



## **Job Satisfaction in Hotel Industry: A study on Select Hotels of Guwahati City**

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**Abstract:** In recent times, the tourism sector of India has experience tremendous growth. The hospitality industry has flourished significantly post-Covid as there has been an upsurge among travelers and tourist in exploring exotic tourist destinations. This has led to the growth of resorts, hotels and various accommodations. The human capital of the hospitality sector i.e. the employees play an important role in the success of the hotel as they have been entrusted with the responsibility of interacting with the guests right from the Front desk executives to the house keeping staff and it plays a crucial role in shaping guest experience. It is quite important to know the job satisfaction levels of the employees working in the hospitality sector. The level of job satisfaction of the employees will significantly impact their performance which again has an impact on the brand value establishment of the business. This paper is an attempt to study the level of job satisfaction among employees working in various hotels of Guwahati city.

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## **Introduction**

Employees are the part and parcel of any organization. Workplace environment is considered to be the second most important place for any employee after their home. Hence job satisfaction at workplace is considered to be very important not only for the holistic growth and development of the employee but for the overall growth of the organization as well. Hence, it becomes imperative for organizations to make sure that their employees are satisfied as a satisfied and contented employee turns out to be the biggest asset for any organization. Finding and maintaining qualified workforce is a laborious task and hence job satisfaction is considered to be a key component through which not only qualified personnel can be retained in the organization but at the same time it is very important for the sustainable growth and development of the labour market (Heimerl and Haid, 2020).

Hospitality Industry in today's time is the most flourishing and booming industry. The hotel industry in India has been flourishing since Independence when Taj and Oberoi group took over many British properties. Over time there have been many well known hoteliers like the Grand Hyatt hotels and resorts, Marriott International etc came into the picture (Tourism Notes). Tourism, National events, Business and Corporate travel are considered to be the contributors for the rise in the hotel industry.

The growth of the Indian hospitality industry could be understood from the fact that in the third quarter of 2023 is higher than their growth in 2022. Cities like Mumbai, Bangalore, Chennai, Hyderabad etc have maintained a consistent demand and growth of hotels while Delhi came into the limelight owing to the G20 Summit.

The tourism and hospitality industry today suffers from shortage of skilled labour and retaining employees and maintaining the employee turnover are some of the challenges which the sector is facing today (Stamolampros et al., 2019). Today's business world is full of uncertainties, challenges and

competition; businesses must realize that it is not only through innovative products, services and technology that a business will survive but a committed and stable workforce is also equally important (Emmanuel et al., 2024). Commitment from employees can be secured only when they are satisfied with their job. Job satisfaction could be achieved when employees work in a conducive environment which contributes in their holistic growth and development (Emmanuel et al., 2024). Job satisfaction has been defined as the degree to which people like their jobs. In other words, job satisfaction is the evaluation of the entire job by the worker or evaluation of the job based on certain attributes (Macias and Bustillo, 2014). Various parameters such as compensation, communication, nature of work, attitude of the management affect employee satisfaction (Chaturvedi, 2010). Personnel Development, Working hours, Work atmosphere, Leadership and Management are attributed towards determining the job satisfaction levels (Heimerl et al., 2023). The importance of job satisfaction could be understood from the fact that job satisfaction is closely related to life satisfaction. People who are satisfied with their jobs tend to be satisfied with their lives and employees who are satisfied with their lives tend to be satisfied with their jobs as well (Sutradhar and Dutta, 2014).

### Review of Literature

Diversified literature in the field of Job Satisfaction has been reviewed from across various research papers. Some of them are presented below:

| S. No. | Authors                  | Theme  | Findings  |
|--------|--------------------------|--|---|
| 1      | Kanekar et. al. (2023)   | Organizational commitment of employees in the Indian Hotel industry                                      | HR management policies positively impact organizational commitment across different employee categories. Aspects include relationship, affectionate, normalcy, and continuous commitment.   |
| 2      | Sohail et. al. (2021)    | Impact of employee empowerment on organizational commitment through job satisfaction in Pakistani hotels | Employee empowerment positively influences organizational commitment, with job satisfaction as a mediator. Emphasizing employee empowerment is crucial for building a committed workforce and enhancing performance.  |
| 3      | Dhiman P. (2020)         | Conceptual framework for identifying key employee branding dimensions in India's hospitality industry    | Employee branding dimensions: HR practices, internal communication, transformational leadership, support, and external brand prestige are relevant in luxury hotels across Northern India.  |
| 4      | Lee et. al. (2020)       | Relationships among emotional and material rewards, job satisfaction, burnout, and commitment in hotels  | Emotional and material rewards significantly impact affective commitment, job performance, and turnover intention. Job satisfaction and burnout play mediating roles. Insights for enhancing employee reward systems in hotels.   |
| 5      | Khuong & Linh (2020)     | Influence of work-related stress on employee motivation, job satisfaction, and loyalty in hospitality    | Individual-related stressors directly influence employee motivation, job satisfaction, and loyalty. Job-related stressors directly impact motivation but indirectly affect job satisfaction and loyalty. Insights for enhancing employee well-being and loyalty in the industry.        |
| 6      | Kayani et. al. (2020)    | Impact of employee training, empowerment, and teamwork on job satisfaction in bank managers              | Employee training, empowerment, and teamwork positively impact job satisfaction, with teamwork being the strongest predictor. Insights extendable to other industries, considering additional predictors and outcomes for broader applicability.  |
| 7      | Sobaih & Hasanein (2020) | Implications of Herzberg's motivation theory in Greater Cairo's hotel industry                           | Contrary to Herzberg's theory, hygiene factors positively impact job satisfaction, while motivators have a negative effect. Job engagement mediates this relationship. Findings question the universal applicability of Herzberg's theory, particularly in developing country contexts. |

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| 8  | Goswami and Dsilva(2019)  | Impact of job satisfaction and job stress on employees' life in Mumbai's hospitality sector                              | Work-related factors like unsafe working conditions, workload, and job relationships were primary stress sources. Job satisfactionnegatively affects job stress and its impact, while job stress positively influences stress impact among hotel employees.  |
| 9  | Gorenak et. al. (2019)    | Influence of competenciesof managers on job satisfaction of employees in the Hotel Industry                              | Correlations between competencies and satisfaction were modest. The most significant link was found between competencies related to customer care and satisfaction with the work itself. Treating employees well and focusing on customer- centric values contribute to a satisfying workenvironment.        |
| 10 | Ismail et. al. (2019)     | Job satisfaction and work life quality among employees of the hotel industry in Malaysia                                 | Job satisfaction and quality of work life playpivotal roles in retaining employees. Prioritizing employee satisfaction and a conducive work environment is essential. Fairtreatment, working conditions, and employee empowerment are particularly significant.  |
| 11 | Appiah (2019)             | Link between CSR activities and employee job satisfaction in the hotel industry  | Certain CSR activities, such as community involvement, environmental protection, and investment in the future, are positively associated with employee job satisfaction. Highlights the significance of CSR initiativesin enhancing employee job satisfaction withinthe sector.                              |
| 12 | Sen & Bhattacharya (2018) | How leading hotels in India tackle human resource shortages and training.  | Leading Indian hotels actively address HR shortages and training, preparing for a futurewith shifting markets and evolving customerprofiles. Innovations include effective workforce management, continual progress assessment, and a more global approach.  |
| 13 | Kumari.(2016)             | Measurement of employee satisfaction at Taj Mahal Hotel and ITC Maurya Hotel   | Employee Satisfaction is a multidimensional concept influenced by several factors. Taj Mahal hotel employees exhibit extremely high satisfaction across all eight parameters.ITC Maurya hotel employees express consistently high satisfaction across all parameters.  |
| 14 | Borralha.(2016)           | Understanding job satisfaction in hotel employees  | Job satisfaction is essential for hotel employee performance, impacting financial success and customer satisfaction. Key factors include autonomy, decision-making power, flexible schedules, improved workingconditions, and training. Higher job satisfaction directly boosts hotel financial performance. |
| 15 | Soni &Rawal (2014)        | Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry  | Creating a comfortable work environment involves empowering employees through jobenrichment, transparent communication, flexible work arrangements, and other perks.Honoring long-serving employees and offering personal enrichment classes completes the approach.   |
| 16 | Naseem et. al. (2013)     | Impact of Employee Satisfaction on Success ofOrganization: Relation between Customer Experience and EmployeeSatisfaction | Employee satisfaction, customer contentment,and organizational success are interconnectedand mutually influential. Employee satisfaction significantly impacts organizational success, and maintaining customer satisfaction is linked to employee performance and organizational progress.                  |

**Objectives**

The objective of the study is to study job satisfaction levels of employees working in various hotels of Guwahati city.

**Research Methodology**

The study is mainly descriptive in nature based on both primary and secondary data. Primary data has been collected through personal interviews with the employees working in different profiles like front desk executives, wellness, housekeeping, sales associates and finance associates of various hotels like Vivanta by Taj, Radisson Blu, Hotel Lily, and Novotel. Secondary data has been collected from various research papers published in various reputed national and international journals, websites pertaining to hospitality and tourism and other allied websites.

**Findings and Discussions**

Job satisfaction in today's time depends on a wide variety of factors. A lot of parameters and factors are considered and taken into consideration while evaluating the level of satisfaction. With changing times the needs and expectations of employees from their jobs are changing and are no longer confined to only monetary aspects. Various other non – monetary aspects are also taken into consideration for the purpose of evaluating the job satisfaction of the employees working in the hotel industry which are discussed under the following heads:

- **Aspects of Job Satisfaction**

In any organization there are various factors that contribute to job satisfaction and it cannot be attributed to just one particular factor which leads to job satisfaction. From the perspective of the hotel industry "positive working environment is paramount, encompassing aspects like team building activities, effective communication, and the overall atmosphere of the workplace. Salary and compensation, along with employee relations and recognition of potential for career advancement, emerge as pivotal elements fostering satisfaction. Location-related factors, including the hotel's physical location and provided amenities like transportation services, contribute to the overall contentment of employees. Additionally, a strong emphasis on safety measures, learning opportunities, and opportunities for skill development underscores the importance of a supportive work environment. Tangible factors like pay and other allowances as well as intangible factors like interaction with the guests and the nature of daily tasks can be attributed towards job satisfaction. Overall a holistic approach encapsulating both physical and social aspects of the workplace significantly contributes towards job satisfaction" as stated by the employees.

- **Proper Utilization of Skills of Employees**

Optimum utilization of the skills of the employees is crucial to the success of any organization. Employees also feel contented and satisfied when their skills and talents are utilized as it not only aids in the growth and success of the organization but also in the enrichment of the skills of the employee which eventually aids in their professional growth. Employees suggested a positive perception regarding the efforts of the hotel in providing them with opportunities which leads to effective utilization of their skills which eventually contributes to their professional growth.

- **Effective Communication with the Management**

Communication is a crucial aspect for the success of any organization. Communication plays an important role in building proper relationship between the employees and the management which can even make or break an organization. Effective communication between the employees and the management is observed in the hotel and the satisfaction level of the employees is very high as regards communication is concerned. Effective and transparent communication ensures organizational trust i.e. trust between the employees and the management. Higher levels of trust among the employees lead to job satisfaction among the employees as the trust factor increases among the employees, between the employees and their superiors (Gucer and Demirdag, 2014).

- **Recognition and Rewards**

Workplace Recognition acts as an excellent motivator and a motivated employee is considered as the most productive asset for any organization. Recognition and rewards play an important role in affecting the psychology and emotional well being of the employees. Emotionally and psychologically contented employees tend to believe that their position as well as job is safe and secure in the organization and hence motivates them to work harder leading to productivity (Chin et al., 2024)

Recognition at workplace encourages employees to perform better and to challenge themselves and push their boundaries which not add up to their professional growth but also the growth of the organization as a whole. "Recognition at work leads to job satisfaction, acknowledging the hard work and efforts leads to the feeling of belongingness in the organization. However there are situations where employees are not clear in their minds as to they are recognized at their workplace" as stated by the employees.

- **Work Life Balance**

Worklife balance is a key component when it comes to job satisfaction. Human beings are social beings and work life balance always ranks highest among all the parameters when it comes to measuring job satisfaction. Organizations can ensure a positive work life balance for its employees by enriching the jobs by providing freedom and flexibility at work to enable the employees fulfill their social and personal commitments, addressing the needs and grievances of the employees, providing medical benefits etc (Soni and Rawal, 2014). All employees eventually go home after work; carrying the burden and baggage of work at home leads to disturbances in family life resulting in mental stress which affects the performance of the employee at work and adversely affects the balance between the personal and professional lives of the employees. "Taj Madikeri Resort and Spa ensures positive work life balance among its employees and it has positively impacted majority of their satisfaction levels with regard to their job" as stated by the employees.

- **Employee Benefits**

Employee benefits generally mean the aggregate of the benefits which employees receive in addition to their regular salaries, either in lump sum or in installments. Employee benefits could be in the form of retirement benefits, vacations, sick leaves etc (Li, 2023). "The employee benefits provided by Taj Madikeri Resort and Spa have been able to satisfy their employees and majority of the employees are satisfied with the employee benefits provided to them by the hotel" as stated by the employees.

- **Democratic Set up**

The Democratic set up of an organization plays a key role in the job satisfaction of an employee. Democratic environment of an organization implies the welcoming and receptive nature of the management. The management of the hotels has been highly considerate and welcoming as well as receptive towards the varied and diverse opinions of the employees" as stated by the employees. Democratic set up of an organization leads to more employee engagement and employee engagement is of utmost importance in today's world for an organization to succeed. Employee engagement is very important in a hotel industry as it contains a diverse workforce of manpower working in different profiles (Hamid et al., 2016).

## **Conclusion**

Job satisfaction is a crucial factor in achieving organizational success. An employee who is satisfied with his or her job is highly motivated to perform the job and a motivated employee is considered to be the biggest asset for an organization. Various parameters come into the picture while evaluating the level of job satisfaction among employees. However, it has been observed from the study that numerous challenges arises which affects the level of job satisfaction. As observed in the study, various challenges and issues which affect their job satisfaction levels like long working hours, training in multiple languages so that they could attend guests and improve their service delivery, timely appraisals, and better healthcare facilities keeling in mind the well being of the employees. The responses and opinions of the employees suggest the implementation of proper training and fostering a supportive work environment for the overall development of the employees and the organization.

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