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# DETERMINANT OF EMPLOYEES' JOB SATISFACTION AND THE ROLE OF MALE AND FEMALE DIFFERENCES: AN EMPIRICAL STUDY AT HOTEL INDUSTRY IN IRAN

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## ABSTRACT

*Employee satisfaction is a parameter used to measure of the extent to which employees are pleased with their particular jobs and working environment. Continuously improving the spirits and self-confidence among employees can be of incredible benefits to any organization, given that happy employees are anticipated to put in more energy and time, take less leave of absence, and remain dedicated to the company. There are a number of factors that improve or sustain high employee satisfaction, which sensible employers thrive to implement. This objective of this study is to determine the level of employees' job satisfaction and to investigate the effect of gender on employees' job satisfaction. Important factors that have an impact on job satisfaction are supervision, relationship with co-workers, rewards, work condition, and opportunities for promotion. Data for this research were gathered from employees of four 5 rated-star hotels in Iran. The illustrative evaluation executed to decide the grade of employees' job satisfaction. Furthermore, independent sample t-test was utilized to empirically test relationship between employees' job satisfaction and their gender. Findings suggest that employees are moderately satisfied with their job and there is no significant difference in between male and female employees' job satisfaction.*

**KEYWORDS:** *Employees, Job Satisfaction, Gender, 5 Star Hotels, Iran*

## INTRODUCTION

Nowadays, Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related to many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral, etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity (Kabir & Parvin, 2011). Employees are considered the most important assets for organizations in a competitive business environment. Therefore, keeping employees satisfied will result in making an organization successful. In this way, the performance of employees can be accelerated of organizational processes is an employee management (Evans, Campbell, & Stonehouse, 2003). Therefore, the human resources of an organization and the organization itself are significant for good recognition and, generally, the employees are considered as the primary source to increase productivity gains. Some of the organizations consider employees better than capital and core foundation of the business that can contribute to develop the organization (Jose, 2013). The organizations develop policies and set parameters to create an environment of commitment and cooperation to satisfy their employees for ensuring the achievement of targets as satisfaction of human resource is closely associated with motivation of employees. Consequently, the motivated employees develop commitment and loyalty to the organization to give greater productivity and turnover rates (Petti & Gracia, 2013).

## JOB SATISFACTION

Job satisfaction is a key factor in productivity (Oshagbemi, 2000). Job satisfaction reflects the level of contentment of any employee working in any organization. In other words, it can be said that it is a scale to measure whether the employee is satisfied with his or her job in a particular context. Several factors such as salary package and benefits, opportunities for fair promotion within an organization, the quality of the working conditions, the relationship between employees and employer and nature of the job itself can influence an employee's level of job satisfaction (Kumar, 2014). Therefore, the matter of job satisfaction is significant in an organization as employees' work performance, productivity, commitment, determination as well as the interpersonal relationships among the management and their subordinates tend to be lowered if they are not satisfied with their job (Adeniji, 2011).

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## **THE IMPORTANCE OF JOB SATISFACTION IN HOTEL INDUSTRY**

The professional and qualified hotel employees are very significant for the survival of the hotel industry. Therefore, the employers should try to offer attractive salaries to their desirable and valuable employees in order to retain them, which is challenging for hotel industry (Branham, 2012). Recently, hotel workers have become the precious resources of a hotel. So, an organization accomplishment significantly depends on a work situation which attracts workforces and convinces them. However, feeling about different occupation is various based on every single person perspectives. These alterations may verify the amount of job satisfaction, job atmospheres, and employees' willingness to staying in the determined hotel (Chang, 2012). On the other hand, because jobs play an important role in life of people and usually many people spend a lot of time for working, finding the main factors which influence employee satisfaction is important to improve workers performance and production (Falkenburg & Schyns, 2007). In hotel industry, staff's job satisfaction is also crucial, to keep workers constantly dynamic, productive and motivated. At the present time, in current global village, different consumers' requests cause constant pressure on the hotel workers to fulfill their needs and compete with the ever-increasing business. Moreover, environmental pressures, increasing health prices and different requests of the employees are also pressures for the management. In this situation, managers are able to overcome to these challenges by preparing suitable work environment that excellent performance which leads to a balanced work-life (Rane, 2011).

Clearly, job satisfaction is worthy for both groups, the employee and the employers; it rises production and reduces employee's costs. Studies of Frederick Herzberg, motivation theorist, which lately examined by Harvard business school, showed that workers' satisfaction has two elements: "motivation" and "hygiene". Herzberg stated that Hygiene issues can only dissatisfy if they are absent or handled improperly by employers. Moreover, he asserted that unclear or unfair policy of organizations can be an obstacle for employee satisfaction. Although fairly payment is very important for every employee, but it cannot be stated that money is only applicable factor to motivate workers. To motive workforces something more than the monetary rewards is required, for example every person needs a reasonable amount of social interaction on the job (Herzberg, 1968). In fact, and job satisfaction is an operative means for managing the negative aspects of role tensions and conflicts which leads to less staff renewal rate. According to Rane (2011), the higher job satisfaction directly has been related to the lower staff turnover and

intensely is connected with organizational commitments.

## **THEORIES OF JOB SATISFACTION**

There are numerous theories attempt to explain job satisfaction, but two conceptual frameworks seem to be more prominent in the literature. These frameworks are named as content theories and process theories. In the following sections the main theories and theorists from each framework are discussed to clarify the relevance and direction of them to the current study.

Abraham Maslow, a well know psychologist and the father of modern motivation theory at work, presented the most influential theory regarding human needs. He divided the human needs in five different categories known as a five-factor theory of human motivation. He identified a hierarchy of human needs and classified them into five needs in this theory. The first level of needs is called physiological needs that include food, shelter, job context, which are basically associated with earning and salaries. The second level, being known as safety needs, includes security and protection. The following level demands affection and social interactions with others, including family, friends, and neigh bourse. The next level is called 'esteem needs' that is associated with personal achievement, social status, responsibility, and duties. These needs, basically, demand for social recognition, respectable status, and self-respect. Self-actualization is the last stage human needs, including self-fulfillment and personal growth. Figure 1 shows the needs of human beings accordingly.

Based upon articles theory, job satisfaction is acquired while an employee feels that his job offers him the feeling of growing and self-actualization. These two factors are best described links to Maslow's structure of requirements. Content theories assume that all employees in the organization have the same set of needs and therefore predict the characteristics that should be present in the job. This theory highlights on the factors and requires that motivate and encourage the behavior as well as performance (Nel et al., 2004). In process theories, job satisfaction is described by the extent to which an individual's expectations and values are met at a job (Gruneberg, 1979). Depending on these theories jobholders conduct is influenced by their demands. These theories focus on employees' varied needs and the intellectual process behind these diversities. In these theories, sources, and causes of employees' behaviors, as well as the motives that affect the strength and path of those behaviors are given attention. A summary of theoretical frameworks and appropriate theories has been shown in Table 1.

**Figure 1: Maslow's Hierarchy of Needs**



**Table 1: Summary of Theoretical Frameworks which is Relevant in this Study**

| Latent Variable | Theory              | Source            |
|-----------------|---------------------|-------------------|
| Process         | Expectancy Theory   | Vrooms (1964)     |
|                 | Equity Theory       | Adams (1963)      |
|                 | Goal Setting Theory | Locke (1968)      |
| Content         | Need Hierarchy      | Maslow (1943)     |
|                 | Theory Two- Factor  | Herzberg (1959)   |
|                 | Theory Achievement  | McClelland (1958) |

Source: *Rast and Tourani (2012)*

## DETERMINANT OF JOB SATISFACTION

The conceptual domain of job satisfaction is excessively broad, since it entails both the job and features inherent in its environment. Therefore, two approaches have been proposed to handle the broadest and acquire measures of job satisfaction, and they include global scale and facet scale. Global scale involves an integrated response of employee's reaction to various aspects of his job, while facet scale attempts to cover each of the major areas independently within the general satisfaction domain. Based on these approaches, numerous studies have developed different measurements tools to measure job satisfaction. Smith et al., (1969) postulated five facets for measuring job satisfaction comprising: satisfaction with the supervisor, relationship with co-workers, rewards, work condition and opportunities for promotion.

## ***Supervision***

Several studies have established a positive relationship between supervision and job satisfaction (Peterson et al., 2003; Koustelios, 2001; Smucker et al., 2003). Heery and Noon (2001), defined a supervisor as “a front-line manager who is responsible for the supervision of employees”. Nel et al. (2004) describe the supervisors as employees who manage the actions of lower-level employees. Staudt (1997) observed in a survey conducted on job satisfaction that respondents are most likely to feel generally satisfied with their job if they are in good terms and feel satisfied with their supervisors. Supervision plays a very significant part in achieving employees’ job satisfaction in terms of the supervisor’s ability to provide emotional and technical support together with proper direction regarding any task assigned to their job (Robbins et al., 2003). Based on a study carried out by Packard and Kauppi (1999), employees working under supervisors who exhibit styles of democratic management will experience higher job satisfaction in contrast to those working under an autocratic style of supervision. Brewer and Hensher (1998) noted that supervisors who take into cognizance the welfare of employees under their direction, usually have more workers who feel satisfied and content compared to those who rather implement task structuring and emphasize on production. In general, employee centered supervisors will show concern to the employees by paying attention to their opinions which will increase the satisfaction level of the employees.

## ***Work Condition of Job Satisfaction***

Commonly, employees feel satisfied and comfortable in the environment if they are physically and mentally safe and unharmed during their working hours. The comfortable environment increases the rate of working and performance, while, uncomfortable working condition reduces ability of work. The majority of the employees prefer a location close to their homes, cleanliness, well equipped and new buildings, suitable tools in conjunction with the working condition. The conditions and environment vary from place to place and organization to organization from very dangerous to completely comfortable places for employees’ health and life. Dangerous and unsafe working conditions can be affected by different factors (Bass, 1965). McGregor (1960) and Bass (1965) claimed that job satisfaction depends on the provision of safe and comfortable working conditions as employees demand for better working environment for better performance, personal comfort, and security. Therefore, the employees will find it easier to carry out their job if they provided good working conditions. In other words, it can be said that good

working conditions might be the guarantor for employees' job satisfaction. Contrarily, the ratio of job dissatisfaction will increase (Luthans, 1998). Other studies reflected that the majority of the employees give preference to physical surroundings, which are not uncomfortable and dangerous. Furthermore, generally, employees prefer working locations that are located in their homes, clean and comparatively equipped with modern facilities along with adequate equipment and tools (Locke, 1976). The previous studies revealed a strong relationship between job satisfaction and working conditions (Bakotic & Babic, 2013; Finnegan & Solomon, 1981; Leather, et al., 1998; Newsham et al., 2004; Newsham et al., 2009).

### ***Reward of Job Satisfaction***

It seems that, one of the most important things for job satisfaction is rewards. When employees get rewarded, they found a good feeling of being reasonable; probably they will be more satisfied and more motivated for better performance and effort (Aziri, 2011). Compensation is recognized as an important human capital management function that refers to an employer design and administration of the salary system (Ismail & Rivai, 2011). The compensation package consists of annual salary, bonuses, working hours paid, health insurance paid by the owner, and other financial incentives offered by the owner (Robinson, 2001).

### ***Co-worker of Job Satisfaction***

The working relationship with fellow co-workers and employees' perceptions about other co-workers also influence in determining job satisfaction (Ebert & Griffin, 2009; Evans, Pucik, & Bjorkman, 2011). Employees will be more satisfied at work places if their co-workers are cooperative, helpful and supportive. Co-workers who assist their colleagues might cause to increase performance, efficiency and share the burden in general, such types of co-workers area continuous source of motivation in creating a good working environment or atmosphere for the employee (Ebert & Griffin, 2009). Furthermore, job satisfaction, working conditions, and co-workers not only influence employees' physical and mental health, but also affect the overall satisfaction with life. The previous studies focused on employees' job satisfaction and relationship with co-workers in an organization. Therefore, little research could be found related to employees' workplace relationships and job satisfaction, particularly, addressing to female employees working in the hotel industry (Faragher, Cass, & Cooper, 2005). A study carried out by Harmer and Findlay (2005) found that workers' job satisfaction level could be determined based on the quality of their workplace relationships with their co-

workers. Thus, in other words, the relationship of an employee with his or her co-workers serves as a strong predictor. The findings of the research revealed that employees' relationships with co-workers or/and direct supervisor assist to determine job satisfaction of employees in an organization.

### ***Opportunities for Promotion of Job Satisfaction***

The provision of equal opportunities for each employee increases job satisfaction and improves performance of employees (Adeniji, 2011). According to Low (1997), if an employee is work-oriented and consumes his or her efforts and energy fully, job satisfaction is increased consequently and it will assist to achieve the targets of the organization, as the employee is conscious about the organization's working system. Equal opportunities of promotion satisfy employees as they feel a sense of attainment, which is motivated for their professional growth. Therefore, the autonomy given to employees by their organization to avail opportunities equally, tends to increase job satisfaction. This factor not only influences job satisfaction, but also improves and promotes the performance and behavior of employees in an organization.

## **JOB SATISFACTION AND THE EFFECT OF GENDER**

During the recent years, job satisfaction has turned into one of the most important objectives of organizations. Without providing job satisfaction to their staff members, organizations cannot gain competitive advantages at any level of production or rendering services (Smith, 2001). Among the influential factors of job satisfaction, is the biographical characteristics of people. Studying the relation between job satisfaction and gender – as the number of women is increasing in businesses – is among the issues which have drawn the attention of researchers (Garcia et al., 2005). Researchers conducted on gender index show have indicated different results. In some cases, women had a higher job satisfaction ration than men, and in some others the reverse has been proved. In this regard, the researches show that women value the social aspects of a job more than men do (Valentine, 2000). On the other hand, to men dominance in job and promotion opportunities matter more. Of course, many researchers have shown no significant difference between gender and job satisfaction (Oshagbemi, 2000).

Suki and Suki (2011) have reported that regarding social factors of a work, women are more careful than men. In contrary, opportunity at work is more valuable for men than for women. Based on Stewart (2007) female valued

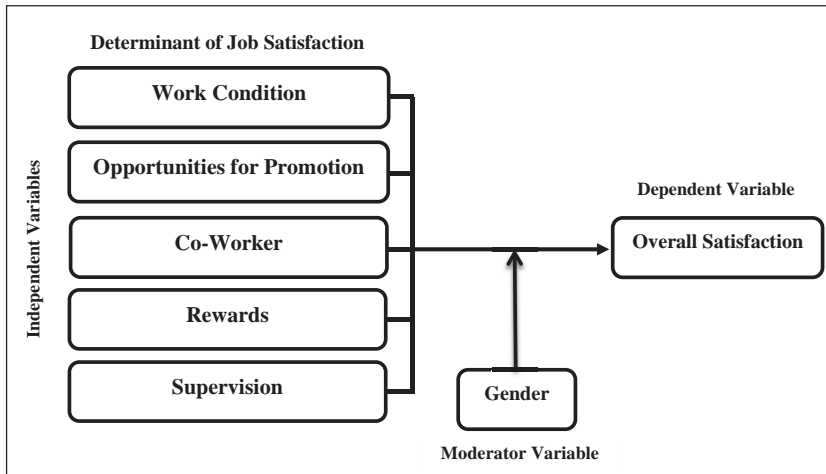
the work opportunity more than male, while men prefer to have contributed in important decisions and lead the other workers. The results of studies illustrated that there are discrepancy in different findings due to the effect of gender on job satisfactions.

Beutell and Brenner (1986) carried a study on different aspects of job satisfaction. They found the answers too many questions such as what do men and women want from their jobs. Are there gender differences in work values? Their findings revealed that a high degree of similarity between men and women was found regarding work values. Some other studies also found the same consistency in their results. However, women scored significantly higher than men did, in some cases such as a feeling of accomplishment, pleasant work environment, intellectual stimulation, development of knowledge and skills, independence, originality and creativity, use of educational background, social contribution, cultural and esthetic interests, and aspect from supervisor. On the other hand, men scored higher than women did, such as the importance of job security, advancement to high administrative responsibility, income, leisure time, taking risks, and working on problems of central importance to the organization.

Lefkowitz (1994) concluded, based on the analysis of different studies, that the level of women's job satisfaction is lower as compared to men's job satisfaction level. Another aspect is that women's investment is lower than men's investment and their income is considered as merely the second income in the house. Furthermore, the reason behind these factors is that women possess less job experience; therefore, they have less good experience as compared to men. In a follow-up study, Lefkowitz established the justification that the major differences between men and women in job satisfaction were eliminated as some variables such as education; age, status, and income were kept equally between women and men (Mckenna, 2000).

## **THE CONCEPTUAL RESEARCH FRAMEWORK**

A proposed conceptual research framework has been developed and illustrated in Figure 2. This framework has been used to examine the direct linear relationships of the independent variables (IVs) namely (work condition, opportunities for promotion, co-worker, rewards, and supervision) on overall satisfaction (DV) and gender as moderator variable is illustrated in Figure 2:

**Figure 2: Conceptual Research Framework**

## RESEARCH METHODOLOGY

The sample population of this study comprises the employees of 5-star rated hotels in Iran identified as hotel 1, hotel 2, hotel 3 and hotel 4. This research study selected only 5-star rated hotels with a staff of over 250. The data were collated from the respondents using the cluster sampling method. 550 employees were invited to take part in the survey and the questionnaires were passed out to them by hand and via Email. The questionnaire is a standard statistical instrument for measuring employees' job satisfaction, and is regarded as the most suitable tool to obtain information about respondents' perception (Morgan et al., 1995). A novel questionnaire was utilized in this research, given that there are certain disparities in working environment, and company guidelines and procedures in Iran compared to other parts of the world. Therefore, the questionnaire was developed based on in-depth information derived from detailed literature review and interviews with university scholars and hotel industry professionals working in Iran. The questionnaires comprised a set of Likert-type scales multiple-choice items (Rodeghier, 1996).

To ensure that the questionnaire is complete, clear, and reliable, pilot study with 30 employees was performed. The Cronbach's alpha was calculated by Statistical Package for Social Science (SPSS) version 21 software. The result shows the questions were reliable ( $\alpha = 0.72$ ). According to Saunders et al. (2009), an alpha value between 0.65 and 0.95 is considered as satisfactory. Table 2 shows the Cronbach's alpha value for questionnaire.

**Table 2: Cronbach's Alpha Reliability Value of Questionnaire**

| <b>Job Satisfaction</b>     | <b>Reliability</b> |
|-----------------------------|--------------------|
| Work Condition              | 0.83               |
| Opportunities For Promotion | 0.72               |
| Co-Worker                   | 0.86               |
| Rewards                     | 0.75               |
| Supervision                 | 0.74               |

Descriptive analysis was performed to determine level of job satisfaction among respondents employed in four 5 rate-star hotels in Iran. Five sub-factors were defined in the questionnaire to examine the level of job satisfaction among employees of 5-star rated hotels, and they consist of work condition, rewards, supervisor, opportunity for promotion, and co-workers. The questions are composed of statements relating to each predefined factor. The level of job satisfaction was measured based on these factors using the Likert-type scale ranging from very dissatisfied=1, dissatisfied=2, sometimes not satisfied or sometimes satisfied=3, satisfied=4, very satisfied=5. The frequency of each scale, mean and standard deviation was calculated to determine the level of job satisfaction among the respondents.

## **RESULTS AND DISCUSSION**

### ***General Characteristics of Participants***

The initial section of the survey questionnaire collated demographic information of participants, which consist of gender, age, position, marital status, work experience, and academic education. Of 316 respondents, 130 (23.6%) were male and 186 (45.4%) were female. By inspecting their employment history, 30 (18.1%) of respondents have been appointed in their current work environment for less than three years old, 165 (52.3%), between 1 to 5 years old, 98 (22.6%), between 6 to10 years old, and 10 (6%) for 10 years and above. Regarding the age of the respondents, 167 (53.3%) are less than 30 years old, 128 (40.4%) are aged between 31 and 40 years old, 13 (4.1%) between 41 and 50 years old, and only 8 (2.5%) of the participants are more than 50 years old. Furthermore, 163 (45.4%) of respondents were single and 151 (54.7%) were married. Table 3 shows comprehensive respondents demographic features. There were a majority of 159 (51.7%) responded has bachelor degree and 84 (21.3%) has the master degree level of education.

**Table 3: Profile of the Respondents (n=316)**

| Item              | Demographic Information  | Frequency | Percentage (%) |
|-------------------|--------------------------|-----------|----------------|
| Gender            | Male                     | 130       | 23.6           |
|                   | Female                   | 186       | 45.4           |
| Age               | Under 30 years old       | 167       | 53.3           |
|                   | 31-40 years old          | 128       | 40.4           |
|                   | 41-50 years old          | 13        | 4.1            |
|                   | Above 50 years old       | 8         | 2.5            |
| Marital Status    | Single                   | 163       | 45.4           |
|                   | Married                  | 151       | 54.7           |
| Education Level   | Secondary level          | 22        | 7              |
|                   | Diploma                  | 34        | 13.3           |
|                   | Bachelor degree          | 159       | 51.7           |
|                   | Master degree            | 84        | 21.3           |
|                   | Ph.D. degree             | 4         | 2              |
| Job Experience    | Less than three year old | 30        | 18.1           |
|                   | Between 1- 5 years old   | 165       | 52.3           |
|                   | 6-10 years old           | 98        | 22.6           |
|                   | More than 10 years old   | 10        | 6              |
| Employment Status | temporary                | 91        | 28.8           |
|                   | Permanent                | 224       | 71.2           |

### ***Level of Employees' Job Satisfaction in 5 Rated-Star Hotels***

Descriptive analysis has been carried out to determine level of job satisfaction among participants employed in four 5-rate-star hotels in Iran. Five sub-factors were identified in the questionnaire to analyze the level of job satisfaction among employees of 5-star rated hotels, and they are composed of work condition, rewards, supervisor, opportunity for promotion, and co-workers. The questions are constructed of statements relating to each defined factor. The level of job satisfaction was measured dependent on these factors using the Likert-type scale ranging from very dissatisfied=1, dissatisfied=2, sometimes not satisfied or sometimes satisfied=3, satisfied=4, very satisfied=5. The frequency of each scale, mean and standard deviation was calculated to determine the level of job satisfaction among the participants. The mean value from of 1-2.33 reveals low satisfaction, mean value between 2.34 -3.67 implies a medium level of satisfaction and mean values exceeding 3.67 indicates high

satisfaction. The result of descriptive analysis for level of job satisfaction is shown in Table 4. To analyze the difference in level of job satisfaction between male and female employees, an Independent-Sample T-Test was accomplished to evaluate the mean score on some constant variable for the two different sample groups (Pallant, 2007).

**Table 4: Level of Employees' Job Satisfaction among Four Hotels**

| Latent Variable | Hotel 1 |       | Hotel 2 |       | Hotel3 |       | Hotel 4 |       | All Hotels |       |
|-----------------|---------|-------|---------|-------|--------|-------|---------|-------|------------|-------|
|                 | Mean    | SD    | Mean    | SD    | Mean   | SD    | Mean    | SD    | Mean       | SD    |
| Supervision     | 3.14    | 0.895 | 3.61    | 0.814 | 3.23   | 0.924 | 3.66    | 0.817 | 3.34       | 0.903 |
| Rewards         | 2.16    | 0.795 | 3.08    | 1.042 | 2.95   | 1.042 | 1.48    | 2.73  | 2.71       | 1.043 |
| Work Condition  | 3.64    | 0.822 | 4.02    | 0.683 | 3.53   | 0.801 | 4.08    | 0.686 | 3.73       | 0.811 |
| Promotion       | 2.42    | 0.588 | 3.55    | 0.783 | 2.85   | 0.659 | 3.57    | 0.784 | 2.93       | 0.802 |
| Co-Worker       | 3.71    | 0.621 | 3.14    | 0.528 | 3.32   | 0.555 | 3.16    | 0.529 | 3.41       | 0.611 |
| Overall         | 3.03    | -     | 3.5     | -     | 3.22   | -     | 3.11    | -     | 3.26       | -     |

The final results demonstrate that employees are relatively satisfied with their job offered that the mean value for overall employees' satisfaction is 3.26. Moreover, the level of job satisfaction for every sub factor was determined individually and the outcomes display employees are extremely satisfied with their work condition (mean = 3.73; SD = 0.81), implemented by the relationship with co-worker (mean = 3.41; SD = 0.61) and Supervision (mean = 3.34; SD = 0.9). They are on the other hand, less satisfied with opportunities for promotion (mean = 2.93; SD = 0.8) and rewards (mean = 2.71; SD = 1.04). In general, the outcome of the analysis indicates the respondents are most satisfied with working conditions, but least satisfied with their rewards. The specific level of satisfaction for each dimension or sub factor and overall employees' job satisfaction at three hotels is shown in Table 4. Moreover, in line with the results defined in Table 5, (75%) of the participants are reasonably satisfied with their work; (22.3 %) of respondents are highly satisfied with their job; and the remaining which 2.8 percent have low levels of satisfaction. A remarkable observation is that, employees in hotel 2 are at least on medium level of job satisfaction. Given the low level of satisfaction with rewards, hotels must give specific concern to the current salary system. Probably the pay policy presently integrated does not commensurate with their desires and anticipations. The employees typically look for reasonable, unambiguous salary systems which meet their expectations (Robbins et al., 2003). Hence, satisfaction comes from affordable payment structure, job needs, the level of employee expertise, and standard of the community pay. Therefore, it is essential for businesses to apply suitable pay policies that employees consider the existing payment system as fair and complements with their overall output.

The opportunity for promotion is one more factor that obtained low mark in level of satisfaction is. Based on collated data, the average mean level for this dimension is 2.95 signifying the respondents have medium level of job satisfaction with their opportunities for promotion. Majority of the respondents assume promotions are not dependent on employee's ability. In addition, they asserted they do not get regularly promoted. Meanwhile, studies have shown job satisfaction increases when employees' prospects look good (Drafke & Kossen, 2002). Therefore, satisfaction may increase with available chances for progression or growth in a job; or else, employees may settle on changing their jobs for better prospects. They uphold that if people feel their career advancement is constrained, their job satisfaction may decrease. It is thus necessary that top managers give special consideration to this dimension of job satisfaction. When employees are made aware of reasonable and regular chances for promotion, they endeavor to put in their best. It's a win-win situation, which enhances organization performance and also provides employees with opportunities for promotion in their jobs.

**Table 5: Percentage of Employees' Satisfaction with Various Aspect of Job Satisfaction**

| Items          | Hotel 1 |        |      | Hotel 2 |        |      | Hotel 3 |        |      | Hotel 4 |        |      | All Hotels |        |      |
|----------------|---------|--------|------|---------|--------|------|---------|--------|------|---------|--------|------|------------|--------|------|
|                | Low     | Medium | High | Low     | Medium | High | Low     | Medium | High | Low     | Medium | High | Low        | Medium | High |
| Supervision    | 20.6    | 53.9   | 25.5 | 4.4     | 49.4   | 46.2 | 18.9    | 49.1   | 32   | 14.6    | 50.8   | 34.6 | 14.6       | 50.8   | 34.6 |
| Rewards        | 56      | 43     | 3    | 26.4    | 42.8   | 30.8 | 28.7    | 46.7   | 24.6 | 36.8    | 44.1   | 19.1 | 36.8       | 44.1   | 19.1 |
| Work Condition | 7.8     | 46.1   | 46.1 | 3.3     | 17.6   | 79.1 | 8.2     | 59.8   | 32   | 6.4     | 41.2   | 52.4 | 6.4        | 41.2   | 52.4 |
| Promotion      | 42.1    | 56.9   | 1    | 7.6     | 46.2   | 46.2 | 22.1    | 70.5   | 7.4  | 23.9    | 57.9   | 18.2 | 23.9       | 57.9   | 18.2 |
| Co-Worker      | 2.9     | 41.2   | 55.9 | 6.6     | 73.6   | 19.8 | 3.3     | 71.3   | 25.4 | 4.3     | 62     | 33.7 | 4.3        | 62     | 33.7 |
| Overall        | 3.9     | 87.2   | 8.9  | 0       | 66.7   | 35.3 | 4.6     | 78.5   | 19   | 2.7     | 76     | 21.3 | 2.8        | 75     | 22.3 |

Based on results of the descriptive analysis, employees in hotel 1 are most satisfied with their co-workers and least satisfied with rewards. Actually, employees are highly satisfied with their colleagues with mean value of 3.71, while they are in low level of satisfaction with their current rewards since its mean value is 2.16. Furthermore, (56%) of the employees are dissatisfied with rewards, while only (3%) are highly satisfied with their rewards' scheme. From the responses to the questionnaire statements related to rewards factor, most of employees in hotel one consider their wages insufficient for their day to day expenditure and the company do not commensurate with work functions. Adams (1965) suggested that employees must believe that there is an impartial balance between the volume of work carried out and the salary received. In other words, if a worker assumes his/her salary is disproportionate with the amount of work conducted, dissatisfaction may arise. Therefore, it is recommended that top managers of hotel one should reform their existing rewards to match their employees' expectations and performance. The policy of perception of pay for performance for generating satisfaction with pay is strongly advocated. Among the four 5 star rated hotels, employees of hotel two exhibit the highest level of job satisfaction with a mean value of 3.5. In addition (35.3%) of employees are highly satisfied while the remaining (66.7%) are moderately satisfied with their job. From Table 5, even though employees are at least moderately satisfied with all dimensions of job satisfaction, they are less satisfied with co-workers and rewards compared to the other dimensions. Based on the employees' response, they think there is lack of amity among colleagues or co-workers in performing their assigned tasks. Studies have asserted that employees, who lack social support at work, find it difficult to handle stress, and are usually less satisfied (Grebner et al., 2003). Solidarity amongst employees can satisfy numerous social needs, as well as boost job satisfaction (Green, 2000). Also, employees of this company perceive positive concern and attitude from their supervisor, indicating they treat employees with respect, value their efforts, and provide for employees' needs. Studies show that these positive relationships between employees and supervisors will bring about satisfaction (Bruce & Blackburn, 1992).

Employees of a hotel three likewise displayed the maximum level of satisfaction with their supervisors in comparison to other aspects of satisfaction. Actually, though employees are moderately satisfied with possibilities for marketing in this company, this factor revealed the lowest level among all factors. From the results derived from the questionnaire employees consider that present promotion plan is not reasonable enough and not developed based on employees' abilities. However, Kreitner and Kinicki (2004) posited that a positive connection between opportunities for promotion and job fulfillment is dependent on employees' attitude towards impartiality.

McCormick (2008) stated that employees' satisfaction due to opportunities for promotion is constant with justness of promotion. The research suggested the promotion policies of the business be corrected using into consideration employees' responses and viewpoints regarding this subject.

### ***Effect of Gender Difference on Employees' Job Satisfaction***

To examine the relationship between job satisfaction and social demographic features, Independent-Sample T-Test, that explains the form of the sampling distribution to evaluate the means of two groups (Runyon et al., 1996), has been conducted to identify any difference in point of view for all dimensions of satisfaction between male and female employees. The results of Independent-Sample T-Test (Table 6), reveal that general job satisfaction is slightly associated with the gender of the employees, even though it is not statistically significant at  $p < 0.05$ . Furthermore, the mean score of job satisfaction for each facet was displayed towards the different genders. The outcomes indicate a poor relationship between respondents' gender and aspects of job satisfaction, which means there is no significant distinction of understanding between male and female employees and this is properly corroborated by considerable previous studies on the differences between men and women depending on their behavior towards job connected factors of employee satisfaction (Iacqua et al., 1995; Oshagbemi, 2000; Donohue & Heywood, 2004).

**Table 6: Comparison of Male and Female Employees towards Job Satisfaction**

| <b>Latent Variable</b> | <b>Male</b> | <b>Female</b> | <b>T-test</b> | <b>Satisfaction</b> |
|------------------------|-------------|---------------|---------------|---------------------|
| Supervision            | 3.28        | 3.37          | -0.656        | 0.511               |
| Rewards                | 2.62        | 2.77          | -1.142        | 0.254               |
| Work condition         | 3.67        | 3.72          | -0.254        | 0.805               |
| Promotion              | 2.94        | 2.6           | 0.708         | 0.479               |
| Co-Worker              | 3.45        | 3.43          | 0.766         | 0.442               |

## **CONCLUSIONS**

The aim of this research is to figure out the level of job satisfaction among employees of four 5-star rated hotels in Iran. To conclude, the majority of the employees surveyed noted that they were moderately satisfied with their job. The aspects of measured employees' satisfaction through high to low are: work condition, co-worker, supervision, opportunities for promotion, and rewards. According to the employees' answer, they presume there is a lack of empathy

among colleagues or co-workers in performing their assigned duties. Perhaps, although employees are at least moderately satisfied with all dimensions of job satisfaction, they are less satisfied with co-workers and rewards compared to the other dimensions. However, satisfaction with supervision was positioned in leading the best rank factors in all three 5-star rated hotels. It might be determined that supervisors perform their role comparatively very well.

On the other hand, satisfaction with work condition was the most ranked factor in all four hotels, showing the employees work under ideal conditions. Another objective of this study was to examine the impact of gender on employees' satisfaction. The result exhibits that there was no significant difference between male and female employees' satisfaction. Also, there was no significant disparity between male and female respondents toward each facet of job satisfaction. Job satisfaction represents one of the most complex areas facing recent managers while it comes to handling their employees. A great work environment and good work conditions can easily boost employee job satisfaction and the employees will try to give their best which can increase the employee work performance. The combination of qualitative methods and quantitative methods is suggested in future researches to acquire more appropriate results. Moreover, provided that this study was conducted only for a 5 rated-star hotel, foreseeable future research might consider into issue budget hotels. In addition, there are a number of other factors can be measured in future to increase the evaluation of employees' satisfaction.

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