

DETERMINANTS OF EMPLOYEES' JOB SATISFACTION IN THE HOTEL INDUSTRY: A CRITICAL REVIEW

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Abstract

It is imperative to understand the determinants of employees' job satisfaction in the hotel industry to arrest the outflow of key personnel and retain the competitive edge. This paper reviewed existing literature on employees' job satisfaction identified by different researchers to have a composite view on the subject for a remedial plan of action to enhance employees' job satisfaction in the hotel industry in Nigeria. It was observed from the review that even though several studies have been performed on this topic, little research has been conducted on the subject matter in respect of the hotel industry in Nigeria. Aside, the other theoretical gaps identified in this study are that research that focused on the link between job stress, employees' empowerment, teamwork, supervisor's support, work environment, and payment system on hotel employees' satisfaction in Nigeria is limited. In addition, it was observed that previous studies that examined the determinants of job satisfaction were analysed using descriptive statistics, Pearson Moment Correlation, and Multiple regression, hence first-generation data analysis methods. The research gap observed from the review also revealed that limited studies had examined the relationship between job facets and employees' job satisfaction from an integrated model perspective.

Keywords: Employees' Empowerment, Teamwork, Supervisor's support, Work environment, and Payment system.

Introduction

The hotel industry is a distinctive multifaceted people-oriented industry, which significantly contributes to the service economies of many nations (United Nations World Tourism Organization (UNWTO), 2013). Globally, hotel investment continues to increase steadily, with 2018's totals exceeding US\$68 billion compared to US\$66.4 billion in 2017 (Jones Lang LaSalle IP (JLL), 2019). The industry globally generated USD 550 billion in revenue in 2016 and around USD 600 billion in 2018 (JCR-VIS Sector Update, 2019). It was reported that the industry hit a record-breaking mark of \$170 billion in gross bookings in 2018 (Deloitte Insights, 2018). Despite the positive business outlook of the industry, the employees of the industry continue to

face challenges in job satisfaction (Sprigg & Jackson, 2006; McKay, Jefferys, Paraksevopoulou & Keles, 2012; Lee, Hampton & Jeyacheya, 2015; Wistow, Blackman, Byrne & Wistow, 2015). This validates the relevance of promoting decent work (i.e., Sustainable Development Goal 8) that culminates in job satisfaction among hotel employees in Nigeria.

Job satisfaction is explained as how people feel about their jobs or a general attitude toward work influenced by the perception of one's job (Singh & Jain, 2013). Job satisfaction in this regard imply the sum of total job facets that constitute workers' experience (Robbins & Judge, 2009). Job satisfaction is the terminology used to depict employees' happiness, satisfaction, and fulfilment of their desires, needs and wants at work (Rana & Singh, 2016b). Achievement and success sense that employees feel with their daily work routine (Rana & Singh, 2016a).

The notion of job satisfaction therefore involves a complex number of variables, conditions, feelings and behavioural tendencies. Employees that are job-satisfied are less likely to exhibit counterproductive work behaviour such as absenteeism, withholding effort, abusing sick day privileges, hiding needed resources, intentionally slowing down the work cycle and encouraging corporate sabotage (Milkovich & Newman, 2008). Aside, organisations that gives less priority to satisfaction of her employees are likely to experience the problem of employees' turnover, and a reduction in employees' performance. Turnover brings dysfunction to the organisation by interrupting operational processes and placing undue responsibilities on the remaining members (Park, Ofori-Dankworth & Bishop, 1994). Aggregate employees' turnover reduces firm-specific human capital; and therefore, affects the production process (Dess & Shaw, 2001). Output levels, quality, consistency and customer service are affected, leading to a loss in productivity. Thus, validating the notion that job satisfaction is generally a critical issue that should be of concern to managers and stakeholders in the hotel industry.

It is imperative therefore for managers and operators of the hotel industry to understand the determinants of employees' job satisfaction in the industry to arrest the outflow of key personnel and retain the competitive edge. This paper aim to review existing literature on employees' job satisfaction identified by different researchers to have a composite view on the subject for a remedial plan of action to enhance employees' job satisfaction in the hotel industry in Nigeria.

Literature Review

Yaacob and Sang Long. (2015) examined *the role of occupational stress on job satisfaction among teachers in Malacca, Malaysia*. A total of 386 teachers participated in the study. The data collected were analysed using descriptive analysis, Pearson moment correlation, and multiple regression analysis. The findings revealed that there is a significant relationship between occupational stress and job satisfaction. The result also shows that role ambiguity and role overload were predictors of job satisfaction.

Riaz, Ahmad, Riaz, Murtuza, Khan, and Firdous. (2016) examined *the impact of job stress on employee job satisfaction in respect of the Nursing Sector of DHQ Hospital of Okara*. 100 nurses of DHQ Hospital of Okara were used as a sample. Questionnaires were used for data collection. Data were analysed using Pearson moment correlation. The result of the study shows that job stress positively impacts employees' job satisfaction hence, a probable determinant of job satisfaction.

Manzoor, Ullah, Hussain, and Ahmad. (2011) studied *the impact of job stress on employee job satisfaction in the Telecommunication Sector in Pakistan*. A sample of 134 employees from the telecom sector in Pakistan was used for the study. Data were collected and analysed using questionnaires and descriptive statistics, respectively. The result shows that individuals under excessive stress tend to find their jobs less satisfying.

Tsai, Yeung, and Yim. (2011) conducted a study on *the drivers of hospitality industry employees' job satisfaction, organizational commitment, and job performance in Taipei City, Taiwan*. Structural Equation Modelling (SEM) was adopted to validate path relationships in the integrated model. The findings showed that employees' job satisfaction directly and positively influences organizational commitment. The result shows that employees' empowerment, job stress, and leadership style positively influence job satisfaction.

Ahsan, Abdullah, Gun, and Alam. (2009) conducted an empirical study on *the relationship between job stress and job satisfaction among University Staff in Malaysia*. A mixed method research approach was adopted. Using the non-probability sampling technique, a total of 300 respondents from various faculties within the University were selected for the study. Personal interviews were employed to obtain the required information from the respondents. Cross-sectional analysis, description, and regression analysis were used for data analysis. The results show that there is a significant negative relationship between job stress and job satisfaction.

Akhtar, Naheed, Akhtar, and Farooq. (2018) examined *determinants of employees' job satisfaction in private banks in Punjab in the district Multan of Pakistan*. The study was conducted using a structured questionnaire. A total of 185 questionnaires were distributed from which 162 questionnaires were returned. Regression analyses were used as statistical techniques for data analysis. It was concluded that there is a strong negative relationship between job stress, work environment, monetary rewards, decision-making authority, and management behaviour with job satisfaction.

Bemana, Moradi, Ghasemi, Taghavi, and Ghayoor. (2013) determined *the relationship between job stress and job satisfaction among Municipality Personnel in Iran*. Using the randomization sampling technique, a total of 200 participants were selected as a sample from that organization. Descriptive and regression analyses were used for data analysis. The results show there is a significant negative relationship between job stress and job satisfaction. The result also shows that there is no significant difference between the two genders in job stress and job satisfaction.

Venkataraman and Ganapathi. (2013) conducted a study on *job stress on job satisfaction among the employees of small-scale industries in Madurai*. 300 employees of small-scale industries were selected through random sampling. Descriptive statistics, Chi-Square test, and multiple regression analysis were applied. The result of the regression analysis shows that the job stress factors of workload and role conflict hurt employees' job satisfaction.

Alamdar, Muhammad, Muhammad, and Wasim. (2012) find out *factors that influence job satisfaction among the workforce of autonomous medical institutions in Pakistan*. The sample of the study comprised 250 doctors, nurses, administrative, and accounts staff of autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received and used for analysis. Multiple regression was used for data analysis. It was concluded from the study that job facets such as pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor, and nature of work affect job satisfaction.

Malik, Danish, and Munir. (2012) examined *the impact of pay and promotion opportunities on job satisfaction in respect of higher education institutes in Pakistan*. A sample of 200 employees from both private and public sector universities in Pakistan was used for this study. Questionnaires were used for data collection and multiple regression analyses were used for the analysis. The result shows that pay has a significant influence on job satisfaction but the promotion has less influence and partial significance on job satisfaction.

Singh and Loncar. (2010) examined *the link between pay satisfaction, job satisfaction, and turnover intent of registered nurses in a hospital in Canada*. 200 registered nurses in a unionized hospital in Toronto, Canada were used as a sample. Questionnaires were used for data collection. Data were analysed using regression analysis. The result shows that pay satisfaction is negatively related to turnover. Results further show that pay satisfaction influences job satisfaction among nurses.

Muhammad, Hazoor, Nosheen, and Masood. (2015) explored *the relationship between salary satisfaction and job satisfaction in respect of public and private sector organizations in Pakistan*. A sample of 320 employees from both private and public sector organizations in Pakistan was used for the study. Questionnaires were used for data collection and Z- tests were used for the analysis. The result indicates that salary satisfaction is positively related to job satisfaction in both cases. Furthermore, salary satisfaction proved as a predictor of enhancing the job satisfaction level of employees.

Muguongo, Muguna, and Muriithi. (2015) conducted a study on *the effects of compensation on job satisfaction among secondary school teachers in Maara Sub-County Tharaka Nithi County, Kenya*. The study examined the effects of both financial and non-financial compensation on job satisfaction. 214 teachers in Maara Sub-County Tharaka Nithi County were used as a sample. Data were collected through a questionnaire and analysed using descriptive statistics and

Chi-Square. The study established that the basic pay, allowances, and work environment affect teachers' job satisfaction to a great extent.

Chepkwony and Oloko. (2014) *examined the relationship between rewards systems and job satisfaction on teachers' service commission in Kenya*. The study also surveyed the effects of promotion policies, benefits, pay structures, and employee recognition on job satisfaction. A sample of 55 employees from the teachers' service commission in Kenya was used for this study. Data was collected using a questionnaire and analysed using descriptive statistics. The finding shows that all the variables of rewards systems which include promotion policies, benefits, pay structures, and employee recognition have a positive significance on job satisfaction.

Naveed, Usman, and Bushra. (2011) conducted a study on *whether a promotion can predict job satisfaction in respect of employees of the glass industry in Lahore, Pakistan*. Four glass companies were selected on a proportionate stratified random basis. A total of 200 questionnaires were administered through human resource managers, out of which 156 filled-in questionnaires were received and then the data were analysed using descriptive and correlational statistics. The result shows that promotion has a modest and positive effect on job satisfaction.

Butt, Rehman, and Safwan. (2007) *examined the effect of pay, promotion, and training on job satisfaction in the Pakistani Service Industry*. The sample of this study consisted of 150 employees of both private and public sector service organizations in the vicinity of twin cities of Rawalpindi and Islamabad. A questionnaire was used to gather data regarding the above-mentioned variables. Data were analysed with the help of SPSS using regression analysis and Independent Sample T-Test. The result shows a positive and significant relationship between promotion, compensation, training, and job satisfaction.

Mustapha and Zakaria. (2013) *examined the effect of promotion opportunities on job satisfaction among academics in higher public institutions in Kelantan, Malaysia*. The sample was selected through a systematic random procedure and data was collected from 320 lecturers using a self-administered questionnaire. Data were then analysed using descriptive analysis to describe the demographic profile of respondents and Pearson Product Moment Correlation to test the relationship between variables. The result indicated that there is a positive and significant relationship between promotion opportunities and job satisfaction.

Noori, Khan, and Naseem. (2015) *determined the impact of promotion opportunities and job advancement on job satisfaction in both private and public sector universities situated in Khyber Pakhtunkhwa Province of Pakistan*. The sample included faculties from 10 universities including 5 each from private and public sector universities. The sample size was 94 with a 100% response rate. Pearson Product Moment Correlation test was used to determine the relationship between variables. The overall study shows that job promotion and job advancement have a positive relationship with job satisfaction.

Malik, Danish, and Munir. (2012) determined *the impact of pay and promotion on job satisfaction of higher education institutes in Pakistan*. Non-probability random sampling technique and multiple regression analysis were applied and 200 questionnaires were distributed to collect the responses and a 5-points Likert scale was used to measure the responses. Pay has a significant influence on job satisfaction but promotion has less influence and is partially significant to job satisfaction.

Elnaga and Imran. (2014) determined *the relationship between employee empowerment and job satisfaction*. The study is an exploratory study that reviewed and determined all factors which affect job satisfaction. Hence, a descriptive-based study that collected and analysed results of previous studies, reports, periodicals, and books related to the topic of study to investigate the relationships between employees' empowerment and job satisfaction. The study affirmed that employees' empowerment increases their satisfaction of employees.

Rana and Singh. (2016) examined *the relationship between employees' empowerment and job satisfaction in the IT industry in India*. The sample was 475 employees from five top IT industries in India. A questionnaire comprising 45 statements was used for data collection. Multiple regression analysis was applied for the analysis of the data collected. Correlation results indicate that employees' empowerment and the empowerment dimensions had a positive and significant relationship with job satisfaction. The results also confirm a significant difference in empowerment and job satisfaction based on demographic factors: gender, age, marital status, educational qualification, designation, income, and experience.

Abraiz and Tabassum. (2012) investigated *the relationship between empowerment and job satisfaction in hotels, hospitals and education sectors in Pakistan*. A sample of 600 employees of selected hotels, hospitals, and educational institutions in the study area was used for the study. A structured questionnaire was used for data collection while descriptive statistics and regression methods were used for the analysis. It was found that there is a positive relationship between dimensions of empowerment (i.e., autonomy, responsibility, information, and creativity) and job satisfaction.

Fernandez and Moldogaziev. (2015) conducted a study on *employees' empowerment and job satisfaction in the U.S. federal bureaucracy*. In this study, employee empowerment is conceptualized as a multifaceted approach composed of various practices aimed at sharing information, resources, rewards, and authority with lower-level employees. Self-determination theory was used to theorize about the effects of these different empowerment practices on job satisfaction. The results of the empirical analysis, based on 2010 Federal Employee Viewpoint Survey (FEVS) data, indicate that empowerment practices aimed at promoting self-determination (i.e., sharing information about goals and performance, providing access to job-related knowledge and skills, and granting discretion to change work processes) have positive and sizable effects on job satisfaction.

Ibrahim (2016) investigated *the influence of employees' empowerment on job satisfaction of bank employees in Lagos, Nigeria*. The sample is composed of 140 respondents. The questionnaire was used for data collection while the collected data were analysed using Pearson Moment Correlation. The result of the study shows that a strong and positive correlation exists between empowered employees and job satisfaction.

Ulutaş (2018) examined *the effect of empowerment on employees' job satisfaction in respect of the Konya industrial zone in Turkey*. The questionnaire was used for data collection from 300 managers and other employees. The data were analysed using Pearson Moment correlation to determine the relationship between a dependent variable and an independent variable. The results show that there is a positive relationship between empowerment and job satisfaction.

Usman, Ahmed, Ahmed, and Akbar. (2011) conducted a study on *the impact of employee empowerment on job satisfaction: an empirical analysis of the Pakistani service industry*. The questionnaire consisting of twenty-four statements was used for the collection of data. 200 employees of service industries in Pakistan were used as a sample size. Regression, Independent Sample T-test, and frequency distribution analysis were adopted. Results indicate that employees' empowerment has a positive and significant impact on job satisfaction.

Ukil (2016) examined *the impact of employees' empowerment on employee satisfaction and service quality of financial enterprises in Bangladesh*. Data were gathered following a quantitative survey conducted among a diverse group of 240 employees in 20 different financial institutions including private banks, leasing, and insurance companies in Bangladesh. Pearson correlations and regression analysis were applied using SPSS software to analyse collected data. The study suggests that by empowering employees, an organization can increase the level of employee satisfaction that in consequence upturns service quality.

Benrazavi and Silong. (2013) examined *employees' job satisfaction and its influence on willingness to work in 4 sampled team organizations in Malaysia*. This study adopted a quantitative survey strategy to collect data. The study sample comprised 357 respondents. A test of Pearson Moment Correlation was run to examine the relationship between the variables. Meanwhile, a Multiple Regression was utilized to examine the interrelated relationship between the independent variables and the dependent variable of the study. It was shown from the result that employees' satisfaction was positively related to and motivational towards their willingness to work in teams.

Dash, Banerjee, and Mitra. (2014) conducted an *empirical study on teamwork and its effect on employees' satisfaction and the performance of hotels in Eastern India*. A sample of 43 employees from three hotels in Durgapur was used. A questionnaire was designed keeping in mind the various parameters of teamwork that could be considered for promoting employee job satisfaction. The data collected were analysed using basic mathematical

calculations and the same was ratified and validated by the use of SPSS. The results established that higher and better teamwork would lead to increased job satisfaction.

Agwu (2015) examined *the correlation between teamwork and employee job satisfaction at Bonny Liquefied Natural Gas Plant in Nigeria*. A descriptive research design was used in executing the study, using 370 randomly selected NLNG plant operators for questionnaire administration. The sample size of 370 was determined from a population of 4,895 plant operators using Taro Yamane formulae. Data collected were analysed using descriptive and inferential statistics. Results from the data analysis indicated that a significant relationship exists between teamwork and employees' job satisfaction in the Bonny NLNG plant.

Griffin, Patterson, and West (2001) conducted a study on *the link between teamwork and job satisfaction in respect of manufacturing companies in the U.K.* 48 manufacturing companies that ranged in size with 60 to 1929 employees in the study area were used. Questionnaires were used for data collection while a multilevel analysis approach was adopted for the analysis. The result showed evidence of a mediational path between teamwork and job satisfaction.

Abdul and Maulabakhsh. (2014) examined *the impact of the work environment on job satisfaction of educational institutes, the banking sector, and the telecommunication industry operating in the city of Quetta, Pakistan*. A sample of 210 employees from the study institutions and organizations was used for the study. Data were collected through a questionnaire and regression analysis was used for the analysis. The result shows a positive relationship between the work environment and employees' job satisfaction.

Agbozo, Owusu, Hoedoafia, and Atakorah. (2017) explored *the effect of the work environment on job satisfaction in the banking sector in Ghana*. The study also ascertains the impact of physical and mental environment on employees' performance. A sample of 105 employees of the banking sector in Ghana was used for the study. The questionnaire was used as the research instrument while Pearson Moment Correlation with the aid of Statistical Package for Social Science (SPSS) was used to analyse the data. The finding revealed that the work environment has a significant effect on employees' satisfaction and performance.

Edward (2014) examined *the impact of the work environment on employees' job satisfaction in respect of PT. X Company in Surabaya, Indonesia*. 74 samples of employees from PT.X Company in Surabaya, Indonesia were used as a sample. Questionnaires were used for data collection. Data were analysed using multiple regression analysis. The result shows that simultaneously work environment factors are significant towards the employees' job satisfaction.

Jain and Kaur. (2014) conducted a study on *the impact of the work environment on job satisfaction in Dominos Jaipur City in the United States*. A sample of 100 employees from Dominos organization from Jaipur was used for this study. Questionnaires were used for data collection. Data were

analysed using Statistical Table. The finding shows that employees of Dominos are well satisfied with these factors: work environment, duties and responsibilities, refreshment and recreation facility, grievance handling procedure, fun at workplace, health and safety facility. Dominos can retain their employees with this aspect.

Qureshi and Ab Hamid. (2017) conducted a study on *the impact of supervisor's support on job satisfaction: a moderating role of fairness perception*. The study is an exploratory study that reviewed previous studies concerning variables being considered hence, not empirical. The paper had proposed a notable framework, outlining the potential role of a supervisor's support towards job satisfaction followed by the moderating potential to help enhance the relationship.

Mohamed and Ali. (2016) examined *the importance of a supervisor's support for employees' affective commitment: an analysis of job satisfaction*. The study was conducted in respect of the employees of Malaysian Private Telecommunication Companies. The data of the study were collected from a group of 274 employees in the Malaysian telecommunication industry through a questionnaire. The descriptive and inferential statistical methods were used for the analysis. The findings revealed that a supervisor's support has a significant relationship with job satisfaction and affective commitment.

Conclusions

Theoretically, the first conclusion of this study is that employee job satisfaction research has been popular in the management and organizational behaviour disciplines for several decades. However, relatively less attention has been paid to this domain of study in the hotel industry, especially in the emerging countries and more so in Nigeria. In addition, various studies had examined the impact of job stress on employees' job satisfaction in the educational sector, marine industry, banking industry, and construction industry. It is obvious from the review that research focused on the link between job stress and hotel employees' job satisfaction in Nigeria is limited in the literature. The universality of job stress in the hotel industry makes employees of hotels in Nigeria vulnerable to job-related stressors. It is therefore imperative to explore the influence of job stress on employees' job satisfaction in hotels in Nigeria.

Once more, previous research studies had examined the impact of the payment system on employees' job satisfaction in medical institutions in Pakistan, the banking industry in Turkey, the hotel industry in China, and the marketing companies in Taiwan. Based on the review, it is noticeable that limited studies had examined this phenomenon in the context of the hotel industry in Nigeria. However, the fact that the hotel industry in Nigeria is characterized by relatively low salaries when compared to other industries makes it worthwhile to explore the correlation between the payment system and employees' job satisfaction in Nigeria.

Furthermore, the gap observed based on the review of empirical works of the literature shows that various studies had examined the impact of the work environment on employees' job satisfaction in respect of the education industry and commercial banks. It was observed that studies on work environment and employees' job satisfaction were examined in Asian countries and the education sector in Nigeria but with less emphasis on the hotel industry in Nigeria. It is pertinent to state that hotels in Nigeria are characterized by a tough work environment, working without life insurance, rising health costs, usage of obsolete equipment, and exposure to difficult customers among others. Given this, examining the influence of the work environment on employees' job satisfaction in respect of hotels in Nigeria is worthwhile.

Again, the gap observed in empirical kinds of the literature shows that studies in the domain of employees' empowerment and job satisfaction mainly focused on the manufacturing organizations in Europe and India, the educational service industry, the marine, port and medical service industry. However, it is observed that limited studies had been reported in respect of this phenomenon in the hotel service industry in Nigeria. Hence, worthy of study is the extent empowerment influences hotel industry employees' job satisfaction in Nigeria.

Yet another, the gap in empirical literature shows that studies on the impact of teamwork and employees' job satisfaction have mainly focused on the banking industry in Oman, the medical service industry, the education industry, the entertainment industry in Malaysia, and Liquefied Natural Gas Plant, in Bonny, Nigeria. However, it is observed that limited studies had been reported on the impact of teamwork and employees' job satisfaction in the hotel service industry in Nigeria. Therefore, the need for an in-depth study on the extent teamwork influences hotel industry employees' job satisfaction in Nigeria is valuable.

Additionally, previous studies assessed the relationship between promotions and job satisfaction. The gap in the empirical review shows that studies have mainly focused on the medical institutions in Pakistan and the service industry in Istanbul, Turkey. Other areas covered in extranet literature include the governmental institutions, retail industry and manufacturing service industry. It could then be concluded that no study had been reported on the relationship between promotion opportunities and employees' job satisfaction in the hotel service industry in Nigeria. It is therefore worthy to examine further study to determine the extent promotion opportunities influences hotel employees' job satisfaction in Nigeria.

Also, several studies about the relationship between supervisor support and employees' job satisfaction were carried out with a focus on the organizations in the UK, Malaysia, the USA and Taiwan. Other areas covered in extranet literature on the subject matter include the medical institutions in Pakistan and IT companies in Nigeria. However, the gap observed based on this study is that no study had been reported on the relationship between

supervisor's support and employees' job satisfaction in the hotel service industry in Nigeria.

Methodologically, this study concludes that previous studies that examined the determinants of job satisfaction were analysed using descriptive statistics, Pearson Moment Correlation, and Multiple regression. However, these data analysis methods fall among the first-generation data analysis methods hence, becoming obsolete. Application of SmartPLS v3. Software for PLS_SEM is of the second-generation data analysis tool hence, contemporary.

Finally, in terms of model specification, the study concludes that limited studies had examined the relationship between job facets and employees' job satisfaction from an integrated model perspective in respect of the hotel industry in Nigeria. This study, therefore, proposed the JSEP model for the hotel industry in Nigeria. The proposed model comprises seven independent variables (i.e., dimensions of job satisfaction) which include: job stress; payment system; work environment, and employee empowerment. Other predictors of job satisfaction identified from entrant works of literature include teamwork, promotion opportunities and supervisors' support.

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