

Examining the Job Satisfaction among the Hotel Employees in Bangladesh: An Exploratory Study

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Abstract

This paper tries to explore the employees' job satisfaction in different residential hotels in Bangladesh. To determine the employees' job satisfaction regarding their work in residential hotels in Barisal, sixty four samples were selected and SPSS 16.0 was used for demographic information, descriptive statistics, regression and correlation analysis. This study reveals some job-related factors that affect the overall job satisfaction of hotel employees' in Barisal. The multiple regression analysis of chances of promotion has significant relationship to the job satisfaction & other factors have no significant relationship to the job satisfaction in hotels of Barisal. The Pearson correlation analysis (sig. 0.002) clearly indicates that the research is statistically significant and the result depicts that job security (.289) and fair salary (.279^{*}) are highly correlated with working environment. Findings of this study also suggests that overall job satisfaction is influenced by the chances of promotion and working environment. The implication of this study is that hotel industry should take proper action to ensure the better working environment and try to minimize the promotional barriers in increasing the employees' satisfaction.

Keywords: Hotels, Job satisfaction, SPSS, Work environment, Job security.

1.Introduction

Tourism industry is one of the fastest growing industries that provide the necessary and desirable goods and services to travelers worldwide. A hotel is a place where all who conduct themselves properly and who being able and ready to pay for their entertainment, accommodation and other services including the boarding like a temporary home (Oduro-Nyarko, 2013). A hotel can also loosely be defined as an enterprise that caters for the specific needs of people when they are away from the place of residence. It is an establishment which offers accommodation, food, drink and other facilities to travelers (tourists, customers, guests). The hotel industry is diverse enough for people to work in different areas of interest and still be employed within the hotel industry (Oduro-Nyarko, 2013). Like other cities in Bangladesh, hotel and restaurant business are gradually growing in Barisal. There are 59 residential hotels in Barisal and among them, 30 hotels were selected as a sample to make the research.

Hotel and restaurant management are bundled together and acquainted as the hospitality industry or the service sector. The sector plays significant roles in many economies, including those of the developing world such as Bangladesh, where there is increased importance and recognition for the service sector. The percentage share of the service sector to the Gross Domestic Product (GDP) in recent times ranges between 21% and 64% (Bangladesh Tourist Board, 2011). The hospitality industry is one of the world's major industries. It comprises of diverse activities including the hotel industry. The growth of the service industries has created a demand for research into their operations and marketing. The hospitality industry's success can be seen as one of the key components of growth in Bangladesh economy. One perceived problem found by previous studies in the hotel industry in Bangladesh is the differences in quality of the services that are delivered by entities in the industry. Although a significant number of studies on job satisfaction are available, but there are few studies conducted so far on hotel industry, especially in the southern region in Bangladesh. This study explores the job satisfaction status in the hotel industry in Barisal.

2.Objectives

The basic objective of this study is to explore the job satisfaction status in the hotel industry in Barisal.

3.Methodology of the Study

For the purpose of the study, an exploratory research has been conducted for preparing this paper. After extensive literature review and some observations in different residential hotels in Barisal, a comprehensive questionnaire was developed for primary data collection. But before collection of mass primary data, a pilot study has been conducted and then questionnaire was modified based on the findings. Through survey, 62 samples data was collected from 31 hotels through face to face interview to the employees from May & June in 2015 across the Barisal and after scrutinizing the whole data rest 60 was remaining for the analysis. The questionnaire was based on funnel techniques which started with general questions and moved to more specific ones so that respondents' biased could be reduced. Among the 3 parts of the questionnaire first part was about

demographic information, second part was for human resource management practices like recruitment, training, salary, holiday per week, duration of duty etc. In last part employees were asked some questions regarding measurement of satisfaction level of the different variables. The questionnaire was prepared following the 5-point Likert scale (1= Highly Dissatisfied to 5= Highly Satisfied. Theoretically, '4' & '5' represent satisfaction, the higher the score, the greater the level of satisfaction. Similarly, Yes=1, No=2 and No comment=3. On the other hand, some of the questions prepared for multiple choices and sequentially arranged. Secondary data was collected from different national and international journal, books, website and various publications etc.

Microsoft Excel 2010 and SPSS 16.0 version were used for data analysis purposes. At first collected questionnaire were plotted in SPSS by classifying as age, gender, marital status, education level, etc. for analyzing descriptive statistics, correlation analysis and regression model etc. Two types of analysis have been conducted that one is analysis of variance for comparing responses and another is multiple linear regression analysis for identifying determinants of employees' job satisfaction at hotels in Barisal.

4. Literature Review

Hotel industry is deceptively complex organizations to manage. This complexity can raise a broad range of challenges central to which are issues relating to owner-managers, employees and the employment relationship (Huang and Brown, 1999). When we discuss 'employment relationships' we are talking broadly about the ways that firms hire, manage, train, reward, handle disputes with and separate from employees as well as the broader relationship between employers and employees (Marlow and Patton, 1993; Ram, 1999). The distinction in terminology can have important implications for how we understand the practices in hotel but it is more important to focus on how employment relationships operate in hotel rather than the labels used to characterize types of relationship. Hotel employment relationships are not only dependent upon the specific nature of the firm but are also influenced by external factors and the turbulent environments in which they often find themselves. For example, hotel may be dependent upon larger customers that may make demands on how the hotel is managed, indicating particular policies or practices be put in place. Internal factors like working hour, holiday, colleagues' behavior, internal politics, immediate supervisor behaviors, salary in time etc. are also important factors for job satisfaction. Quality is the totality of characteristics of an entity that bear on its ability to satisfy stated and implied needs (Moody, 2005).

Job satisfaction implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George & Jones, 2008). Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Now, investigation continues to know what causes satisfaction for the organizational people. Personal factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with coworkers, supervisors and working conditions, work policies and compensation. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Blum and Naylor (1968) defined it as a general attitude formed as a result of specific job factors, individual characteristics, and relationship outside the job. Overall or general job satisfaction describes a person's overall affective reaction to the set of work and work-related factors (Cranny, Smith and Stone, 1992). The behavior of workers depends on their level of job satisfaction that will affect the functioning and activities of the organization's business.

The level of job satisfaction across various groups may not be consistent, but could be related to a number of variables. This allows managers to predict which groups are likely to exhibit behavior associated with dissatisfaction. Older employees are generally satisfied with their jobs. Although this may change as their chances of advancement get diminished and they face the reality of retirement. Due to better remuneration, better working conditions and job content, management also tends to be satisfied with their jobs (Greenberg et al, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997). Nwagwu (1997) mentioned in a case study that countries are grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. A worker's job expectations are directly related to his/her personality and the factors that make up the worker's character also affect his/her level of job satisfaction.

5. The Hypotheses

Based on the literature review, we can say the following hypotheses in alignment with the objectives of the study:

H₁: Working environment has no impact on job satisfaction.

H₂: Fair salary has no impact on job satisfaction.

- H₃: Chances of promotion has no impact on job satisfaction.
 H₄: Highly Job Security has no impact on job satisfaction.
 H₅: Involvement in decision making has no impact on job satisfaction.
 H₆: Colleagues' behavior has no impact on job satisfaction.
 H₇: Supervisor's behavior has no impact on job satisfaction.

6.Results & Discussion

This paper is prepared on both primary and secondary data. The primary data was collected through a structured questionnaire which was administered to employees of hotel industry in Barisal. Convenient sample technique was used to interview the employees. In order to determine the employees' job satisfaction regarding their work in residential hotels in Barisal, the 64 samples were selected and SPSS 16.0 was used for demographic information, descriptive statistics, regression and correlation analysis. This study reveals the factors that affect the overall job satisfaction of hotel employees' in Barisal. Demographic information shows that all institutions are male oriented and nearly half (48.3%) of the workers are educated below class 9.

Table 1: Respondents socio-demographic information

Background Characteristics	Number of respondent (s)	Percentage (%)
Gender		
Male	60	100%
Female	0	0%
Educational Level of employees		
Name of Educational level	Frequency	Percent
Honor's	5	8.3%
Degree	3	5.0%
HSC	11	18.3%
SSC	12	20.0%
Below Class IX	29	48.3%
Total	60	100.0%
Experience of the employees		
Experience (In years)	Frequency	Percent
<1	6	10.0%
1-4	20	33.3%
5-9	10	16.7%
10-15	3	5.0%
16-above	21	35.0%
Total	60	100.0%
Employees recruitment source		
Source Name	Frequency	Percent
Advertisement	5	8.3%
Relatives	9	15.0%
Agents	13	21.7%
Acquainted	26	43.3%
Others	7	11.7%
Total	60	100.0%

Source: Survey data

In table 1, it is surprisingly found that 100% employees are male; no female workers are involved in the residential hotels of Barisal. On the other hand, 90% of the male got married. It also shows that the level of experience of respondents in the hotels of Barisal. The study categorized the experiences of the respondents into five intervals such as below 1 year, 1-4, 5-9, 10-15 and above 16 years. The study shows that 35% employees are working more than 16 years, 33.33% working within 1-4 years and less than 1 year is only 10% which indicate positive sign for hotel business. From this table, it is found that 48.3% employees are below Class IX and only 8.3% possessing higher education. So, it is clear that most of the hotel employees in Barisal are possessing lower level of education.

Table: 2 Overall Job Satisfaction of the employees

	Frequency	Percent	Cumulative Percent
Very Dissatisfied	2	3.3	3.3
Dissatisfied	3	5.0	8.3
Neither Satisfied nor Dissatisfied	9	15.0	23.3
Satisfied	33	55.0	78.3
Very Satisfied	13	21.7	100.0
Total	60	100.0	

Table 2 shows the frequency of overall job satisfaction of the employees. It represents that 55% respondents are satisfied on their job and only 5% respondents are dissatisfied which is little alarming for any organizations. On the other hand, 21.7% employees are very satisfied on their jobs and 23% neither satisfied nor dissatisfied.

Table: 3 Descriptive Statistics for job satisfaction variables

Variables	Mean	Std. Error of Mean
Working environment	4.2333	.09009
Fair salary	3.3500	.18075
Chances of promotion	3.3667	.16969
High Job Security	2.4667	.17861
Involvement in decision making	3.8500	.14027
Colleagues' behavior	4.6000	.11199
Supervisors' behavior	4.2667	.11853
Overall Satisfaction	3.8667	.11995

Since the mean value ranges 3.1 to 4 represent as satisfactory, according to table 3, the mean for all variables is above 3.30 except 'High Job Security'. It seems that employees are satisfied with their job and the overall job satisfaction is 3.86, where standard errors ranges from 0.090 to 0.180 which indicates the sample mean of different job-related variables is very close to those of the population means.

Table: 4 Pearson product-moment correlation coefficient for job satisfaction variables

Independent Variables	Working environment	Fair salary	Chances of promotion	High Job Security	Involvement in decision making	Colleagues' behavior	Supervisor's behavior
Working environment	1						
Fair salary	.279*	1					
Chances of promotion	.016	.196	1				
High Job Security	.289*	.116	-.030	1			
Involvement in decision making	.270*	.213	.015	.160	1		
Colleagues' behavior	.185	-.106	-.048	.102	-.029	1	
Supervisor's behavior	.007	.032	.044	.087	-.061	.115	1

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4 shows that correlations among independent variables are statistically significant; the average inter-item correlation is 0.0482, which is low enough to conclude that there is multicollinearity problem. Here 'working environment' is highly correlated with 'high job security' where r is 0.289. It indicates that if 'job security' increases, 'working environment' will also improve 28.9% and viz- a- viz. On the other hand, 'high job security' is negatively correlated with 'chances of promotion' ($r = -0.030$) which creates multicollinearity problems for hotel business. In this way, there are other multicollinearity problems with 'Working environment', 'Colleagues' behavior' and 'Chances of promotion'. Another consequence is that 'Fair salary' is highly correlated with 'Working environment' ($r=0.279$). It indicates that if 'salary' increases, 'working environment' will also improve 27.9% and viz a viz. On the other hand, the negative correlation between 'Colleagues' behavior' & 'salary', 'Chances of promotion' and 'Involvement in decision making' indicates extreme competition among the employees to get higher salary, decision making and getting promotion faster.

‘Supervisor’s behavior’ and ‘Involvement in decision making’ is negatively correlated. It means that friendly behavior does not give positive result for the supervisors.

Table: 5 Pearson product-moment correlation coefficient for overall job satisfaction

	Working environment	Fair salary	Chances of promotion	High Job Security	Involvement in decision making	Colleagues’ behavior	Supervisor’s behavior
Overall job Satisfaction	.310*	.271*	.318*	.300*	.232	.122	.261*

*. Correlation is significant at the 0.05 level (2-tailed).

A table 5 shows the highest value of r is 0.318 between ‘overall job satisfaction’ and ‘chances of promotion’ where other variables are not controlled to influence employees’ for their overall job satisfaction. It means ‘chances of promotion’ is the prime factor for employees’ overall job satisfaction in hotels of Barisal City. The second considerable variable is ‘working environment’ which also leads overall job satisfaction among the employees and the least influencing variable of employees’ overall job satisfaction is ‘colleagues’ behavior’. All these correlations are found statistically significant at 0.05 levels. In this analysis only correlation does not divulge the causal relations among variables. Furthermore, it is needed to prove again by regression analysis.

Table: 6 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.335	.245	.80716

a. Predictors: (Constant), Supervisor’s behavior, Working environment, Chances of promotion, Colleagues’ behavior, Involvement in decision making, High Job Security, Fair salary

b. Dependent Variable: Overall Job Satisfaction

Table 6 shows independent variables i.e. ‘Supervisor’s Behavior’, ‘Working environment’, ‘Chances of promotion’, ‘Colleagues’ behavior’, ‘Involvement in decision making’, ‘High Job Security’, ‘Fair salary’ are capable of influencing the dependent variable ‘Overall Job Satisfaction’.

Table: 7 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.055	7	2.436	3.740	.002 ^a
	Residual	33.878	52	.651		
	Total	50.933	59			

The computed value of F (F = 3.740, df = 7, 52) in table 7 shows that the model is statistically significant and it is highly likely that at least one of the independent variable is capable of influencing the level of overall job satisfaction (table 6). It is also visible that the model explains 24.5% of the variation of the ‘Overall Job Satisfaction’ (Adjusted $R^2 = 0.245$).

Table: 8 Coefficients^a

Independent Variable	Standardized Coefficients (Beta)	T	P
Working environment	.161	1.264	.212
Fair salary	.117	.946	.349
Chances of promotion	.290	2.510	.015
Highly Job Security	.198	1.658	.103
Involvement in decision making	.143	1.194	.238
Colleagues’ behavior	.076	.647	.521
Supervisor’s behavior	.226	1.969	.054

a. Dependent Variable: Overall Job Satisfaction

Table 8 shows that the Standardized Beta Coefficient of ‘Chances of promotion’ (t = 2.510, p = .015), ‘Fair salary’ (t = 1.969, p = .054) is found to be statistically significant and positive (beta = 0.290 & 0.226). For ‘Working environment’, ‘Fair salary’, ‘High Job Security’, ‘Involvement in decision making’ and ‘Colleagues’ Behavior’, the Standardized Beta Coefficient is also found to be statistically significant and positive. (For ‘Working environment’, beta = 0.116, t = 1.264 and p = 0.212; ‘Fair salary’, beta = 0.117, t = .946 and p = 0.349; ‘High Job Security’, beta = 0.198, t = 1.658 and p = 0.103; ‘Involvement in decision making’, beta = 0.143, t = 1.194 and p = 0.238; and ‘Colleagues’ behavior’, beta = 0.076, t = 0.647 and p = 0.521)

The above results imply that ‘Working environment’, ‘Fair salary’, ‘Chances of promotion’, ‘High Job Security’, ‘Involvement in decision making’, ‘Colleagues’ behavior’ and ‘Supervisor’s behavior’ affect the level of overall employees’ job satisfaction. It is also evident from the above table that ‘Chances of promotion’ has the most domination in framing ‘Overall Job Satisfaction’ of the hotel employees and ‘Colleagues’ behavior’ has the least among seven variables. Based on the principles, if p-value is smaller than the significance level, H_0 is

rejected and H_a is accepted. So, the H_3 ($p = .015$) is rejected at 0.05 level of significance that means Chances of promotion influences overall job satisfaction. For ‘Working environment’, ‘Fair salary’, ‘High Job Security’, ‘Involvement in decision making’, ‘Colleagues’ behavior’ and ‘Supervisor’s behavior’, the standardized Beta Coefficients over ‘Overall Job Satisfaction’ is found statistically insignificant.

Serial No.	Hypotheses	P value	Accepted/Rejected
1.	H_1 : Working environment has no impact on job satisfaction.	.212	Accepted
2.	H_2 : Fair salary has no impact on job satisfaction.	.349	Accepted
3.	H_3 : Chances of promotion has no impact on job satisfaction.	.015	Rejected
4.	H_4 : Highly Job Security has no impact on job satisfaction.	.103	Accepted
5.	H_5 : Involvement in decision making has no impact on job satisfaction.	.238	Accepted
6.	H_6 : Colleagues’ behavior has no impact on job satisfaction.	.521	Accepted
7.	H_7 : Supervisor’s behavior has no impact on job satisfaction.	.054	Accepted

Based on this p-value result, we failed to reject H_1 , H_2 , H_4 , H_5 , H_6 & H_7 . We conclude that these six variables do not have any direct effect either to increase or decrease overall job satisfaction.

7. Conclusions and Recommendations

The study tried to analyze the seven different factors which affect the hotel employees’ job satisfaction in Barisal. From the findings, we can conclude that seven factors have positive and negative impact on job satisfaction among the hotel employees in Barisal. The seven main factors which are ‘Working environment’, ‘Fair salary’, ‘Chances of promotion’, ‘High Job Security’, ‘Involvement in decision making’, ‘Colleagues’ behavior’ and ‘Supervisor’s behavior’ affect the level of employees’ overall job satisfaction. The study reveals that all factors have no significant impact on increasing the job satisfaction. Among these factors, chances of promotion and working environment has significant impact on overall job satisfaction. According to the findings, a chance of promotion is a key factor to increase the job satisfaction. The basic research finding is that in order to increase the employees’ job satisfaction, the hotel industry should develop a favorable working environment, minimize promotional barriers and enhance the job security. We suggest the following recommendations for increasing the employees’ job satisfaction in the hotel industry of Barisal division.

- Proper working environment should be ensured for the employees.
- Hotel industry should provide unbiased promotion for employees.
- House rent, hospital allowance, overtime payment, festival allowance, bonus and better working condition should be ensured to satisfy the employees.
- They should consider compensation policy, health and insurance policy, retirement policy, sustainable working environment which are justified according to the job responsibility and designation of the employees to keep them satisfied.
- Hotel industry should provide proper training to ensure better quality of the employees.

Finally, we can say that since hotel business is fully customer oriented and to satisfy the customer in a better way, the owner of the business should deploy quality, trained and skilled employees. For ensuring the quality, manager should be more sensible and cautious to the employees so that they could be satisfied with their jobs. So, manager should give priority to those seven factors and other related factors that increases the hotel employees’ overall job satisfaction in Barisal, Bangladesh.

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