

A Comparative Study of Select Demographic Variables and Job Satisfaction of NCR Hotels' Employees

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Abstract In today's era of global competition an essential feature to meet the organizational objectives is employee job satisfaction. Hotel industry, being a service industry is highly influenced by its employees' perceptions towards their job satisfaction. Being a people's industry an employee plays a pivotal role in providing highest class of services to the guests. The significance of employee job satisfaction in hotel industry is also observed in terms of guest satisfaction and the overall performance of the organization. Considering these aspects the present study aims to identify the set of job satisfaction parameters most significantly used in hotel industry and also to identify the influence of selected demographic variables on the job satisfaction parameters with special reference to 5 star hotels located in NCR. A self administered research instrument was developed to collect the primary data from the employees of the 5 star hotels located in NCR to know their perception, convenience sampling method was used to collect the primary data from 25 hotels, 20 questionnaire to each hotel to know the perception of 10 managerial and 10 non-managerial employees, in total to collect a pool of 500 responses. After collecting the responses, the questionnaire having error or missing values was discarded and out of 500 responses, 400 were found statistically suitable for the present study. For data analysis SPSS-2020 package was employed. Furthermore, the data were analysed by employing Factor Analysis, t-test and ANOVA statistical tools. The results of the study indicated that there is a set of job satisfaction parameters most significantly used in hotel industry and there is a minimal impact of demographic variables on job satisfaction parameters. The outcome of the study revealed that there is a highly significant difference of Demographic Variable Tenure on the Job Satisfaction parameter Behavior of Superiors and moderately significant difference in case of Demographic Variable Marital Status on Job Satisfaction parameter Resources. The results of the study indicated high implications for hotel managements.

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

INTRODUCTION

The growth and success of any organization depends upon its workforce. Organizations are becoming more encouraging and aware in understanding the importance of their human resource. Effective human resource management assists in developing employee centric organizational policies that recognizes personal and work related needs of employees. It is also important as satisfied employees contribute in sustaining the market share of every organization. Hence, Job satisfaction can be one of the main reasons for the continuity and success of a company. Additionally to this, in hospitality organizations such as hotels another encouraging outcome of

employee satisfaction is customer satisfaction. Keeping high morale among employees can be of tremendous advantage to any hotel unit, as happy workers will be more productive, receptive and heartfelt towards their guests. They offer the best of their services to demonstrate organizational objectives. In contrary to this a worker in stress cannot perform well in the job which leads to personal life dissatisfaction as well. Absenteeism and higher employee turnover are the major consequences observed due to dissatisfaction in job. Although, Employees' satisfaction could be an individual's general attitude towards his job as well as it could be a collective evaluation of his or her job. Environment of work plays an important role in the overall satisfaction of

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employees in almost all sectors. Employees who face hard working conditions are observed to be dissatisfied with their job (Bakotic & Babic, 2013). Similarly, favorable work conditions and satisfactory rewards promote job satisfaction and enhanced job performance in hospitality organizations (Siddiq & Acharya, 2018). In context to hospitality and hotel organizations Lucas in 90's expressed hospitality firms as unpleasant or poor establishments in terms of places to work (Lucas, 1996). However, Clark (1997) held several other factors such as health condition of employee, imbalance in performance-reward systems within the organization, job authority, and involvement in work, age and gender responsible for considerable differences in overall satisfaction levels of employees. Since then several scholars tried to discover out the factors that prominently impact the job satisfaction of employees in hospitality sector. Few most commonly studied parameters are working conditions, salary and compensations, supervisory style, management policies, growth and development opportunities etc. This research is completely based on analyzing the job satisfaction parameters with select demographic variables such as marital status and tenure of job. A comparative study of these demographic variables is conducted to understand their impact.

REVIEW OF LITERATURE

In the past two decades among the academicians and the professionals the research on the job satisfaction has become a pivotal point. As job satisfaction is one of the most studied topic by the human resource management researchers. Despite the large use of the said topic job satisfaction in the research, there is no general agreement on as to what job satisfaction is and therefore the different authors have different approaches towards defining job satisfaction. Amongst the various definitions given by the different authors the well-known and most accepted definition 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". Earlier, Happock (1935) also defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job". Also, Vroom (1964) defines job satisfaction as "affective orientations on the part of individuals toward work roles which they are presently occupying". Employees play a key role in any organization. Hotel industry being a service oriented industry thus employees satisfaction is of utmost importance. Wexley and Yukl (1984) affirmed that characteristics of the job and personal traits also affect job satisfaction of an employee. However, Tait et al. (1989) concluded that in case of men Job and life satisfaction was greater than women in the studies published before 1974 but the difference disappeared post 1974 studies due to changes

in demography of working women and importance of work to women's lives. Happy and satisfied human resource of all genders will result in better guest satisfaction and repeat business. Job satisfaction is also an important factor in retention of employees in an organization. Meng (1990) in his comparative study of job satisfaction among unionized and non-unionized employees identified that the employees working in non-unionized are more satisfied with respect to the quality of their jobs than unionized employees wherein, unionized employees are more satisfied in terms of job security and financial compensation than the non-unionized employees. Similarly, Naumann (1993) studied the organizational commitment and job satisfaction of expatriate managers and, found that the intention to quit from job by the expatriate managers is strongly associated with their job satisfaction and organizational commitment. In addition to this Somer (1995) recognized that the organizational commitment of an employee directly effects to the turnover intentions, absenteeism behavior and satisfaction within the job. Further, this can be interpreted as higher organizational commitment of the employees' leads to lower turnover intentions and absenteeism in the industry. On the other hand commitment of employees is also effected by type of leadership style in the organization. In this regard Poole (1997) studied the relationship among leadership behavior, leadership, and work motivation with that of the overall job satisfaction of frontline, supervisors and managerial level of employees. The results of the study revealed significant effect of the variables on the overall job satisfaction of the employees.

Later, Spector (1997) tried to analyze job satisfaction variables, its consequences based on cultural and gender differences, and personal and organizational causes. In personal attributes age is considered as a vital demographic variable. O'Brien and Dowling (2000) stated that with increasing age there is decreasing discrepancy among perceived and desired attribute of the job, which can be concluded as better job satisfaction with age. However, Ellickson and Logsdon (2002) studied the impact of environmental factors such as performance appraisal satisfaction, equipment and resources, training, workload, pay and benefits satisfaction, promotional opportunities, workload, supervisory relationships and the personal factors. The study revealed a direct affect of selected environmental factors on the job satisfaction, however, significantly less affect of demographic variables is observed for the same. Later, in a study conducted by Mrayyan (2005) it was observed that the employees working in the private organization were more satisfied with respect to their jobs and want to retain the job, compared to the one working with the public organization. This indicates great association among type of workplace and job satisfaction. Rowden (2005) in his study found that there is a significant relationship amongst variables workplace learning and job

satisfaction. The results also revealed the importance of informal learning and accidental learning, rather than formal learning and hence the managers must provide opportunities for learning at work place for overall job satisfaction. Chand and Katou (2007) as per their results identified that the organizational performance is positively related with chain/individual hotel and the category of the hotel. Further, it was also concluded that the organizational performance is also positively affected by recruitment and selection, pay systems, job design, quality circles, manpower planning and, training & development with respect to HRM practices. Although Schroder (2008) identified demographic variables such as age, educational level and education major parameters for employee job satisfaction. Furnham and Chamorro (2009) studied the extent of contribution among personality and demographic variables to motivation and job satisfaction, and found personality accounted for very little in comparison to demographic variables. Natarajan (2011) in his studies concluded that the intrinsic job satisfaction may be enjoyed by the employees having high normative commitment and, the extrinsic job satisfaction & overall job satisfaction may be enjoyed by the employees having high continuance commitment. This leads to long lasting association with the organization. Mudor and Tooksoon (2011) identified that job satisfaction play a pivotal role in employees' turnover, when employees' job satisfaction is low, it leads them to resign. The results also revealed that there is a positive and significant correlation of HRM practices with job satisfaction and, negative and significant correlation of HRM practices and job satisfaction with turnover. Effective HRM practices plays vital role in balancing the work and life of employees'. This fact is acknowledged by Arbab et al. (2011) in a study at Serena Faisalabad, Pakistan where the scholars opined that the retention rate of employees is due to work life balance, reward or salaries, Training & development has minimal affect whereas, learning environment, prestige, promotions at upper levels, decision making power, career growth, ease of communication, flexibility in work and retirement plans are the main reasons of employee retention and motivation. Tenure, age and Skills possessed by the employees also affect their turnover intentions in an organization (Kabungaidze et al., 2013). Retention and long association of employees with the organization impact positively on their job satisfaction which in turn leads to higher occupational commitment and job performance (Ismail et al., 2014). Although, Chen et al. (2014) identified that life satisfaction and job satisfaction are not related to managerial coaching behavior in an organization.

After critical evaluation of review of literature, it has been found that very few studies have been conducted to compare the demographic variables and job satisfaction of

hotel employees in context to Indian hotel industry. The previous researchers have also emphasized for more studies to be undertaken on the said topic in different perspectives. Thus, in order to bridge the gap the present study has been undertaken on the said topic applied area "A Comparative Study of Select Demographic Variables and Job Satisfaction of NCR Hotels' Employees".

Objectives

- To recognise the Job Satisfaction parameters used in Hotel Industry.
- To compare the Job Satisfaction parameters with select demographic variables.

Hypothesis

On the basis of Review of Literature the following hypothesis are proposed to be tested:

H1. There is a set of Job Satisfaction parameters most significantly used in Hotel Industry.

H2. There is a significant difference between select Demographic Variables and Job Satisfaction of employees.

METHODOLOGY

The area of the present study was the employees of 5 Star Hotels of the NCR region. Primary data was collected from the respondents through a self-administered questionnaire developed from the review of literature. Further to collect data convenience sampling method was used and 20 questionnaires were given to each of 25 hotels to know the perception of 500 respondents for the present study. In order to have appropriate data 10 questionnaires were given to managerial employees and 10 questionnaires to non-managerial employees for the present study. Further, the data collected was edited and the questionnaires having errors and missing values were found obsolete for the present study, and 400 questionnaires were found appropriate for the present study. Thus, the total questionnaires appropriate for the present study was 400, so the total sample size was $N = 400$. The perception of the respondents collected through questionnaire were measured on a 5-point Likert scale (1 = Highly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Highly Agree). The data set was statistically analyzed using SPSS-20 package. Further, the data analyses were performed by employing Kaiser-Meyer-Olkin test (Kaiser, 1974), Barlette's Test of Spercity's, Factor Analysis, ANOVA and t-test statistical tools.

ANALYSIS AND INTERPRETATION

Demographic Table

Marital Status

Table 1 exhibits the demographic variable Marital Status. Demographic variable marital status plays a key role in the employee's job satisfaction due to their different needs and wants for performing the job. Out of the total sample size $N = 400$, 188 (47%) of the respondents are married and 212 (53%) of the respondents are unmarried.

Table 1: Marital status

Marital Status	Distribution of Frequency	
	Frequency	Percentage (%)
Married	188	47
Unmarried	212	53

Tenure in the Present Hotel (in Years)

Table 2 exhibits demographic variable Tenure in the present hotel (in years). Tenure of service of employees in a particular organization/hotel portrays the retention policies of the organization for the employees which is key factor in service centric industry for better customer satisfaction which helps in profit maximization. Here, out of the total sample size $N = 400$, 96 (24%) of the respondents have spent less than 1 year with the hotel; 172 (43%) of the respondents are those who are associated with the hotel for 1-3 years; 78 (19.5%) of the respondents are associated with the hotel for 3-6 years; and 54 (13.5%) of the respondents have spent 6 years and above with the hotel.

Table 2: Tenure

Tenure	Distribution of Frequency	
	Frequency	Percentage (%)
Less than 1 year	96	24
1-3 years	172	43
3-6 years	78	19.5
6 years and Above	54	13.5
Total	400	100%

Factor Loading Pattern

Factor Loading Pattern summed up the factors extracted. The Eigen Value of all the factors is greater than 1, hence all the 11 factors were found significant for the present study; their total variance captured was 61.5%. Further, factor analysis was performed using VARIMAX rotation on the 49 items of the questionnaire and it was also found that the 49 items fall under 11 conceptualized constructs. In the

present study t-test was employed to check the significance of demographic variable marital status on job satisfaction parameters. However, ANOVA was performed to check the significance level of demographic variable tenure on job satisfaction parameters.

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

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

Job Satisfaction items were allocated as per the analysis amongst the eleven factors as mentioned below:

Eleven Underlying Factors

Factor 1: marked as "Work Itself" includes 03 items: My work load is reasonable (factor loading 0.870), I find my job interesting (factor loading 0.876), My job is challenging (factor loading 0.912). Further, it was noted that the highest factor loading for Work Itself construct was for the item My job is challenging (factor loading 0.912). Based on the characteristics of the items loading the factor was named as Work Itself.

Factor 2: marked as "Resources" includes 05 items: There is fair availability of resources for employees (factor loading

0.833), Resources are available at my point of work (factor loading 0.836), My company continuously upgrades with the latest resources (factor loading 0.845), Resources are easily accessible (factor loading 0.857), Organization has sufficient resources (factor loading 0.878). Further, it was noted that the highest factor loading for Resources construct was for the item Organization has sufficient resources (factor loading 0.878). Based on the characteristics of the items loading the factor was named as Resources.

Factor 3: marked as "Working Conditions" includes 04 items: Organization provides safe & hygienic working conditions (factor loading 0.819), I am satisfied with my weekly offs, holidays and sick leaves (factor loading 0.831), My working shift hours are flexible to maintain work life balance (factor loading 0.832), My shift hours are appropriate (factor loading 0.850). Further, it was noted that the highest factor loading for Working Conditions construct was for the item My shift hours are appropriate (factor loading 0.850). 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 Job is considered important by my superiors (factor loading 0.752), Recognition parameters & policies of the organization are fair (factor loading 0.766), I get recognized when I perform outstandingly (factor loading 0.802). Further, it was noted that the highest factor loading for Recognition in Job construct was for the item I get recognized when I perform outstandingly (factor loading 0.802). Based on the characteristics of the items loading the factor was named as Recognition in Job.

Factor 5: marked as "Employees Benefits" includes 06 items: Uniform and laundering is totally free of cost (factor loading 0.712), Organization provides me a family health insurance (factor loading 0.727), Hotel provides Pick & drop service for night shift (factor loading 0.777), Family get-togethers and staff parties are organized (factor loading 0.785), Employee residence/HRA given (factor loading 0.788), Duty meals provided are of subsidized rates (factor loading 0.800). Further, it was noted that the highest factor loading for Employees Benefits construct was for the item Duty meals provided are of subsidized rates (factor loading 0.800). Based on the characteristics of the items loading the factor was named as Employees Benefits.

Factor 6: marked as "Pay/Salary" includes 05 items: Salary is always on time (factor loading 0.727), I get salary for what amount I sign for (factor loading 0.741), Incentives are satisfactory (factor loading 0.770), I am getting the market competitive salary in the organization (factor loading 0.778), Increments in salary are satisfactory (factor loading 0.788). Further, it was noted that the highest factor loading for Pay/Salary construct was for the item Increments in salary are satisfactory (factor loading 0.788). Based on the

characteristics of the items loading the factor was named as Pay/Salary.

Factor 7: marked as "Training and Development" includes 04 items: Organization provides enough training sessions (factor loading 0.717), Trainings for personality development are also given (factor loading 0.755), I am provided enough training scope for career enrichment (factor loading 0.769), My Company's training schedules fulfills my professional needs (factor loading 0.775). Further, it was noted that the highest factor loading for Training and Development construct was for the item My Company's training schedules fulfills my professional needs (factor loading 0.775). 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: I prefer to work in a team (factor loading 0.731), I owe my mistakes (factor loading 0.734), I have cordial relation with my peers (factor loading 0.737), Coworkers communication is clear (factor loading 0.738), My coworkers are supportive (factor loading 0.766). Further, it was noted that the highest factor loading for Co-ordination among the Co-workers construct was for the item My coworkers are supportive (factor loading 0.766). 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" includes 06 items: Superior is non-bias (factor loading 0.733), Superior acknowledges my hard work (factor loading 0.734), Superior has clear communication with all (factor loading 0.736), Behavior of superior affects my performance (factor loading 0.753), I feel free to put my thoughts in front of my superior (factor loading 0.771), I am comfortable with superior's working style (factor loading 0.778). Further, it was noted that the highest factor loading for Behavior of Superiors construct was for the item I am comfortable with superior's working style (factor loading 0.778). Based on the characteristics of the items loading the factor was named as Behavior of Superiors.

Factor 10: marked as "Career Growth" includes 04 items: I hardly see any chance of personal growth in this organization (factor loading 0.724), I get adequate training for self development (factor loading 0.725), Employee's promotion decision are handled fairly (factor loading 0.753), Promotional policies are good (factor loading 0.805). Further, it was noted that the highest factor loading for Career Growth construct was for the item Promotional policies are good (factor loading 0.805). Based on the characteristics of the items loading the factor was named as Career Growth.

Factor 11: marked as "Brand Satisfaction" includes 04 items: Employees are more secure in a branded property (factor loading 0.738), Branded properties takes more care of the employees (factor loading 0.751), I am working

with a Brand (factor loading 0.757), Working with Brand facilitates career prospects (factor loading 0.763). Further, it was noted that the highest factor loading for Brand Satisfaction construct was for the item Working with Brand facilitates career prospects (factor loading 0.763). Based on

the characteristics of the items loading the factor was named as Brand Satisfaction.

These results support Hypothesis 1 which specified that “There is a set of Job Satisfaction parameters most significantly used in Hotel Industry”.

Table 3: Factor Analysis Results

Job Satisfaction Parameters	Factor Loading	Eigen-Value	Variance Explained	Cron-bach's Alpha
Work Itself (WI)		3.533	7.2	0.917
1. My work load is reasonable	0.870			
2. I find my job interesting	0.876			
3. My job is challenging	0.912			
Resources (R)		3.640	7.4	0.928
4. There is fair availability of resources for employees	0.833			
5. Resources are available at my point of work	0.836			
6. My company continuously upgrades with the latest resources	0.845			
7. Resources are easily accessible	0.857			
8. Organization has sufficient resources	0.878			
Working Conditions (WC)		2.924	6.0	0.901
9. Organization provides safe & hygienic working conditions	0.819			
10. I am satisfied with my weekly offs, holidays and sick leaves	0.831			
11. My working shift hours are flexible to maintain work life balance	0.832			
12. My shift hours are appropriate	0.850			
Recognition in Job (RJ)		2.800	5.7	0.818
13. My Job is considered important by my superiors	0.752			
14. Recognition parameters & policies of the organization are fair	0.766			
15. I get recognized when I perform outstandingly	0.802			
Employees Benefits (EB)		3.394	6.9	0.894
16. Uniform and laundering is totally free of cost	0.712			
17. Organization provides me a family health insurance	0.727			
18. Hotel provides Pick & drop service for night shift	0.777			
19. Family get-togethers and staff parties are organized	0.785			
20. Employee residence/HRA given	0.788			
21. Duty meals provided are of subsidized rates	0.800			
Pay/Salary (P/S)		2.404	4.9	0.874
22. Salary is always on time	0.727			
23. I get salary for what amount I sign for	0.741			
24. Incentives are satisfactory	0.770			
25. I am getting the market competitive salary in the organization	0.778			
26. Increments in salary are satisfactory	0.788			
Training & Development (T&D)		2.775	5.7	0.840
27. Organization provides enough training sessions	0.717			
28. Trainings for personality development are also given	0.755			
29. I am provided enough training scope for career enrichment	0.769			

Job Satisfaction Parameters	Factor Loading	Eigen-Value	Variance Explained	Cron-bach's Alpha
30. My company's training schedules fulfills my professional needs	0.775			
Co-ordination among Co-workers (CC)		2.284	4.7	0.859
31. I prefer to work in a team	0.731			
32. I owe my mistakes	0.734			
33. I have cordial relation with my peers	0.737			
34. Coworkers communication is clear	0.738			
35. My coworkers are supportive	0.766			
Behaviors of Superiors (BOS)		2.276	4.6	0.886
36. Superior is non- bias	0.733			
37. Superior acknowledges my hard work	0.734			
38. Superior has clear communication with all	0.736			
39. Behavior of superior affects my performance	0.753			
40. I feel free to put my thoughts in front of my superior	0.771			
41. I am comfortable with superior's working style	0.778			
Career Growth (CG)		2.301	4.7	0.838
42. I hardly see any chance of personal growth in this organization	0.724			
43. I get adequate training for self development	0.725			
44. Employee's promotion decision are handled fairly	0.753			
45. Promotional policies are good	0.805			
Brand Satisfaction (BS)		1.821	3.7	0.839
46. Employees are more secure in a branded property	0.738			
47. Branded properties takes more care of the employees	0.751			
48. I am working with a Brand	0.757			
49. Working with Brand facilitates career prospects	0.763			
Total Variance			61.5%	

The outcomes of factor analysis also indicated that based on the results of the total variance explained by each factor in the total data sheet it could be summarized that the Brand Satisfaction was the least vital factor explaining 3.7% variance and the resources was the most vital factor explaining 7.4% variance.

These results support Hypothesis 1(H1) which indicates that "There is a set of Job Satisfaction parameters most significantly used in Hotel Industry" (H1 ACCEPTED).

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

In order to examine the effect of demographic variable Marital Status across the 11 variables of Job satisfaction extracted from the factor analysis, a t-test was performed as there were two groups in the Marital Status demography that is married and unmarried. The Hypothesis tested for this particular section was (H2) that "There is a significant difference between select Demographic Variables and Job Satisfaction of employees". To test the Hypothesis 2, t-test and ANOVA was performed on demographic variables and Job Satisfaction constructs.

Here the two select demographic variables namely Marital Status and Tenure significance is checked with the eleven recognized Job Satisfaction constructs.

Marital Status 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
		Lower	Upper							
Work Itself	Equal variances assumed	.793	.374	-.703	358	.483	-.05684	.08090	-.21594	.10226
	Equal variances not assumed			-.703	357.999	.483	-.05684	.08085	-.21585	.10217
Resources	Equal variances assumed	1.291	.257	1.958	358	.051	.14767	.07541	-.00063	.29597
	Equal variances not assumed			1.957	356.484	.051	.14767	.07545	-.00071	.29606
Working Conditions	Equal variances assumed	3.433	.065	.600	358	.549	.04536	.07564	-.10340	.19412
	Equal variances not assumed			.600	357.219	.549	.04536	.07554	-.10320	.19392
Recognition in Job	Equal variances assumed	2.027	.155	-.856	358	.392	-.06267	.07318	-.20659	.08125
	Equal variances not assumed			-.855	354.621	.393	-.06267	.07326	-.20675	.08141
Employees Benefits	Equal variances assumed	.066	.798	.992	358	.322	.06983	.07040	-.06861	.20828
	Equal variances not assumed			.992	357.690	.322	.06983	.07039	-.06860	.20827
Pay/Salary	Equal variances assumed	.433	.511	.142	358	.887	.00974	.06848	-.12493	.14442
	Equal variances not assumed			.142	357.972	.887	.00974	.06845	-.12488	.14437
Training & Development	Equal variances assumed	.740	.390	-1.635	358	.103	-.11584	.07087	-.25521	.02352
	Equal variances not assumed			-1.636	357.913	.103	-.11584	.07081	-.25509	.02341
Coordination among Co-workers	Equal variances assumed	.726	.395	-.344	358	.731	-.02260	.06574	-.15188	.10668
	Equal variances not assumed			-.344	357.926	.731	-.02260	.06568	-.15177	.10657
Behavior of Superiors	Equal variances assumed	.032	.858	.482	358	.630	.03243	.06725	-.09982	.16469
	Equal variances not assumed			.482	357.313	.630	.03243	.06726	-.09985	.16471
Career Growth	Equal variances assumed	.131	.718	-.263	358	.793	-.01871	.07116	-.15866	.12124
	Equal variances not assumed			-.263	357.929	.793	-.01871	.07114	-.15861	.12120
Brand Satisfaction	Equal variances assumed	.171	.680	1.685	358	.093	.11765	.06982	-.01965	.25495
	Equal variances not assumed			1.684	356.413	.093	.11765	.06985	-.01973	.25503

In order to test H2 or to check the impact of demographic variable marital status on 11 identified constructs of job satisfaction, we employed t-test. Table 4 exhibits the

outcomes of t-test, since the value of t-test for demographic variable marital status on Job Satisfaction constructs Work Itself, Resources, Working Conditions, Recognition

in Job, Employees Benefits, Pay/Salary, Training and Development, Co-ordination among the Co-workers, Behavior of Superiors, Career growth and Brand Satisfaction is greater 0.05 (5% significance level), therefore there is no significant difference on Job Satisfaction parameter with respect to demographic variable marital status. However, in case of demographic variable marital status on Job Satisfaction parameter Resources, the outcomes of Table 4 shows, the t-test value obtained was 1.958 (Sig P = 0.051), since the P-value of t-test is above 0.05 (5% significance level) but very close to it as Sig P = 0.051, which shows

the significance level of 10%, on resources parameter of job satisfaction with respect to demographic variable marital status.

In summarizing the results of Table 4, analysis of Marital Status on Identified Constructs, it has been identified that out of 11 job satisfaction constructs the demographic variable marital status is showing partially significant for only one construct that is Resources, which indicates that the outcomes of the present study are not in the direction of the Hypothesis H2.

Tenure and identified Constructs

Table 5: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Work Itself	Between Groups	2.332	3	.777	1.325	.266
	Within Groups	208.779	356	.586		
	Total	211.111	359			
Resources	Between Groups	2.269	3	.756	1.472	.222
	Within Groups	182.871	356	.514		
	Total	185.140	359			
Working Conditions	Between Groups	1.437	3	.479	.932	.425
	Within Groups	183.049	356	.514		
	Total	184.486	359			
Recognition in Job	Between Groups	2.016	3	.672	1.400	.242
	Within Groups	170.842	356	.480		
	Total	172.858	359			
Employees Benefits	Between Groups	.299	3	.100	.222	.881
	Within Groups	159.767	356	.449		
	Total	160.067	359			
Pay/Salary	Between Groups	.237	3	.079	.187	.905
	Within Groups	150.834	356	.424		
	Total	151.072	359			
Training & Development	Between Groups	1.011	3	.337	.740	.529
	Within Groups	161.960	356	.455		
	Total	162.971	359			
Co-ordination among Co-workers	Between Groups	1.350	3	.450	1.162	.324
	Within Groups	137.886	356	.387		
	Total	139.236	359			
Behavior of Superiors	Between Groups	6.029	3	2.010	5.120	.002
	Within Groups	139.740	356	.393		
	Total	145.768	359			
Career Growth	Between Groups	1.020	3	.340	.747	.525
	Within Groups	162.135	356	.455		
	Total	163.156	359			
Brand Satisfaction	Between Groups	2.212	3	.737	1.682	.170
	Within Groups	156.038	356	.438		
	Total	158.250	359			

In order to test Hypothesis 2 or to identify the influence of demographic variable Tenure on Identified Constructs, we employed ANOVA. Table 5 exhibits the results of ANOVA, since the P-value of demographic variable tenure on Job Satisfaction constructs Work Itself, Resources, Working Conditions, Recognition in Job, Employees Benefits, Pay/Salary, Training and Development, Co-ordination among the Co-workers, Career growth and Brand Satisfaction is greater 0.05 (5% significance level), therefore, there is no significant difference on Job Satisfaction parameter with respect to demographic variable tenure. However, in case of demographic variable tenure on Job Satisfaction parameter Behavior of Superiors, the results of Table 5 shows, the F ratio obtained was 5.120 (Sig P = 0.002), since the P-value of ANOVA is very much lower than 0.05 (5% significance level), thus there is a highly significant difference on Behavior of Superiors parameter with respect to demographic variable Tenure.

In summarizing the results of Table 5, analysis of Tenure on Identified constructs, it has been identified that out of 11 job satisfaction constructs the demographic variable Tenure is showing significant for only one construct that is Behavior of Superiors, which indicates that the outcomes of the present study are not in the direction of the Hypothesis H2.

Further, summarizing the outcomes of Table 4 and 5, it has been identified that in Table 4 the result shows that for the demographic variable marital status on 11 identified job satisfaction constructs there is no significant difference for none of the construct. However, Table 5 exhibits the result for the demographic variable tenure on the identified constructs, which shows that out of 11 constructs the demographic variable tenure is highly significant for the job satisfaction construct Behavior of Superiors. Thus, the analysis shows that the overall outcomes of the study are not in the direction of the Hypothesis 2.

The above discussed results do not support Hypothesis 2 (H2) that "There is a significant difference between select Demographic Variables and Job Satisfaction of employees" (H2 NOT ACCEPTED).

FINDINGS

The study disclosed that the demographic variable marital status is moderately significant on the job satisfaction parameter Resources as the t-test value obtained was 1.958 (Sig P = 0.051), which is very close to 0.05 (5% significance level) or it shows a significance level of 10%, which means that the organization must have ample resources for the employees for the smooth functioning of the organization which facilitates the guest service and in turn provides guest satisfaction & profit maximization. On the other hand, scarcity of resources disrupts the functioning of the organization which de-motivates the staff leading to guest

complaints and guest dissatisfaction, so it means that the resources of an organization plays a vital role in the effective functioning of an establishment.

The study also identified that the demographic variable tenure of service is highly significant on the job satisfaction parameter Behavior of Superiors as the F ratio obtained was 5.120 (Sig P = 0.002), which shows a very high significant level, which means that the organization must have good retention policies for the employees at all the levels because working together for a long time facilitates healthier bonding amongst the staff members which is beneficial for the organization, guests and the employees themselves. Further to state that, it helps the organization in building a brand image in the market as the employees are considered as the brand ambassador of the organization and also it saves the money spent on the repeated hiring of the employees.

This present study reveals that there is very less literature available in context with the job satisfaction of the employees in the Indian hotel industry and there is a great need to study the effect of various demographic variables on different job satisfaction parameters and how effectively the demographic variables and job satisfaction parameters can work in harmony to achieve the organizational objectives. Further, there is tremendous need to do empirical studies wherein, the researchers can use various statistical tools in order to check the reliability and validity of the said topic and to have better understanding of the employees job satisfaction in Indian hotel industry which will be useful for the policy makers of Indian hotel's human resource and the academicians for future research.

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