

Innovations

Perceived Factors and Consequences of Employee Job Satisfaction in Star Rated Hotels at Bahir Dar City, Amhara Regional State of Ethiopia

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Abstract

This study examined factors affecting job satisfaction and also assessed its consequences in the selected star-rated hotels in Bahirdar City, Ethiopia. A descriptive and an explanatory design were used to conduct the study. 145 employees participated in the study. A stratified and simple random sampling method was used to select the required sample from the six star-rated hotels. Using SPSS, percentages, frequencies, one-sample t-tests, independent sample t-tests, and multiple linear regressions were used to analyze the data. The study disclosed that the current level of employee job satisfaction in the selected hotels was found to be low. Manager and supervisor-related factors, compensation and reward mechanisms, and working conditions significantly predicted employee job satisfaction. Thus, to mitigate the problem, strategies such as incentive packages, scientific evaluation mechanisms, growth and development opportunities, and regular and open discussion with employees should be organized.

Keywords: 1.Employee, 2.job satisfactions, 3.star-rated hotels

Background of the Study

In today's global economy, the hospitality industry is one of the world's largest and most dynamic industries (Stancious, Teodorescu, Pargaru, Vladol, & Balesc, 2011). According to Hegarty and Przeborska (2005), the hospitality sector is considered to be the world's largest industry and generator of jobs. It ranks among the top five sectors in most economies and creates dynamic investment opportunities the world over. It cuts across large, medium, and small enterprises, and so it helps create both foreign and domestic investment. As confirmed by the World Tourism Organization (WTO, 2009), the industry creates local economic stability through increasing foreign exchange earnings, creating employment and investment opportunities, enhancing government revenues, building a country's image, and supporting all sectors of the economy, as well as local communities.

The hospitality industry has become increasingly popular as an all-embracing nomenclature for a larger grouping of organizations, including hotels. As a collective term, the "hospitality industry" can be taken to

include hotels, motels, guesthouses, restaurants, fast food outlets, cafes, departmental store catering, public houses, clubs, industrial catering, institutional catering, and the related areas of tourism and leisure. Specifically, the hotel industry, being the most visible sector within the hospitality industry, is experiencing a major setback that threatens the attractiveness of the sector to prospective investors (Talabi, 2015). It plays a significant role in the development of economies and societies, transport and distribution systems, industries, and communication systems of a country through offering facilities for recreation and entertainment, business transactions, and corporate meetings and conferences.

Similarly, in Ethiopia, in recent years, the hospitality industry trends show fast growth and playing its part in creating a variety of job opportunities. In particular, the hotel industry has shown astonishing and impressive growth in different regions of the country (Minchet, 2018) and is one of the focal areas of Ethiopian government from the intension of maximizing national income from hotel accommodations and tourist fees. Similarly, Solomon (2016) pointed out that hotel industry is one of the major contributors to the nation in terms of job and employment creation which contributes to economic development.

Pepe (2010) suggested that employees are the most valuable assets in any organization and one of the primary mechanisms for having a competent and successful employee is job satisfaction. Job satisfaction refers to the extent to which employees enjoy their jobs (Oshagbemi, 2003) as well as an attitude towards their job (Cranny, Smith, & Stone, 2014). It is a set of pleasurable or positive emotional states resulting from the appraisal of one's job or job experiences (Bram, Song, & Tapon, 2007; Robbins, 2005). Schermerhorn, Hunt and Osborn (2001) and Bari, Fanchen, and Baloch (2016) also defined job satisfaction as the degree to which an individual feels positively or negatively about his or her job.

In achieving organizational goals and objectives, job satisfaction, competency, qualification, experience and interest of employee is unquestionable. Specifically, job satisfaction has its own contribution to both the organization and individual employees (Lim, 2008; Newsham, Brand, Donnelly, Veitch, Aries, & Charles, 2009). Studies have shown that organizations with more satisfied employees tend to be more effective (Jain & Verma, 2014; Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem, 2013; Robbins & Judge, 2007); can create a pleasant atmosphere within the organization to perform well (Singh & Jain, 2013); enhances the performance of the entire organization (Coomber & Barribal, 2007; Dalluay, Jalagat, Zadjali, & Al-Abdullah, 2017; Tansel & Gazioglu, 2014) which ultimately leads to organizational productivity (Robbins & Judge, 2009). When an employee is dissatisfied at work and lacks the motivation to act in a profession, such as a hotel, this will directly affect their level of efficiency and quality of service (Ogbonnikan, 2012). Unsatisfied workers will result in high absenteeism, low quality outputs, and a high rate of employee turnover (Ivancevich, 2007).

Studies regarding the specific factors that influence the job satisfaction of employees vary and sometimes conflict with each other. For instance, appropriate payment, managerial support, and career opportunities (Rayton's, 2006); financial benefits and social welfare, security and leave provisions (Zohir, 2007) are significant determinants of employee job satisfaction. On the other hand, Jiang (2012) suggests that non-financial benefits such as access to a recreation center, flexible working hours, pleasant working environment, transport facilities, training opportunities, and health and safety policy also influence job satisfaction. The ability of managers to communicate objectives, openness to others, self-confidence, and loyalty to personal principles (Baquero, Delgado, Escortell, & Sapena, 2019; Glaveli, Grigoroudis, & Manolitzas, 2019; McPhail, Patiar, Herington, Creed, & Davidson, 2015), and the assignment of preferred tasks have a positive effect on job satisfaction (Kim, Leong, & Lee, 2005).

Though the issue is catchy and there have been a myriad of research studies in the hotel industry, there is a dearth of empirical data on employee job satisfaction in Ethiopian context in general and Bahir Dar city in particular.

Conceptual Framework

As indicated above, job satisfaction of employees in the hotel industry is determined by different factors. After reviewing several studies in the field, the researcher developed the following model on the assumption that it best fits to investigate the factors affecting employee job satisfaction in the selected star rated hotels of Bahirdar city. Thus, based on the reviewed literature and theoretical arguments, the following model is formulated, showing the postulated effects of possible factors on employees' job satisfaction. In the model, managers, co-workers, compensation and reward mechanisms, growth and development opportunities and working conditions related factors are portrayed as the independent variables, whilst employee job satisfaction is the dependent variable.

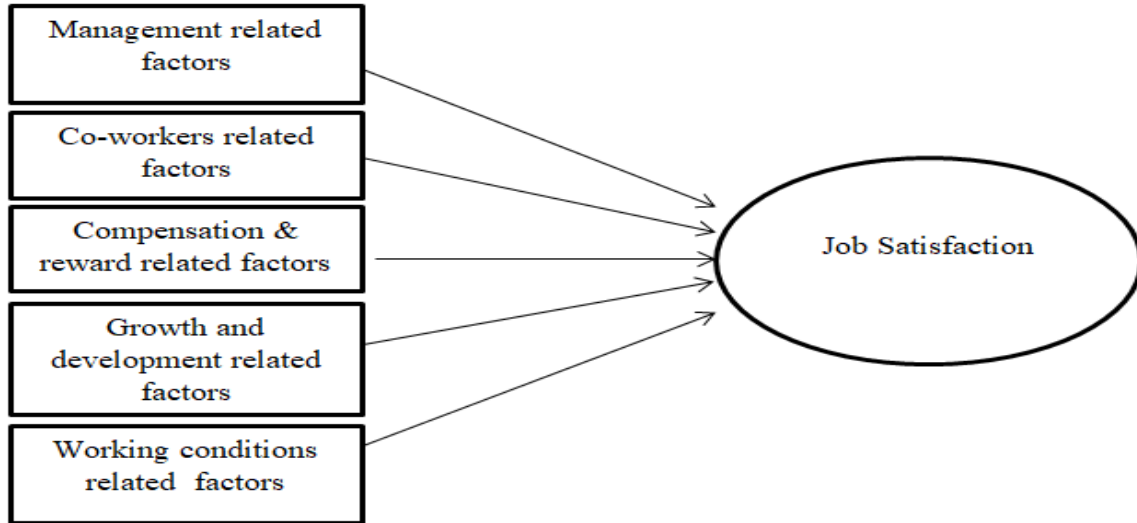


Figure 1: Conceptual framework (Own model)

Statement of the Problem

Although many researchers put employee job satisfaction at the top of their research agenda, it appears that very little work was done in the hotel industry (Rutherford, 2002), specifically focusing on working conditions, reward, growth opportunities, the relationship between employees and supervisors, and co-worker relations (Hussien, 2017). Having this in mind, Minchet (2018) agreed that it needs a comprehensive study to address the issue and to level one step forward for the hotel industry.

By the same token, though hotel expansion in Ethiopia is improving, it is still problematic. Supporting this view, Solomon (2016) noted that though such emerging star hotels are absorbing a significant number of employees, they have experienced very serious employee turnover and instability, loss of key employees, and lower employee motivation towards the achievement of the hotel goals.

Though the magnitudes of employee job satisfaction at different levels of hotels in Ethiopia have different manifestations, they are not the focus of most works of literature. Studies in Ethiopia were conducted on other issues of the hospitality industry, such as service quality and customer satisfaction (Feven&Ibiwani, 2016; Simachew&Hailmariam, 2018); comparative analysis on service delivery of selected international chain hotels (Dereje, 2014); a historical survey of hotel services (Megersa, 2016); the impacts of employees' turnover on hotel employees' performance (Zewdnes, 2015), and training development impacts on employees' satisfaction (Berhaneselasie, 2013; Eskinder, 2016).

As a result, the researchers reached on an agreement that there is limited evidence of previous research on job satisfaction among employees in the Ethiopian hotel industry. This indicates a research gap in job satisfaction in the hospitality industries of developing economies that include Ethiopia. To the best of the researcher's knowledge, the study of employee job satisfaction in star-rated hotels has never been done in Bahir Dar city before. And this implies that there is a need for an empirical study that examines factors affecting job satisfaction as well as its consequences.

Objectives of the Study

The main objective of this study was to investigate the causes, consequences, and countermeasures of employee job satisfaction in star rated hotels of Bahir Dar city. More specifically, the objectives of this study were to:

- Determine the levels of job satisfaction of employees.
- Examine factors that influence employee job satisfaction.
- Determine whether there is a significant difference between male and females' employee perception towards the status and causes of job satisfaction.
- Explore the consequences of employee job satisfaction.
- See the effective and evidence-based interventions taken by the hotels to enhance employee job satisfaction.

Literature review

Concept of job satisfaction

There is a plethora of definitions related to job satisfaction given by different scholars. For instance, Newstrom and Keith (2011) define job satisfaction as a set of unfavorable and favorable emotions and feelings that employees view as being associated with their work. Job satisfaction is described as an attitude towards work (Cranny, Smith & Stone, 2014) as well as an enjoyable or positive state of emotions that results from the evaluation of an individual's job experiences (Frye & Mount, 2007) and involves a person's positive or negative feelings about his or her job (Lisa & Timothy, 2004). It is the result of balancing the expectations, needs, or actual outcomes of the position with the benefits of the job (Mason & Griffin, 2002). It is a collection of feelings and the overall beliefs about work elements and conditions that come when the work conditions provide employee expectations (Macro, 2010).

It is a set of pleasurable or positive emotional states resulting from the appraisal of one's job or job experiences (Bram, Song & Tapon, 2007; Robbins, 2005). Smith, Kendall, and Hulin (2007) opined that job satisfaction is an affective response to facets of the job. Schermerhorn, Hunt and Osborn (2001) defined job satisfaction as the degree to which an individual feels positively or negatively about his or her job. Job satisfaction explains a general attitude towards work influenced by the perception of one's job (Singh & Jain, 2013). According to Simatwa (2011), job satisfaction means a function that is positively related to the degree to which one's personal needs are fulfilled in the job situation.

Factors influencing job satisfaction among employees

Previous studies in the hotel industry have examined how job satisfaction is influenced by a series of factors such as: the nature of work, salary, advancement opportunities, management, work groups, and work conditions. It can be influenced by a variety of factors, for example: pay, quality of one's relationship with their supervisor, quality of the physical environment in which they work. It was affected by the pay practice, the quality of one's relationship with their supervisor (Tanjeen, 2013), the quality of the physical environment in which they work, the nature of the job itself, and the rewards associated with the job, but not by manager characteristics (Lam et al., 2001).

Employee job satisfaction is influenced by extrinsic factors like income, promotion possibilities, coworkers, fairness, supervision, and recognition (Solomon, 2016). Job satisfaction is influenced by intrinsic qualities such as personality, education, and abilities, as well as age (Mullins, 1999). According to Atchison (1999), intrinsic sources of job satisfaction, on the other hand, are determined by factors beyond the employee's control, on the other hand. According to him, in the hotel business, income, the job itself, promotion chances, supervision, coworkers, working conditions, and the problem of fairness are all key factors of employee job satisfaction.

Abdulla, Djebarni, & Mellahi (2011) found organizational policies and procedures to be a strong predictor of job satisfaction, and the extent to which written rules and procedures are established and known by employees is positively correlated with job satisfaction (Lambert & Paoline, 2008).

Kong, Jiang, and Zhou (2018) grouped the determinants of job satisfaction into four categories: individual, organizational, social, and family factors. Individual factors refer to personal characteristics and feelings such as demographics, personal values, role clarity, and skills. Organizational factors indicate employees' perceptions of their firm and work, such as working conditions, pay, security, leadership, and coworkers. Similarly, issues related to managers, co-workers, compensation and rewards, growth and development opportunities, and working conditions are considered as determinants of job satisfaction.

Management and Supervision

Research indicates that people who enjoy working with their supervisors will be more satisfied with their jobs (Aamodt, 2004). Relationships with supervisors were found to have a positive influence on employees' job satisfaction at the hotel. The attributes related to relationships with supervisors that employees consider important are: how the immediate supervisor relates to employees or subordinates, fair treatment of employees, and the extent to which the immediate supervisor effectively communicates with employees (Hussein, 2017).

Supervision is a role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support, as well as guidance with work-related tasks (Robbins, Odendaal, Roodt, 2003). A good employee-supervisor relationship has a significantly positive effect on job satisfaction (Harris, Wheeler & Kacmar, 2009; Janssen & Van Yperen, 2004).

Co-workers Interaction

Coworker influence can be defined as the ability of coworkers' opinions to positively or negatively impact an employee's perception of the workplace (Drafke, 2009). Many employees appreciate their jobs because they have coworkers who are friends (Barrows & Powers, 2009). Employees who have a good working relationship with their coworkers are more likely to be happy in their jobs (Yang, Brown, & Moon, 2011). According to Basar (2011), employees prefer to work when they have coworkers who are not only cooperative and supportive but also nice. According to Ajayi and Abimbola (2013), employees who create and maintain cordial connections with their coworkers have a better probability of reaching work satisfaction than those who do not.

If employees interact with colleagues who are supportive, they will feel comfortable which positively influences their performance (Parvin & Kabir, 2011). Ajayi and Abimbola (2013) assert that employees who develop and maintain cordial relationships with their coworkers have higher chances of achieving work satisfaction than those who do not. Findings from other studies have supported the link between task-oriented relations with coworkers and job satisfaction.

Compensation and Reward

Compensation is a hygiene factor, according to the theory of Herzberg et al. (1959), without which employee motivation is impossible (Hayes & Ninemeier, 2009). Compensation plays a number of key roles in organizations including sign align employee worth, attracting potential job incumbents, and retaining existing

employees. A major and perhaps the most notable among organizational retention initiatives is compensation (Moncarz, Zhao, Kay, 2009).

The amount of compensation received for a specific job (Robbins et al., 2003), wages and salaries (Luthans, 1995) are recognized to be a significant, but complex, multi-dimensional predictor of job satisfaction are determinants of job satisfaction. Not surprisingly, “research is fairly clear that employees, who find their work interesting, are more satisfied and motivated than employees who do not enjoy their jobs.

Qasim, Cheema and Syed (2012) stated that monetary rewards play major role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. The growing needs of people with high living costs force workers seeking higher income that can guarantee their future and life satisfaction. Moreover, if individuals believe they are not compensated well therefore a state of emotional dissatisfaction will be developed. These emotional discrepancies will grow and accumulate over time thus make employees unhappy and unsatisfied working for the organization. Greenberg and Baron (2008) indicated that a perceived low salary leads to job dissatisfaction and a major contributor to employee turnover.

Growth and Development Opportunities

Employees tend to prefer jobs which afford them the opportunity to apply their skills and abilities, offer them variety and freedom as well as jobs where they get constant feedback on how well they are doing (Robbins, 2005). According to Friday and Friday (2003), satisfaction with promotion assesses employees’ attitudes toward the organization’s promotion policies and practices. In addition to this, Bajpai and Srivastava (2004) postulates that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status.

Training and development is an important factor in the issue of job satisfaction. Training and development programs for new and well educated employees in the service industry, such as hotels, as noted by Lam et al. (2001), is one of the factors that influence job satisfaction. A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Peterson, Puia, & Sues, 2003). This view is supported by a study conducted by Ellickson and Logsdon (2002) among workers where job satisfaction with promotional opportunities was found to be positively and significantly related. Kreitner and Kinicki (2001), however, found that the positive relationship between promotion and job satisfaction was dependent on perceived equity by employees. If workers maintain one particular position without promotion for so many years on the job, they are likely to be dissatisfied.

Working Conditions

Working conditions consists of the physical and social conditions at the work. People want to work in a comfortable, safe environment, a clean, modern and enough-equipped environment and work in good conditions such as appropriate temperature, lighting and noise (Green, 2000). For example, people can be disturbed when they are distracted by unexpected noise such as telephones, conversations or crowding (Bridger & Brasher, 2011) and absence of temperature or lighting causes strain (MacMillan, 2012).

Working conditions depict an important role from the time when its impacts on job satisfaction and as workers relate to physical working environment will ultimately reduce more progressive level of job satisfaction. Good working relationships with colleagues can engender a healthy working environment that enhances personal satisfaction. For instance, Bridger and Brasher (2011) argued that when people are distracted by noise that is unexpected, such as telephone rings, crowding or conversations, they are disturbed. Aksu and Aktas (2005) noted that working conditions including fringe benefits, working hours, and morale conditions are important factors that affect the satisfaction level of employees in hotels, especially managers.

Consequences of Job Satisfaction

The satisfaction and dissatisfaction with the job assigned affect the employees in every walk of life as you are what you do for a living and how you find about it. A satisfied employee enjoys better physical and mental well-being and is more productive. Studies indicated that a higher level of job satisfaction can have a direct impact on increasing the financial performance of the hotel. The implications of this study for hoteliers and directors relates to the creation of adequate working conditions to increase job satisfaction and provide hotel employees with a greater sense of subjective well-being. Numerous empirical studies concluded that satisfied employees are more likely to provide their customers with an excellent service that will significantly impact their retention, and an increase in employee satisfaction will be reflected on increased customer satisfaction as the former is more willing to provide customers with an enjoyable service (Chi & Gursoy, 2009).

A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job (Langton & Robbins, 2006). Employees in an organization spend less time thinking about changing their jobs when they feel respected and valued in the workplace, when they have opportunities to evolve in their career, and consider that they have a fair and adequate treatment to the functions they perform. In this sense, maintaining and increasing job satisfaction is a powerful tool to ensure the organization's success and competitiveness in the job market.

Methodology and Design

Research Design

The study used descriptive survey research design. It determines and reports the way things are in describing the possible behavior, attitude, values and characteristics of the respondents while using questionnaires and interview as the appropriate tool.

Variables

In this study, managers' and supervisor's related factors, working conditions, co-workers' related factors, compensation and reward mechanisms, growth and development opportunities were treated as independent variables, and job satisfaction was the dependent variable.

Sources of the Study

This study relied on primary data, which was gathered through structured questionnaires and semi-structured interviews.

Population, Sample size and Sampling Technique

The participants of this study were employees of star rated Hotels in Bahirdar city of Amhara regional state. For the purpose of narrowing down the scope to manageable level, only star rated Hotel employees were taken as the sample of this case study.

There are 429 employees in the 6 hotels according to the data taken from Bahir Dar Culture and Tourism Bureau. From a total of 429 employees, 406 of them were targeted for quantitative data. Again out of 406 employees, 202 (82=M and 120=F) were selected as a sample randomly by employing the following sample size formula (Yemane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where;

N= Total population

n= Required sample size

e= Level of precision = 0.05(5%), and assuming 95% confidence level and 0.5 variability (P).

The sample for the study was drawn from 406 academic staffs from all colleges that are on duty. The calculation of the sample size was as follows:

$$n = \frac{406}{1+406(0.05)^2} = \frac{406}{2.015} = 201.5 \sim 202$$

Next, the sample size of each stratum was calculated and determined by proportional sample allocation method developed by Pandey and Verma(2008).To do this, a common multiplier for each stratum was used. This was obtained by dividing the population size of the i^{th} strata by total population size and multiplying by the sample size. i.e

$$n_i = \frac{N_i}{N} * n$$

Where;

n=sample size,

N_i =represents population size of the i^{th} strata and

N=represents the population size.

Thus, using the above formula, 202 employees from 6 Hotels (i.e 31 from Jakaranda Hotel, 25 from Rahnile Hotel, 25 from Asurana Hotel, 41 from Addis Amba Hotel, 38 from Benmas Hotel and 42 from Papyrus Hotel) determined as sample for the study. Finally, the required sample from each hotel was obtained using simple random sampling techniques (i.e lottery method) on the assumption that this technique gives equal chance for respondents to be included in the sample selection process and avoids bias and eases generalization of the obtained findings. All the sample size from each hotel is presented in the table below.

Table1: Distribution Population and Sample Respondents by Hotels

No	Hotels	Star Category	N			n		
			M	F	T	M	F	T
1	Jakaranda Hotel	4	28	34	62	14	17	31
2	Rahnile Hotel	3	20	30	50	10	15	25
3	Asurana Hotel	3	16	35	51	8	17	25
4	Addis Amba Hotel	3	33	50	83	16	25	41
5	Benmas Hotel	3	28	49	77	14	24	38
6	Papyrus Hotel	2	40	43	84	20	22	42
Total			165	241	406	82	120	202

Source: Bahir Dar Culture and Tourism Bureau

Instrument of Data Collection

The data collection instrument was adapted from the satisfaction questionnaire developed by Minnesota in 1967. The questionnaire focused on job satisfaction has five items. It was treated negatively and evaluated on a 5-point Likert scale ranging from 1 = highly dissatisfied, 2 = dissatisfied, and 3 = neither satisfied nor

dissatisfied. 4 = Satisfied, 5 = extremelysatisfied. In addition, to determine the status of causes, ratings will be made on a 5-point Likert-type scale, with 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. The reliability level of the instrument was also analyzed using Cronbach’s alpha coefficient.

Procedures of Data Collection

Before starting to gather data, the researcher asked permission from hotel managers and supervisors. Based on the permission given, the researcher distributed the questionnaire to sample employees. The respondents were given three days to complete the questionnaire. Finally, after the questionnaires were collected and returned to the researcher, interviews were conducted face-to-face in a suitable environment for about 20–30 minutes with each interviewee.

Reliability, Skewness and Kurtosis Ratios of Items

Table 2: Summary of Reliability, Skewness and Kurtosis Ratios of Items (N=145, df=144)

Variables	Number of items	Cronbach’s Alpha	Skewness	Kurtosis
Job satisfaction(DV)	5	.5	.312	.022
Management related factors (IV1)	10	.6	-.019	-.128
Co-workers related factors (IV2)	6	.7	-.957	.362
Growth and development related factors (IV3)	4	.8	.504	-.907
Compensation and reward related factors (IV4)	4	.9	1.057	-.130
Working conditions related factors (IV5)	10	.8	.952	.268

Source: own calculation using SPSS version 20

It can be inferred from Table 2 above that, despite the slightly positive or negative skewnesses in each of the variables, the values (ignoring the negative signs) of skewness and kurtosis for all the items utilized are in an acceptable range of normality. Concerning this, Larson-Hall (2010) and Blaikie (2003) noted that normality is not violated as long as the absolute value of the skewness ratio is below 2.0 or even below 3.0. George and Mallery (2010) also noted that the values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normality. Therefore, the scores of both skewness and kurtosis for all the items were within the acceptable range of values.

The reliability coefficients (Cronbach Alpha) of the subscales in each package after improvement were .5, .6, .7, .8, .9, and .8 for DV, IV1, IV2, IV3, IV4, and IV5 respectively. The majority of these values were considered suitable for the purpose of the current study because, according to Nunnally and Bernstein (1994), 0.7 levels were recommended as a cut-off point, which showed that scales were reliable. However, reliability of

between 0.5 and 0.6 is considered sufficient (Peterson, 1994).

Data Analysis Techniques

The data was coded and entered into the SPSS (version 20) software for analysis. Descriptive statistics such as frequency, percentages, mean, and standard deviations were used to analyze the data. Moreover, inferential statistics such as correlation, one-sample t-test, independent sample t-test, and multiple linear regression analysis were used to determine the relationship between variables and to analyze the causes of employee job satisfaction in the selected star-rated hotels in Bahir Dar, Ethiopia.

Ethical Considerations

This research was conducted in line with research ethical issues. Permission was requested and sought from the hotel management and the participant before the actual study was started. After getting permission, the research participants were made aware of the purpose of the study to ensure their willingness and full participation. Detailed information was provided to them on how the study was conducted and what was done with its results. Respondents were also informed that there was no harm or coercion either before, to force them to be involved, or during the study to get them to disclose information. It was made clear that their participation was purely voluntary. The researcher informed them not to use any real names or addresses in the report.

Result and Analysis

In this study, a total of 202 sample respondents were given the questionnaire. However, only 145 of them returned the questionnaires, forming a 71.8% return rate. In order to protect anonymity, the names of the interview participants were not used, and instead letters and numbers were used to represent the respondents as well as structure the quotes obtained during the interview sessions. Thus, H stands for human resource officer, and the numbers like HR1, HR2, etc., stand for the first, second, and third human resource officers, respectively. However, the numbers contain no rank values, as they have only been used for identification purposes.

Inferential statistics (one sample t-test, independent sample t-test, and multiple linear regression analysis) were employed for this study using SPSS (Version.20). The result of the one sample t-test was used to show the status of employee job satisfaction. In addition, an independent sample t-test was used to see whether there is a significant difference between males and females’ perception of the status of job satisfaction. Finally, multiple regression analysis was carried out to see the power of predictors of independent variables over the dependent variable.

Respondents’ background based on sex

The first section on the questionnaire focused on the demographic details of the respondents. These demographic details were analyzed using descriptive statistics. The section addressed information on three variables including gender, age, income and highest level of education. The results of the analysis of demographic details of respondents are reported in Table 3.

Table 3: Total Number of Respondents based on their gender, age, income and highest level of education

Variable and category	Frequency	Percentage
Gender		
Female	85	58.6
Male	60	41.4
Age		
<20-30 years of age	79	54.5

31-40 years of age	36	24.8
41-50 years of age	18	12.4
51> years of age	12	8.3
Highest level of education		
Grade 12	16	11
Certificate	21	14.5
Diploma	47	32.4
Degree and higher	61	42.1
Net monthly income		
Less than 1000 ETB	62	42.8
Between ETB 1000 and 2000	37	25.5
Between ETB 2000 and 4000	31	21.4
Above 4000	15	10.3

Source: own calculation using SPSS version 20

Gender

The frequency Table 3 indicate that 145 respondents participated in the study, and of those total respondents, 85 (58.6%) and 60 (41.4%) were female and male respectively. Both male and female employees work in the hospitality industry in the area under investigation was thus well represented in terms of gender.

Age

Of the 145 respondents that participated in this study, 79(54.5%) were aged <20-30 years, 36(24.8%) between 31-40 years, 18(12.4%) between 41-50 years and 12(8.3%) were 51 years of age and older. These results indicate that the respondents that participated in the study area are dominated by the number of employees younger than 30 years. The results indicate that a small percentage of respondents were older than 40 years of age.

Highest level of education

Table 3 also shows that of the 145 respondents who completed the questionnaires, 16(11%) were completed Grade 12, 22% diplomas, 21(14.5%) certificates, 47(32.4%) diploma holders and 61(42.1%) were holders of degrees. Therefore these results indicate that there was a balance between those with a secondary qualification and those that had some form of tertiary qualification. Those respondents completed grade 12 were a small percentage of the total.

Net Monthly Income

In terms of net monthly income, 62(42.8%) of the respondents were paid less than ETB 1000 per month, 37(25.5%) between 1000 and 2000 per month, 31(21.4%) between 2000 and 4000 per month, and 15(10.3%)of the respondents receiving more than ETB 4000 per month. It is thus evident that most of the respondents receive low monthly income with only few of the respondents receiving better salary.

The Status of Employee Job Satisfaction

Table 4: One Sample t-test on the Status of Job Satisfaction (N=170, df=169)

Items	Mean	Std. Deviation	Mean D/ce	t	Sig.
The competency of managers and supervisors	2.607	.952	-.393	-4.971	.000

Co-workers behavior	3.159	1.025	.159	1.863	.064
Compensation and reward mechanisms	2.235	.890	-.766	-10.359	.000
Growth and development opportunities	1.793	.942	-1.207	-15.427	.000
Working conditions	2.138	.887	-.862	-11.706	.000
AV	2.193	.605	-.807	-16.058	.000

Source: own calculation using SPSS version 20

The intention of this section is to examine whether employees are dissatisfied with their jobs or not. Five items were set to that end. As depicted in Table 4, the results of a one-sample t-test indicated that the mean value (2.193) was less than the expected mean value (3) at $t(144) = -16.058, p < 0.05$. Thus, the grand mean score for all sub satisfaction levels indicated that the employees in the star hotels of Bahir Dar city were not satisfied with their jobs. Contrary to the grand mean score, the result of one sample t-test about the workers' behavior indicated that their mean score (3.159) is above the expected mean (3) at $t(144) = 1.863, p > 0.05$. This indicated that employees were less likely to be satisfied with workers' behavior in their work places.

It is commonly agreed that employees who perceived receiving feedback from a supervisor were more likely to be satisfied in the workplace than those who did not perceive receiving feedback. Receiving feedback from a supervisor as to how one is doing is likely to help employees achieve their goals. On the contrary, the interview results of the current study reveal that a majority of workers are not satisfied with the feedback they receive from their supervisors and managers. In the same vein, one employee also tried to point out some issues in a combined manner. He further elaborates on the qualities of his manager by saying:

Our manager is not democratic; he is upset about everything that happens to him; he never worries about other employees' well being; he lacks impartiality; his relationship is always merit-based and always focused on individuals from the area where he is growing up; he has a positive attitude with a few employees who follow his style at the expense of the hotel as well as other employees; he always thinks about satisfying his personal needs more than other employees.

Few employee respondents reported that there are managers, supervisors and human resource officers begin to enjoy insulting and bashing. They only care about their own self-fulfillment. Their behaviors keep swinging between favorable and unfavorable; a short time interest they develop for their ulterior aims and objectives.

In his turn, HR5, in describing the managers' emotional maturity, also went on to say, "what worries him is not the hotel performance as well as employee well being rather his being accepted as a boss having control over everything." He further expressed the personal failure of his manager by saying:

Our manager lacks the personal qualities that an effective hotel manager should possess. Even he did not have a considered perspective on pluralism and he gives limited opportunities for other employees to develop their skill and experience. He is not effective in the sense that, he didn't treat employees fairly and equitably. He is selfish and is not ethical model for the employees.

In a different manner, one employee found his manager very sociable and capable of doing his work. He expressed the personality behavior of his manager by saying:

I am quite satisfied with my job because my manager is really nice to me. There is a cordial relationship between us. He always wants to know if I am satisfied or not.

There is no discrimination among the employees of the hotel I am working. He is good to me and that is why I am satisfied with my job.

One employee respondent in his turn reported that;

We give our feedbacks to our supervisors but we haven't seen them considered. As a result, most of us do not want to raise ideas and give comments. We are not motivated to give ideas for the management because we have never seen our ideas taken into action. Simply, we are here only to cover our living costs.

Moen and Asa (2005) state that although other social factors are important for enhancing the job for employees and making it satisfactory for them, satisfaction from remuneration remains a significant factor. However, interviewee respondents in this study said the following:

... to tell frankly, hotel employees are not considered well in salary adjustment...but other profession paid better...some hotel employees now ignore the level of payment and satisfaction got from it and they consider only satisfaction they get from their job by itself...the payment is totally unfair. In any organization, we never saw a salary ranges from 500-1000 Ethiopian birr for degree holders. But this is practiced in hotels. As a result, employees are not interested to stay in the hotel and ready to leave the job if they get other opportunities in any organization (the majority of HRs officers).

Similarly, the result obtained from the open-ended question revealed that employees were not satisfied with their job due to the fact that the assignment of job and payment was not on the basis of the employee's educational background and qualification.

Training and development programs for new and well educated employees in the service industry, such as hotels, as noted by Lam, Zhang, and Baum, (2001) is one of the factors that influence job satisfaction. David, Solnet, Robert, Ford, Richard, Robinson, Brent, Ritchie, and Olsen (2014) also added that training enables employees to familiarize themselves with their roles at work, job tasks and the values, culture and norms of their organizations. For that reason, training may be regarded as an important tool that facilitates the linkage between the organization and its external stakeholders. However, respondents of the current study responded that there is no training provided for employees to upgrade their knowledge and skills in the area they are assigned.

Working conditions including fringe benefits, working hours, and morale conditions are important factors that affect the satisfaction level of employees in hotels, especially managers (Aksu&Aktas, 2005). Concerning the working environment related causes, one human resource officer express his feeling by saying:

.....if working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long."

In addition, customer grievance due to internet connection problems, tv channel, inadequate availability of amenities such as soap, tooth brush, and other facilities of hygiene causes employees unhappiness and dissatisfied.

The Status of Factors Affecting Employee Job Satisfaction

Table 5: A one sample t- test result about the Causes of Job Satisfaction (N=145, df=144)

Variables	Mean	Std. Deviation	Mean D/ce	t	Sig.
IV1	3.190	.470	.190	4.860	.000
IV2	3.426	.823	.426	6.237	.000
IV3	2.438	1.027	-.562	-6.592	.000
IV4	2.300	1.058	-.700	-7.967	.000
IV5	2.692	.713	-.308	-5.194	.000

As depicted in Table 5, the results of a one-sample t-test of employees' responses about causes of job satisfaction indicated that the mean value 2.438, 2.300 and 2.692 were less than the expected mean value (3) at $t(144)=-6.592, -7.967$ and $-5.194, p < 0.05$ for IV3, IV4, and IV5 respectively. In addition, the mean value 3.190 indicated that employee were less likely satisfied with management and supervisors behavior at $t(144)= 4.860$,

p<0.05). On the other hand, the table showed that respondents have better satisfaction towards co-workers behaviorsince its grand mean value (3.426) was above the expected mean value (3) at t(144)=6.237, p <0.05).

Similarly, the qualitative data obtained from human resource officers have shown employees job satisfaction is highly affected by absence of training, inadequate service charge and incentive mechanism especially for model employees of the hotel. On the contrary, Ganta (2014) supported the statement that organizations should provide opportunity for promotion to employees that performed well. Other than that, best employee of the month must be chosen and rewarded. This had been proven by the research done by Neog and Barua (2014).

In addition to the quantitative data, the majority of employee respondents and human resource personnel agreed that workers behavior is not a major problem in their respective hotels. On the contrary, Sangaran and Garg (2012), Olaniyan and Hystad (2016) noted that poor workers relationships a major problem that causes them to quit their job.

Perception of Male and Female respondents towards the level of their Job Satisfaction

Table 6. Group Statistics

	Sex	N	Mean	Std. Deviation	Std. Error Mean
DV	Female	85	2.238	.655	.071
	Male	60	2.129	.526	.068

Table 7. Independent Sample T-test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS	Equal variances assumed	2.972	.087	1.070	143	.287	.10907	.10197	-.09250	.31064
	Equal variances not assumed			1.110	140.550	.269	.10907	.09822	-.08512	.30326

As can be seen in Table 7, the mean score (2.238) and (2.129) shown that significant difference was not observed between the perception of two groups of respondents at t(143)=1.110,p>0.05). Since the value of Fis .087, it is

possible to say statistically significant differences was not observed on the level of employee job satisfaction between female and male groups.

Table 8: Correlation of Predictor variables and dependent variable towards(N=145)

DV	1					
IV1	-.393**	1				
IV2	-.073	-.066	1			
IV3	.696**	-.362**	-.027	1		
IV4	.536**	-.312**	.088	.736**	1	
IV5	.642**	-.411**	.089	.785**	.754**	1
	DV	IV1	IV2	IV3	IV4	IV5

** . Correlation is significant at the 0.01 level (2-tailed).

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

Source: own calculation using SPSS version 20

The bivariate correlation Table demonstrated that statistically significant relationship were found between the dependent variable (job satisfaction) and some other independent variables namely managers and supervisors related factors, growth and development opportunities, compensation and reward mechanisms and working conditions. For example, IV3 at $r=.696$, $r^2=.4844$ implies 48.44 % common variance with employee job satisfaction. Similarly, $r=.536$, and $r^2=.2872$ showed that 28.72% of job satisfaction is explained by IV4.

Employee Job Satisfaction across Hotels

Table 9. One way ANOVA on Employee Job Satisfaction across Hotels

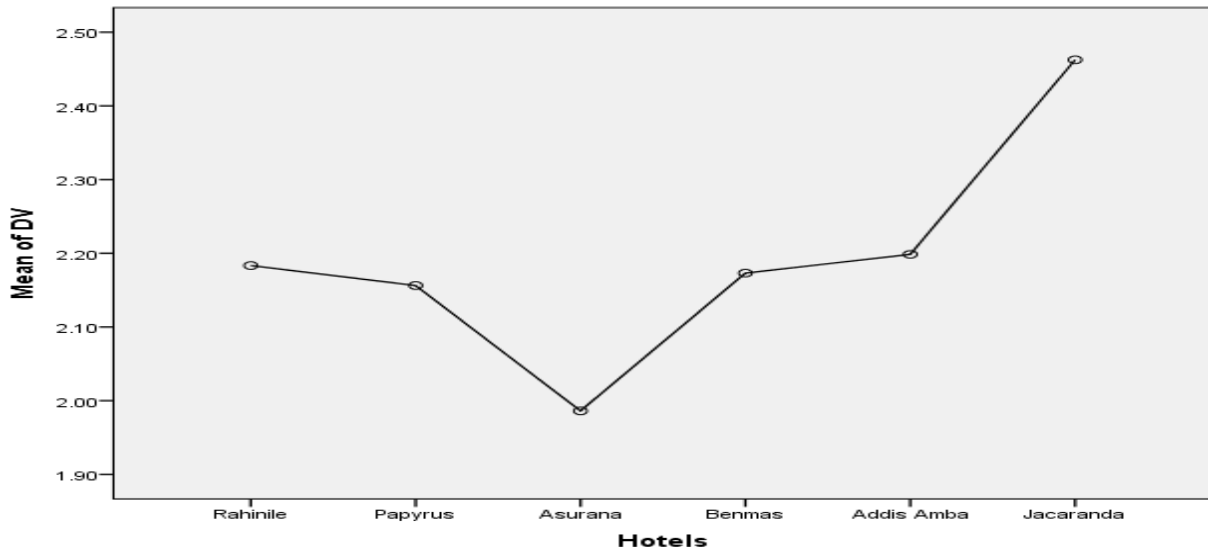
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.279	5	.456	1.256	.286
Within Groups	50.439	139	.363		
Total	52.718	144			

*Significance level at 0.05 level

Source: own calculation using SPSS version 20

The result of one way ANOVA indicated that the level of employee job satisfaction across hotels was not significantly differed at $F(5, 139) = 1.256$, $p>0.05$. This shows that the levels of employees’ job satisfaction across hotels are nearly similar.

Figure 3: Mean plot to support the ANOVA result



Source: own calculation using SPSS version 20

The means plot is a visual representation of what we saw in the compare means output. The mean plot also confirmed that employee satisfaction is very low in all hotels since the mean value is less than the critical value (3).

Multiple Linear Regression Analysis

In this research, multiple linear regression tests has been used to determine how managers/ supervisors related, co-workers related, compensation and reward related, growth and development opportunities related and working conditions related factors affecting job satisfaction.

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729	.531	.514	.42165	1.893

- a. Predictors: (Constant), IV5, IV2, IV4, IV1, IV3
- b. Dependent Variable: JS

Source: own calculation using SPSS version 20

It can be inferred from the Table, the R-square value for the main model showed that 53.1% of the employee job satisfaction is affected by the five variables under consideration namely; managers/ supervisors related co-workers behaviors, compensation and reward mechanisms, growth and development opportunities and working conditions. The table appears that r-square with 0.531 implies that there is a positive significant relationship between independent variables and dependent variable. This provided that the independent variables for this study are able to explain 53.1% of the variations in dependent variable (job satisfaction) while the remaining 46.9% are left unexplained in this study. In addition, the table showed that there is no multicollinearity since the value of Durbin-Watson (1.893) is closer to 2. Therefore, the model is statistically significant in predicting the relationship between the five causes and employee job satisfaction.

Table 11: ANOVA Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.006	5	5.601	31.504	.000
	Residual	24.713	139	.178		
	Total	52.718	144			

Source: own calculation using SPSS version 20

Referring to the ANOVA result from Table 11, we can see the general significance of the model. The results show the model is found to be significant as p is less than the critical value of 0.05. Thus, it is imperative to assume that the combination of the variables included in this model (managers/ supervisors related, co-workers related, compensation and reward related, growth and development opportunities related and working conditions related factors) jointly and significantly predict employees job satisfaction at $F(5, 139) = 31.504, p < 0.05$. This showed that the overall model was statistically significant and reliable in explaining the influence of the predictor variables to the outcome variable (job satisfaction). The study, therefore, concludes that managers/ supervisors related, co-workers related, compensation and reward related, growth and development opportunities related and working conditions related factors have a joint influence on the employees' job satisfaction.

Table 12: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.771	.382		4.637	.000		
	IV1	-.175	.082	-.136	-2.121	.036	.825	1.213
	IV2	-.064	.044	-.088	-1.477	.142	.957	1.045
	IV3	.282	.060	.479	4.680	.000	.322	3.107

IV4	-.021	.054	-.036	-.379	.705	.374	2.677
IV5	.208	.090	.245	2.303	.023	.298	3.354

Source: own calculation using SPSS version 20

From Table 12, the standardized beta coefficients indicated that the contributions of each variable to the model while the t and p values showed the effect of the independent variables on the dependent variable. It can be inferred from these values that the construct managers and supervisors related factors, compensation and reward mechanisms, and working condition related factors are the highest predictors of employees’ job satisfaction (the dependent variable) with the t-value (-2.121, 4.680, and 2.303) and corresponding low p-value ($p < 0.05$) supports the result for employees job satisfaction which had the standardized beta coefficient (-.136, .479, and .245) respectively. Conversely, the effect of co-workers and growth and development opportunity related factors is relatively weak, compared to other factors. Moreover, Tolerance (.825, .957, .322, .374, and .298) and VIF (1.213, 1.045, 3.107, 2.677, and 3.354) scores indicated that there is no multicollinearity problem since all the value of Tolerance and VIF are above 0.2 and below 10 respectively. In addition, variables their t-value lies between -2 and 2 are not useful predictors.

Consequences of Employee Job Satisfaction

The result obtained from open ended questionnaire revealed that negative employee job satisfaction leads to negative organizational outcomes. Poor job satisfaction results in absenteeism from work, employees develop intention to leave, create interpersonal difficulties, and poor performance in their job.

Concerning this, the majority of employees added their idea by saying the following:

Employees don't like their job. They are not happy and motivated to perform their duties as well as stay in the hotel they are working. They often think about quitting this job. They always ask and read job vacancy for a new job. They simply stay in our hotel till they get other job.

One employee respondents in the open ended questionnaire put his idea by saying the following:

I think the main problem is because higher government officials do not come to Hotels, and know what is being done in hotels. Those who come to us are the lower level employees, and experts. These employees focuses on the overall service delivery of the hotels. They never worried about the wellbeing of employees in general and job satisfaction in particular. As a result recruitment of employees, job assignment, payment are done by the hotel themselves without any interference from the government. This helps them making any thing as they want.

In a similar vein, the interview as well as open ended questionnaire result, confirmed that poor employee job satisfaction in all hotels creates personal as well as organizational problem. Supporting this, Markey, Ravenswood, and Webber (2012) reach an agreement that employees’ job satisfaction relate directly to the desirability to leave.

Another human resource officer narrated his experience:

The hotel manager didn’t appreciate employee effort and always pointed out flaws in work embarrassing. He never is interested to discuss on the major problems of employees. Never think about career opportunities and incentive mechanisms. Due to this employee turnover is increasing from time to time. Similarly, the morale and interest of current employee is drowning and their stability in the hotel is eroded so badly that they become doubtful of their self-worth and started thinking about quitting job.

Supporting the above view, Asimah (2018) suggests poor job feedback, job dissatisfaction, greater degrees of job stress, and a lack of career advancement opportunities among others as causes of employee

turnover. In the same vein, Davis and Nestrom (1985), pinpointed out that without satisfaction in the job, no employee will remain for a longer time in any organization. Job satisfaction is described as a part of life satisfaction. Job satisfaction is a combination of positive and negative feelings that workers have towards their work.

HR1 and HR5 also reported their feeling in the following way:

If a hotel fails to bring in bonus and reward schemes to encourage employees, it negatively affects productivity. At the end of the day, employees would like to quit their work in search of other job with better salary. Such unstable working behavior affects both the organization as well as employees. This is also true in our hotel.

Strategies to Improve Employees Job Satisfaction

Success of any organization depends majorly on its human capital. Specifically, the performance and profitability of the hotels rely mainly on the performance of employees. To keep employees satisfied, there must be for good remuneration, medical aid and fringe benefits in order to deliver good quality services. Employees tend to produce good quality work and good customer services when they are satisfied and motivated.

Employees were also requested about important strategies taken by the concerned bodies aiming at improving employee job satisfaction. Concerning this the majority of them expressed their feeling by saying:

....there is no such kind of experience in our hotel. To tell the truth, there is no open discussion about the well being, feeling and motivation of employees. Our involvement in providing suggestion and comments is nil. Everything is being done by management we are just implementers.

It is commonly agreed that lack of motivation and promotion opportunities in the hotel demoralizes employee satisfaction level and consequent performance at work because people feel that working in hotels with higher salaries boost moral to work and achievement. Concerning this, the human resource and supervisor reported that the hotels are on the way to devise employee job satisfaction. Similarly, one HR3, HR4, and HR6, replied that their hotel is in the process of studying employees working behavior, payment and job satisfaction.

As a strategy, one human resource officer agreed that hotel managers must be aware of their staff members' needs and interests in designing a motivation package that will enhance the well-being of the organization, for it is only then, that hotel workers could be happy about their job and thus, be effective and efficient in their work. Supporting this view, studies found that financial rewards are probably one of the most well accepted and effective tools to motivate the employees. In the same vein, Neog and Barua (2014) provided that financial rewards such as money is the main motivator for an employee and increase their commitment and assist them in achieving better performance (Dobre, 2013). Saleem, Mahmood and Mahmood (2010) suggested that rather than motivational session, organizations should focus primarily on the incentive and reward structure to raise employees' job satisfaction level. However, Dobre (2013) taught that non-financial factors are as important as financial reward.

Conclusion and Recommendation

Conclusion

The findings from this study show that hotel employees were not satisfied with their jobs. They have a higher degree of unmet expectations related to their job. All the three factors namely, relationship with managers and supervisors, reward and compensation mechanisms, and working conditions were validated as major factors that create employee job dissatisfaction. In conclusion, the majority of hotel employees have unfavorable attitude to their hotel they are working in general and job in particular. As a result, most hotel employees are not willing to continue working in their respective hotels. In addition, better experienced, competent and talented employees leave the hotels and substituted by unskilled and poor personnel. This puts an extra financial burden for the hotels to recruit and train new employees.

Recommendations

Cognizant of the major findings and conclusions of the study, the following recommendations were drawn. In the first place, it is commonly agreed that job satisfaction is not practiced and maintained in the vacuum rather it needs the commitment and collaboration among the various groups. Thus, the following recommendations are forwarded for various groups towards the improvements of employee job satisfaction.

- Since employees view themselves to be hard workers, managers and supervisors should come up with different ways to encourage the hard work performed by employees. This includes a chance for promotion, more training and development and being respected by managers.
- Hotel management should proactively work to establish a healthy workplace. They should focus on ensuring that there is openness of communication among co-workers, employees have a high level of feeling of belongingness, and should place more emphasis on salary amount, bonuses amount, and non-financial rewards such as extra-holidays and voucher schemes element. They should build good relationships with employees by taking a proactive approach, beginning with listening to employees and their concerns, acknowledge employees` issues, be motivated to make improvements and seek a feedback from their employees by making surveys and focus group discussions.
- Essentially, the owner of hotels should adequately remunerate the hotel workers because the monetary factor is important in giving job satisfaction. The adequate remuneration will make them to carry out their duties more effectively and efficiently. The working hours and work load should be commensurate with the pay received by the employees.

Limitations and implications for future research

The targeted sampling of hotel employees from star-rated hotels in Bahir Dar limits the possibilities for generalization of other star-rated hotels across the country. Future research may replicate the current study on employee job satisfaction in other types of hotels or other geographic areas. Furthermore, other researchers have considered other variables that can affect employee job satisfaction.

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