

# PREDICTORS OF JOB SATISFACTION AMONG EMPLOYEES OF HOTEL INDUSTRY IN ASSAM: AN EMPIRICAL STUDY

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## ABSTRACT

*Unquestionably, job satisfaction is a salient factor in the domain of hospitality because it is the employees' job contentment that is greatly correlated to offering superior service by them, which is highly significant in shaping organizational future as well as success. In this research, the aim was to study the predictors of job satisfaction among non-managerial staffs of budget hotels in Assam. The sample was made up of 120 non managerial staff of selected budget hotels in four major tourist towns of Assam namely Guwahati, Tezpur, Sivasagar, and Silchar. A convenient sampling method was used for selecting budget hotels operating in the selected towns and data were gathered with the help of structured questionnaire. This study findings emphasized on four predictors of job satisfaction. They were, flexible working hours, timely payment of salary and increments, favourable working atmosphere, and supportive and collaborative leadership and management. The findings featured key domains and path towards future exploration of job satisfaction. To policy makers, the study provides important inputs into the viable and successful fostering of employee job fulfillment.*

**Keywords:** Job Satisfaction, Hotel Industry, Non-Managerial Staff, Budget Hotels, Assam

## INTRODUCTION

Unquestionably, job satisfaction is a salient factor in the domain of hospitality because it is the employees' job contentment that is greatly correlated to offering superior service by them, which is highly significant in shaping organizational future as well as success. Satisfaction at worksite is gradually becoming one of the frequently researched subjects in the management field (Dixit & Dean, 2018, Díaz-Carrión *et al.*, 2020). O'Donoghue and Tsui (2013) claim that the intention of job satisfaction is not solely to drive productivity and performance of employees, but also to facilitate the accomplishment of organizational objectives such as enhancing customer fulfillment, perceived service standard, customer commitment and contentment, and brand persons (Díaz-Carrión *et al.*, 2020). This is particularly pertinent in the service industry since a fair service quality encompasses staff attitudes and actions that influence the experiences and reckoning of the

customers (Oliver, 1980). In this study, we focused on the hotel sector owing to its substantial contribution to the state and national economy.

The hospitality industry has witnessed relatively a higher degree of employee attrition in comparison to other industries, which accounts for substantial extra costs per year (O'Neill *et al.*, 2011). One of the major reasons identified for employees' such behavior is the subsiding of their job contentment, which is the outcome of increasing stress and heavy work load due to the fast pace with which the hospitality sector is growing (Heimerl *et al.*, 2020). Undoubtedly, job satisfaction has always been a critical theme for organizations in different industries. Even, management or seniors carry out internal surveys to know the degree of satisfaction of their employees. Moreover, studies have shown that enabling sustainable development within the company and employee job satisfaction are quintessential for halting employee turnover and bringing a sense of loyalty among them (Strenitzerová & Achimský, 2019). To gain more knowledge about the phenomenon, several studies about job satisfaction have been conducted in different sectors around the world.

The current paper was an attempt to examine the hotel sector since, this is a crucial sector from the tourism perspective as well as a critical sector for creating employment opportunities. Also, hotel staffs are primarily involved in delivering a quality customer service as well play a prominent role in promoting the hotel. So, in a situation where hotel staffs are dissatisfied with their works, it will surely have a negative effect on their work performance (Hee *et al.*, 2020). Against this backdrop, the current attempted to study the factors affecting job satisfaction among employees of budget hotels in Assam.

### **Budget Hotels – The Concept**

The concept of budget hotel is greatly plagued by lack of consensus and universally accepted definition. However, based on the characteristics, a budget hotel is usually seen as affordable or economic accommodation or budget or any sort of hotel that provides limited services (Abukhalifeh & Chandran, 2020). The concept of budget hotel normally designed to extend value for money to the price sensitive and value-conscious travelers (Fiorentino, 1995), and also satisfy general masses' travel interests by supplying vital services at low

cost (Abukhalifeh & Chandran, 2020). For the purpose of the study, the operational definition of budget hotel was adopted as any sort of hotel that offers basic amenities and services at a minimum price without any luxury features and generally attract those people who cannot spend heavily on accommodation and usually stay for a short duration. However, in today's context, many budget hotels also provides extra facilities including Television, Air conditioning, etc.

## **LITERATURE REVIEW**

### **Theoretical Underpinning**

Different scholars have conceptualized job satisfaction in a different way in the areas of human resource and management (Evans, 1997). The term job satisfaction was first propagated by scholar Hoppock (1935), who conceptualizes it as the psychological and physiological features of employees' satisfaction with job related factors or the subjective responses of the employees to the operating environment (cited in Lee *et al.*, 2017). Luthans (1994) defines job satisfaction in terms of attitude formed by a person regarding the job and job surroundings. In the same line, Spector (1997) views job satisfaction as an attitudinal force that assesses the perception of an individual towards the various job features of the job. Locke's (1969) groundbreaking work on job satisfaction forms the theoretical underpinning for this study. Locke (1969) elaborates that job satisfaction as well as dissatisfaction are the outcomes of the notion about association between one's expectation from the job one is doing and the actual return one is getting from the job. This signifies the interactional characteristic of job satisfaction, as it is produced by the interplay between an individual and his environment (Heimerl *et al.*, 2020). In the context of the current study, this assertion holds significance since education industry is a service industry, where equity is generated from the interactions of the employee with various stakeholders (Peters *et al.*, 2019). In a brief, the term job satisfaction can be viewed as the degree to which individuals love and find interests in their work.

### **Factors affecting Satisfaction among Employees at Work**

Employee job satisfaction is quintessential for a long-run performing workplace and the organization (Strenitzerová & Achimský, 2019).

The research on the determinants of job satisfaction in various industries is gaining momentum, as satisfied employees are usually associated with fewer absenteeism, more stable, and often contribute to higher degree of service standard (Heimerl *et al.*, 2020). This generates a perception that job content is must for a sustainable work culture as well as sustainable organization (Hristov & Chirico, 2019; Strenitzerová & Achimský, 2019).

Hee *et al.* (2020) conducted research to evaluate the degree of teacher's job satisfaction from KG classes to Pre-University level in USA, and found that both intrinsic and extrinsic elements shape job satisfaction among teachers (NCES, 1997). They looked job satisfaction from the angle of one's feeling towards work-centric conditions prevalent at work place. They identified four important factors including salary, work environment, top management leadership, and workload that tend to stimulate academic staff's job satisfaction working in a private academic institution of Malaysia. According to Singh and Sonia (2023) organizational members and leaders need to understand the importance of creating identity for themselves and providing positive support to employees in order to embed them to organizations, thus instilling commitment in them. However, a leading work on job satisfaction in hospitality industry was taken up by Heimerl *et al.* (2020). In their seminal work, Heimerl *et al.* (2020) identified seven constructs namely working hours, salary, personnel development, working environment, leadership and management, working activity, and infrastructure as the backbone of job satisfaction. A narrative review of literature has been conducted to justify the significance of these factors in the current study context.

*Working Hours:* Working hours differ significantly between nations, but also within nations owing to the concepts of part-time job and job hours guidelines (Collewet & Sauermann, 2017). While Crocker and Horst (1981) discern that hours worked directly impact output, Brachet *et al.* (2012), and Pencavel (2015) draw evidence of diminishing returns to hours. Ariza-Montes *et al.* (2019) argue that the hospitality sector may find it difficult to retain motivated staff if it could not provide favourable working set up or give importance to the psychological health of its

employees. Since, poor working conditions may bring about work-family issues, work load, emotional depletion, and time pressure, which eventually cause high attrition rates (Deery & Jago, 2015, Heimerl *et al.*, 2020). Along with the above, one of the major forces that determine job satisfaction is related to the nature of employment such as permanent job (Gallardo *et al.*, 2010; Lillo-Bañuls *et al.*, 2018), contract types, shifts, and working hours, (Kusluvan *et al.*, 2010).

*Salary:* One of the major factors that highly affects job satisfaction is the salary (Dalkrani and Dimitriadis, 2018). The performance of employees is vastly driven by salary, which has been proven by various studies (Dulebohn & Werling, 2007; Shah, 2014; Muguongo, 2015; Linh, 2018). The hospitality industry is often perceived to be a below par paying industry with inconducive working atmosphere (Kusluvan *et al.*, 2010, Deery & Jago, 2015). On the other hand, several studies have already established the significance of salary in driving job satisfaction among people working in the hospitality industry (Ismert & Petrick, 2004; Pelit *et al.*, 2011; Lillo-Bañuls *et al.*, 2018).

*Personnel Development:* Choo and Bowley (2007) attribute employees' job satisfaction to the training imparted to them by the organization (Michael & Combs, 2008, Lundberg *et al.*, 2009, Kong *et al.*, 2018). Aligned with these researchers' findings, Chaudhary & Bhaskar (2016) claim that organization which conducts training and development programmes for its employees usually deliver higher job satisfaction and reduce attrition. However, feedback and responsibility assume more importance compared to training but, all these forces greatly decide the job satisfaction among both permanent and part-time workers (Lundberg *et al.*, 2009, Dickson & Huyton, 2008). On the other hand, factors like promotions (fLam *et al.*, 2001), and vocational training (McPhail *et al.*, 2015, Kong *et al.*, 2018) are also related to job satisfaction.

*Working Environment:* Among others, working environment is regarded as one of the major forces of job satisfaction across different industries (Dickson & Huyton, 2008; López-Cabarcos *et al.*, 2015; Stamolampros *et al.*, 2019; Heimerl *et al.*, 2020). It is basically consisted of the workplace physical components, setting, situation, and atmosphere in which individuals work (Oludeyi,

2015). Studies carried out to evaluate the job satisfaction among academic staffs have identified work environment as a force to reckon with (Chamundeswari, 2013; Anastasiou & Papakonstantinou, 2014; Muguongo, 2015; Naz & Sharma, 2017).

**Leadership and Management.** Top management of an organization is responsible for framing policies, objectives, and providing leadership and direction (Ghani & Khamis, 2008). Baquero *et al.* (2019) assert that managers leadership qualities such as clear communication regarding goals, pensive decisions, broad mindedness, assertiveness, and allegiance to own principles are essential for enhancing satisfaction. Studies have shown that transformative leadership style has a considerable ability to influence job satisfaction (Rothfelder *et al.*, 2012, You *et al.*, 2017). Besides, job satisfaction among employees can be enhanced through empowerment, where they are given freedom to employ their individual skills at job, to be imaginative, to have the liberty to take decisions, and to own the responsibility for their decisions (Lundberg *et al.*, 2009, McPhail *et al.*, 2015, Glaveli *et al.*, 2019, Heimerl *et al.*, 2020).

**Working Activity:** While working in the organization, the challenges associated with the work acts as one of the determinants of job satisfaction at workplace (Ismert & Petrick, 2004). On the other hand, Glaveli *et al.* (2019) claim that facing challenging and diverse assignments along with the feel of social touch bring about job satisfaction among employees, and they recognized a powerful impact (Heimerl *et al.*, 2020). Aligned with this, Pelit *et al.* (2011) also arrived at similar inference, claiming that job enrichment and job rotation play an important role in boosting the morale and encouragement at work thus, bear an indirect positive influence on job satisfaction (Heimerl *et al.*, 2020). Other factors contributing to employees' job satisfaction include, professional development (McPhail *et al.*, 2015), workplace performance (Prentice *et al.*, 2019). Organizational identity (Zopiatis *et al.*, 2014), conducive working culture (Kim *et al.*, 2005), and a match between qualifications, job description, and training (Ge *et al.*, 2019).

**Infrastructure:** Heimerl *et al.* (2020) assert that employees' satisfaction at work or their overall

contentment with the job is the result of job's supporting infrastructure (Deb *et al.*, 2023, Yang, 2010). In hospitality industry, there has always been some discontentment with the working climate, below par salaries, and lesser focus on empowering employees (Ruiz-Palomo *et al.*, 2020). Moreover, Frye *et al.* (2020) supported the internal marketing activities to decrease the growing employee attrition in the hospitality industry.

Based on the above deliberations, the following hypotheses were drawn:

**Hypothesis 1 (H<sub>1</sub>):** There is a positive relationship between working hours and job satisfaction of the employees.

**Hypothesis 2 (H<sub>2</sub>):** There is a positive relationship between salary and job satisfaction of the employees.

**Hypothesis 3 (H<sub>3</sub>):** There is a positive relationship between personnel development and job satisfaction of the employees.

**Hypothesis 4 (H<sub>4</sub>):** There is a positive relationship between working environment and job satisfaction of the employees.

**Hypothesis 5 (H<sub>5</sub>):** There is a positive relationship between leadership and management and job satisfaction of the employees.

**Hypothesis 6 (H<sub>6</sub>):** There is a positive relationship between working activity and job satisfaction of the employees.

**Hypothesis 7 (H<sub>7</sub>):** There is a positive relationship between infrastructure and job satisfaction of the employees.

## RESEARCH METHODS

Heimerl *et al.* (2020) developed a structured, predefined, and tool-supported method to identify the factors of job satisfaction in hospitality industry. In the current study, an attempt has been made to evaluate and contrast the significance of the seven constructs (identified by Heimerl *et al.*, 2020, as cited in the literature review section) for comprehending overall job satisfaction among non-managerial employees of budget hotels in Assam. These employees comprised the unit of analysis for the study. While Assam was the place of study, the towns chosen for data collection from this state were Guwahati, Tezpur, Sivasagar, and Silchar.

These towns were chosen due to their historical as well as tourism significance in Assam. A convenient sampling method was used for selecting budget hotels operating in the selected towns, since exact numbers of budget hotels operating in Assam could not be ascertained. Therefore, hotels possessing the features of budget hotels were selected for the study.

The respondents for this study comprised the non-managerial staff with an experience of minimum one year in the hotel industry. A total of 150 staffs from 50 budget hotels (Guwahati- 20; Tezpur- 10; Sivasagar- 10; & Silchar- 10) were chosen to take part in the study i.e., 3 respondents were selected from each hotel based on the subjective judgement of the researchers. Altogether, 128 questionnaires were received from the respondents, recording a response rate of more than 85 percent. However, 8 questionnaires were rejected after initial screening due to incompleteness or faulty response by the respondents. Finally, 120 questionnaires were available for analysis. The primary data were drawn through survey employing questionnaire tool. The measurement of the items was done on a five-point Likert scale extending from 1 (strongly disagree) to 5 (strongly agree). The period of data collection was from September 2022 to November 2022, with the hotels resuming their operations fully after months of lockdown.

Factor analysis with Principal Component Analysis (PCA) was used for validity test. Construct validity was done through Bartlett's Test of Sphericity, whereas KMO/MSA values stipulated the strength among the constructs. Cronbach's alpha was determined to examine the reliability of the latent constructs. Correlation analysis was also conducted using Pearson's correlation coefficient. Moreover, to examine and compare the significance of the seven drivers of job satisfaction, multiple regression analysis, with overall job satisfaction as the dependent variable and the individual factors as independent variables was conducted.

## RESULTS

### Demographic Profile of the Respondents

The descriptive analysis shows that, out of the final 120 respondents, 109 were males (90.8 per cent), while the rest were females (11, 9.2 per cent).

Nearly 65 per cent (78) of the respondents were in the age group of 25 to 35. In the category of hometown, over 85 per cent (103) of the respondents were from Assam only. In the category of education, 79.2 per cent (95) respondents were under matric, while the rest were under graduates (25, 20.8 per cent). Majority of the respondents (62, 51.6 per cent) were having 5-10 years of work experience in hotels, while (41, 34.2 per cent) had work experience of over 10 years, and rest of the respondents had 1-4 years of work experience in hotel industry (17, 14.2 per cent).

### Factor Analysis

In this study, we worked with 7 individual factors as predictor variables. After conducting Principal Component Analysis (PCA), three predictor variables namely personnel development, working activities, and infrastructure were quashed due to cross loadings.

Table 1 depicts the value of KMO which stands at 0.856 for the predictor constructs. Any value of KMO above 0.8 is taken as satisfactory for conducting factor analysis (Hee *et al.*, 2020). Moreover, Bartlett's test of Sphericity endorsed the factor analysis with p value less than 0.001. The outcomes of the factor analysis resulted in the extraction of 4 factors and all the corresponding factor loading were more than 0.60 and within the range of 0.61 to 0.90, which directed towards acceptable construct validity (Heimerl *et al.*, 2020).

The 4 factors extracted were, factor 1 was identified as working hours (5 items), factor 2 was recognized as salary (2 items), whereas factor 3 was working environment (5 items), and lastly factor 4 was identified as leadership & management (6 items). From the analysis, it was found that the percentages of variance accounted for working hours, salary, working environment, and leadership and management were 35.7 per cent, 22.9 per cent, 19.2 per cent and 14.8 per cent respectively and shown 92.6 per cent of the cumulative variance. Even the eigenvalues were above one for all the 4 factors (i.e., 5.63, 1.78, 1.56 and 1.34), thus validating the results of factor loadings.

**Table 1: Factor Analysis for the Predictor Variables**

Latent Constructs	Measurement Items	FL			
		1	2	3	4
Working Hours	I feel happy with the duty schedule and job hours directives		0.85		
	I have appropriate workload		0.90		
	I can execute my task to the same standard under time constraint		0.71		
	My hotel has adequate manpower		0.77		
	There is a high pressure to perform within the organization		0.73		
Salary	There is an equity in men and women salary				0.64
	I am satisfied with my current salary				0.77
Working Environment	Women and men are given equal opportunities			0.72	
	I relish performing with other co-workers			0.82	
	I relate myself with the culture of the organization			0.73	
	There is a good working culture in the organization			0.83	
Leadership & Management	I have a good relationship with my seniors	0.66			
	My seniors answer doubts and concerns seriously	0.61			
	My seniors take solid and understandable decisions	0.69			
	My seniors acknowledge and praise my good work	0.77			
	My seniors provide effective feedback	0.72			
Eigen value		5.63	1.78	1.56	1.34
Percentage of Variance Explained ( per cent)		35.7	22.9	19.2	14.8
Cumulative Percentage ( per cent)		35.7	58.6	77.8	92.6
Cronbach's $\alpha$		0.75	0.71	0.81	0.62

**Notes:** - 1) FL = Factor Loadings  
 2) KMO = 0.856  
 3) Bartlett's test of Sphericity (Approx.Chi-Square = 614.104,  $p < 0.001$ )

Table 2 displays a single factor loading for the construct job satisfaction that was constituted of 6 items. The factors loadings for the items were above 0.50 and in the range of 0.59 to 0.82. By looking at the table it is evident that the value of KMO is more than 0.80 (0.816 to be precise) for

job satisfaction. Moreover, Bartlett's test of Sphericity supported the factor analysis with  $p$  value less than 0.001. The percentage of variance accounted for the items is 51.3 having eigenvalue of 4.26.

**Table 2: Factor Analysis for the Dependent Variable**

Latent Construct	Measurement Items	FL
Job Satisfaction	My job gives me satisfaction	0.77
	I like my task almost always	0.82
	I get major satisfaction in my life from my job	0.59
	The nature of my job indicates what I really do	0.74
	I draw a notion of achievement from my job	0.67
	I feel recognized by hotel management	0.73
Eigen value		4.26
Percentage of Variance Explained ( per cent)		51.3
Cumulative Percentage ( per cent)		51.3
Cronbach's $\alpha$		0.74

**Notes:** - 1) FL = Factor Loadings  
 2) KMO = 0.816  
 3) Bartlett's test of Sphericity (Approx.Chi-Square = 334.721,  $p < 0.001$ )

The results of the statistical analysis were found to support the construct validity. For all constructs, the Cronbach’s Alpha was found to be higher than the recommended minimum of 0.50 (Heimerl *et al.*, 2020), thus justifying acceptable internal consistency of the subscales.

**Descriptive Statistics and Correlation Analysis**

This section presents the results of the descriptive statistics and correlation analysis of the latent constructs (factors). All factors exhibited relative higher mean values exceeding the middle value (2.5) of the adopted scale (Table 3). Therefore, it

can be asserted that there were considerable levels of satisfaction with and influence on the factors. Table 3 displays the Pearson’s correlation matrix, which presents a significant positive correlation between job satisfaction and other variables. The correlation analysis shows that salary ( $r=0.655$ ,  $p<0.01$ ) had a very strong correlation with job satisfaction, followed by working hours ( $r=0.602$ ,  $p<0.01$ ), leadership & management ( $r=0.402$ ,  $p<0.01$ ), and working environment ( $r=0.398$ ,  $p<0.01$ ).

**Table 3: Descriptive Statistics and Correlations**

	Variables	1	2	3	4	5
1	Job Satisfaction					
2	Working Hours	0.602**				
3	Salary	0.655**	0.360**			
4	Working Environment	0.398**	0.370	0.403		
5	Leadership & Management	0.402**	0.353	0.364	0.336**	
	Mean	4.31	3.64	3.89	3.69	4.18
	SD	0.64	0.53	0.74	0.81	0.68

Notes: N is 120 for all the variables. \*\* $p<0.01$

**Multiple Regression Analysis**

In order to test the hypotheses, multiple regression analysis was done which is suitable for two or more predicting variables (Hee *et al.*, 2020). The regression analysis depicts that the value of the coefficient of determination was  $R^2=0.629$ , which

reflects that the research model accounted for 62.7 per cent of variance in the dependent variable i.e., job satisfaction. All factors accounted significantly for variance in job satisfaction as shown in Table 4. The Beta ( $\beta$ ) value highlights the significance of each factor for job satisfaction.

**Table 4: Multiple Regression Analysis for the Predictor Variables and Job Satisfaction**

Independent Variables	B	Std. Error	Beta, $\beta$	Sig.	Hypotheses	Decision
Working Hours	0.141	0.049	0.329*	0.011	H1	Accepted
Salary	0.221	0.051	0.537**	0.010	H2	Accepted
Working Environment	0.121	0.039	0.203**	0.000	H4	Accepted
Leadership & Management	0.428	0.061	0.235**	0.000	H5	Accepted
F value	47.265					
$R^2$	0.627					

Notes: - Dependent Variable: job satisfaction; \* $p<0.05$ , \*\* $p<0.01$

**DISCUSSION**

This paper attempted to study the variables affecting job satisfaction among non-managerial employees of budget hotels in Assam. The outcomes of the study unraveled that salary, working hours, leadership and management, and working environment were positively related to job

satisfaction. Salary was found to have the strongest effect on job satisfaction, which endorsed the significant referenced literature (Dulebohn & Werling, 2007; Ariza-Montes *et al.*, 2019). More particularly, when employees receive adequate salary, they are more likely to be satisfied with the

job, which eventually results in strong feeling of support and commitment for the organization. The current study also showed that employees were more likely to display satisfaction at work when they found hours of working more favourable. The favourable working hours allow the employees to have a healthy work-life balance, which can improve their physical, emotional, and mental health. This finding was consistent with the findings of several past studies (Namasivayam & Zhao, 2007; Ariza-Montes *et al.*, 2019; Tan *et al.*, 2020). Being always satisfied at work is not easy, so the physical and mental support from seniors and management is one of the preconditions for job satisfaction. Management can influence job satisfaction through forming clear communication regarding goals, pensive decisions, broad mindedness, assertiveness, and allegiance to own principles. This study had alike results with earlier studies on the role of leadership and management (Lundberg *et al.*, 2009; Baquero *et al.*, 2019), who suggest that well-directed organizational leadership and management significantly affect the job satisfaction of employees. In this study, the least dominating factor was found to be the working environment exposed to the employees, which was in sync with several previous studies (Dickson & Huyton, 2008; Stamolampros *et al.*, 2019). So, conducive working environment can bring positive attitude among the employees and create a sense of satisfaction at work.

## CONCLUSION

The current study has successfully identified the significant factors that affect the job satisfaction among the non-managerial employees working in the budget hotels of Assam. The findings of the study call for managerial attention and measures that focus on flexible working hours, timely payment of salary and increments, favourable working atmosphere, and supportive and collaborative leadership and management to improve job satisfaction among hotel employees and make them more skilled and efficient. This result is consistent with past findings from the relevant literature (Heimerl *et al.*, 2020).

The limitations of this study and future research directions are also discussed. There are certain limitations that require to be investigated in future research. The limitations such as the context and findings of the research which were totally limited to the geographical boundary of Assam. This

makes the generalization of the results less feasible for the whole hotel industry in the country. Next, this study was carried out during winter season, which is usually a peak season with considerable work pressure; hence, a study conducted during lean season could generate varying results. The authors suggest that researchers may explore, in this research context, more variables from the extant literature that affect job satisfaction. Finally, examining job satisfaction in varied sectors might result in different groupings owing to the individual features of each sector. Therefore, future research could replicate this study in other industries.

## IMPLICATIONS OF THE STUDY

The current paper offers several theoretical and practical implications. Regarding theoretical implications, the study on the factors that impact job satisfaction promotes enlarging and strengthening the research on job satisfaction, as it recognized and established key factors and individual features that could impact job satisfaction. Further, based on the inputs provided by the current study, it may be useful for the HR department of the organizations to devise strategies about job satisfaction and enhanced performance. Analysis of employees' job satisfaction can be used by the administrators and policy makers to frame various organizational decisions and policies while taking into account their internal deficiencies and external opportunities. This study will not only assess the job satisfaction but at the same time will also present wide vision to the management regarding the optimal utilization of their human resource. This is expected to have advantages not only at the personal level, but also at the organizational level. Based on the insights of the study, a model could be developed that prioritizes significant influential predictors of job satisfaction in the hotel sector. Considering the all-crucial role performed by employees in rendering quality services to the guests and their significant contribution to business prosperity in this sector, such a model may result in greater employee health and wellbeing.

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