



FACTORS AFFECTING EMPLOYEES JOB SATISFACTION: A COMPARATIVE STUDY ON STAR RATED AND NON-STAR RATED HOTELS IN HAWASSA CITY, ETHIOPIA.

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ABSTRACT

The objective of this investigation stands to examine issues distressing worker satisfaction among hotels in Hawassa city, Ethiopia. This research used a Descriptive research plan and stratified random sample procedure. The questionnaire adapted from modified Minnesota and Job index satisfaction was used in the survey with 260 hotel employees. Scrutiny was showed using frequencies, means, percentages, inferential numbers, multiple regression and comparative analysis. The study's results declare that the factors such as working place, job security and career plan had highest effect on job satisfaction while the least influential were supervisor relation and compensation management. The five recognized aspects were starting to have statistically substantial associations through work happiness. The outcomes of this study make an important influence to new-fangled facts and thoughtful of existing problems relating to the occupation pleasure of personnel in hotels.

KEYWORDS : Hotels, Job Satisfaction, Job Security, Supervisor Relation, Work Place

INTRODUCTION

Employee job satisfaction has attracted extensive empirical study throughout the history of organizational and behavioral research, producing intriguing results (Aziri, 2011). Large portions of the inhabitants in rising countries are prevented from finding a fair job to meet their needs (Tseday, 2015:1).

Satisfaction is well-defined as "a person's emotional state of desire or displeasure on account of linking a produce's supposed act (or consequence) in comparison to their prospects" (Tanjeen, 2012).

According to Spector's study, (1977) if employee job satisfaction is going down among workers it will have harmful effects on the value of the services. Lesser satisfaction origins normal absenteeism from work, little performance, work interruption and likely growth in managerial and training price along with The hotel industry had been recognized as industry of getting high growth in service industries. But it is facing employee related challenges, including low motivation, salary, working environment, compensation and other factors (Hanzaae and Mirvaisi, 2011).

As a result, this study seeks to assess features inducing employee job gratification a relative study of hotels in Hawassa city.

Research Methodology

A. Objective of the Study

To identify the factors that Affecting Employees Job Satisfaction: A Comparative Study on Star Rated and Non-Star Rated Hotels in Hawassa City, Ethiopia.

B. Methodology

This study is descriptive and explanatory in nature. The data was collected through primary source questionnaires and semi-structured interviews and secondary sources from published books, articles, printed magazines, and pamphlets. The study also employed Comparative Analysis, Multiple Regression Analysis, and descriptive statistics such as frequencies, percentages, and mean values.

RESULTS AND DISCUSSION

The research conducted by Christabella and P. Bushiri (2014), the impact of working environment on employees' job satisfaction. The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned.

1. Factors that affecting employee's job satisfaction in selected hotels in the Hawassa City, Ethiopia

The Likert scales number from 1-5 were used: V. dissatisfied (1) Dissatisfied (2) Neutral (3) Satisfied (4) V. satisfied (5).

Table 1: Descriptive Statistics

| Extent of satisfaction | | | | | |
|------------------------|-------------------------|------|-----|------------|--------------------|
| S.no | Variables | Item | N | Group Mean | Standard deviation |
| 1 | Working place | 8 | 260 | 3.6053 | .83070 |
| 2 | Job security | 6 | 260 | 3.4115 | .89906 |
| 3 | Career advancement | 10 | 260 | 3.1773 | .93544 |
| 4 | Supervisor relation | 10 | 260 | 3.5762 | .84267 |
| 5 | Compensation management | 10 | 260 | 2.7869 | 1.03090 |

According to the descriptive statistics presented on table 1 study variables, compensation management consumes the lowest mean of all (i.e. 2.78); the next lowest mean values are (3.17, 3.41, 3.57, and 3.60), respectively, for career plan, job security, supervisor relationship, and working place. Workplace, compensation, career goals, job security, and supervisor relationships are all factors that influence how happy an employee is at work. However, the major respondents were dissatisfied with the question about compensation management. Employee management and related issues must be continually improved. Thus, hotels must make all reasonable efforts to improve employee satisfaction by changing their compensation management.

2. Relationship among those factors that affect employee's job satisfaction in selected hotels in the Hawassa city, Ethiopia

Table 2. Correlation Between Variables

| NO | Independent variables | Correlation confident | Employees job satisfaction |
|----|-------------------------|--|----------------------------|
| 1 | Supervisor relation | Pearson correlation (r) P- Value N | .575** .000 260 |
| 2 | Compensation management | Pearson correlation (r) P- Value N | .536** .000 260 |
| 3 | Career advancement | Pearson correlation (r) P- Value N | .692** .000 260 |

| | | | |
|---|---------------|------------------------|--------|
| 4 | Job security | Pearson correlation(r) | .748** |
| | | P- Value | .000 |
| | | N | 260 |
| 5 | Working place | Pearson correlation | .516* |
| | | P- Value | .000 |
| | | N | 260 |

Based on the Pearson correlation test of correlation results from the above table 2, working place dimension positively correlated with employees job satisfaction ($r=0.516$). In other words if employees feel that there is good working environment they will be satisfied. Working environment has a significant role in enhancing employee's job satisfaction Al-Anzi (2009). So, the finding of Al-Anzi (2009)) is similar with the results of this research.

Supervisor relation is another element of factors that affect employee's job satisfaction. Based on the correlation result as it is shown by Pearson correlation test, supervisor relation is positively correlated with employee's job satisfaction. The correlation coefficient between supervisor relation and employees job satisfaction which is 0.575. This shows that supervisor relation dimension is a determinant of employee's job satisfaction loyalty. This result is supported by the study of Packard and Kauppi (1999). According to this researchers, supervisor relation has effect on employee's job satisfaction.

The other factor that is included factor affecting employee's job satisfaction is career plan. It has positive and moderate relationship with employee's job satisfaction. The correlation coefficient between these variables is 0.692. Career plan can provide opportunity to employee gain experience and trains employee on myriad skills. This result also agreed with Nancy (2009), the good one way to service employees is through career plan programs because it can help increase in employees' job satisfaction and feelings of empowerment in their customer-facing roles.

Based on the Pearson correlation test of correlation results, job security positively correlated with employees job satisfaction ($r=0.748$). When employees feel their employer was provided job security to their employees, most of employee will more satisfy. This research is supported by Guest (2004) who discovered that low job security and working conditions had adverse effect on employee commitment and job satisfaction.

The last factor included factor affect employee's job satisfaction is compensation. As it is indicated in the correlation analysis, compensation has positive relationship with employee's satisfaction which is 0.536. Compensation is importance to affect the employee satisfaction in hotel industry. Therefore, there are some studies have been done to support that compensation has positive significant relationship with employee job satisfaction in hotel industry. The research made by Souza (2000) observes that compensation is a predictor of job satisfaction in that employees who are paid highly show a greater job satisfaction. So, the result of this research agreed with this findings.

3. Extent to which each factor, affect employee's job satisfaction in selected hotels in the Hawassa city, Ethiopia

Table: 3 Regression analysis of employee's job satisfaction factors model summary

| Model | R | R Square | Std. Error of the Estimate | | |
|-------|------------------------------|------------|----------------------------|---|------|
| 1 | .782 α | .611 | .48714 | | |
| Model | Un-standardized Coefficients | | Standard-ized Coefficients | T | Sig. |
| | B | Std. Error | Beta | | |

| | | | | | |
|-------------------------|-------|------|------|--------|------|
| 5 (Constant) | .972 | .151 | | 6.450 | .000 |
| Supervisor Relation | .106 | .047 | .115 | 9.667 | .000 |
| Compensation Management | .202 | .056 | .477 | 15.392 | .000 |
| Career plan | 0.402 | .055 | .244 | 11.278 | .000 |
| Job security | .411 | .036 | .478 | 17.034 | .000 |
| Working place | .480 | .050 | .491 | 18.084 | .000 |

According to SPSS result from multiple regression tests, from aforementioned table 3 the pre- model were fit three assumptions (Normality, Multi-collinearity and Linearity) of the multiple regressions are met accordingly. Furthermore, the multiple linear regression analysis (the R) implies that the correlation between five independent variables which is career plan, compensation, job security, supervisor relation and workplace environment with the dependent variables of employee's job satisfaction is 78.2 %. Moreover, the multiple linear regression analysis (the R square) implies that about 61.1% the five job factors components (career plan, compensation, supervisor relation, job security and workplace) can explain the employee's job satisfaction in the hotels. However, it is still leave 38.9% (100% - 61.1%) unexplained in this study. When we see generally the regression analysis result for all variables against employee's satisfaction the researcher can conclude that employee's job factors have a significant influence on employee's job satisfaction in the hotels.

As far the relative effects of an individual job factor on employees job satisfaction is concerned, the result of multiple regression coefficients showed the working place has the highest beta value which indicates the most dominant effect in determining the employees job satisfaction followed by the job security with a beta value of (B1=0.491 % B2= 0.478) respectively.

The data from the comparative analysis shows a significant difference between star and non- star hotels regarding employees' job satisfaction. Specifically, star hotels employees are more satisfied in job security, compensation, and career plan and also non-star employees are more satisfied with working place environment and supervisor relation. The result shows that star hotels employees' satisfaction higher than non-star hotels employees' satisfaction. Based on the hypotheses of the study, is consistent with the hypotheses. The hypothesis say there is a clear job satisfaction difference between star and non-star hotels workers. So, this because employees are getting more compensation, more job security and career plan than non-star workers.

CONCLUSION

Understanding the employee's satisfaction in hotel sector leads to improve the service quality and also help hotel business providers with some ideas to advance the working environment of their hotel. In this context, hotel owners and bosses have curved their consideration to deliver diverse services to their staffs so as to satisfy them. Hence, this work also examined and identified the mentioned factors had a significant contribution in employees job satisfaction so the hotel business operators have to keenly work on these issues and provide a conducive environment with required facilities and services for the smooth running of the hotel business.

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