

A STUDY OF JOB SATISFACTION LEVEL OF SELECTED LUXURY HOTEL EMPLOYEES IN KOLKATA CITY

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ABSTRACT

In the current Indian business scenario, Job satisfaction is one of the most talked about factor which has drawn the attention of managers in the organization. Various studies have already been undertaken to analyze the factors which determine the job satisfaction level and how it influences the productivity & efficiency of employees in the organization. In the current competitive environment, job satisfaction has become a prime concern for the senior officials as it directly influences the productivity & efficiency of employees. It is believed that the satisfaction level of employees is directly proportional to an organization's performance & productivity. Though the hospitality industry in India is growing at a very fast pace & has very high growth prospects in future, yet the industry is experiencing high level of employee turnover throughout the country due to increasing employee dissatisfaction in the hotels. The study also attempts to analyze the opinion of employees towards the working life in the hotels. Unsatisfied employees either leave the job early or continue their job as underperformers. Therefore, it is essential for the top management of the hotels to take care of the employees job satisfaction issue. In this study the prime factors which make hotel employees either satisfied or dissatisfied are examined. Both primary and secondary data are collected for this study. Primary data is collected from major luxury hotels of Kolkata through a well structured questionnaire. All the parameters in the questionnaires are divided into three groups – compensation & reward, work environment & working condition, supervision & communication. The middle level employees of the hotels is the population for the study. From the analysis it is found that all the factors studied are having significant relationship with job satisfaction but work environment and working condition is having strongest impact on the overall job satisfaction of employees.

Keywords: Hospitality Industry, Job Satisfaction, Customer satisfaction, Attrition

INTRODUCTION

Job satisfaction is generally understood as an employee's perception of a job, based on comparing actual expectation with desired outcomes. Hotel Industry is a part of service industry and just like other service industries, hotel industry also thrives for guest satisfaction through high class guest services. But the high class service is possible only if the hotel is having committed and motivated employees. Thus job satisfaction of employees, in many ways, contributes to hotel's main objectives of customer satisfaction and profitability. Employees' job satisfaction is essential to face the dynamic and ever-increasing challenges of the service sector especially the luxury hotels.

Job satisfaction is generally recognized as a psychological construct that includes employees' feelings about a variety of both internal and external issues. Job satisfaction of an employee has received considerable attention by researchers and hotel managers of the world. The most important information to have regarding an employee in an organization is a validated measure of his/her level of job satisfaction

Behavioral and social science research suggests that job satisfaction and job performance are positively correlated (Bartel, 1981). Usually the employees with higher job satisfaction level are found to be less absent, less likely to leave the organization, more productive & efficient, and more likely to display organizational commitment (Lease 1998).

In the modern times, assessing an employee's job satisfaction has become a popular activity in organizations to ensure the physical and psychological well being of people (Castillo et al, 2004).

Job satisfaction is a very crucial aspect because the employees spend a major portion of their life at the working place. Job satisfaction influences the general life of the employees as well, because a contented and satisfied employee is a happy human being & has a better physical and mental well-being. But unfortunately many companies don't pay enough attention to the way they treat their employees. The employees are not treated as valuable business partners and the customer bears the brunt of that indifference.

According to hospitality professionals, unhappy employees can wreak havoc on a business because customers tend to view the whole company by the treatment they've received from a front-line employee, said Suzanne Mikulin, president of Customer Focused System in Houston, a customer service consultant. Unhappy employees are more likely to disregard the training they get, such as approaching customers or selling additional items. . In surveys of employees, it is found that employees want to feel that they're important in the organization and are appreciated for their work. As such it is essential to identify the factors which contribute to job satisfaction and also the factors that may lead to job dissatisfaction among employees.

Kolkata is known as city of joy. The warmth and high energy level in general people are well known. The city has expanded in its size over the time and subsequently trade and business opportunities have also increased significantly, opening new opportunities for hospitality industry as well. Along with Indian hotel groups, there is now strong presence of multinational hotels of repute as well in the city. The job opportunities are more in the city as a fall out. Many hotel graduates now prefer the city for their hotel jobs. At this point of time, hotels must ensure that their competent employees get enough motivation and job satisfaction while working in the organization. Retaining competent employee is going to be a big challenge for the employers.

Many researchers have studied Job satisfaction level of hotel employees in other parts of the world. Unfortunately, there is hardly any work related to this subject for hotels of Kolkata. This study has been taken up to assess the status of employee perception and feeling about their jobs in hotels of Kolkata.

REVIEW OF LITERATURE

According to Locke and Latham (1976) job satisfaction can be defined as, "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important.

In today's competitive business environment service industry will have to make an extra effort to create and retain a pool of loyal and profitable customers. Service providers have a big role in satisfying their customers (Lin and Mattila, 2010), so that the functional aspects of services play pivotal role in guests' quality perception (Grobelna and Marciszewska, 2013). However, to accomplish this aim, the satisfaction and retention of frontline employees is of great importance, especially in the hotel industry (Petrović and Marković, 2012). Therefore, hospitality being a customer-service oriented business, mostly depends on its employees having direct contact with their customers (AlBattat and Som, 2013). Taking into account that customers' satisfaction is a consequence of perceived service quality (Dabholkar and Abston, 2008), it may be said that the existence of satisfied employees can be one of the conditions to satisfy customers (Petrović and Marković, 2012).

Vrinda N.N. and Nisha Ann Jacob (Feb. 2015) studied the impact of job satisfaction on job performance. This study investigated the most satisfying event of an employee in the job, why employees stay and leave the organization and also the determination of job satisfaction. The study concluded that job satisfaction and performance was found to be even higher for professional jobs than for less complex jobs.

Kumari N (2016) measured employee satisfaction at two hotels of Delhi to analyze which parameter play an important role in overall employee satisfaction. The parameters selected were Work Culture, Training, Communication, Compensation, Rewards & Recognition, Performance Appraisal System, Work Relations and Work Environment. The study indicated that employee satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously.

(Ažić, 2017) examined the factors which are related to employee satisfaction and employee hospitality in order to understand what prompts positive behavior in organizations. The research tested causal relationship between exogenous (3 types of satisfaction inside the

organization) and endogenous variables (employee hospitality). The study showed the significance of satisfaction with management relations and coworker relations and their influence on overall job satisfaction and employee hospitality.

Yuan (2019) studied 5 aspects of job satisfaction in hotels - job content satisfaction, job environment satisfaction, job return satisfaction, management status satisfaction and career development satisfaction. The researcher used the conceptual model of hotel employee job satisfaction which constructs the hotel employee's job satisfaction evaluation model based on matter-element mode. The researcher found that there it is necessary to build a more comprehensive evaluation system of job satisfaction of hotel employees as it is of great interest for the hotel managers.

Kashyap (2018) studied relationship of compensation, and training & development with job satisfaction in hospitality industry. The research work dealt with factors impacting job satisfaction. The factors considered are Compensation policy, reward system, training and development opportunity, work environment, working conditions, supervision, communication, nature of job. The study found that all the chosen factors i.e, pay structure, preparation and advancement, correspondence, nature of work, supervision, and full of feeling responsibility is related and influence work fulfillment. The study also revealed that employees are most satisfied with the type of communication channels practiced in the organization, it is a positive sign which shows that there is clarity in giving directions and instructions and also top to bottom and bottom to top communication is quite transparent which can further help in building good rapport and effective working.

Soni (2014) studied quality of work life and its impact on worker satisfaction in chain and non chain hotels of Udaipur. The researcher observed that hotel industry is known for its long and uncertain duty hours, strict professional environment, heavy and sudden work pressure which amounts to physical and mental stress. This pressure often results in major personal life adjustment and psychological adaptation which again causes permanent transitions in personality. The researcher opined that the top management must remember that employees working in hotels are social human being and they need professional work environment which should be comfortable and flexible. The author gave few recommendations to build that work environment.

Acharya (2018) examined the job satisfaction level of employees in regards to working condition, grievance handling, relationship with colleagues, reward systems, welfare facilities, promotion and career development opportunities, job security provisions, personal factors and other factors. The study suggested that satisfaction level will be higher if certain factors like reward system, promotion and career development opportunities, canteen, rest room etc. will be given due importance.

Job satisfaction is considered to be the only controlling variable that determines an employee's productivity, retention rate, happiness and stability in an organization. Satisfied employees also give a direction to how they should be utilized so that apart from gaining desired results it can help in enhancing commitment, morale and motivation of employees (Diaz-Serrano et al, 2005).

STATEMENT OF THE PROBLEM

For the success of the hotel industry overall & hotels in particular , an employee's satisfaction is a very crucial factor as it leads to productive and efficient employees in an organization. Hence there arises a need to study the job satisfaction level of luxury hotel employees. As such, this research study attempts to examine the job satisfaction level of employees working in three star, four star and five star hotels or resorts in Kolkata.

OBJECTIVES OF STUDY

- To identify the relationship of selected factors (Compensation and reward policy, work environment and working condition, supervision and communication) with the job satisfaction of hotel employees of Kolkata.
- To determine the most preferred dimension that leads to job satisfaction of hotel employees.

HYPOTHESIS

- Ho1: There is no significant relationship between compensation/ reward (Factor 1) policy and job satisfaction in selected luxury hotels of Kolkata.
- Ho2: There is no significant relationship between work environment/ working condition (Factor 2) and job satisfaction in selected luxury hotels of Kolkata.
- Ho3: There is no significant relationship between supervision/ communication (Factor 3) and job satisfaction in selected luxury hotels of Kolkata.
- Ho4: There is no significant difference between the

factors (1, 2 & 3) affecting job satisfaction.

RESEARCH METHODOLOGY

Present study is circumscribed within selected 3 star, 4 star, 5 star and 5 star deluxe category luxury hotels in Kolkata. Middle level employees were selected for study as higher employee turnover is mostly seen at this level. The timeframe for data collection was 2 months Oct 2018- Nov 2018. In total 150 questionnaires were distributed from which 120 were returned. Out of all those returned 10 were incomplete leaving the figure to 110.

Data is collected from both sources –primary and secondary. Primary data has been collected through field survey from selected categorized luxury hotels(hospitality sector) in Kolkata city.

Secondary data is collected with the help of magazines, books, journals, and websites.

SAMPLE SIZE AND TECHNIQUES

For the purpose of the study, the samples of 110 selected luxury Hotel employees were selected in Kolkata. Stratified random sampling method is employed to collect the data from the respondents.

DATA ANALYSIS TOOLS

For the purpose of this paper, quantitative research methods are applied to a sample of 110 questionnaires filled out by hotel employees of Kolkata. Collected Data is analyzed using SPSS software. Responses on questions related to these factors are analyzed using different statistical tools techniques, like mean, percentage analysis, pearson correlation, Anova etc have been used for data analysis and testing of hypotheses.

GRAPHICAL REPRESENTATION OF DATA

Graphical Representation tool Bar Graph has been used for the data analysis.

LIMITATIONS OF THE STUDY

This research study is based on the data collected from the Luxury Hotel employees of Kolkata and the observations made during the survey. Response of 4th grade employees like utility workers and porters could not be received because of difficulty in reaching them. Personal bias among the respondents may affect the data to some extent. As such this study may be applicable only to areas similar to that of the study area.

SCOPE OF THE STUDY

This study will create an opportunity for the hospitality employees to unleash their perceived feelings about their current job. The findings will help the management, specially the human resource department to take crucial decision related to the wellbeing of their employees. This will also help in reducing ever increasing employee turnover rate.

ANALYSIS OF DATA

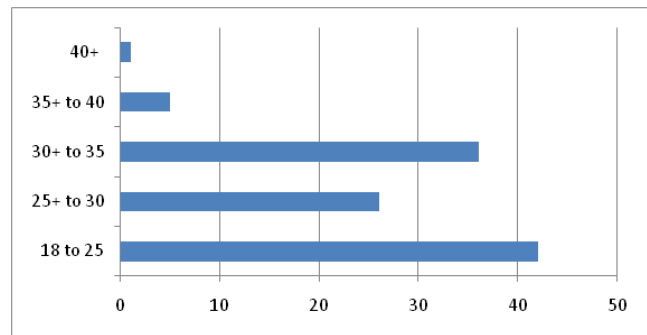
Fig 1: Gender

Gender	Number	Per cent
Male	88	80
Female	22	20
Total	110	100.00

Source: Field Survey

The study indicates that 80 per cent of the employees are male. The male female ratio is 4:1. Generally, luxury hotels prefer male employees over female.

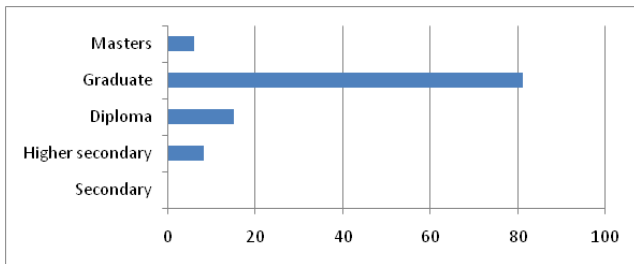
Fig 2: Age Group



Source: Field Survey

The age group distribution of 110 respondents suggests that most of the employees (94.5%) are younger and fall between 18 and 35 years. In this bracket 18 to 25 age group employees are most in number (38%). This suggests that hotels prefer younger people for middle level positions. This is because of the labor intensive nature of the industry.

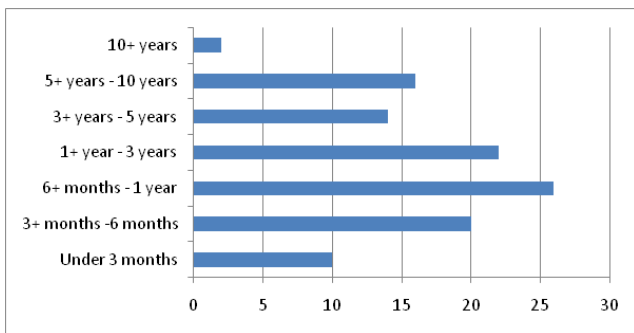
Fig 3: Education level



Source: Field Survey

The study suggests that most of the employees are graduates (73.6%). It suggests that there is a tendency of hotel graduates to join hotel industry just after completing their graduation. It also suggests that hotel industry does not look for higher educated employees and are rather happy with the basic knowledge and skill of the new comers.

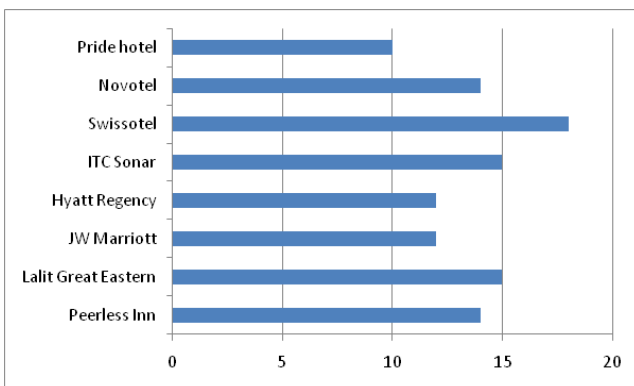
Fig 4: Continuation in current job



Source: Field Survey

Majority of the employees are working with their current organization within the span of 3 months to 3 years. This suggests that employee turnover is on higher side.

Fig 5: Break up of the respondents

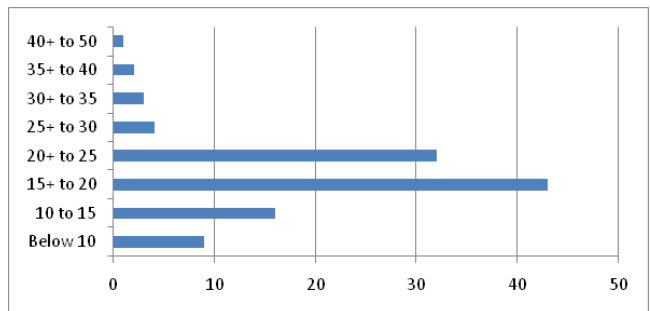


Sources: Field survey

8 Luxury hotels of Kolkata have been approached for the survey namely The Peerless Inn, Pride hotel (4 star), Lalit Great Eastern, Swissotel, Novotel (5 star), JW Marriott , Hyatt Regency, ITC Sonar (5 star deluxe). The break-up of the responses are as following –

Peerless Inn 14, Lalit Great Eastern 15, JW Marriott 12, Hyatt Regency 12, ITC Sonar 15, Swissotel 18, Novotel 14 and Pride Hotel 10. It shows that respondents are almost evenly distributed.

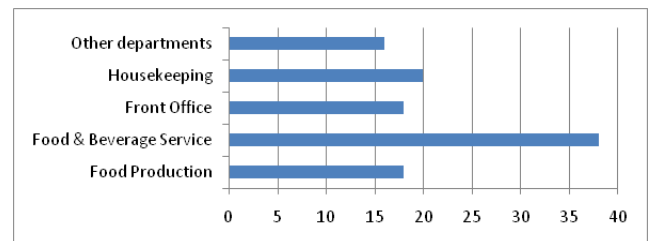
Fig 6: Income



Source: Field Survey

Income of the majority of the employees (39%) is between Rs. 15,000/ to Rs. 20,000/ per month. In most of the hotels the fresher's monthly salary ranges between Rs. 10,000/ to Rs. 15,000/. Mid level employees' monthly salary ranges between Rs. 20,000 to Rs. 25,000.

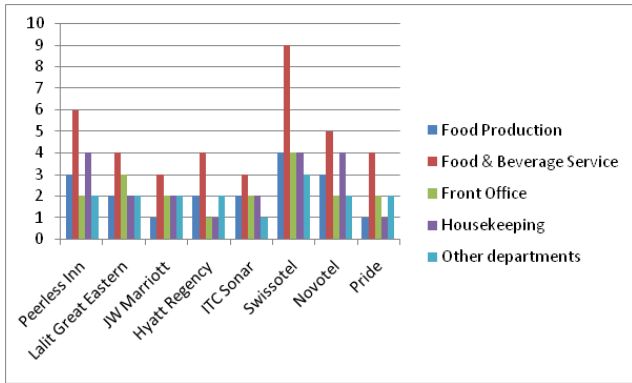
Fig 7: Departmental representation



Source: Field visit

The study suggests that maximum of the respondents (34.5%) are from Food & Beverage service followed by Housekeeping department (18%), food production (16.3%), Front Office (16.3%) and rest of the departments (14.5%).

Fig 8: Hotel wise departmental representation



Source: Field visit

Figure above shows hotel wise sample distribution as per departments represented by the respondents. Stratified sampling method is employed for balanced representation of all the 4 major departments of hotels.

Responses were taken on 5 point Likert scale where 1 to 5 points are assigned for highly dissatisfied to highly satisfied. 3 is considered as neutral. Total number of responses received for each parameter is 110. Scores of each of the group of the factors are calculated as below:

Fig 9: Mean and percentage calculation

	Total Score (T)	Mean Score (M) (T/110)	Percentage above average (Mx20)
Compensation & Reward	393.8	3.58	71.7
work Environment & work condition	452.2	4.11	82.21
Supervision & communication	488.4	4.44	88.74
Overall satisfaction	452.1	4.11	82.18

Fig. 9 clearly indicates that the mean score of compensation and reward is 3.58; that of work environment and work condition is 4.11 and that of supervision and communication is 4.44. The mean score of overall satisfaction level is 4.11. Thus on the basis of the above calculated data it may be inferred that supervision and communication is the most satisfactory factor among all evaluated factors.

As far as compensation and reward is concerned, 71.7% of the employees are satisfied with the present employer. The response suggests that the degree of satisfaction is more for the different benefits that they get than the wages and bonuses received.

82.2% respondents are satisfied with the working environment and working condition at their current workplace. Out of all the parameters, use of technology impresses the employees most whereas long duty hours impress them least.

Satisfaction level for Supervision and communication with all concerned scores most as 88.74% of the respondents showed a positive response. Communications with the guests satisfy the employees most.

When asked about the overall job satisfaction, 82.2% responded positively.

Correlation between all the factors considered in this study reveals the following results:

Correlations

Fig. 10 – Correlation between Compensation / reward with Job satisfaction

		Job Sat
comp	Pearson Correlation	.583**
	Sig.(2tailed)	0.00
	N	110

****.** Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between compensation and job satisfaction (Fig. 10). There was a positive correlation between the two variables, $r = 0.583$, $n = 110$, $p = 0.00$. Overall, there was a moderate, positive correlation between compensation and job satisfaction. Thus null hypothesis H_01 is rejected.

Fig.11 – Correlation between work environment / working condition with Job satisfaction

		Job Sat
Env	Pearson Correlation	.892**
	Sig. (2-tailed)	0.00
	N	110

****.** Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between work environment and job satisfaction (Fig. 11). There was a positive correlation between the two variables, $r = 0.892$, $n = 110$, $p = 0.00$. Overall, there was a strong, positive correlation between work environment and job satisfaction. Thus null hypothesis Ho2 is rejected.

Fig.12 – Correlation between supervision and communication with Job satisfaction.

		Job Sat
Sup	Pearson Correlation	.769
	Sig. (2-tailed)	0.00
	N	110

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between supervision and job satisfaction (Fig. 12). There was a positive correlation between the two variables, $r = 0.769$, $n = 110$, $p = 0.00$. Overall, there was a strong, positive correlation between supervision and job satisfaction. Thus null hypothesis Ho3 is rejected.

From the analysis it is found that organization work environment and work condition have the strongest relationship with employee job satisfaction.

Fig. 13– One way ANOVA at 0.05 level to compare Compensation, Environment and Supervision

ANOVA					
	Sum of Square	Df	Mean square	F	Fcrit
Between groups	40.68	2	20.34	14.95	2.99
Within groups	308.87	227	1.36		
Total	349.55	229			

To test the hypothesis Ho4 a one way ANOVA (Fig. 13) was conducted at 0.05 level to compare the factors - Compensation, Environment and Supervision which affect employee job satisfaction. The result shows that the difference is significant regarding these three variables i.e. compensation, environment and supervision. The calculated

F value (14.95) is greater than critical value (2.99) at 0,05 level. Therefore null hypotheses Ho4 is rejected.

FINDINGS

It is found from the study that job satisfaction is moderately correlated with compensation and reward. This suggests that lesser salary and wages of hotel employees are dissatisfiers. Employees get dissatisfied when payments and rewards are not as per the expectation of employees. Employees are somehow happy with the benefits that they receive from their hotels, but salaries and bonuses are not very encouraging.

The work environment and working condition of hotel employees are strongly and positively correlated with job satisfaction. Hotel workers are mostly happy with the work environment that they get. Long duty hours is something that is not appreciated much by hotel employees, but use of technology at work place motivates them to perform better. However, job security is a matter of concern in some cases. Individual growth opportunity of hotel employees encourages them to continue with the job and give better performance.

Supervision, working relationship and communication channel in luxury hotels is found to be most satisfactory among all the factors considered in this study. Most of the luxury hotels practice free flow of communication between subordinates, superiors and peer groups to ensure higher employee satisfaction leading to maximum customer satisfaction.

The most encouraging factors which motivate employees are relationship with guests and colleagues. The other motivators are communication with higher management, company vision and leadership. However, better training and development is expected for better performance. The luxury hotels should lay emphasis on training and development programmes for the higher professional development of the employees.

The current study found that factors like compensation, work environment, supervision and communication affect overall job satisfaction of hotel employees differently. When salaries and wages are hygiene factors, work environment and working relationship are motivating factors for employees. Therefore, it can be concluded that there is need of 'horses for courses' approach for different factors affecting job satisfaction.

RECOMMENDATIONS

- It is an accepted fact, without any doubt, that understanding the needs of employees and fulfilling them is indeed necessary for any organization to succeed. If an organization does not take adequate measures to ensure employees job satisfaction then it might lose its talented employees to its competitors. Hence it is necessary for any organization to ensure employees satisfaction.
- In the current scenario of high employee turnover in hotels, it is essential for hotel management to give serious thought on employee satisfaction and commitment. To make employees feel happy and committed, the top management must re-structure the salary and compensation. Though salary and bonuses are hygiene factor, inappropriate payment dissatisfies employees which again leads to lack of commitment and under performance.
- Long duty hours in certain core areas like food & beverage and housekeeping are matter of dissatisfaction in some hotels. Flexi-timing approach will reduce the chance of negative emotion of employees. While making duty roster, employee's individual needs and wants must be considered. The same approach must be adopted while planning pre-planned leaves. Adequate leaves must be provided to the employees.
- Cross-training and multi-skilling approach taken by some hotels has eased the tight situation at rush hours. This initiative helps the hotel employees in their personal growth. Training and development department must be very active to be effective in enhancing knowledge and skills of employees. Training managers must be in constant touch with operational managers to identify training needs of each employee, specially the frontline staff.
- The hotel employees should be allowed to participate in hotel's decision-making to enhance their sense of belongingness.
- Majority of the employees are not provided with the welfare measures. Management must take effective welfare measures to meet the industry standards & retain employees for a longer period.

CONCLUSION

This research study is an earnest attempt to determine job satisfaction level of employees working in 3 star, 4 star &

5 star hotels of Kolkata, using three key parameters - Compensation and reward policy, work environment and working condition, supervision and communication. Assessing the job satisfaction level of employees is a way to understand their feelings towards job and work environment. Most of the organizations, particularly private sector organizations often neglect the impact of job satisfaction towards an employees' and organizations' productivity, efficiency & performance. This study clearly indicates that the hotel employees are satisfied with the working conditions and work environment of luxury hotels and are also satisfied with the employer-employee relationship and communication channel in the organization. Thus the study would give the organizations an insight on the significance of working conditions and work environment, employer-employee relationship and strong communication channels in attaining higher employee's satisfaction & ultimately higher productivity & efficiency of employees and the organization.

The recommendations mentioned above may be incorporated by the hotels, sooner or later, for a better performance management system in the organizations & may be leveraged to obtain the desirable results. The results obtained from this study may also be experimented in other types of organizations to attain higher performance.

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