

---

# EMPIRICAL STUDY ON THE EFFECT OF JOB STRESS ON EMPLOYEES' SATISFACTION IN HOSPITALITY AND TOURISM EMPLOYEES IN WEST BENGAL, INDIA

---

**Nirmal Chandra Roy**

*Assistant Professor, Dept. of Business Administration (Human Resource), The University of Burdwan, West Bengal, India. Email: roynirmal5@gmail.com*

## Abstract

*In the contemporary epoch, the demands for hospitality and tourism services are swiftly increasing. Consequently, hotel employees are facing tremendous job pressure at the workplace. Such job pressure leads to job stress among them. However, this study aims to identify the effect of job stress on job satisfaction in hospitality and tourism employees in West Bengal, India. For the purpose of the study, feedback from 353 hotel employees has been considered. Factor analysis and multiple regression analysis have been performed using SPSS. Multiple regression analysis has been carried out to verify the associations between job stresses on job satisfaction. The study has identified five different factors of stress which are 'Working Hours', 'Expectations from Management', 'Social Role of Work', 'Leave and Work Load', 'Over Expectations of Management'. The study concludes with the findings that Working Hours, Over Expectations of Management, and Social Roles of Work are the "Eustress" factors for the hotel employees. On the other hand, Leave and Work Load and Expectations from Management are the "Distress" factors for the hotel employees. However, stress-free employees can perform better and if the employees feel satisfied, the ultimately organizational goals could be achieved smoothly. An organization should establish strong policies to guide employees towards a clear direction and organize frequent training programs for employees as a moderating stress treatment.*

**Keywords:** *Hotel Industry, West Bengal, India, Employees, Job Pressure, Job Stress, Job Satisfaction*

## **Introduction**

The hospitality industry is a people-centric industry dependent on the skills and performance of employees to deliver quality services to customers and achieve its objectives (Roy, 2023). Falling under the domain of the tourism industry, the hotels in India have immense potential to employ a significant number of employees considering their growth in recent years (Gautam, 2021). Customer satisfaction is the ultimate goal in the hotel sector because customer is regarded as a king in the hospitality industry. To satisfy the king in this sector, irregular and stretched working hours, heavy workloads, and rigid work schedules are arranged for the employees (Tan et al., 2020). Such work characteristics marked by irregular and stretched working hours, heavy workloads lead to impact directly on the job. However, the job of an employee in the hotel sector is highly demanding in terms of duties and responsibilities. Due to the rapid growth of the service sector, the global market becomes stiff competitive and the importance of customer satisfaction has been duly emphasized (Gupta & Garg, 2017). In hotels, the nature of work includes unexpected or unpredicted communications with guests, hard deadlines, night and long hours of work, the same nature of jobs, the higher emotional demands, etc. makes employees stressed (Kristensen et al., 2002). Employee dissatisfaction may arise from a variety of sources and dissatisfaction due to stress is one the common issues among the employee. Stress is found to be profoundly affecting our biology which in many ways leads to several challenges concerning to mental and physical health. The existing literature highlights that stress has a negative impact on productivity of employees on work, the culture of the company along with the ability of an organization to meet its holistic goals. Job stress leads to employees becoming exposed to performing more erroneously due to burnout, mental health concerns and frequent workplace related conflicts (Awasthi et al., 2020). Thus, assessing the employee satisfaction in terms of job stress is imperative in present context. To maintain sustainable development at the highest echelon in the company, job satisfaction becomes an imperative as it prevents staff turnover and fosters loyalty of employees (Heimerl et al, 2020). In addition, job satisfaction also plays an instrumental role towards maintaining the quality and service of the product ensuring better customer relationship and satisfaction which promotes company's performance in multifarious ways (Wang, 2020).

Thus, there is an imperative need to know the determinants of job stress and job satisfaction in the hotel sector. Job satisfaction in the hotel sector becomes imperative since a satisfied employee renders his or her best effort to fulfill the needs and wants of their guests. The satisfaction of employee in terms of their job gives the firm more opportunity to raise service quality and brand value (Roy, 2022). Thus, satisfied employees can perform better. Job performance also depends on the job stress to large extents. So, this paper synthesizes the existing literature on job stress and job satisfaction and identifies some key requisites that must be considered during the development of existing human resources in the hotel sector. Hence, it is imperative to know the role of job satisfaction on the employee and identify the predictors of job satisfaction. Further, examining whether these predictors can increase the productivity and profitability of an organization. For the purpose of the study, feedback from 353 hotel employees has been considered. Factor analysis and multiple regression analysis have been performed using SPSS. Multiple regression analysis has been carried out to verify the associations between job stresses on job satisfaction. The study has identified five different factors of stress which are 'Working Hours', 'Expectations from Management', 'Social Role of Work', 'Leave and Work Load', 'Over Expectations of Management'. The study has found that Working Hours, Over Expectations of Management, and Social Roles of Work is the "Eustress" factors for the hotel employees on the other hand Leave and Work Load and Expectations from Management are the "Distress" factors for the hotel employees. The remaining sections of this article proceed as follows. Section 2 delineates review of the available literatures. Section 3 provides focal objectives of the study. Section 4 provides brief notes about the field survey which include sample, sampling techniques, identification of the sample, data and empirical strategies. Section 5 offers the results of the empirical investigation. Section 6 presents discussions of the empirical results. Section 7 presents implications of the findings, and finally, section 8 presents conclusions and future dimensions of the study.

## **Literature Review**

Job stress is generally as apparent as lethargy. Therefore, the feeling of burnout while performing work weakens the zeal and enthusiasm of an employee to perform and accomplish superior presentations, which directly leads to mental and physical loss (Yong et al., 2020). Thus, stress is associated with the sensation that one finds it hard to complete their job (Chandran & Abukhalifeh, 2021; Wang, 2020). Widespread stress-related factors make an employee victim to burnout such as hostility, anxiety, frustration, and insecurity.

Job satisfaction to some extent depends on the effort required to do a job (Bello, 2021). Thus, effort, specifically, less effort is regarded as one of the important factors of job performance (Less effort). In the hospitality sector, employees possessed unique skills and these skills vary from individual to individual. Due to the requirement of the management and policy of the organization, employees are not able to utilize their skills to some extent and this creates huge mental pressure on the employee (Heimerl et al., 2020) (Self efficiency). Thus, acceptance of the existing policies may affect the job performance of the employee (Acceptance of the existing policy). The economy of West Bengal is based on agriculture (Roy & Biswas, 2018; Roy, 2022). To revamp the economy of the state, the government has initiated over the last 5 years to renovate the tourists' spots. However, due to the political turmoil in the state, the major tourists' places have experienced troubles in multiple ways (Sharma, 2017). Due to this most of the hotel authorities are not in a position to pay their salaries regularly. At the same time, the hospitality sector is frequently offering poor pay with unsatisfactory working conditions (Heimerl, et al., 2020). A lion's fraction of below standard earnings and negligible overtime payments forces the employees to bank on whatever alternative jobs are available (Ariza-Montes et al., 2019) (Salary). Considering the nature of work which is highly demanding, employees have work long hours in this sector (Ariza-Montes et al., 2019). Most of the employees in this sector are not in a mentally stable position since they are expected to work hard without getting paid in an adequate manner. Employment in the hotel industry include jobs like room service, housekeeping, guest service, frontline, etc. which necessitate long working hours leading to dissatisfaction among the employees (Working hours). The behavior of employees who feel highly motivated and have been appreciated and recognized by the organization play an instrumental role in ensuring organizational effectiveness and management of guest satisfaction in the hotels (Awasthi et al., 2020). Ill-treatment or misbehavior either with the guests or the peers or subordinates and junior staff creates a negative impact on the overall performance of the organization (Employee Behavior). Employees who are service oriented take their customers very seriously and do their best to meet the expectations of their customers so that superior service experience of the guests is ensured (Lee et al., 2006). These are possible due to the service excellence which employees acquire through their honest efforts (Service Excellence). The employees performing frontline jobs suffer from stress arising out of different sources like unexpected demands from the organization, unruly customers along with several other issues related arising out of work-family conflicts (Jin et al., 2021). Work- family conflict creates huge mental pressure on the employees which ultimately leads to their low performance (Roy, 2017) (Work-Family Conflicts). The hospitality sector is often being criticized for exceptional wage payments and pitiable conditions of work and there are studies which underscore the critical role of employee

empowerment strategies to combat such practices (Ruiz-Palomo et al., 2020). Adopting a similar approach, the findings by Tan et al. (2020) also highlight the significance of positive work environment along with the financial compensation being extended to the employees. When employees are offered incentives such as gifts, meals and are given opportunity to attend seminars and other events, these all increases the motivation of the employees (Ruiz-Palomo et al., 2020) (Employees' Motivation). However, the intensity of impact of these factors is largely dependent on the power of stress along with the stressors (Brenning et al., 2020). In the hotel sector, the employee turnover rate is relatively high. This phenomenon can be attributed to the nature of work in the hospitality industry which is increasingly harsh due to the ever increasing customer demands and expectations. Typical work in a hotel are marked by meeting hard deadlines, long working hours, unforeseen demands from the side of guests, repetitive work, frequently changing working shifts, low influence (control), erratic emotional demands, high workspace, and problems concerning work coordination (Kristensen et al., 2002) (Work itself). Working in the hotel sector can be stressful due to the existent pay rates which is inadequate as compared to the long working hour requirements in the industry (Lo & Lamm, 2005). The front line employees in the hospitality sector avail good physical work infrastructure whereas, in most of the cases, the back office employees are deprived of getting basic infrastructure such as proper ventilation, light, available spaces for them, etc. in the work place (Brenning et al., 2020) (Working Condition).

Job stress in the landscape of management research is gaining attention in recent years. Researchers have identified different types of stress and explored the reason which makes employees feel stressed in their jobs (Roy and Biswas, 2021). They have also suggested appropriate strategies to deal and manage stress (Pestonjee, 1992). Job stress, labor turnover, and burnout turn out to be the most frequently used words in the literature of human resources (Sharma et al., 2010). Enthusiastic researchers have stressed that there exists an indirect and direct cost of job stress which could escalate critical problems of workers, employers, and the community as a whole (Matteson & Ivancevich, 1982). Role ambiguity, lack of power, and conflict are some of the factors of stress (Burke, 2003; Nelson & Burke, 2000). Another group of researchers has identified stress as considerable issue in many businesses (Cooper & Cartwright, 1994; Varca, 1999; Ornelas & Kleiner, 2003). Role ambiguity arises when individuals have lack of information about their job requirements (Beehr et al., 1976; Ursprung, 1986; Cooper, 1991; Cordes & Dougherty, 1993; Dyer & Quine, 1998). Demographic factors have also added serious researchers' concerns (Burke, 2003). Demographic factors like the gender, race, ethnicity, educational background, age, marital status, etc. of employees also significantly influence job satisfaction and satisfaction (Elangovan, 2001; Bluedorn, 1979).

Job satisfaction is regarded as a positive cognitive process that arises from individuals' work experience (Locke, 1976; Spector, 1997). Currrivan, 2000 highlights that job satisfaction is a kind of multidimensional notion dependent on affective and cognitive state. Job satisfaction is integrating individual factors based on individuals' interaction with work (Bettencourt & Brown, 1997; Cunha, et al., 2007). This concept has been enlightened by characters including gender, age, income, job content (Padmakumar et al., 2011), promotions, the nature of peers and colleagues, supervision, physical spaces (Cunha et al., 2007), self-efficacy, internal control locus, self-esteem, emotional stability and emotional intelligence (Judge & Bono, 2001; Kafetsios & Zampekatis, 2008) (Job Role). In the literature on job satisfaction, some other studies have emphasized satisfaction in the workplace. Thomas and Ganster (1995) indicated that job dissatisfaction is highly influenced by psychological well-being. Judge and Bono (2001) mentioned that a moderate correlation exists between satisfaction and performance. Saari and Judge (2004) highlighted that good working condition leads to job satisfaction. In the hotel sector, in particular, satisfaction has been related to conditions of work (Poggi, 2010), the type of organization (Ogaard et al., 2008), and working hours (Ariza-Montes et al., 2019). Type of organization plays a pivotal role in employee satisfaction since management policy is largely depend on the type of organization which may be a line structure organization, line and staff organization, functional structure organization, matrix structure organization, etc. (Type of Organization). However, there are some literary evidences which highlight the positive role of job satisfaction on employee satisfaction in the service sector especially in hotels. Tablan, 2015 highlights work itself as one of the primary factors for employee satisfaction. In order to grow and develop as an individual and acquire social recognition and financial security, it is necessary to engage in meaningful work which in turn provides satisfaction to an employee (O'Toole & Lawler, 2008, as cited by Tablan, 2005) (Growth Opportunities). Thus, not only work, but 'meaningful work' is imperative for an employee to feel satisfied. The downside of this research work is that it is theoretical in nature and needs to be empirically investigated to gain widespread recognition as one of the factors leading to employee satisfaction (Social Recognition). The crucial contribution of the satisfied employees towards the production of world-class products and facilitating are the way towards satisfaction and customer loyalty (Eskildsen & Dahlgaard, 2000). Employee absenteeism rate can be reduced by the satisfied employees and increases loyalty towards the organization (Gohel, 2012; Roy, 2017). The positive relations between employee satisfaction, customer satisfaction, and organizational performance in the service industry have also been observed in the hospitality industry (Matzler & Renzl, 2007).

However, it is observed that a number of research studies were conducted in the hotel industry worldwide. In India, particularly in West Bengal, there is

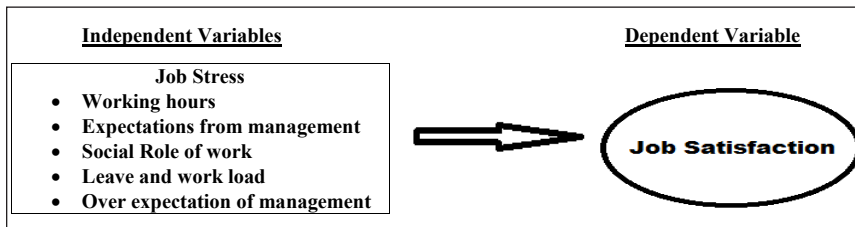
narrow work in this industry. Particularly there is limited work with reference to job stress and job satisfaction of the employees working in this industry in West Bengal, India. This aspect motivated the researcher to carry out this present study. However, the focal objective of present study is to explore the effect of job stress on job satisfaction of hospitality and tourism employees in West Bengal, India.

*Ho:* There will be no significant prediction of job satisfaction (JS) by the factors of job stress Working Hours (WH), Expectations from Management (EM), Social Role of Work (SRW), Leave and Work Load (LWL), and Over Expectations of Management (OEM).

*H1:* There will be significant prediction of job satisfaction (JS) by the factors of job stress Working Hours (WH), Expectations from Management (EM), Social Role of Work (SRW), Leave and Work Load (LWL), and Over Expectations of Management (OEM).

### **Conceptual Framework**

On the basis of the hypothesis formulated in the previous sub-section, the author has developed the following conceptual model. Job satisfaction of the hospitality and tourism employee is labeled as the dependent variable. Job stress of the hospitality and tourism employee and its factors has been labeled as independent variable.



**Fig. 1: Conceptual Framework**

### **Objectives of the Study**

The focal objectives in the present study are as follows:

To determine the factors affecting job stress and job satisfaction among the hotel employees in West Bengal, India.

To explore the relationship between different factors of stress with the job satisfaction of the hotel employees in West Bengal, India.

## **Methodology**

The present study intends to be descriptive in nature and is based on empirically testing the primary data. In the article, in addition to the descriptive research, cause-effect relationship has studied hence the present research can be termed as explanatory research. Primary data has been gathered from the sample respondents with the help of structured questionnaire through online mode. Collected data has been performed factor analysis and multiple regression analysis with the help of SPSS.

### ***Target Group***

The respondents of this present study were hotel employees of West Bengal, India. Respondents were selected randomly. In the study, only star categories of hotels have been considered. As per the National Integrated Database of Hospitality Industry (NIDHI), in West Bengal, there are 111 star categories of hotels. The total numbers of employees of these hotels are 8345. These employees are the target population in the study. However, by applying the Raosoft sample size calculator the required sample size is 368. Where, the Margin of error is 5% and Confidence level is 95%.

### ***Sampling Technique***

Front line hotel employees have been considered in the study. Stratified random sampling technique has been applied. Stratifications have been done based on the star category of the property. From each star category 3 hotels have been considered for the study. Finally, 15 hotels have participated in the survey. Each hotel was distributed 30 questionnaires i.e. 450 questionnaires were distributed. However, finally, 353 complete feedbacks in all aspects have been received. Hence, 353 is the sample size for the study.

## **Instruments**

Data were collected using structured questionnaires. For the purpose of the study, quantitative questions were set in the questionnaire individually for the job stress, and job satisfaction. These are discussed below:

For the purpose of measure the job stress, job stress questionnaire for employees (Altintas & Turanligil, 2018) has been considered. It consists of 19

most significant questions. Each question is scoring on a 10 point rating scale. Further, this 10 point scale has been classified into three different categories: Strongly Disagree (1-4), Agree Somewhat (5-7), and Strongly Agree (8-10). However, factor analysis has been conducted to reduce the dimensions of stress.

For the purpose of measuring the level of job satisfaction of employees in the hotel sector, 20 variables were identified initially. Then questionnaire was designed considering 20 variables and measured them by using 5 points Likert scale. However, the identified variables are Less effort, Acceptance of the existing policy, Salary, Working hours, Employees behaviors, Service excellence, Family conflict, Organizational justice, Employees' motivation, Emotional intelligence and intellectual capital, Working condition, Type of organization, Work itself, Work-family balance, Psychological empowerment, Self efficiency, Salaries and responsibilities, Growth opportunities, and Socialization.

### ***Techniques for Analysis***

Factor analysis has been carried on to identify the significant factors among employees on job stress and job satisfaction. Multiple regressions have been ascertained to substantiate association between different factors of stress with job satisfaction among the hotel employees. SPSS-23 has used to conduct factors analysis and multiple regressions analysis.

### ***Area of Study***

The present study has been undertaken in West Bengal which forms the eastern part of India and is the fourth-most populous State in the country. Kolkata serves as the capital of the State (Roy et al., 2023). The State of West Bengal is comprised of two broad natural regions: the sub-Himalayan and Himalayan area in the north and the Gangetic Plain in the south (Roy, 2022). The State proudly locates India's one of the most preferred travel destinations like the Darjeeling Himalayan hill region, Sandakphu, the highest peak of the state (3,636 m or 11,929 ft) and the Sundarbans mangrove forests are in West Bengal.

### ***Period of Survey***

The survey has been conducted during July 2019 to January 2020.

## Results

### *Demographic Characteristics of the Sample*

The respondents principally consist of male and female hotel employees, 54.67 percent comprised of male employees. A substantial share of these (32.01 per cent) were in the age group of 39-48 years. As far as educational qualification is concerned, a majority of them (29.17 per cent) possess a Diploma in Hotel Management followed by Three Years Degree in Hotel Management (19.54 per cent), Tourism Management (17.56 per cent), and Masters in Hotel Management (14.16 per cent). In terms of their experience, a majority of them possess 5-8 years of experience (36.26 per cent), followed by 8-11 years (28.32 per cent), 2-5 years (19.54 per cent), and Up to 2 years (15.86 years). However, in the following table detailed demographic characteristics of the respondents have been shown:

**Table 1: Demographic Characteristics**

Age	N = 353	Percentage
19-28 years	72	20.39
29-38 years	79	22.37
39-48 years	113	32.01
Above 49 years	89	25.21
Sex		
Male	193	54.67
Female	160	45.32
Educational Qualifications		
Diploma in HM	103	29.17
Three Years Degree in HM	69	19.54
Masters in HM	50	14.16
Tourism Management	62	17.56
Others	69	19.54
Experiences		
Up to 2 years	56	15.86
2-5 years	69	19.54
5-8 years	128	36.26
8- 11 years	100	28.32

**Table 2: Total Variance Explained**

Components	Total Variance Explained									
	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			
	Total	Per cent of Variance	Cumulative Per cent	Total	Per cent of Variance	Cumulative Per cent	Total	Per cent of Variance	Cumulative Per cent	
1	5.585	27.934	27.934	6.585	27.934	29.934	5.062	23.010	23.010	
2	4.860	19.543	47.477	3.860	19.543	47.477	3.693	16.787	39.796	
3	2.377	10.803	58.280	2.377	10.803	58.280	2.816	12.798	52.594	
4	1.916	8.709	66.989	1.916	8.709	66.989	2.267	10.304	62.898	
5	1.288	5.856	72.845	1.288	5.856	72.845	2.188	9.947	72.845	

## ***Factors Affecting Job Stress among the Hotel Employees***

### **Factor Analysis**

The study reveals that the KMO value is .822. It implies that the sample size is adequate. It is also apparent that since the significance value is .000 which is less than 0.05, the Bartlett's test is well significant and we may carry on with Factor Analysis. Further, the Cronbach's alpha for all items are greater than 0.70 which is (.823) significantly desirable.

The Table 2 exposes that five factors can explain 72.845 per cent of the cumulative variance. Therefore, majority of the characteristic of the collected data can be expressed through said five factors. Here, the Principle Component Analysis for extracting the characteristics and Varimax with Kaiser Normalization for rotation method have been used. The following table shows the variables which have been clubbed together and take the form the factor.

**Table 3: Rotated Component Matrix**

	<b>Component</b>				
	<b>Component</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	.859				
Q2	.855				
Q8	.813				
Q11	.765				
Q12	.746				
Q13	.734				
Q3		.808			
Q5		.791			
Q6		.781			
Q9		.658			
Q4			.790		
Q7			.676		
Q10			.671		
Q14			.632		
Q16				.896	
Q17				.886	
Q18				.604	
Q15					.678
Q19					.621

Table 3 exposes that the first factor of job stress clubbed with six variables, this is named as 'Working Hours'. The second factor clubbed with four variables, this factor is named as 'Expectations from Management'. The third factor clubbed with four variables, this factor is named as 'Social Role of Work'. The fourth factor clubbed with three variables, this factor is labeled as 'Leave and Work Load'. The last i.e. fifth factor clubbed with two variables, this factor is named as 'Over Expectations of Management'.

***Factors Affecting Job Satisfaction among the Hotel Employees***

From the extensive review of the existing literature, 20 variables of employees job satisfaction in the hotel industry has been identified first and then measured them with help of Likert's five point scale. Where, 1 implies 'strongly disagree' and 5 implies 'strongly agree'.

However, the value of KMO of Job satisfaction has been observed 0.888 which implies sufficient size of sample.

**Table 4: Total Variance Explained for Job Satisfaction**

<b>Total Variance Explained</b>									
<b>Components</b>	<b>Initial Eigen Values</b>			<b>Extraction Sum of Squared Loadings</b>			<b>Rotation Sum of Squared Loadings</b>		
	<b>Total</b>	<b>% of variance</b>	<b>Cumulative</b>	<b>Total</b>	<b>% of variance</b>	<b>Cumulative</b>	<b>Total</b>	<b>% of variance</b>	<b>Cumulative</b>
1	8.598	42.990	42.990	8.598	42.990	42.990	5.028	25.142	25.142
2	2.855	14.775	57.766	2.955	14.775	57.766	4.248	21.238	46.380
3	2.071	10.355	68.121	2.071	10.355	68.121	3.325	16.626	63.005
4	1.460	7.302	75.423	1.460	7.302	75.423	2.484	12.418	75.423

The above table exposes that four factors can explain 75.423 per cent of the cumulative variance. Therefore, majority of the characteristic of the collected data can be expressed through said four factors. Here, the Principle Component Analysis for extraction and Varimax with Kaiser Normalization for rotation method have been used. The following table shows the variables which have been clubbed together and take the form the factor.

**Table 5: Rotated Component Matrix of Job Satisfaction for Job Satisfaction**

Rotated Component Matrix				
	Components			
	1	2	3	4
Working condition	.895			
Work itself	.887			
Work-family balance	.834			
Socialization	.831			
Less efforts	.745			
Job role	.703			
Service excellence	.673	.506		
Acceptance of the existing policy		.832		
Best possible salary		.804		
Employee behavior		.783		
Organizational justice		.761		
Affective commitment		.693		
Type of organization		.661		
Working hour			.892	
Salaries and responsibilities			.850	
Self efficiency			.833	
Growth opportunities			.832	
Emotional intelligence and intellectual capital				.877
Psychological empowerment				.835
Family conflict				.815

Above table exposes that the first factor of job satisfaction clubbed with seven variables and is named as 'Job itself'. The second factor clubbed with six variables and named as 'Organizational policy'. The third factor clubbed with four variables and is named as 'Compensation and benefits'. The fourth factor clubbed with three variables and is labeled as 'Employee psychology'.

### ***Relationship between Factors of Stress with Job Satisfaction***

In this segment, an attempt has been drawn up to appraise the level of relationship between the five factors of job stress with the job satisfactions of employees in the hotel industries with the help of multiple regression analysis. However, first of all, normality test has been performed and the result of normality has confirmed that parametric test can be performed i.e. data set is somehow normally distributed. Multiple Regression Analysis has been applied to appraise how independent variable affects the dependent variables in the study. Finally, a model has been established based on the Multiple Regression equation:  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_mX_m$

Y is the dependent variable and 'a' is the regression constant estimation.  $b_1, b_2, b_3, \dots, b_m$  are the regression coefficient estimations of 'm' number of independent variables  $X_1, X_2, X_3, \dots, X_m$ . Where,

Y Job satisfaction (JS)

X1 Working Hours (WH)

X2 Expectations from Management (EM)

X3 Social Role of Work (SRW)

X4 Leave and Work Load (LWL)

X5 Over Expectations of Management (OEM)

Here, dependent variable (JS) is taken the overall score of the factors of job satisfaction. On the other hand the extracted factors of job stress have been considered as independent variables.

#### **Multiple Regression Analysis**

Here, dependent variable has been taken as job satisfaction and all the extracted factors of job stress from the factor analysis have been considered as independent variables which are Working Hours (WH), Expectations from Management (EM), Social Role of Work (SRW), Leave and Work Load (LWL), and Over Expectations of Management (OEM). The result of multiple regression analysis has been presented as follows:

**Table 6: Model Summary**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.900 <sup>a</sup>	.817	.809	.26681	.817	258.242	5	300	.000
a. Predictors: (Constant), WH, EM, SRW, LWL, OEM									
b. Dependent Variable: JS									

From Table 6, it is observed that the adjusted R square value in this case is .809. This value indicates that the five independent variables in the model account for 80.9 per cent variance in the dependent variable i.e., job satisfaction. There are factors other than these five factors to predict the dependent variable. However, this model is fit since the value of F is statistically significant (.000).

**Table 7: Result of ANOVA**

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.423	5	17.485	257.042	.000
	Residual	20.407	300	.068		
	Total	107.830	305			
a. Dependent Variable: JS						
b. Predictors: (Constant), WH, EM, SRW, LWL, OEM						

From the above table it is observed that the significance level is 0.000 ( $p=0.000<0.05$ ). This confirms that the regression model offers the probability of less than 0.001 percent of giving wrong prediction. Hence, the regression model is a suitable prediction model for explaining the independent variables.

**Table 8: Result of Regression Coefficients**

Coefficients						
Model	B	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta			
1	(Constant)	.676	.134		5.062	.000
	WH	.060	.004	.441	14.298	.000
	EM	-.059	.005	-.308	-11.774	.000
	SRW	.101	.011	.237	8.963	.000
	LWL	-.089	.009	-.268	-9.997	.000
	OEM	.109	.012	.283	9.303	.000

a. Dependent Variable: JS

In the study, independent variables have explained 80.9 per cent fluctuation of dependent variable. The p values are also found to be significant. One unit change in Working Hours (WH) leads to .060 units of positive changes in job satisfaction. So, positive change in working hours leads to more positive job satisfaction. One unit change in Expectations from Management (EM) results in .059 units of negative change in job satisfaction. One unit changes in Social Role of Work (SRW) results in .101 units of change in job satisfaction. One unit change in Leave and Work Load (LWL) leads to .089 units of negative changes in job satisfaction. One unit change in Over Expectation of Management (OEM) leads in .109 units of positive changes in job satisfaction. However, from the regression equation this is clear that Expectations from Management and Leave and Work Load have the negative impact on Job Satisfaction.

Further, the above table reveals that all the p values are significant ( $p < 0.05$ ). Hence, the stated hypothesis, there will be no significant prediction of Job Satisfaction (JS) by the Working Hours (WH), Expectations from Management (EM), Social Role of Work (SRW), Leave and Work Load (LWL), and Over Expectations of Management (OEM), is rejected. Working Hours (WH), Expectations from Management (EM), Social Role of Work (SRW), Leave and Work Load (LWL), and Over Expectations of Management (OEM) are the significant predictors but Expectations from Management and Leave and Work Load have negative impact on Job Satisfaction.

**The Fitted Model is:**

$$JS = 0.676 + 0.060 WH + (- 0.059 EM) + 0.101 SRW + (- 0.089 LWL) + 0.109 OEM$$

**Discussions**

The study proves that job satisfaction is greatly influenced by job stress. The stress factors such as Working Hours, Expectations from Management, Social Role of Work, Leave and Work Load, and Over Expectations of Management are the statistically momentous predictors of Job satisfaction in the hotel industry. However, Working Hours, Social Role of Work, and Over Expectations of Management have a positive impact on job satisfaction for the hotel employees. Opposite to this, Expectations from Management and Leave and Work Load negatively affects job satisfaction. Hence, a low level of job stress indicates high job satisfaction and high performance and vice versa. The study further asserts that all the factors of stress are not positively correlated with job satisfaction.

**Implications**

The nature of job performed by the front line hotel employees are the best caring of their guests and for this purpose, they have to perform beyond their duty schedule. They provide a wide variety of services i.e. they perform irrespective of the social role of work. These services include bell boys or porters, concierges, housekeeping, room service, waiter/waitress, etc. The hotel authorities always make an effort to satisfy their guest at any cost and thus employees of the hotel industry are working under the pressure of the employer (Keijsers et al., 1995). The management and employee of this industry render services under the universal principles of ‘Guest is God’. However, according to the study, in spite of work beyond the scheduled hour, the social role of work, and pressure from the management, hotel employees put their best to make happy of their customers. Hence, Working Hours (WH), Over Expectations of Management (OEM), and Social Role of Work (SRW) can be termed as “Eustress” factors for the hotel employees. On the other hand, expectations from management and leave and workload factors make them fade up. Due to the seasonal nature of their work, they have limited opportunities to spend or celebrate during the festive season with their family members and friends. Further, their workload is high to some extent since they have to satisfy their guest at any cost. Hence, as per the study, Leave and Work

Load (LWL), and Expectations from Management (EM) are the “Distress” factors for employees employed in the hotel industry. Thus, the findings of the present study substantiate research findings by Pluut et al., 2022.

On the other hand, expectations from management and leave and workload factors make them fade up. Due to the seasonal nature of their work, they have limited opportunities to spend or celebrate during the festive season with their family members and friends. Further, their workload is high to some extent since they have to satisfy their guest at any cost. Hence, as per the study, Leave and Work Load (LWL), and Expectations from Management (EM) are the “Distress” factors for the hotel employees. The research findings of the present study are supported by the findings of Pluut et al., 2022. However, the unique contribution of this present article is that factors such as Working Hours (WH), Over Expectations of Management (OEM), and Social Role of Work (SRW) have been studied as “Eustress” factors for the hotel employees. These aspects have not been unveiled in the previous studies.

However, the unique contribution of this present article is that factors such as Working Hours (WH), Over Expectations of Management (OEM), and Social Role of Work (SRW) have been studied as “Eustress” factors for the hotel employees. These aspects have not been unveiled in the previous studies.

However, the management of the hotel should initiate minimizing workplace stress of their employees. There are so many reasons for workplace stress; the most imperatives of them are the expectation of job role, job role clarity, etc. Besides, workload, control over work, interpersonal relationships, managerial support, organizational policies, and working hours are needed to be considered by the management during making their personnel policies. Thus, stress-free employees can perform better and this could help them to feel satisfaction and ultimately organizational goals could be achieved smoothly. An organization should establish a strong policy to guide the employees in a clear direction and organize training programs for employees as a moderating stress treatment. The leadership style should design in such a way that can help employees to reduce their sources of stress. The hours of work and workload must be set in a much more customized way. Working climate and culture, infrastructure, activity, and compensation policy should be observed and retained.

## Conclusions and Future Research Direction

The hotel industry which tends to be employee-centric in nature, management of stress becomes an absolute necessity for employees. The present study confirms that Eustress has direct positive relations with the job satisfaction of employees. This finding is supported by the findings of Heimerl, 2020 and Roy, 2023. The findings of the study reveal that Working Hours (WH), Over Expectations of Management (OEM), and Social Role of Work (SRW) positively influence job satisfaction and since Expectations from Management (EM) and Leave and Work Load (LWL) negatively affect job satisfaction, these aspects should be taken care of by the management. These two factors of stress could lead to negative organizational performance. The same findings have been observed in the existing literature. Additionally, the matters of workload and working hours are also imperative but have interestingly been disapproved and ignored in management literature. This may be attributed to the highly demanding nature of the industry and signs of slow improvement are manifested in recent years. The other two factors of stress are partially important to employee job satisfaction as per the findings in the existing literature. This present study restricts to the West Bengal of India only. In the study, lower levels of hotel employees (front line) have been considered as sample respondents. However, the same model of study can be carried to the entire hospitality industry in India to know the determinants of job stress and job satisfaction. Thus, in the future course, management researchers can extend the present study.

## Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

## References

- Ahmed, Z. U., & Krohn, F. B. (1992). Marketing India as a tourist destination in North America - Challenges and opportunities. *International Journal of Hospitality Management*, 11(2), 89-98.
- Altintas, V., & Turanligil, F. (2018). Hotel employees' perceptions of stress factors. *International Journal of Applied Engineering Research*, 12(2), 1432-1441.

- Balci, A. (2000). *Öğretim elemanının iş stresi kuram ve uygulama*. Ankara: Nobel Yayın Dağıtım.
- Bartlett, D. (1998). *Stress: Perspectives and processes*. Open University Press.
- Beehr, T., Walsh, J., & Taber, T. (1976). Perceived situational moderators of the relationship between subjective role ambiguity and role strain. *Journal of Applied Psychology*, 61(1), 35-40. doi:<https://doi.org/10.1037/0021-9010.61.1.35>
- Bettencourt, L., & Brown, S. (1997). Contact employees: Relationship among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73, 39-61.
- Bluedorn, A. (1979). Structure, environment, and satisfaction: Toward a causal model of turnover from military organizations. *Journal of Military and Political Sociology*, 7, 181-207.
- Brenning, K. M., De Clercq, B., Wille, B., & Vergauwe, J. (2020). Towards a fine-grained analysis of the link between borderline personality pathology and job burnout: Investigating the association with work-family conflict. *Personality and Individual Differences*, 162, 110030.
- Burke, R. (1988). Sources of managerial and professional stress in large organizations. *Causes, Coping and Consequences of Stress at Work*, 77-114. doi:<https://doi.org/10.1108/01443330310790679>
- Burke, R. (2003). Nursing staff attitudes following restructuring: The role of perceived organizational support, restructuring processes and stressors. *International Journal of Sociology and Social Policy*, 23(8/9), 129-157.
- Chandran, K. S., & Abukhalifeh, A. N. (2021). Systematic literature review of research on work-life balance in hospitality industry since millennium. *Review of Integrative Business and Economics Research*, 10(1), 14-33.

- Cohen, S. (1980). Aftereffects of stress on human performance and social behavior: A review of research and theory. *Psychological Bulletin*, 88(1), 82-108. doi:<https://doi.org/10.1037//0033-2909.88.1.82>
- Cooper, C. (1991). Stress in organizations. In M. Smith (Ed.), *Analysing Organizational Behaviour*. London: MacMillan.
- Cooper, C., & Cartwright, S. (1994). Stress-management interventions in the workplace: Stress counselling and stress audits. *British Journal of Guidance and Counselling*, 22(1), 65-73.
- Cordes, C., & Dougherty, T. (1993). A review and an integration of research on job burnout. *Academy of Management Review*, 18(4), 621-656.
- Cunha, M. P., Rego, A., Cunha, R. C., & Cabral-Cardoso, C. (2007). *Manual de Comportamento organizacional e Gestão*. Lisboa: Editora RH.
- Currivan, D. (2000). The causal order of job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management*, 9, 495-524. doi:[https://doi.org/10.1016/0278-4319\(92\)90003-E](https://doi.org/10.1016/0278-4319(92)90003-E)
- Dyer, S., & Quine, L. (1998). Predictors of job satisfaction and burnout among the direct care staff of a community learning disability service. *Journal of Applied Research in Intellectual Disabilities*, 11(4), 320-332. doi:<https://doi.org/10.1111/j.1468-3148.1998.tb00040.x>
- Elangovan, A. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: A structural equations analysis. *Leadership & Organization Development Journal*, 22(4), 159-165. doi:<https://doi.org/10.1108/01437730110395051>
- Eskildsen, J. K., & Dahlgard, J. J. (2000). A causal model for employee satisfaction. *Total Quality Management*, 11(8), 1081-1094.
- Gautam, P. (2021). The effects and challenges of COVID-19 in the hospitality and tourism sector in India. *Journal of Tourism & Hospitality Education*, 11, 43-63.

- Gohel, K. (2012). Psychological capital as a determinant of employee satisfaction. *International Refereed Research Journal*, 3(36), 34-37.
- Gupta, K., & Garg, I. (2017). Investigation of job satisfaction among employees - A case of hospitality industry in Ambala (India). *Voice of Research*, 6(1), 50-61.
- Hales, C., & Nightingale, M. (1986). What are units managers supposed to do? A contingent methodology for investigating managerial role requirements. *International Journal of Hospitality Management*, 5, 3-11.
- Hechanova, M. R. M., Alampay, R. B. A., & Franco, E. P. (2006). Psychological empowerment, job satisfaction and performance among Filipino service workers. *Asian Journal of Social Psychology*, 9, 72-78.
- Huang, Y. H., Hammer, L. B., Neal, M. B., & Perrin, N. A. (2004). The relationship between work-to-family conflict and family-to-work conflict: A longitudinal study. *Journal of Family and Economic Issues*, 25(1), 79-100.
- Jaipuria, S., Parida, R., & Ray, P. (2021). The impact of COVID-19 on tourism sector in India. *Tourism Recreation Research*, 46(2), 245-260. doi:<https://doi.org/10.1080/02508281.2020.1846971>
- Jamal, M. (1984). Job stress and job performance controversy: An empirical assessment. *Organizational Behavior and Human Performance*, 33(1), 1-21. doi:[https://doi.org/10.1016/0030-5073\(84\)90009-6](https://doi.org/10.1016/0030-5073(84)90009-6)
- Judge, T., & Bono, J. (2001). Relationship of core self-evaluations traits-self-esteem, generalized self-efficacy, locus of control, and emotional stability-with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86, 80-92.
- Kafetsios, K., & Zampetakis, L. (2008). Emotional intelligence and job satisfaction: Testing the mediatory role of positive and negative affect at work. *Personality and Individual Differences*, 44, 712-722.
- Karatepe, O. M., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006). The effects of selected individual characteristics

on frontline employee performance and job satisfaction. *Tourism Management*, 27, 547-560.

- Keijsers, G., Schaufeli, W., Le Blanc, P., Zwerts, C., & Miranda, D. (1995). Performance and burnout in intensive care units. *Work and Stress*, 9(4), 513-527. doi:<https://doi.org/10.1063/1.3033202>
- Kristensen, T., Hannerz, T., & Tuchsén, F. (2002). Hospitalisation among employees in the Danish hotel and restaurant industry. *European Journal of Public Health*, 12, 192-197.
- Lee, C., Song, H., Lee, H., Lee, S., & Bernhard, B. (2013). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, 406-415.
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago. Rand McNally.
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: A systematic review. *International Journal of Nursing Studies*, 49(8), 1017-1038. doi:<https://doi.org/10.1016/j.ijnurstu.2011.11.009>
- Matteson, M. T., & Ivancevich, J. M. (1982). *Managing job stress and health: The intelligent person's guide*. Free Press: New York.
- Matzler, K., & Renzl, B. (2007). Personality traits, employee satisfaction and affective commitment. *Total Quality Management*, 18(5), 589-598.
- Mazler, K., & Renzl, B. (2007). Assessing asymmetric effects in the formation of employee satisfaction. *Tourism Management*, 28, 1093-1103.

- McNamara, T., Pitt-Catsouphes, M., Matz-Costa, C., Brown, M., & Valvour, M. (2013). Across the continuum of satisfaction with work-family balance: Work hours, flexibilityfit, and work-family culture. *Social Science Research, 42*, 283-298.
- McVicar, A. (2003). Workplace stress in nursing: A literature review. *Journal of Advanced Nursing, 44*(6), 633-642. doi:<https://doi.org/10.1046/j.0309-2402.2003.02853.x>
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behaviour in hospitality industry. *International Journal of Hospitality Management, 29*, 33-41.
- Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationship between work-family conflicts and job satisfaction among hospitality employees in India. *Tourism Management, 28*, 1212-1223.
- Nelson, D., & Burke, R. (2000). Women executives: Health, stress, and success. *The Academy of Management Executive* (1993-2005), *14*(2), 107-121.
- Ogaard, T., Marnburg, E., & Larsen, S. (2008). Perceptions of organizational structure in the hospitality industry: Consequences for commitment, job satisfaction and perceived performance. *Tourism Management, 29*, 661-671.
- Ornelas, S., & Kleiner, B. (2003). New developments in managing job related stress. *Equal Opportunities International, 22*(5), 64-70. doi:<https://doi.org/10.1108/02610150310787504>
- O'Toole, J., & Lawler, E. E. (2006). *The new American workplace*. New York: Palgrave Macmillan.
- Padmakumar, R., Swapna, B., & Gantasala, V. (2011). Work environment, service climate, and customer satisfaction: Examining theoretical and empirical connections. *International Journal of Business and Social Sciences, 2*, 121-132.

- Pestonjee, D. (1992). *Stress and coping: The Indian experience*. New Delhi, India: Sage Publication.
- Poggi, A. (2010). Job satisfaction, working conditions and aspirations. *Journal of Economic Psychology*, 31, 936-949.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245-259.
- Roy, N. C. (2017). Factors affecting of industrial relations in Indian tea industry: A study on the North Bengal region of West Bengal. *Asian Journal of Management*, 8(3), 375-378.
- Roy, N. C. (2017). Determinants of industrial relations in Indian tea industry: A study on the Dooars region of West Bengal. *Researchers World-Journal of Art, Science & Commerce*, 8(2), 93-96.
- Roy, N. C., & Biswas, D. (2018). Closed tea estates: A case study on the dooars region of West Bengal, India. *Vision – The Journal of Business Perspective*, Sage Publications, 22(3), 329-334.
- Roy, N. C., & Biswas, D. (2021). *Human resource management in the Indian tea industry*. Routledge: UK.
- Roy, N. C. (2022). Factors influencing industrial relations in the Indian tea industry: Study in the Darjeeling, Terai, and Dooars Region. *International Journal of Indian Culture and Business Management*, 25(1), 72-85.
- Roy, N. C. (2022). Determinants of Customer Satisfaction in the Indian Telecommunication Industry: Study in West Bengal and Assam Region. *International Journal of Indian Culture and Business Management*, 27 (4), 534-548.
- Roy, N. C. (2022). Impact of COVID-19 on the migrant worker livelihood: Study in the Jalpaiguri region, India. *International Journal of Service, Economics and Management*, 13(3), 243-258.

- Roy, N. C. (2023). Job stress and employees' satisfaction in the hospitality and tourism sector of North East India. *ASEAN Journal on Hospitality and Tourism*, 21(3), 254-268.
- Roy, N. C., Biswas, D., & Dey, A. (2023). Examining the influence of Small tea cultivation (STC) on the earnings of the Bangladeshi migrants' farmers in Jalpaiguri districts of West Bengal, India. *Vikalpa: The Journal for Decision Maker*, 49(1), 1-11.
- Saari, L., & Judge, T. (2004). Employee attitudes and job satisfaction. *Human Resources Management*, 43, 395-407.
- Sharma, A., Verma, S., Verma, C., & Malhotra, D. (2010). Stress and burnout as predictors of job satisfaction among lawyers. *European Journal of Social Sciences*, 14(3), 348-359.
- Sledge, S., Miles, A. K., & Copping, S. (2008). What role does culture play? A look at motivation and job satisfaction among hotel workers in Brazil. *The International Journal of Human Resource Management*, 19, 1667-1682.
- Spector, P. (1997). *Job satisfaction, application, assessment, causes and consequences*. United Kingdom: Sage.
- Statista. (2020). Retrieved from <https://www.statista.com/statistics/1104835/coronavirus-travel-tourism-employment-loss/>
- Tablan, F. (2015). Catholic social teachings: Toward a meaningful work. *Journal of Business Ethics*, 128(2), 291-303.
- Tan, K.-L., Sim, P.-L., Goh, F.-Q., Leong, C.-M., Ting, H. (2020). Overwork and overtime on turnover intention in non-luxury hotels: Do incentives matter? *Journal of Hospitality and Tourism Insights*, 3(4), 397-414. doi:<https://doi.org/10.1108/JHTI-09-2019-0104>
- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*, 80, 6-15.
- Troup, C., & Dewe, P. (2002). Exploring the nature of control and its role in the appraisal of workplace stress. *Work and Stress*, 16(4), 335-355. doi:<https://doi.org/10.1080/0267837021000056913>

- Tutar, H. (2004). *Kriz ve stres yönetimi*. Ankara: Seçkin Yayınları.
- Ursprung, A. (1986). Incidence and correlates of burnout in residential service settings. *Rehabilitation Counseling Bulletin*, 29, 225-239.
- Varca, P. (1999). Work stress and customer service delivery. *Journal of Services Marketing*, 13(3), 229-241. doi:<https://doi.org/10.1108/08876049910273853>
- Vijayakumar, N., & Vivek, S. (2018). A study on the job satisfaction of employees in the Hospitality industry. *International Journal of Pure and Applied Mathematics*, 118(20), 4235-4240.
- Wang, C. J. (2020). Managing emotional labor for service quality: A cross-level analysis among hotel employees. *International Journal of Hospitality Management*, 88, 102396.
- Wheatley, R. (2000). *Taking the strain: A survey of managers and workplace stress*.
- Yang, J. (2010). Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*, 29, 609-619.
- Yong, Y., Yang, F., Cao, J., & Feng, B. (2020). The multilevel mechanism of multifocal service. *International Journal of Environmental Research and Public Health*, 17, 2-21.
- Youssif, A. R., Eid, N. M., & Safan, S. M. (2017). Staff performance appraisal system and its relation to their job satisfaction and empowerment: Developing performance appraisal tool. *IOSR Journal of Nursing and Health Science*, 6(2), 17-27. doi:<https://doi.org/10.9790/1959-0602091727>