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Effect of Job Satisfaction on Employee Turnover in Five-Star Hotels: A Study of Hospitality Business in Punjab and Chandigarh

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Abstract

Hotel Industry is one of the sectors which provides job opportunities to a great extent. One of the most important parts of the wider service sector is the hotel sector, which caters to customers who need overnight lodging. Employee satisfaction is a nebulous attribute defined as a pleasurable emotional reaction to doing or being at work. Companies that appreciate their employees perform employee satisfaction surveys on a regular basis. This article examines the factors that contribute to staff turnover in the hotel industry in Punjab and Chandigarh. Every company experiences some level of typical, if not expected, staff turnover. It's especially bad when employees depart for the wrong reasons or at an alarmingly rapid rate. This research is descriptive in nature where data from 134 employees from 10 five-star hotels of Punjab and Chandigarh through convenient sampling have been used to explore the factors of Job satisfaction.

Keywords: Job satisfaction, employee turnover, hospitality business, Punjab

Introduction

Hospitality business shares a big role in the economic growth of any place. Hotel Industry is one of the sectors which provides job opportunities to a great extent. One of the most important parts of the wider service sector is the hotel sector, which caters to customers who need overnight lodging. Although there are some parallels to the hotel and travel industries, the scale is substantially different. The hospitality industry frequently uses hotel star ratings to assess lodging facilities. Star ratings have no agreed-upon meaning, although the Forbes Travel Guide is the system that uses them the most frequently and rates hotels in accordance with pre-established criteria (Ayres, 2014) ^[3]. Generally, hotels are classified into one star, two-star, three-star, four star and five star.

A career in the hospitality sector, particularly at a five-star hotel, has several benefits. Working in the hospitality industry has many rewards, including competitive pay and benefits packages and several prospects for career advancement. The benefits listed below are available to you if you choose to work for a five-star hotel (Sanga, 2018) ^[17]. Job satisfaction is the state of being content with one's job. Employee

satisfaction is an elusive quality that can be characterized as a joyful emotional reaction to doing or being at work. Companies that value their employees conduct frequent staff surveys to gauge their level of job satisfaction. It's critical to keep in mind that everyone's level of job satisfaction varies. It's possible for two persons doing the same job in the same setting to have very distinct work-related experiences (Thamaraikannan & Umasankar, 2021).

Having a positive outlook on one's work may boost productivity and effectiveness. In actuality, there are many other elements at play, including salary, title, job stability, stress level, and amount of work (Alam, 2020) ^[2]. Many people group all of the factors that affect an employee's enjoyment at work under the general term "job satisfaction," but in reality, there are many other factors at play.

Most people of working age spend the most of their week at work, and due to rising prices, the majority of us will have to continue working well past the age that was once considered retirement. Jacob Morgan, a best-selling author and futurist, outlines the top 10 factors that influence work pleasure in 2015.

Table 1: Top ten factors that influence work pleasure

1. Recognition for your efforts
2. Striking a good balance between work and life outside of work
3. Good relationships with superiors
4. Financial Security of the Company
5. Studying for career growth
6. Job security
7. A guarantee of a competitive annual salary
8. Employer values that merit attention on their own
9. Core values of the company
10. Interesting Job Content

The turnover rate, often known as the rate at which employees leave an organization, is calculated during a specific time period, typically a year. While turnover is frequently monitored at the macro level, at the level of particular divisions or even specific demographics, it can also be measured at the micro level. Turnover comes in many forms. It could be classified as internal or external. Internal turnover refers to the movement of employees within the same business. Internal turnover can have both positive and negative effects, such as the disruption of ongoing projects or interpersonal relationships or the Peter Principle, as well as positive ones like a morale boost brought on by a change in work or a new boss. Therefore, monitoring this type of turnover may be equally as important as monitoring its outer. This paper highlights the causes of employee turnover in hotel Industry in Punjab and Chandigarh. All firms have some level of normal, if not expected, workforce turnover. It's the worst when employees resign for the wrong reasons or at an alarmingly high pace. Employee turnover can be related to a variety of variables, some of which are given below:

Table 2: Employee turnover variables

Abusive behavior
Misalignment between job and personal life
Inadequacy of the job description and actual responsibilities
Employee misalignment
Ignored and undervalued
There is a lack of coaching and feedback
Incapacity to make decisions
You are unable to interact with people
Workplace apocalypse
Promotions and wage rises were halted
Belief and certainty were shaken
There are no growth potential

The hospitality business is one of the world's most dynamic and expanding markets. It is a field concerned with interacting with and assisting others. Strong growth in the last decade has set the groundwork for continued growth in this sector. Because of the industry's sensitivity, human resources are critical. This implies that people are crucial to the success of this new market. Employees in this field have direct interactions with clients, thus they must be aware of the issues that face the business as a whole. Keeping highly skilled employees on staff is a major challenge for the hospitality industry. It is critical for the hotel sector to maintain its

position in today's world of globalization, technological innovation, and information.

The current study was conducted to determine the impact of job satisfaction on employee turnover in five star category hotels in Punjab and Chandigarh.

Literature Review

Abdullah (2021) ^[1] in his study mentioned that the hotel business has a high turnover rate due to inadequate training, low pay, high levels of stress on the job, and incompetent management. Employees make decisions about whether or not to stay on the job depending on a range of factors, including how they feel about their work, the business culture, prospects for growth and progress, and other comparable factors. The hospitality sector is critical to regional prosperity because it offers the services required for the expansion of tourism, which has become a vital contributor to socioeconomic development under the assumption of sustainability. Regardless of the stage of the economic cycle, the time of year, or the location, the hotel industry has always had issues with high workforce turnover and significant "inside" and "out of" labor mobility. Jobs in the hotel business may have a bad image because they are regarded to be low-paying, give little prospects for progression, and provide limited room for personal growth and realizing one's full potential. Seasonal, demanding, time-consuming, and tedious professions may also be regarded. Jarkovská & Jarkovská (2022) ^[13]. Dalluay *et al.* (2017) ^[8]. The relationship between job satisfaction and employee turnover will be investigated in depth, as will general working conditions, salary and promotion, work relationships, skill utilization, and work activities. Carroll's (2016) ^[5] four-dimensional concept of corporate social responsibility was used to empirically investigate the impact of each dimension (economic, legal, ethical, and philanthropic) on the attitudes and behaviors of hospitality industry employees, such as job satisfaction and organizational commitment, which eventually lead to a decrease in employees' intentions to leave their jobs. According to Nwobia and Aljohani (2017) in Human Resource Management, rotating staff is a critical step. Staffing numbers change in both planned and unforeseen ways. Workers make the decision to leave their positions willingly, with no input from the turnover. Kurniawaty *et al.* (2019) ^[15] investigated employee turnover intentions at Bank Mandiri by analyzing work environment, stress, and job satisfaction. This study is intended to address the issue of increased turnover intent, which could lead to serious problems. Perera and Madagamage (2018) ^[20] investigated the relationship between job happiness, organizational commitment, and the risk of employee turnover using the perspectives of millennials working in the hotel sector in Sri Lanka.

Methodology

Objectives

1. To investigate the conceptual underpinnings of Job Satisfaction and employee turnover.
2. To study the demographic profile of employee working in five-star hotels in Punjab and Chandigarh

The present study is descriptive in nature. For hotels selection probability random sampling has been applied and hotels categorized under Hotels and Restaurants Association of Northern India have been taken into consideration. Convenience sampling, a non-probability sampling approach,

is used to select samples of employees from a specific star system. The data was collected from 356 employees. The

current study's questionnaire/research instrument is based on an existing review of the literature.

Data Analysis and Interpretation

Table 3: Demographic profile of Respondents

Variables	Value	Count	%
Gender	Male	98	73.1
	Female	36	26.9
	Transgender	0	0
Age	18-30 years	49	36.6
	31-40 years	68	50.7
	Above 40 years	17	12.7
Marital Status	Unmarried	63	46.9
	Married	71	52.9
	Others	3	.2
Education	Undergraduate	39	11.5
	Graduate	48	35.8
	Post graduate	40	29.8
	Others	7	0.5
No. of years with current organization	< 1 year	82	61.1
	1-3 years	34	25.3
	4-6 years	14	10.4
	> 6 years	4	0.2
Job position	Top Management	17	12.6
	Middle Management	35	26.2
	Lower Management	82	61.1
	Less than 2 lakhs	59	44.1
Income (Annually)	2-5 Lakhs	58	43.2
	Above 5 Lakhs	17	19.7

In the table above, the demographic profile of respondents is displayed; of the 134 respondents, 98 were male and 36 were female. Any individual's age group in a survey is critical demographic information that confirms their ideas. The majority of respondents (50.7%) are between the ages of 31 and 40, with those between the ages of 18 and 30 accounting for 36.6%. The majority of respondents (52.9%) were married, 46.9% were single, and 0.2 percent were others in marital status. The educational qualifications of a person define their thoughts and ideas. The majority of respondents in this survey are postgraduates (40), graduates (48), and undergraduates (39). The amount of time an individual has worked is referred to as job tenure. The amount of time an individual has worked for their present employer is referred to as job tenure. The bulk of respondents, 182 (61.1%), have been with the same organization for less than a year, followed by 34 respondents who have been with the organization for one to three years, and only 0.2% have been with the organization for more than six years. The designation level describes a person's level and position within a company or organization. In this study, the majority of respondents (61.1%) were in lower management, 26.2% were in middle management, and 12.6% were in management. The bulk of respondents, 44.1 percent, earn less than 2 lakhs per month, 43.2 percent earn between 2 and 5 lakhs per month, and 19.7 percent earn more than 5 lakhs per month.

Reasons of Employee Turnover

The majority of respondents firmly agreed that the top reasons

for employee turnover were limited growth, followed by an inflexible work schedule, family strain, physical working conditions, discrimination, and being understaffed and overburdened. The majority of respondents believed that the reasons for employee turnover were age of the employee, physical working conditions, ignoring grievances or complaints, policies and procedures, and unsuitable work location. According to the mean scores, the top five reasons for employee turnover were family pressure (3.97), physical working conditions (3.88), salary below expectation (3.87), work schedule too inflexible (3.86), discrimination (3.85), and level of education (3.85).

Findings

According to descriptive statistics, the top five reasons for employee turnover were family pressure, mean score 3.97, physical working conditions, mean score 3.88, salary below expectation, work schedule too inflexible, discrimination, mean score 3.86, and level of education, mean score 3.85.

The current study also discovered several other employee turnover reasons, such as employee age, grievance or complaint neglect, policies and procedures, and unsuitable work location.

Conclusion

Turnover is a natural occurrence in the hotel industry. Employee turnover occurs when there is work discontent or when employees are dissatisfied. Job satisfaction is a fixed

attitude toward work, and it is necessary of all staffs or employees. Job satisfaction has an impact on turnover.

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