

Job Satisfaction In The Hospitality Industry As A Driver For Sustainable Growth

Pooja Ochani¹, Dr. Kumkum Singh²

¹Scholar Management

²Associate Professor Supervisor

¹Student, Faculty of Management, SRK University,
Bhopal, M.P., India

²Supervisor, Faculty of Management, SRK University,
Bhopal, M.P., India

Corresponding Author:- Pooja Ochani

Abstract

Introduction: When it comes to Alpine tourism, there is a shortage of highly-trained staff, particularly in the hospitality and catering sectors. Austrian businesses questioned by the Austrian Federal Economic Chamber (N = 200) found that the availability and qualities of personnel were competitive considerations in Austrian tourism, and that around 60 percent identified these aspects as a difficulty for recruiting new employees (N = 200). Aim of the study: the main aim of the study is to Job satisfaction in the hospitality industry as a driver for sustainable growth.

Material and method: There were 316 workers in two Alpine tourist areas questioned using a questionnaire to find out what variables influence their job happiness, whether or not they want to stay in the industry, and how satisfied they are with their training. Conclusion: There are important regional differences in job satisfaction and its influences, which can lead to various approaches to pursuing sustainable development potential, including personnel management and employee turnover reduction, as well as an appreciative corporate culture toward guests and employees and image cultivation among the general public.

Keywords: Job Satisfaction, Sustainable Work Development, Appreciation, Hospitality, Industry.

1. INTRODUCTION

People may be considered human resources if they are

effectively deployed via the use of appropriate human resource practices and the management of an organization's culture. Individual employee skills must be enhanced via a range of activities, and one of the most important components in manufacturing is human resource development (HRD). The human resource development environment helps employees in gaining the skills required to fulfil their expected duties as well as the performance capabilities of their company, both now and in the future. Employee commitment is described in business as an employee's degree of involvement and participation in the values of his or her firm.

1.1 Human Resource Development

HRD is an ongoing process and sub-system for a major company that meets and anticipates changing requirements in order to grow a whole organization. Prof. T.V. Rao: "HRD is a method of continuously and planned assisting the workers of an organization

- acquire or enhance the capacity to execute different tasks linked to their current or anticipated future responsibilities;
- Develop their own general skills and uncover and utilize their own inner potential for their personal growth and/or organizational objectives;
- Develop an organizational culture in which superior subordination, teamwork and cooperation amongst sub-units are robust and contribute to the workplace's well-being, motivation and pride."

1.2 HRD Climate - Meaning

The human resource development climate is a critical component of the organisational environment because it has a direct impact on employees' perceptions of the organization's progress. The human resource development environment is an important factor in the study and analysis of organizations because it has a significant impact on the well-being and attitudes of employees, as well as the overall performance of organizations. Human resource development environment is defined as a conceptual link between organizations and individuals that intervenes between specific circumstances or occurrences and individual perceptions, attitudes, and behaviour (HRD atmosphere). define human resource development as a fairly long-term characteristic of an internal organization

environment that differentiates it from other organizations:

- Results of the conduct and practice of organization members particularly in the field of top management,
- Is seen by organization members,
- This is the foundation for the situation to be interpreted and
- Acts as a pressure source for activity guidance.

1.3 Job Satisfaction

Job satisfaction refers to an employee's enjoyment of his or her work. This feeling is mostly determined by a person's sense of pleasure. The ability of a person to do essential tasks, the degree of communication in an organization, and the management of their employees may all influence how enjoyable work is. Job content has been divided into two categories: emotional fulfilment and cognitive job satisfaction. Affective work satisfaction refers to a person's overall emotional reaction to their employment. Cognitive job satisfaction refers to how satisfied employees are with certain aspects of their jobs, such as pay, hours, or benefits.

2. LITERATURE REVIEW

Tsui, Pei-Ling (2021) This epidemic has put a lot of stress on hospitality workers because of the decreased income and the close contact with customers. COVID-19 is the time period for this study, which has three objectives: first, to examine the status quo of organizational- climate job stress on employee wellness; second, to discuss the correlation between organizational-climate job stress and employee wellness; and third, to analyse the associations between personal background and organisational climate on job stress. In order to investigate these difficulties, this study used a survey approach. A total of 295 workers from five chain hotels in Taipei City participated in the study, which provided an effective sample size of 295 people. The primary research techniques were the personal background factor questionnaire, organisational environment questionnaire, occupational stress assessment, and wellness questionnaire. Multiple regression and factor analysis were employed in this study's sample analysis. The study found a strong correlation between occupational stress and overall well-being. Various elements, such as personal history, work environment, and stress, might have an impact on the well-being of workers. Heimerl, Peter & Haid (2020) In many Alpine regions, the hotel business struggles to find and retain suitable employees. When

people are satisfied with their jobs, it has a positive impact on their ability to find work and on their ability to move to other places. As a result, this research tries to better understand the elements that influence work satisfaction. Using an online poll, 345 workers were asked about their level of job satisfaction. Findings from surveys suggest that the most essential criteria for work happiness include a good connection with your boss, adhering to your shift schedules, and possibilities for personal growth. However, factors such as compensation, work environment, and infrastructure were less influential. Further research on work happiness might benefit from these results. When it comes to improving employee work happiness, the research provides significant information for practitioners.

Heimerl, Peter & Haid (2020) Job satisfaction was examined as a factor in the Alpine tourist business in this research. In addition, we looked at the participants' plans for the future and their level of training satisfaction. Employees in two Alpine tourist districts were surveyed using a questionnaire and inquired about variables impacting their work happiness, their desire to stay in the industry, and their satisfaction with training. According to the findings, the two regions vary significantly in the areas of appreciation, foreign employment chances, compatibility of family life and work, workplace atmosphere, working hours, and income. Aside from disparities in training satisfaction and job retention, the data also reveal a wide range of variances. There are important differences in job satisfaction and the factors that influence it in different regions, which can lead to various approaches to sustainable development, including employee management, reducing employee turnover, and an appreciative corporate culture toward guests and employees as well as image cultivation among the general public.

García-Rodríguez, Francisco J. & Dorta-Afonso (2020) Taking into consideration individual variations, this research explores the impact of diversity management on hospitality workers' organisational commitment and job satisfaction in light of their unique experiences. The Canary Islands, one of the world's most popular tourist attractions, received a representative sample of hotel employees from the Canary Islands. Employees' views of diversity management had a favourable and substantial direct

influence on work satisfaction, according to the study's moderated mediation analyses. There was also evidence of a direct influence on employee commitment. Ethnicity or gender were not found to have any effect on the hypothesised mediation. For hotels, diversity management may have a good impact on employee job satisfaction and organisational loyalty.

Ogbeide, Darlington & Isokpan, Ruth (2020) In the hotel business, the research looked at the relationship between employee happiness and company loyalty experimentally. In particular, it looked at the link between compensation/rewards, career advancement, job security, working conditions, and employee loyalty. This research used a cross-sectional survey design as its primary data collection method. For this research, everyone who works in hotels in Benin City is included in the sample size. There were a total of 368 copies of the questionnaire sent out to hotel workers in Benin. Analyses were conducted using descriptive and inferential statistics on the data gathered via questionnaire delivery. Version 24 of the Statistical Package for Social Science (SPSS) was used to compile these results. According to the findings, employee happiness has a considerable influence on organisational loyalty. According to the findings, fair pay management improves the performance loyalty of hotel workers by ensuring and maintaining employee satisfaction.

3. OBJECTIVES OF THE STUDY

- When it comes to working in the hospitality sector, what are some of the perks and disadvantages?
- How long do the respondents expect to be working in the hotel industry?

4. MATERIAL AND METHODS

A questionnaire survey was used in this study. South Tyrolean graduates, as well as North Tyrolean students in their last year of study at the Tyrolean Vocational School for Tourism and Commerce (Landeck), were questioned in 2018 and 2019. The distinctions between North Tyrol and South Tyrol will be examined in this research. As a result, participants were not selected on the basis of inclusion and exclusion criteria but rather on the basis of accessing a large cross-section of the cohort.

This year's goal was to include students from both North

and South Tyrol, a total of 93 students in each. Since the poll was performed during school hours in North Tyrol, 91 student interviews were done. More over half of the contact information for South Tyrol's graduating class was five years old when contacted, amounting to 44.3%. Only 4.5 percent of the people who were contacted declined to participate in the poll, according to the results. The survey's respondents were asked to mention areas of the hospitality business that they found especially favourable or bad in the questionnaire. Using four-point Likert scales, the participants were questioned if their training choices were motivated by a desire to work in the hospitality and restaurant business, as well as their level of satisfaction with their education. Participants were asked yes/no choice questions to see whether they would train in the hospitality business again if given the chance, and if they planned to stay in the profession if given the chance. Following the collection of data, Chi-square testing was used to find the most important and influential components.

5. RESULTS

5.1 Working in the hospitality industry has both pros and disadvantages

As a hospitality worker, you'll have the opportunity to interact with the general public. In addition, international career prospects (particularly in North Tyrol) and the substance and nature of work (primarily in South Tyrol) were highly regarded. Opportunities for personal growth and a good salary were also deemed beneficial. People were less likely to consider their employer's appreciation and the broader public's impressions as positives.

Table 1: "What are the most rewarding parts of working in the hospitality sector for you? Percentage of people who answered the survey question

Categories	North Tyrol	South Tyrol
Contact with people	38.5	43.9
International job opportunities	35.2	20.1
Content and nature of the activity	25.3	35.4
Personal continuing education	24.2	25.4
Income	24.2	25.9
Job security	22.0	15.3
Opportunities for advancement	17.6	11.1
Working hours	9.9	7.4

Appreciation by the guest	1.1	7.4
Geographical location of the place of work	1.1	2.1

International employment chances are substantially better in North Tyrol than in other parts of the country. There were few North Tyrol respondents who cited visitor appreciation as a benefit of the job, but there were much more South Tyrol respondents who did. All respondents rated their long workdays as the biggest drawback of their position. Third of South Tyrol graduates cited the incompatibility of their family and work life as the second most significant drawback. The second-largest disadvantage for the North Tyroleans was their employer's unfavourable impressions. In both locations, stress was mentioned as a negative factor. As far as the North Tyroleans were concerned, money was the third most significant problem they faced.

Table 2: Chi-squared test: South Tyrol's advantages over North Tyrol's in the hotel business

ID	Value	Degrees of Freedom	Significance
Contact with people	0.064	1	0.800
International job opportunities	7.552	1	0.006 *
Content and nature of the activity	1.575	1	0.210
Personal continuing education	0.083	1	0.773
Income	0.014	1	0.907
Job security	2.481	1	0.115
Opportunities for advancement	3.244	1	0.072
Working hours	0.959	1	0.327
Appreciation by guests	5.028	1	0.025 *
Geographical location of the place of work	0.439	1	0.508

Table 3: "Is there anything about working in the hotel sector that you dislike?" Percentage of people who answered the survey question.

Categories	North Tyrol	South Tyrol
Working hours	92.3	78.3
Appreciation by the employer	23.1	6.9
Income	18.7	6.9
Compatibility of family and career	15.4	31.2
Stress/strain	14.3	15.9

Appreciation by guests	12.1	7.9
Workplace climate	8.8	0.0
Image/reputation among the public	3.3	1.1
Place of work	1.1	1.1
Content and nature of the activity	1.1	0.0

The South Tyrolean respondents, on the other hand, saw the incompatibility of family and work life as a much greater negative. South Tyrolean grads, on the other hand, had already been in the workforce for five years and had therefore entered a distinct phase of their lives. However, working hours in North Tyrol were seen as much less favourable than those in South Tyrol. North Tyroleans, on the other hand, were much more critical of their income and work environment than those in the rest of the country. Income was seen in a variety of ways. Only 7% of South Tyroleans and 19% of North Tyroleans felt that the job's salary was a positive factor. This disparity is thought to be due to the fact that one group was comprised of workers, while the other was comprised of apprentices.

Table 4: Chi-squared test: South Tyrol and North Tyrol's hospitality industries' comparative disadvantages

ID	Value	Degrees of Freedom	Significance
Working hours	14.4 68	1	0.000 *
Appreciation by the employer	15.4 23	1	0.000 *
Income	9.27 5	1	0.002 *
Compatibility of family and career	5.94 4	1	0.015 *
Stress/strain	0.00 0	1	0.988
Appreciation by the guest	2.05 4	1	0.152
Workplace climate	17.7 00	1	0.000 *
Image/reputation among the public	2.41 2	1	0.120
Place of work	0.03 0	1	0.862
Content and nature of the activity	2.48	1	0.115

	0		
--	---	--	--

The benefits of working in the hotel industry are consistent with the sociocultural elements alluded to in paragraph 2 (see research question 1), which have a favourable impact on job satisfaction: Contact with others is considered as a major benefit. In addition, job content and growth chances are seen as favourable aspects. There are significant disparities between the two areas when it comes to the value placed on foreign work possibilities and job content. Each area had around a quarter that said that earnings were an advantage, which indicates that many people think wages are reasonable. In both locations, long work hours are seen as a major drawback. Due to the nature of the hospitality sector, which experiences significant swings in capacity on a daily, weekly, and seasonal basis, working hours are structured accordingly. However, managerial actions may help alleviate some of these issues.

5.2 Working in the hospitality industry is a goal of mine

Overall work satisfaction was shown to be influenced by elements such as respect, connections, and friendliness. According to Kong et al., employee expectations of the firm and the job are regarded as organisational influencing variables and essential drivers of job satisfaction. These expectations relate to working conditions, remuneration, safety, and employee leadership. 73.5 percent of South Tyrolean graduates questioned in this research remained in the hotel business five years after graduation. 85.4 percent of the chefs and 91.7 percent of the restaurant experts were still employed in the business. Workers cited poor working conditions, a need for training, alternative employment options, and personal considerations as reasons for leaving. According to the Landeck regional vocational school, just 48.3 percent of its upcoming graduates want to continue working in the hospitality business after graduation, compared to 58% of skilled employees and 40.4 percent of hotel helpers. These numbers are in accord with the opinions of hotel and catering business owners, who rate the abilities and performance of their trainees on the whole as "bad." Entrepreneurs and apprentices definitely have a "relationship issue," as seen here. Although three-quarters of graduates in South Tyrol remained in their chosen profession for five years after graduating, in North Tyrol,

less than half desired to continue in their chosen field. There are 152 graduates from two vocational-technical schools in North Tyrol. Only around 75 people who have completed their training each year wish to start a new profession in their field. Graduation rates have fallen from 240 in 2010 to 152 now, an even worse drop than before (2018). Employment in tourist services in North Tyrol increased by 22.7 percent between 2010 and 2017. A dearth of competent people and the practical necessity of good career opportunities in the field are shown by this example.

5.3 Satisfaction with the Training Program's Selection

The final study question focused on how satisfied respondents were with the training they had chosen. More than 85 percent of South Tyrolean graduates claimed that working in the hotel and restaurant business was a major factor in their decision to pursue a training programme, but just 64 percent of North Tyrolean apprentices felt the same way (Figure 1).

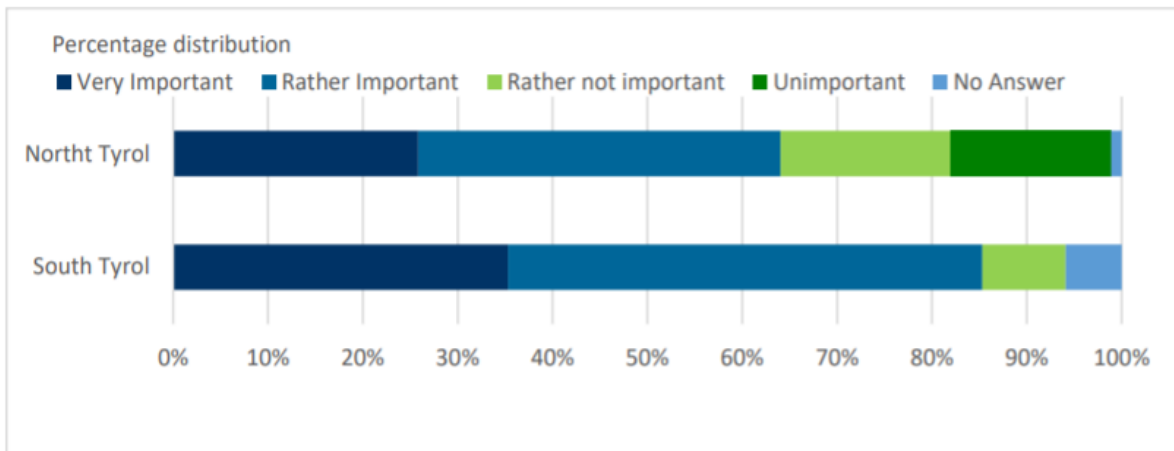


Figure 1: “How essential was a desire to work in the hospitality business while deciding on your training?”

60% of South Tyroleans who finished an apprenticeship indicated they would do it again, however just 47% of North Tyroleans stated the same thing (Figure 2).

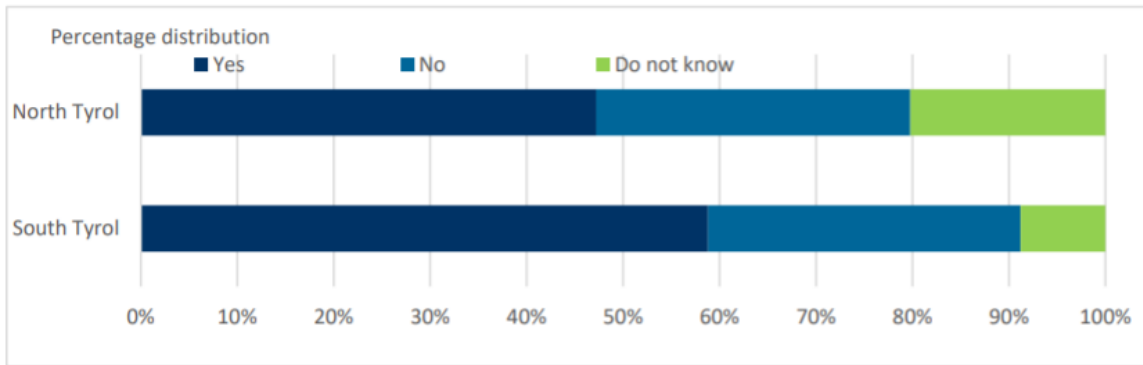


Figure 2: "What if you could go back in time and do it all over again? Would you do the same thing?"

In terms of satisfaction with training, the picture looks quite similar. With just over 70 percent of graduates happy with their training in North Tyrol, South Tyrol had over 90 percent (Figure 3). In terms of training satisfaction, there were considerable disparities. The South Tyrolean apprentices' training preferences were influenced more by their job choices. Respondents were more likely to indicate they would take this course again and were more happy with it than their North Tyrolean counterparts.

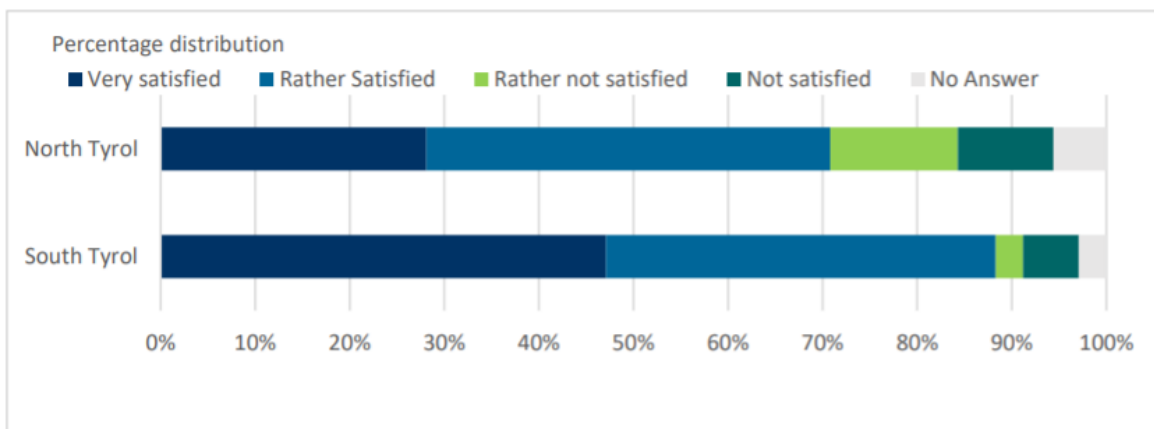


Figure 3: "Do you feel like you got the most out of your experience?"

Only around half of the graduates said they would do it all over again, despite their overall satisfaction with the experience. This reveals that trainees begin their training with unrealistic expectations for the occupations in question. During or after training, their initial enthusiasm for working in the tourist industry begins to wane.

6. CONCLUSION

One explanation for the disparities in individual satisfaction is that the two groups of research participants differed

significantly (five-year graduates and final-year students). Due to the fact that they had already graduated from high school or college, graduates naturally placed a higher value on the harmony between their personal and professional life. Furthermore, the North Tyrol N of 91 was much lower than the South Tyrol N of 93, which is noteworthy. This inquiry has unearthed new avenues for investigation. In the first place, it would be fascinating to look at how common KPIs are in the tourist industry and how successful they are. There is a need to investigate how sustainable leadership and work satisfaction affect employee behaviour, as well as their attitudes. Employees should be encouraged to embrace sustainable beliefs and activities in this setting. There are many elements and events that may be studied in detail in the tourist industry, which would be fascinating to look into.

Before the COVID-19 incident, the information utilised in this study was acquired. This crisis will, of course, be the subject of short- and medium-term studies of work satisfaction in hospitality. The significance of work satisfaction is rising as a result of the change from mass to quality tourism discussed at the beginning of this article. A quality approach says that discontent with material elements (such as pay, working hours, and workplace) is bad, but contentment with non-material aspects (such as people management, appreciation, and professional image) is ultimately what matters. Research on this result is needed.

REFERENCES

1. Tsui, Pei-Ling. (2021). Would Organizational Climate and Job Stress Affect Wellness? An Empirical Study on the Hospitality Industry in Taiwan during COVID-19. *International Journal of Environmental Research and Public Health*. 18. 10491. 10.3390/ijerph181910491.
2. Heimerl, Peter & Haid, Marco & Benedikt, Lea & Scholl-Grissemann, Ursula. (2020). Factors Influencing Job Satisfaction in Hospitality Industry. *SAGE Open*. 10. 215824402098299. 10.1177/2158244020982998.
3. Heimerl, Peter & Haid, Marco & Perkmann, Urban & Rabensteiner, Martin. (2020). Job Satisfaction as a Driver for Sustainable Development in the Hospitality Industry? Evidence from the Alpine Region. *Sustainability*. 12. 6754. 10.3390/su12176754.
4. García-Rodríguez, Francisco J. & Dorta-Afonso, Daniel & González de la Rosa, Manuel. (2020). Hospitality diversity

- management and job satisfaction: The mediating role of organizational commitment across individual differences. *International Journal of Hospitality Management*. 91. 102698.10.1016/j.ijhm.2020.102698.
5. Ogbeide, Darlington & Isokpan, Ruth. (2020). EMPLOYEE SATISFACTION AND ORGANIZATIONAL LOYALTY IN THE HOSPITALITY INDUSTRY. 19. 2020.
 6. Chang, C.; Gruner, A. GVO Study: HR Trends in the Hotel and Catering Industry— Impulses for Future Personnel Management. Available online: <https://www.yumpu.com/de/document/read/23356229/gvo-studiehr-trends-in-hotellerie-gastronomie-gvo-personal>- (accessed on 19 January 2020).
 7. Davidson, M.C.; Timo, N.; Wang, Y. How much does labour turnover cost? *Int. J. Contemp. Hosp. Manag.* 2010, 22, 451–466.
 8. Fraser, R.T.; Johnson, K.; Hebert, J.; Ajzen, I.; Copeland, J.; Brown, P.; Chan, F. Understanding employers' hiring intentions in relation to qualified workers with disabilities: Preliminary findings. *J. Occup. Rehabil.* 2010, 20, 420–426.
 9. Suriyankietkaew, S.; Avery, G.C. Employee satisfaction and sustainable leadership practices in Thai SMEs. *J. Glob. Responsib.* 2014, 5, 160–173.
 10. Strenitzerová, M.; Achimský, K. Employee satisfaction and loyalty as a part of sustainable human resource management in postal sector. *Sustainability* 2019, 11, 4591.