outcomes. Organizations that foster job satisfaction contribute to the overall well-being and happiness of their employees, creating a positive work environment conducive to employee health and happiness. Investing in strategies to improve job satisfaction can lead to significant cost savings for organizations in the long run. By reducing turnover, improving productivity, and

enhancing employee engagement, organizations can achieve greater efficiency and profitability. The link between job satisfaction and demographic variables refers to how individual characteristics such as age, gender, education level, marital status, and other demographic factors influence an individual's level of satisfaction with their job. Understanding this link is essential for organizations to create strategies that effectively address the diverse needs and preferences of their workforce.

2. REVIEW OF LITERATURE

2.1 Concept of Chain Hotels

Chen (2019) analysed the growing body of his research indicates that environmental performance has the potential to enhance stakeholders' health. His study provides an index to quantify the brand competitiveness of hotel chain affiliation. This is in contrary to traditional economics, which considered unwanted outputs like as carbon emissions to be costless. This study demonstrates how hotel chain affiliation may be helpful by focusing on the early strength of franchise chains and brand consistency, which can boost management abilities, training, or the adoption of new technology, or reduce costs through economies of scale.

Xiao (2018) states that after further investigation is required since the perspectives of both hotel managers and individual owners are significant. In order to expand its network of hotels, both the chain and the individual hotels need to invest an equal amount of effort consequently, they both need to be considered. Ivanova (2015) discussed in his study that before choosing to become a part of a chain, the owners and management of any individual hotel should carefully consider the establishment's long-term growth. A careful analysis of their viewpoints may disclose the affiliation types that have been selected, the factors that influenced the choice of affiliation type, and the favoured chain attributes of certain hotels. Furthermore, hotel chains need to consider how the size and location of each hotel may affect the thoughts of the owners or managers on chain affiliations. The viewpoints of individual lodging facility managers and owners about their properties' affiliation with hotel chains. It could convince more independent hotel managers and owners that joining the network is a big opportunity that should not be missed.

Silva (2015) suggested that there are many different geographical areas where hotel brands compete with each other. Another variable is how much one hotel in a chain varies from the others in both vertical and horizontal dimensions. A hotel chain can differentiate itself from competitors by providing unique services, high standards, or a personalised touch. Due to the fact that variety increases the difficulty of mutual endurance, it decreases the effect of multimarket interaction on prices by decreasing the sense of reliance. Martorell (2013) underlined that in his findings that whether it is management model independent or chain affiliated they both performs better in terms of guest satisfaction is considered relevant for the least of the two reasons. Hotels are assisted in making decisions about which organisational plan to execute by the information provided on a variable that is critical to the organization's long-term survival. Furthermore, taking into account the substantial worldwide presence of hotel chains, which vary in magnitude, as well as their sensible approach to capital profitability. Alon et al. (2012) mentions that in addition to the two organisations participating in the initial hotel and the hotel chain, it is allowed for a third party, such as a hotel operator, to be involved in the chain's

expansion. The operator is in responsible of administering the hotel on behalf of the owner and in compliance with the organization's regulations if it is not marked with the chain's emblem. The non-equity/contractual entry alternatives that are most common in expanding hotel chains are frequently franchises, management contracts, and marketing consortiums.

2.2 Concept of Job Satisfaction

Ramasamy (2023) stated in his research that many businesses fail to recognise the significance to workplace contentment and how it affects employee conduct and the effectiveness of their commitment to the organisation due to the top management team's ignorance of the elements impacting job satisfaction. Kim et al. (2022) mentioned by realising that employees in different professions display different work attitudes and behaviours, it is unclear how these factors would impact job satisfaction in the setting of higher education. Because of this, the research that has already been written regarding how these characteristics impact employees' job fulfilment in higher education settings has not been very detailed. As such, this study aims to contribute to the body of knowledge already accessible in the literature by including work-family conflict, workload, and job stress into a conceptual framework of job satisfaction and exploring the relationships between these components.

Bhardawaj et al. (2021) commented on strong leadership, a positive work atmosphere, opportunities for career advancement, and a sense of purpose and fulfilment in one's job are all important elements that affect how satisfied employees are with their jobs. Furthermore, studies show a clear relationship between satisfaction with work and employee productivity as well as organisational performance. Hence, organisations should prioritise creating a positive work environment, providing competitive pay and benefits, providing opportunities for growth and development, and fostering strong relationships between employees and upper management in order to increase employee job satisfaction and ultimately improve organisational performance. According to a review of the research, number of factors including pay, working relationships with senior management, organisational culture, work autonomy, and job fulfilment, affect how satisfied one is with their employment. Pepe et al. (2021) analysed job satisfaction is a particular kind of work-related impact that may have a connection with an employee's own appraisal of themselves, which is concerned with their work and their emotional response to their work in general. Janib et al. (2021) suggested through his study that many organisations have searched for creative ways to maintain employee satisfaction at an all-time high in order to keep their personnel sufficiently fulfilled to hire them as professionals. He recommends that employees effectively manage their tasks within the framework of educational services. The workload should be well-planned and maintained in mind, taking into account each individual's primary responsibilities as well as the number of hours they work each day. Consequently, it may alleviate the unnecessary workload and relieve some of their employees' stress.

Dodanwala and Shrestha (2021) advised in his study on the impact of avoiding work-family conflict on employee behaviour in the service and construction sectors. Human resource management includes adjusting work schedules and daily activities to enable employees to complete their work within the designated hours of the day. In order to be satisfied they head back the following days, this might provide them a certain

amount of time to spend with their family. Abun et al. (2021) identified in the context of higher education, lecturers are employed by companies that offer services to their clients, the majority of them are students. despite this, employees' perspectives on their job satisfaction vary throughout those contexts and higher education contexts because they display varied working attitudes and actions towards their workplaces depending on the circumstance. Annisa and Supriyanto (2021) uncovered the validity of job satisfaction as an indication of an individual's work ethic and productivity in higher education is highlighted by the new measure. Concurrently, an individual's behaviour has been strongly influenced by their level of job satisfaction, which has led them to either resign or remain in their current positions.

Ramlawati et al. (2021) pointed on employee work pressure, which may be eliminated by preserving low stress levels at work, which in turn increases their motivation to work for their employers. AlKahtani et al. (2021) stated in the research, which entailed collecting information from 307 employees at four- and five-star hotels in Pakistan, showed that job satisfaction facilitated the association between employee empowerment and organisational commitment. Cherif (2020) revealed about HRM practices and work satisfaction were favourably correlated in the Saudi banking sector. Consequently, the study mentioned earlier makes it evident that throughout the course of the last several decades, there have been significant changes to the banking sectors in a number of countries, which have affected employee satisfaction. Singhal (2020) have shown in their study identified as being significantly correlated with lower levels of job satisfaction among Indian bank employees, as well as stressors associated to their conduct and place of employment. For this type of stress and discontent, he also suggested increasing psychological support and making the workplace interesting for employees. Doz (2020) suggested on the contrary hand that employee engagement through communication channels is favourably impacted by the development of work processes and evaluations of required abilities, whether for HRM or all employees in the organisation as a whole. Mohamed and Hosny (2020) implies that having clear roles effects the duties and obligations of the employee, which in turn improves job satisfaction. It has been highlighted that organisations need job clarity since it makes it easier for employees to understand their responsibilities and carry them out afterward.

2.3 Job Satisfaction of Employees in Hotel Industry

Arjuraj and Abraham (2021) analysed as As the hotel sector grows, so are its workforce figures. While ensuring guest satisfaction is hotels' top priority, employee satisfaction in the industry is steadily falling. A multitude of factors can impact employee satisfaction; contentment is the pure feeling that results from accomplishing any objective. Job dissatisfaction leads to a lack of drive at work. This leads to a lot of issues over job satisfaction, especially in the hospitality industry because the primary objective is always customer satisfaction and their fulfilment which can only be attained by having the employees who are motivated and committed to their work. Mohd et al. (2020) emphasized on the hotel industry in order for management to re-establish their compensation and rewards programme, re-evaluate the benefits provided to the employees, and also improve employee work policies. Employee turnover in the hotel industry is an alarming issue since employees have been jumping from one organisation to another due to the challenging nature of their jobs. This study aims to

offer an alternative approach towards factors that lead to employee satisfaction, thus retain them with the organisation. Employee satisfaction and loyalty provide significant similarities and differences in the context of the hospitality environment.

Sharma and Biswakarma (2020) discovered that in the Nepal's hotel sector, there is an association between how employees feel concerning their employment and the support they get from their employers. Additionally, they showed how employees' opinions about their job satisfaction might improve how they evaluate organisational support and job performance. Pepe et al. (2019) observed that job satisfaction is a type of work-related impact that might originate from an employee's own cognitive appraisal, work-related issues, and general emotional response to their employment. Hussein (2017) found considering elements such as working conditions, pay, supervisor relationships, chances for advancement, job security, training and development, and career development prospects all have a significant impact on how satisfied employees are with their jobs. At the Kenyan Boma hotel, these elements also significantly affected how satisfied employees were with their jobs. Kumar and Kumar (2016) identified that the hotel business places a high value on people, and the skills, attitudes, and behaviours of its workforce have come to define its reputation. Furthermore, the pleasure of guests is a crucial factor that ultimately defines the success or failure of an organisation, and here is where the employees come in. Organisations are putting more focus on employee well-being due to the fact that boosts morale, reduces absenteeism, promotes productivity, and—most importantly—raises the degree of commitment to the company, given the importance of individuals. Rahma et al. (2014) commented about the degree of satisfaction may be used to ascertain how employees feel about their workplaces and how delighted or not they are with their occupations. Hanzaee and Mirvaisi (2011) suggested about successful outcomes in the hotel sector are largely dependent on the contentment of employees with their jobs. In the hotel business, it is vital to make sure that guests receive the best possible service. Since the hotel industry is a dynamic one, providing services with professionalism and efficiency is crucial, and this can only be done with the help of efficient human resource management. Lussier (2008) mentioned that about performance, absenteeism and turnover are all impacted by the attitude that employees in the workforce must have towards their work in order to be delighted in their positions. Employees who are happier in their jobs or with their work tend to work longer hours and have lower absenteeism rates than those who are not as satisfied. The work itself, salary and benefits, chances for development and promotion, management, coworkers, and work attitude are some of the factors that affect how satisfied employees are in the hospitality sector. Aksu (2000) assert about the establishment of a hotel depends on its personnel. The hotels' success depends on their ability to manage and retain dynamic, capable, experienced, and skilled staff. The hotel industry has to focus on expanding its operations and encouraging people to be satisfied in their professional lives in the extremely competitive world of today.

2.4 Demographic Variables Affecting Job Satisfaction of Employees

Adhikari (2023) uncovered the results of the study showed that there is a slight association between demographic traits and the level of job satisfaction among mathematics instructors in Kathmandu. The research

findings indicate that there is no significant correlation between an instructor's level of work satisfaction and demographic factors such as gender, age, school type, location, educational attainment, teaching background, and job title. consists of the discovery that the demographic variables of gender, age, school type, school location, teaching experiences, educational attainment, and work position only accounted for six percent of the variation in job satisfaction. Gazi et al. (2021) discovered that job satisfaction may be measured by a variety of factors, including compensation, progression, employment status, job security, working environment, employer behaviour, open communication, work autonomy, recognition for exceptional performance, connections with co-workers and participation in decision-making. Apart from these demographic parameters, work satisfaction is also significantly influenced by factors including age, marital status, education, and experiences. Job satisfaction has a significant influence on an organization's output, absenteeism, turnover, efficacies, competency, employee relations, and well-being.

Ohide (2017) examined factors including pay, length of employment, age, and gender, among others. Even while some of them are closely related to it, there are other factors that also affect job satisfaction. The length of service, educational attainment, gender, and age range of teachers were among the indicators that were found. The findings demonstrated that a variety of demographic factors have a substantial impact on how content private school teachers are with their positions. Yapa (2014) analyzed the results of the research revealed that while gender and educational achievement appeared to have little bearing on work satisfaction, age and socioeconomic status did. Compared to both married and single employees, unmarried employees expressed higher job satisfaction. Younger workers expressed higher levels of satisfaction than older workers when it comes to these metrics. Professionals in their later years who are not married are happier in their careers than those in their earlier years. Reuben (2017) shown from his research age and experience of respondents were positively correlated with satisfaction with work, whereas gender differences did not appear to have a significant effect.

Perry and Wise (2010) stated about higher levels of satisfaction were experienced by those with advanced degrees. The results of the present study indicated that there is a little, but not statistically significant, variation in industrial workers' job satisfaction by age in the sugar business. Employee job satisfaction rises with age hence senior employees are often pleased in their positions. He found that women with better educational backgrounds had more fulfilled careers. Worker happiness has been shown to be significantly impacted by a workforce's age, gender, education, experience, and marital status. Hind and Bader (2005) mentions regarding the majority of employees with lengthy tenure report feeling quite satisfied with their jobs. He found that there was not always a relationship between job satisfaction and demographic characteristics including age, gender, and occupation.

3. OBJECTIVES OF THE STUDY

- To examine the impact of demographic variables affecting overall job satisfaction level of employees working in chain hotels.
- To suggest new indicators to enhance overall job satisfaction level of employees.

4. HYPOTHESES OF THE STUDY

- **H₀₁**: There is no significant difference in overall job satisfaction level among the employees
- **H₁**: There is significant difference in overall job satisfaction level among the employees.

5. RESEARCH METHODOLOGY

The research is conducted to clearly define the research objective related to impact of demographic variables affecting overall job satisfaction level of employees working in chain hotels, which is to analyze specifically on the demographic variables in prominent chain hotels. A comprehensive review of existing literature on demographic variables and job satisfaction in the prominent chain hotels of Lucknow was studied through many peer reviewed articles and journals. This study was particularly focusing on studies related to demographic variables like gender, age, marital status, education, experience, working hours, work shifts, number of years in current hotel, departments, position and income of employee which affects job satisfaction level of employees. Many relevant theories, models and empirical findings that address the relationship between demographic variables and its effect on job satisfaction were studied.

Convenience sampling was used to select a representative sample of employees from the target population. As the data was non normal therefore non parametric test was utilized for the achievement of the objectives. A structured questionnaire was drafted for survey and to collect data on demographic variables which was circulated through google forms to all the employee of selective prominent chain hotels of Lucknow. It was ensured that the survey was clear, concise and relevant to the research objectives. The survey was conducted in the month of December 2023 - February 2024. Kolmogorov-Smirnov Test was used to check the normality. The p values are found to be significant ($p=.00$; $p<=.05$). Thus, the data is non-normal. Thus, Mann Whitney U test and Kruskal Wallis test was conducted to find difference in job satisfaction amongst employees belonging to various groups.

6. DATA ANALYSIS AND INTERPRETATION

6.1 Demographic Profile of Respondents

Table 1. is indicating the demographic profile of the respondents. Gender distribution shows that out of 292 respondents, 68.2% are males and 31.8% are females. Age distribution shows that 92.1% respondents are of the age group of 18-30 years, 4.8% between 31-40 years, 1.4% between 41-50 years and 1.7% more than 50 years of age. Marital status distribution shows that 89.4% respondents are married and 10.6% respondents are single. Education qualification distribution shows that 46.2% respondents are undergraduate, 39% respondents are graduate, 11.6% respondents are post graduate and 3.1% respondents are doctorate. Experience distribution shows that 49% of respondents are having one year of experience, 40.4% having between 2-5 years, 7.5%

having between 6 -10 years and 3% having more than 10 years of experience. Number of years in current hotel distribution shows 68.2% respondents having less than one year in the current hotel, 25.7% between 2-5 years, 4.1% between 6-10 years, 2% for more than 10 years in the current hotel. Working hour distribution shows 13% respondents working hours are for less than 8 hours, 55.8% between 8-10 hours, 31.2% for more than 10 working hours. Work shift distribution shows that 42.5% respondents often work in morning shift, 14.4% for afternoon shifts, 5.5% for break shifts and 37.7% often work in night shift. Departments distribution shows 21.6% of the respondents are from food and beverage service department, 31.2% are from food production, 32.2% are from front office, 7.2% are from housekeeping, 3.1% from sales and marketing and 4.8% from other minor departments. Position distribution shows 59.2% of the respondents belong to operational level, 20.9% of the respondents belong to supervisory level and 19.9% are from managerial level. Income distribution shows 49.7% respondents are below 3 lakhs of income, 26.7% of the respondents belong to income range between 3-6 lakhs, 15.1% of the respondents belong to range of 6-10 lakhs of the income, 8.6% of the respondents are above 10 lakhs of the income.

Table 1: Demographic profile of respondents

COMPONENT	VARIABLE	PERCENTAGE
GENDER	Male - 199	68.2
	Female - 93	31.8
AGE	18-30 Years	92.1
	31-40 Years	4.8
	41-50 Years	1.4
	>50 Years	1.7
MARITAL STATUS	Single	89.4
	Married	10.6
EDUCATION	Undergraduate	46.2
	Graduate	39.0
	Post Graduate	11.6
	Doctorate	3.1
EXPERIENCE	One Year	49.0
	2-5 Years	40.4
	6-10 Years	7.5
	> 10 Years	3.1
NUMBER OF YEARS IN CURRENT HOTEL	<1 year	68.2
	2-5 years	25.7
	6-10 years	4.1

	>10 years	2.1
WORKING HOURS	< 8 Hours	13.0
	8-10 Hours	55.8
	> 10 Hours	31.2
WORK SHIFTS	Morning	42.5
	Afternoon Shift	14.4
	Break Shift	5.5
	Night Shift	37.7
DEPARTMENTS	Food & Beverage Service	21.6
	Food Production	31.2
	Front Office	32.2
	Housekeeping	7.2
	Sales & Marketing	3.1
	Others	4.8
POSITION	Operational Level	59.2
	Supervisory Level	20.9
	Managerial Level	19.9
INCOME	Upto 3 Lakh	49.7
	3-6 Lakh	26.7
	6-10 Lakh	15.1
	More than 10 Lakh	8.6

6.2 Impact of Demographic Variables Affecting Overall Job Satisfaction Level of Employees Working in Chain Hotels

H₀₁: There is no significant difference in overall job satisfaction level among the employees

H₁: There is significant difference in overall job satisfaction level among the employees.

To test this hypothesis, the initial step was to check the normality of the data for overall job satisfaction for normal distribution. This is done to decide the statistical tool to be used for further study.

Table 2. Kolmogorov-Smirnov Test

		Overall Job Satisfaction
N		292
Normal Parameters ^{a,b}	Mean	3.2295
	Std. Deviation	1.22071
Most Extreme Differences	Absolute	.212
	Positive	.124
	Negative	-.212
Test Statistic		.212
Asymp. Sig. (2-tailed)		.000 ^c

Kolmogorov-Smirnov Test was used to check the normality. The p values are found to be significant ($p=.00$; $p\leq .05$). Thus, the data is non-normal. Thus, Mann Whitney U test and Kruskal Wallis test was conducted to find difference in job satisfaction amongst employees belonging to various groups.

The Mann-Whitney test, also known as the Wilcoxon rank-sum test, is a nonparametric test used to determine if the probability of one randomly selected value being greater than another is equal to the probability of the second value being greater than the first. This test is used for variables with two groups.

Table 3. Mann-Whitney Test

Grouping Variable: Gender	Overall Job Satisfaction
Mann-Whitney U	8433.000
Asymp. Sig. (2-tailed)	.207
Mean Rank	NA
Grouping Variable: Marital Status	
Mann-Whitney U	3552.000
Asymp. Sig. (2-tailed)	.251
Mean Rank	NA

A significant difference was not observed in the statistical analysis for Gender and Marital Status ($U = 8433.000$, $p > .05$; $p=.207$; $U = 3552.000$, $p > .05$; $p=.251$).

Further, Kruskal-Wallis Test was conducted on demographic variables with more than two groups.

Table 4. Kruskal Wallis Test

Grouping Variable: Age		Overall Job Satisfaction
	Chi-Square	9.072
	Asymp. Sig.	.028
	Age	31-40 Years
	Mean Rank	166.50
Grouping Variable: Education		Overall Job Satisfaction
	Chi-Square	1.509
	Asymp. Sig.	.680
	Education	NA
	Mean Rank	NA
Grouping Variable: Experience		Overall Job Satisfaction
	Chi-Square	8.049
	Asymp. Sig.	.045
	Experience	2-5 Years
	Mean Rank	156.4
Grouping Variable: Current Hotel		Overall Job Satisfaction
	Chi-Square	9.145
	Asymp. Sig.	.027
	Experience	2-5 years
	Mean Rank	157.37
Grouping Variable: Working Hours		Overall Job Satisfaction
	Chi-Square	8.028
	Asymp. Sig.	.018
	Experience	< 8 Hours
	Mean Rank	163.33
Grouping Variable: Shift You Work		Overall Job Satisfaction
	Chi-Square	2.463
	Asymp. Sig.	.482
	Experience	NA
	Mean Rank	NA
Grouping Variable: Department		Overall Job Satisfaction
	Chi-Square	5.184

	Asymp. Sig.	.394
	Experience	NA
	Mean Rank	NA
Grouping Variable: Position in Hotel		Overall Job Satisfaction
	Chi-Square	6.401
	Asymp. Sig.	.041
	Experience	Managerial Level
	Mean Rank	166.25
Grouping Variable: Income		Overall Job Satisfaction
	Chi-Square	3.820
	Asymp. Sig.	.282
	Experience	NA
	Mean Rank	NA

It was revealed that:

Age significantly creates difference ($p=.028$) and the age group showing maximum difference is 31-40 years with mean rank as 166.50.

Experience also significantly creates difference ($p=.045$) and the experience showing maximum difference is 2-5 years with mean rank as 156.40.

Number of years in hotel creates difference ($p=.027$) and the group showing maximum difference is 2-5 years with mean rank as 157.37.

Number of **Working hours** creates difference ($p=.018$) and the group showing maximum difference is < 8 Hours years with mean rank as 163.33.

Also, **Position in the hotel** creates difference ($p=.041$) and the position showing maximum difference is Managerial Level with mean rank as 166.25.

Whereas, **Education, working shift, department and income** does not create any difference on Job Satisfaction.

Thus, H_{01} : There is no significant difference in overall job satisfaction level among the employees is **partially rejected**.

Alternate hypothesis H_1 : There is significant difference in overall job satisfaction level among the employees is partially accepted.

6.3 Suggestive Measures

These measures can help address demographic variables affecting overall job satisfaction levels among employees working in prominent chain hotels, fostering a positive work environment and contributing to employee well-being and organizational success.

- Create remote work choices or flexible work schedules to meet the many demands of your employees, including those related to family obligations or transportation limitations.
- Regardless of an employee's demographic background, provide training programmes, mentorship, and chances for career promotion to promote their professional growth and improve job satisfaction.
- Create initiatives promoting diversity and inclusion to create a welcoming and inclusive work environment where employees from a range of demographic backgrounds feel appreciated, respected, and accepted.
- Encourage employees to maintain a good work-life balance by offering them resources and administrative services including flexible leave policies, childcare assistance, and wellness initiatives.
- Provide managers and supervisors with leadership development opportunities to foster considerate behaviour, good communication, and encouraging leadership styles that raise employee job satisfaction.
- Establish and maintain frequent updates on organisational changes, rules, and performance objectives in order to facilitate open and transparent communication between employees and management.
- Provide a variety of benefits and incentives, such as flexible spending accounts, parental leave policies, and discounts on hotel services, to accommodate the various demands and preferences of your workforce.
- Through the use of customised strategies like flexible work schedules, professional growth opportunities, and diversity programmes, hotels could create an environment that makes employees feel appreciated and motivated.

7. CONCLUSION

The present research addresses crucial demographic factors like gender, age, marital status, income, working hours, position, number of years in current hotel, department, experience, education and working shifts that affects employees overall job satisfaction levels at prominent chain hotels of Lucknow in order to establish an effective and encouraging work environment. Through the consideration of many criteria including these, organisations may put targeted measures in place to increase employee well-being and job satisfaction as per their opinions about the demographic profiles.

For an analysis of demographic variables affecting overall job satisfaction level of employees working in prominent chain hotels of Lucknow city the data was collected from the employees of the selected prominent chain hotels of Lucknow like Taj mahal, Renaissance, Holiday Inn, Hyatt regency, Novotel, Fairfield by

Marriott's and so on and a structured questionnaire was circulated through google forms in the month of December – February 2024 and 292 responses were collected through the respondents.

The findings of the study have revealed and was analysed that Gender and Marital status demographic factor has no significant difference in job satisfaction. Age, experience, number of years in the current hotel, working hours, position creates a difference in overall job satisfaction of employees. Whereas, Education, working shift, department and Income does not create any difference on Job Satisfaction. Therefore, H_{01} : creates no significant difference in overall job satisfaction level among the employees is partially rejected.

And H_1 : creates a significant difference in overall job satisfaction level among the employees is partially accepted.

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