

An Investigation of Job Satisfaction of Employees in Indian Hotel Industry

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Abstract Today, job satisfaction has become pivotal aspect in achievement of organizational objectives viz-a-viz organizational performance in service industry and hotel industry is no exception in this context. In fact, hotel industry is people oriented industry where employees have to play crucial role in retaining and attracting guest. Thus, employee's satisfaction has recognized and appreciated as a vital component repeating guests. Considering these aspects the present study aims to identify the Job Satisfaction parameters which are most significant in Hotel Industry with special reference to 5* hotels located in NCR. A self administered questionnaire was developed to collect the primary data from the respondents of 25 hotels in NCR. The convenience sampling method was used to collect data, 20 questionnaires were given, 10 managerial and 10 non-managerial employees from each hotel, thus, pooling of 500 respondents in all. 400 out of 500 respondents were statistically found usable for the present study. SPSS-2020 package was employed for data analysis. Furthermore, the data were analysed by employing, Factor Analysis, ANNOVA and t-test statistical tools. The outcomes of the study revealed that there is a common set of Job Satisfaction parameters that is most significant in Indian Hotel Industry. There is a minimal impact of demographic variables on job satisfaction constructs. The results indicated that there is a significant difference of demographic variable- gender on training & development, and where as age on brand satisfaction. The results also revealed implications for management.

Keywords: Job Satisfaction, Demographic Variables, NCR, Hotel, Industry, Employees

INTRODUCTION

Hospitality industry is recognized as one of the largest and fastest developing sector of any country worldwide. According to World Travel & Tourism Council's (WTTC) Economic Impact report 2019, travel and tourism sector in India contributed 4.9% in the GDP of the country which is expected to increase from Rs. 15.24 lakh crore (US\$ 234.03 billion) in 2017 to Rs. 32.05 lakh crore (US\$ 492.21 billion) in 2028. Total earning from the sector in India is targeted to reach US\$ 50 billion by 2022. The report also stated that India witnessed the strongest growth in the number of jobs created (6.36 million), followed by China (5.47 million) and the Philippines (2.53 million) between 2014-2019. Besides being a massive job creator, this segment also allows a rewarding and versatile job profiles for professional and offers a huge range of job opportunities. The developing and developed nations globally are emphasizing on the

promotion & development of this industry and, India is no exception to it. The hospitality industry is important not only to the nation's growth but to guests, employees and the overall preservation of culture and historical values. According to the annual report of Ministry of Tourism, Government of India 2019-2020 over 87 million people were in employment in the tourism industry in 2018-2019. During 2019, foreign tourist arrivals (FTAs) in India stood at 10.89 million, achieving a growth rate of 3.20%. Hospitality industry is primarily a combination of lodging and food, tours & travel and entertainment facilities. In this regards hotel (Accommodation) units have vital role in the overall performance of the Hospitality Industry. In India International hotel chains have increased their participation in the country, and it is estimated to account for approximately 47% share in the tourism and hospitality sector of India by 2020 and 50% by 2022. Hotel Industry has a diversity of career options as it involves a set of skill operations. It is

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a multifaceted industry where the employees play a pivotal role to the overall performance of the organization. Being a guest oriented industry the hotel industry provides both tangible and intangible products to the guests like empathy, job belongingness and willingness to service. Thus, apart from the brand of an organization, the employee's attitude, behavior and service like nature might have a profound impact to attract and repeat the guests. These vary facts motivated to conduct the present study on an applied topic "An Investigation of Job Satisfaction of Employees in Indian Hotel Industry".

REVIEW OF LITERATURE

During last two decades job satisfaction has become the central point for research among the academicians and professionals. Job satisfaction is one of the most examined topics by the human resource management researchers. Among the well-known and most accepted definitions is the one given by (Locke, 1976) as a "pleasurable or positive emotional state resulting from the evaluation of one's work and work experiences" Employees are an important component of any organization. In hotel industry human resource plays a vital role in guest satisfaction and repeat business. Being a guest oriented industry it is of utmost importance for organizations to have happy and satisfied employees. Greasley et al. (2005) observed concept of job satisfaction as "critical issue for organizational performance" Job satisfaction is an important factor for an employee's behavior in his/her job and in the organization. Several studies have confirmed a strong relationship between job satisfaction and organizational commitment of employees. Lease (1998) stated that "Employees with high job satisfaction are usually less absent, highly productive and display high levels of organizational commitment". Satisfied employees also deliver their level best services. They perform duties without any pressure and preserve a feel of belongingness towards their organization. Kazi and Zadeh (2011) concluded that dissatisfaction in an employee's job leads to dissatisfaction in his/her personal life as well. This can result in job turnover practice. Earlier, Swift (2007) also reported in his article that organizations stay competitive only when they understand and address the employees work life issues and this will lead to more fulfilled and fruitful employees. Bartel (1981) suggested that job satisfaction and job performance are directly correlated. It is also evident that satisfied employees accept challenges willingly and are available even in the worst of conditions. Employee satisfaction leads to a positive work culture. The employee attrition problem in hotels can also be addressed easily if employee centric policies are adopted by the HR departments. Porter et al. (1974) concluded that "People who are more committed to an organization are less likely to leave their job". Retaining talented employees also

gives an edge over the competitors as they contribute more successfully to the organizational goals and targets. Various job satisfaction parameters are identified by the research scholars in different studies. Wexley and Yukl (1984) stated that job satisfaction is influenced by many factors, including personal traits and characteristics of the job.

Finn (2001) opined that Job Satisfaction as the level to which an employee is satisfied with his present work due to how many his needs and wants satisfied. Kaliski (2007) recognized Job satisfaction as the key component that leads to acknowledgment, earnings, promotion, and the accomplishment of other aims that further lead to a feeling of accomplishment in life. However, it has also been declared by scholars that various factors impact the job satisfaction of employees. In this regard, Happock (1935) stated an approach according to which job satisfaction is influenced by various set of external factors resulting the way an employee feels about his job. The factors identified are combination of psychological, physiological and environmental conditions. Job environment and job conditions are always been addressed as the key factors of employee job satisfaction in all organizations. In hotel industry a number of factors affect the employee job satisfaction, since the work conditions are highly demanding and staff needs to deliver the best of services to the guests. It is also essential to achieve organizational goals and guest satisfaction. Robbins (2003) identified that a comfortable physical working environments provides positive impact on employee job satisfaction. Rizwan et al. (2012) studied the four key factors responsible for the job satisfaction of the employees i.e. workplace environment, reward and recognition, training and development and team work. The finding suggested that all the four factors has a significant positive relationship to employee job satisfaction. Bakotic and Babic (2013) confirmed that working condition is an important factor of job satisfaction for employees and those who face hard working conditions are dissatisfied with their job. Similarly, the impact of working condition on employee job satisfaction is analyzed by (Raziqa & Maulabakhsha, 2015) and a positive relationship between working environment and job satisfaction of employees is found. However, several other factors are also acknowledged as important as work conditions. Sarwar and Abugre (2013) conducted a study on the influence of rewards and job satisfaction in the service industry. The results of the study revealed that rewards affects positively on the employee job satisfaction that further leads to employee commitment and loyalty towards the organization. Chandra and Gupta (2014) highlighted that compensation, management, recognition and rewards, leadership, performance appraisal policy, association with peers and working environment affect the employee satisfaction most. However, Chen et al. (2014) identified a trickle-down effect of satisfaction with supervision. It was also stated in the study that the effect was stronger

for female than male middle managers. Karmarkar (2015) supported this in the study that long working hours and difficulties in managing work life balance are major constraints that make women less satisfied in hotel industry and are responsible for career shift decisions of females. Kiruthiga and Magesh (2015) studied the job satisfaction of employees in star category hotels and the results indicated growth opportunity and recognition of employees as the major work characteristics for job satisfaction. Siddiq and Acharya (2018) identified good work environment, good reward and good work conditions as the major parameters observed by employees of budget hotel in Karnataka. The study also focused that increased employee job satisfaction increases the employee work performance. Further, Rafiq et al. (2012) studied the importance of both intrinsic and extrinsic rewards on the job satisfaction of the employees. The finding suggested a significant positive relation of rewards with job satisfaction.

The critical evaluation of review of literature indicates that a very few studies have been conducted to investigate the job satisfaction of employees in Indian hotel industry. The previous researches also demonstrated that more studies will be required to conduct on different perspectives. Thus, in order to bridge the gap the present study has been undertaken to conduct on an applied area "An Investigation of Job Satisfaction of Employees in Indian Hotel Industry".

Objectives

- To identify the Job Satisfaction parameters used in Hotel Industry.
- To compare the job satisfaction parameters with demographic variables Gender and Age of employees.

Hypothesis

On the basis of literature review the following hypothesis are proposed to be tested:

- H1. There is a common set of Job Satisfaction parameters that is most significant in Indian Hotel Industry.
- H2. There is no significant difference between Demographic Variable and Job Satisfaction of employees.

METHODOLOGY

The universe of the present study was the employees of 5 Star hotels of NCR. Primary data was collected from the respondents using a self-administered questionnaire developed from the previous review of literature. For collecting data convenience sampling method was adopted

and 20 questionnaires were given to each of the 25 hotels in order to collect the perception of 500 respondents for the present study. Moreover, the data was collected from both the managerial and non-managerial employees, hence 10 questionnaires for manager and 10 questionnaires for non-managerial employees were given to the concerned to collect the appropriate information from the respondents for the present study. Further the data was edited for the questionnaires that were having errors or missing values and out of the data set of 500 questionnaires, 400 were found appropriate for the present study. Thus, the total sample size used for the study was N=400. The responses were measured on a 5-point Likert scale (1=Highly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Highly Agree).

ANALYSIS AND INTERPRETATION

Demographic Table

Table 1 explains regarding the demographic variable Gender which plays an important role in job satisfaction. From the total sample size N=400, there are 66% (264) are males and 34% (136) are females, from the table it is evident that the female employees ratio is low as compared to the male ratio which shows that the industry is not attracting the female employees in terms of employability.

Table 1

Gender	Number	%
Male	264	66
Female	136	34
Total	400	100

Table 2 exhibits the Age demographic variable. Age basically explains the maturity level of an individual and plays a vital role in employees' job satisfaction. From the total sample size N=400, 42% (168) of the respondents are in the age group of 20-30 years, 32% (128) are in the age group of 31-40 years, 17% (68) respondents lie in the age group 41-50 years and 9% (36) of the respondents are in the 51 years & above 51 years age group.

Table 2: Age

Age in Years	Number	%
20-30	168	42
31-40	128	32
41-50	68	17
51 & above	36	9
Total	400	100%

FACTOR LOADING PATTERN

Factor Loading Pattern summed up the factors extracted. The Eigen Values (SS loadings) of all the factors is greater than 1. Thus, all the eleven factors extracted from the data are significant for the present study; their total variance captured was 61.5%. Further, the factor analysis was employed using VARIMAX rotation on the 49 items of the questionnaire. Based on the review of literature analysis, it was revealed that the 49 items falls under 11 conceptualized constructs. In the present study the t-test was performed in order to check the significance level of demographic variables Gender on the job satisfaction parameters. However, the ANNOVA was employed to check the significance level of the respondents across two or more groups of the demographic variables Age on the job satisfaction parameters.

Furthermore, to state that the necessities for the present study were as follows: cross loadings >0.30 , cut-off points >0.40 , Cronbach's alpha >0.70 and eigenvalues >1 . Hence, as per the outcomes of the Factor Analysis the present study effectively identified the set of parameters related with Job Satisfaction that are significantly used in Hotels. The following eleven factors as mentioned below were derived:

- Factor 1: Work Itself (alpha reliability=0.917, Eigen value=3.533)
- Factor 2: Resources (alpha reliability=0.928, Eigen value=3.640)
- Factor 3: Working Conditions (alpha reliability=0.901, Eigen value=2.924)
- Factor 4: Recognition in Job (alpha reliability=0.818, Eigen value=2.800)
- Factor 5: Employees Benefits (alpha reliability=0.894, Eigen value=3.394)
- Factor 6: Pay/Salary (alpha reliability=0.874, Eigen value=2.404)
- Factor 7: Training & Development (alpha reliability=0.840, Eigen value=2.775)
- Factor 8: Co-ordination among Co-workers (alpha reliability=0.859, Eigen value=2.284)
- Factor 9: Behavior of Superiors (alpha reliability=0.886, Eigen value=2.276)
- Factor 10: Career Growth (alpha reliability=0.838, Eigen value=2.301)
- Factor 11: Brand Satisfaction (alpha reliability=0.839, Eigen value=1.821)

Job Satisfaction items were segregated amongst the eleven factors as mentioned below:

Eleven Underlying Factors

Factor 1: marked as "Work Itself" consists of 03 items: My job is interesting (factor loading 0.876), Work load is fair (factor loading 0.870), My work is challenging (factor loading 0.912). Further, it was observed that the highest factor loading for Work Itself dimension was for the item My work is challenging (factor loading 0.912). However, based on the characteristics of the items loading the factor was named as Work Itself.

Factor 2: marked as "Resources" consists of 05 items: My company has ample resources (factor loading 0.878), Organization constantly upgrades the resources (factor loading 0.845), Resources obtainable at my place (factor loading 0.836), Resources are easily available (factor loading 0.857), There is fair accessibility of resources for staff (factor loading 0.833). Further, it was noticed that the highest factor loading for Resources dimension was for the item My company has ample resources (factor loading 0.878). However, based on the characteristics of the items loading the factor was named as Resources.

Factor 3: marked as "Working Conditions" includes 04 items: My working hours are suitable (factor loading 0.850), Shift hours are suitable to retain work life balance (factor loading 0.832), My weekly offs; holidays and sick leaves are satisfactory (factor loading 0.831), My company has hygienic & safe working environment (factor loading 0.819). Further, it was viewed that the highest factor loading for Working Conditions dimension was for the item My working hours are suitable (factor loading 0.850). However, based on the characteristics of the items loading the factor was named as Working Conditions.

Factor 4: marked as "Recognition in Job" includes 03 items: My work value is significantly considered by the seniors (factor loading 0.752), Job is acknowledged when performed outstandingly (factor loading 0.802), Acknowledgement parameters & policies of the company are transparent (factor loading 0.766). Further, it was viewed that the highest factor loading for Recognition in Job dimension was for the item Job is acknowledged when performed outstandingly (factor loading 0.802). However, based on the characteristics of the items loading the factor was named as Recognition in Job.

Factor 5: marked as "Employee Benefits" includes 06 items: Subsidized Duty Meals are provided (factor loading 0.800), Uniform/Laundry facility is free of cost (factor loading 0.712), Pick up & drop facility for night shift (factor loading 0.777), Staff Quarters/HRA given to employees (factor loading 0.788), Company gives family health insurance (factor loading 0.727), Company organizes Family get-

together and employees parties (factor loading 0.785). Further, it was detected that the highest factor loading for Employees Benefits dimension was for item Subsidized Duty Meals are provided (factor loading 0.800). However, based on the characteristics of the items loading the factor was named as Employees Benefits.

Factor 6: marked as “Pay/Salary” consists of 05 items: Organization giving market competitive salary (factor loading 0.778), Satisfactory incentives for staff (factor loading 0.770), Salary given on time (factor loading 0.727), Adequate yearly increments in salary (factor loading 0.788), I sign for the amount I draw as Salary (factor loading 0.741). Further, it was viewed that the highest factor loading for Pay/Salary dimension was for item Adequate yearly increments in salary (factor loading 0.788). However, based on the characteristics of the items loading the factor was named as Pay/Salary.

Factor 7: marked as “Training and Development” consists of 04 items: Company provides adequate training programs (factor loading 0.717), My professional requirements are met by organization’s training sessions (factor loading 0.775), Company provides me enough training for Career enrichment (factor loading 0.769), Personality Development Programs are also conducted for employees (factor loading 0.755). Further, it was noticed that the highest factor loading for Training & Development dimension was for item My professional requirements are met by organization’s training sessions (factor loading 0.775). However, based on the characteristics of the items loading the factor was named as Training and Development.

Factor 8: marked as “Co-ordination among the Co-workers” includes 05 items: My preference is to work in a team (factor loading 0.731), I owe mistakes (factor loading 0.734), I have good relation with the peers (factor loading 0.737), I get support from my co-workers (factor loading 0.766), Coworkers communicate clearly (factor loading 0.738). Further, it was detected that the highest factor loading for Co-ordination among the Co-workers dimension was for item I get support from my co-workers (factor loading 0.766). However, based on the characteristics of the items

loading the factor was named as Co-ordination among the Co-workers.

Factor 9: marked as “Behavior of Superiors” comprised of 06 items: Superior’s behavior affects my performance (factor loading 0.753), Superior is transparent in functioning (factor loading 0.733), I feel comfortable to put my thoughts in front of the superiors (factor loading 0.771), Superior recognizes my hard work (factor loading 0.734), Superior communicates clearly with all (factor loading 0.736), I am comfortable with superior’s working style (factor loading 0.778). Further, it was viewed that the highest factor loading for Behavior of Superiors dimension was for item I am comfortable with superior’s working style (factor loading 0.778). However, based on the characteristics of the items loading the factor was named as Behavior of Superiors.

Factor 10: marked as “Career Growth” comprised of 04 items: Promotional policies of company are good (factor loading 0.805), I get enough training for self development (factor loading 0.725), Employee’s promotion decision are handled fairly by the organization (factor loading 0.753), There are hardly any chance of career growth in this company (factor loading 0.724). Further, it was detected that the highest factor loading for Career Growth dimension was for item Promotional policies of company are good (factor loading 0.805). However, based on the characteristics of the items loading the factor was named as Career Growth.

Factor 11: marked as “Brand Satisfaction” includes 04 items: I am working with a Branded Property (factor loading 0.757), Working with Brand facilitates future growth (factor loading 0.763), Branded properties take better care of their employees (factor loading 0.751), Employees feel more secure in a branded property (factor loading 0.738). Further, it was observed that the highest factor loading for Brand Satisfaction dimension was for item Working with Brand facilitates future growth (factor loading 0.763). Based on the characteristics of the items loading on this dimension the factor was named as Brand Satisfaction.

These results support Hypothesis 1 which indicated that “there is a common set of Job Satisfaction parameters that is most significant in Indian Hotel Industry”.

Table 3: Factor Analysis Results

Job Satisfaction Factors	Factor Loading	Eigen-Value	Variance Explained	Cron-bach’s Alpha
Work Itself (WI)		3.533	7.2	0.917
1. My job is interesting	0.876			
2. Work load is fair	0.870			
3. My work is challenging	0.912			
Resources (R)		3.640	7.4	0.928
4. My company has ample resources	0.878			
5. Organization constantly upgrades the resources	0.845			

Job Satisfaction Factors	Factor Loading	Eigen-Value	Variance Explained	Cron-bach's Alpha
6. Resources obtainable at my place	0.836			
7. Resources are easily available	0.857			
8. There is fair accessibility of resources for staff	0.833			
Working Conditions (WC)		2.924	6.0	0.901
9. My working hours are suitable	0.850			
10. Shift hours are suitable to retain work life balance	0.832			
11. My weekly offs; holidays and sick leaves are satisfactory	0.831			
12. My company has hygienic & safe working environment	0.819			
Recognition In Job (RJ)		2.800	5.7	0.818
13. My work value is significantly considered by the seniors	0.752			
14. Job is acknowledged when performed outstandingly	0.802			
15. Acknowledgement parameters & policies of the company are transparent	0.766			
Employees Benefits (EB)		3.394	6.9	0.894
16. Subsidized Duty Meals are provided	0.800			
17. Uniform/Laundry facility is free of cost	0.712			
18. Pick up & drop facility for night shift	0.777			
19. Staff Quarters/HRA given to employees	0.788			
20. Company gives family health insurance	0.727			
21. Company organizes Family get-togethers and employees parties	0.785			
Pay/Salary (P/S)		2.404	4.9	0.874
22. Organization giving market competitive salary	0.778			
23. Satisfactory incentives for staff	0.770			
24. Salary given on time	0.727			
25. Adequate yearly increments in salary	0.788			
26. I sign for the amount I draw as Salary	0.741			
Training & Development (T&D)		2.775	5.7	0.840
27. Company provides adequate training programs	0.717			
28. My professional requirements are met by organization's training sessions	0.775			
29. Company provides me enough training for Career enrichment	0.769			
30. Personality Development Programs are also conducted for employees	0.755			
Co-ordination among Co-workers (CC)		2.284	4.7	0.859
31. My preference is to work in a team	0.731			
32. I owe mistakes	0.734			
33. I have good relation with the peers	0.737			
34. I get support from my co-workers	0.766			
35. Coworkers communicate clearly	0.738			
Behaviors of Superiors (BOS)		2.276	4.6	0.886
36. Superior's behavior affects my performance	0.753			
37. Superior is transparent in functioning	0.733			
38. I feel comfortable to put my thoughts in front of the superiors	0.771			
39. Superior recognizes my hard work	0.734			
40. Superior communicates clearly with all	0.736			
41. I am comfortable with superior's working style	0.778			
Career Growth (CG)		2.301	4.7	0.838
42. Promotional policies of company are good	0.805			
43. I get enough training for self development	0.725			
44. Employee's promotion decision are handled fairly by the organization	0.753			
45. There are hardly any chance of career growth in this company	0.724			
Brand Satisfaction (BS)		1.821	3.7	0.839
46. I am working with a Branded Property	0.757			
47. Working with Brand facilitates future growth	0.763			
48. Branded properties takes better care of their employees	0.751			
49. Employees feel more secure in a branded property	0.738			
Total Variance			61.5%	

The outcomes of factor analysis also revealed that based on the results of the total variance explained by each factor in the total data sheet it could be summarized that the resources

was the most vital factor explaining 7.4% variance followed by Work Itself 7.2%, Employees Benefits 6.9%, Working Conditions 6.0%, Recognition in Job and Training &

Development 5.7%, Pay/Salary 4.9%, Co-ordination among Co-workers & Career Growth 4.7%, Behavior of Superiors 4.6% and Brand Satisfaction 3.7%.

These results support Hypothesis 1(H1) which indicates that “there is a common set of Job Satisfaction parameters that is most significant in Indian Hotel Industry” (H1 ACCEPTED).

On the basis of the outcomes of the factor analysis, these 11 factors have been used for further analysis in the present study.

In order to examine the effect of demographic variables on Job Satisfaction, across the 11 dimensions extracted from the factor analysis; t-test and ANNOVA were performed. The hypothesis tested for this particular section was (H2) that “There is no significant difference between Demographic Variables and Job Satisfaction of employees”. To test the Hypothesis 2 t-test and ANNOVA was applied on demographic variables and Job Satisfaction parameters.

Here, the two demographic factors significance is checked with the eleven identified constructs.

GENDER AND IDENTIFIED CONSTRUCTS

Table 4: Independent Samples Test

		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-Tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work Itself	Equal variances assumed	.396	.530	-1.332	358	.184	-.11560	.08679	-.28629	.05508
	Equal variances not assumed			-1.321	215.806	.188	-.11560	.08751	-.28808	.05687
Resources	Equal variances assumed	.531	.467	.080	358	.936	.00650	.08148	-.15373	.16674
	Equal variances not assumed			.081	228.202	.936	.00650	.08031	-.15175	.16476
Working Conditions	Equal variances assumed	1.621	.204	-1.598	358	.111	-.12949	.08105	-.28888	.02989
	Equal variances not assumed			-1.572	211.689	.117	-.12949	.08236	-.29185	.03287
Recognition in Job	Equal variances assumed	.196	.658	.916	358	.360	.07203	.07864	-.08262	.22668
	Equal variances not assumed			.925	225.515	.356	.07203	.07788	-.08144	.22550
Employees Benefits	Equal variances assumed	.000	.984	.576	358	.565	.04365	.07572	-.10528	.19257
	Equal variances not assumed			.576	220.153	.565	.04365	.07573	-.10560	.19289
Pay/Salary	Equal variances assumed	.326	.568	.469	358	.640	.03449	.07358	-.11021	.17919
	Equal variances not assumed			.461	211.138	.645	.03449	.07486	-.11307	.18205
Training & Development	Equal variances assumed	1.298	.255	-2.100	358	.036	-.15955	.07598	-.30897	-.01013
	Equal variances not assumed			-2.166	237.893	.031	-.15955	.07367	-.30468	-.01442
Coordination among Co-workers	Equal variances assumed	.279	.598	1.323	358	.187	.09328	.07049	-.04534	.23190
	Equal variances not assumed			1.344	228.720	.180	.09328	.06942	-.04350	.23006
Behavior of Superiors	Equal variances assumed	.000	.989	.850	358	.396	.06137	.07222	-.08067	.20341
	Equal variances not assumed			.845	217.474	.399	.06137	.07259	-.08170	.20444
Career Growth	Equal variances assumed	.153	.695	-.888	358	.375	-.06782	.07640	-.21808	.08243
	Equal variances not assumed			-.885	218.822	.377	-.06782	.07660	-.21878	.08314
Brand Satisfaction	Equal variances assumed	.048	.826	.256	358	.798	.01931	.07532	-.12882	.16744
	Equal variances not assumed			.255	216.445	.799	.01931	.07585	-.13019	.16881

In order to test H2 or to test influence of Gender on Identified Constructs we employed t-test. Table 4 shows the results of t-test, since the P-value of t-test for demographic variable gender on Job Satisfaction parameters Work Itself, Resources, Working Conditions, Recognition in Job, Employees Benefits, Pay/Salary, Co-ordination among

Co-workers, Behavior of Superiors, Career Growth and Brand Satisfaction is greater than 0.05 (5% significance level), therefore, there is no significant difference on Job Satisfaction parameters as mentioned above with respect to demographic variable gender. However, in case of demographic variable Gender on Job Satisfaction parameter

Training & Development, the results of Table 4 exhibits, the t-test value obtained was -2.100 (Sig P=0.036), since the P-value of t-test is lower than 0.05 (5% significance level), thus there is a significant difference on Training & Development parameter regarding gender. Mean difference is -.15955, this score of male is significantly lower than that of

females. In summarizing, the analyses of Gender on Identified Constructs it has been found that out of 11 job satisfaction constructs, the demographic variable gender is showing significant difference only on one construct i.e., Training & Development, which indicates that overall outcomes of the study are in the direction of the Hypothesis H2.

AGE AND IDENTIFIED CONSTRUCTS

Table 5: ANNOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Work Itself	Between Groups	1.381	3	.460	.782	.505
	Within Groups	209.729	356	.589		
	Total	211.111	359			
Resources	Between Groups	1.918	3	.639	1.242	.294
	Within Groups	183.222	356	.515		
	Total	185.140	359			
Working Conditions	Between Groups	.560	3	.187	.361	.781
	Within Groups	183.926	356	.517		
	Total	184.486	359			
Recognition in Job	Between Groups	1.376	3	.459	.952	.415
	Within Groups	171.482	356	.482		
	Total	172.858	359			
Employees Benefits	Between Groups	.030	3	.010	.022	.995
	Within Groups	160.036	356	.450		
	Total	160.067	359			
Pay/Salary	Between Groups	.349	3	.116	.275	.844
	Within Groups	150.723	356	.423		
	Total	151.072	359			
Training & Development	Between Groups	2.931	3	.977	2.173	.091
	Within Groups	160.040	356	.450		
	Total	162.971	359			
Coordination among Co-workers	Between Groups	1.969	3	.656	1.702	.166
	Within Groups	137.267	356	.386		
	Total	139.236	359			
Behavior of Superiors	Between Groups	.443	3	.148	.362	.780
	Within Groups	145.325	356	.408		
	Total	145.768	359			
Career Growth	Between Groups	.256	3	.085	.187	.905
	Within Groups	162.899	356	.458		
	Total	163.156	359			
Brand Satisfaction	Between Groups	3.467	3	1.156	2.658	.048
	Within Groups	154.783	356	.435		
	Total	158.250	359			

In order to test H2 or to test influence of Age on Identified Constructs we employed ANNOVA. Table 5 shows the results of ANNOVA, since the P-value for demographic

variable Age on Job Satisfaction parameters Work Itself, Resources, Working Conditions, Recognition in Job, Employees Benefits, Pay/Salary, Training & Development,

Co-ordination among Co-workers, Behavior of Superiors and Career Growth is greater than 0.05 (5% significance level), therefore, there is no significant difference on Job Satisfaction parameters as mentioned above with respect to demographic variable age. However, in case of demographic variable Age on Job Satisfaction parameter Brand Satisfaction, the results of Table 5 exhibits, the F ratio obtained was 2.658 (Sig P=0.048), since the P-value of ANNOVA is lower than 0.05 (5% significance level), thus there is a significant difference on Brand Satisfaction parameter with respect to demographic variable Age. Further to state, that the results of ANNOVA in Table 5 also exhibits that as the F-ratio obtained for Age on Training & Development was 2.173 (Sig P=0.091), which shows the significance level of 10%. on Training & Development parameter with respect to Age groups.

In summarizing, the analyses of Age on Identified Constructs it has been found that out of 11 job satisfaction constructs, the demographic variable Age is showing significant difference only on one construct i.e., Brand Satisfaction, which indicates that overall outcomes of the study are in the direction of the Hypothesis H2.

The above mentioned results support Hypothesis 2 (H2) that "There is no significant difference between Demographic Variables and Job Satisfaction of employees" (H2 ACCEPTED).

FINDINGS

The study revealed that there is a significant difference only on job satisfaction parameter Training & Development out of eleven identified constructs with respect to demographic variable gender. Training & Development needs for male and female has been observed significantly different because of their varied physical, emotional and social aspects. It was also found that there is overall negligible impact of demographic variable Gender on employee Job Satisfaction parameters.

The study identified that there is a significant difference only on job satisfaction parameter Brand Satisfaction out of eleven identified constructs with respect to demographic variable age groups. Further to state, that the different age group employees prefer to work with the branded property because it gives them a status in the society & helps them in their greater job satisfaction and also job security. The study also discovered that in totality there is negligible significance of demographic factor Age group on their Job Satisfaction parameters, except in case of demographic variable Age on training & development which shows a significance level of 10%.

This present research reveals that there is a great need to study and understand the impact of various demographic variables on different job satisfaction parameters and how effectively they can be utilized to work in harmony to achieve

organizational goals, as very less literature is available in Indian Context. Further, there is tremendous requirement to do empirical studies, wherein, researchers can use various statistical tools to examine reliability and validity of the said topic for better understanding of employees' job satisfaction in Indian Hotel Industry which will be useful for academicians and the policy makers of hotel's human resource in future.

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