

**INFLUENCE OF ORGANIZATIONAL FACTORS
AND DEMOGRAPHIC VARIABLES ON JOB
SATISFACTION AMONG HOTEL EMPLOYEES
IN BANGLADESH**

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UNIVERSITI SAINS MALAYSIA

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IN BANGLADESH**

by

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LIST OF ABBREVIATION AND ACRONYMS

AVE	Average Variance Extracted
CMV	Common Method Variance
CR	Composit Reliability
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
HR	Human Resource
HRM	Human Resource Management
JS	Job Satisfaction
PLS	Partial Least Square
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Science
T&D	Training and Development
UNWTO	United Nations World Tourism Organization
WTTC	World Trade Tourism Council

**PENGARUH FAKTOR ORGANISASI DAN PEMBOLEHUBAH
DEMOGRAFI TERHADAP KEPUASAN KERJA DI KALANGAN
PEKERJA-PEKERJA HOTEL DI BANGLADESH**

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji perhubungan di antara faktor organisasi, pembolehubah demografik terhadap kepuasan kerja pekerja-pekerja hotel di Bangladesh. Kajian ini mengikuti rekabentuk penyelidikan rentas keratan di mana kaedah tinjauan soal selidik digunakan untuk mengumpul data. Data bagi kajian ini termasuk persepsi pekerja hotel di Bangladesh mengenai hubungan antara faktor organisasi (gaji, keselamatan pekerjaan, peluang promosi, keadaan kerja, pengiktirafan dan latihan dan pembangunan), pembolehubah demografi (Umur, jantina, status perkahwinan dan pendidikan) dan kepuasan kerja pekerja. Populasi kajian terdiri dari semua pekerja bukan bidang pengurusan yang bekerja di hotel bintang 3, 4 bintang dan 5 bintang di Bangladesh. Sampel diambil menggunakan teknik persampelan pengahakiman, iaitu sebahagian dari persampelan bertujuan dari rekabentuk persampelan jenis bukan kebarangkalian, kerana senarai pekerja tidak lengkap. Sejumlah 315 kaji selidik yang boleh digunakan telah dijumpai dengan kadar tindak balas sebanyak 45%. Perisian Persamaan Struktur Separa (PLS) yang digunakan untuk menguji hubungan hipotesis. Hasil daripada kajian ini menunjukkan bahawa lima dimensi faktor organisasi mempunyai hubungan positif yang signifikan dengan kepuasan kerja pekerja sedangkan satu dimensi faktor organisasi seperti latihan dan pembangunan tidak berkaitan dengan kepuasan kerja pekerja. Sekali lagi, hasil analisis menunjukkan bahawa tidak ada pembolehubah demografi yang mempunyai hubungan yang signifikan dengan kepuasan kerja pekerja. Akhirnya, kajian ini menyediakan beberapa implikasi dan cadangan kepada pengurus, pemilik dan pemimpin hotel yang sedia ada, bertujuan untuk meningkatkan usaha mereka dalam meningkatkan kepuasan pekerja.

**INFLUENCE OF ORGANIZATIONAL FACTORS AND DEMOGRAPHIC
VARIABLES ON JOB SATISFACTION AMONG HOTEL EMPLOYEES IN
BANGLADESH**

ABSTRACT

The present study aims to examine the relationship between organizational factors, demographic variables and employee job satisfaction of hotel employees in Bangladesh. This study followed cross-sectional research design in which questionnaire survey method was employed to collect data. Data for this study included the perceptions of hotel employees of Bangladesh on the relationship among organizational factors (salary, job security, promotion opportunity, working condition, recognition and training and development), demographic variables (Age, gender, marital status and education) and employee job satisfaction. The population of the study comprised of all the non-managerial employees working in the 3 star, 4 star and 5-star hotel in Bangladesh. The sample was taken using judgmental sampling technique, a part of the purposive sampling of non-probability sampling design, because of the lack of a complete list of employees. A total of 315 useable questionnaires were found with a response rate of 45%. Partial Least Square (PLS) second generation structural equation modeling (SEM) software was employed to test the hypothesized relationship. The result of the present study revealed that five dimensions of organizational factors have positive significant relationship with employee job satisfaction whereas, one dimension of organizational factor such as, training and development were not related with employee job satisfaction. Again, the result of the analysis showed that none of the demographic variables have significant relationship with employee job satisfaction. Finally, the present study provides several implications and recommendations to existing hotel managers, owners and leaders, aiming to improve their efforts in enhancing employee satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The profound impact that job satisfaction has on both employee and organization's performance has triggered the need for continual searching of the factors that are likely to boost employee satisfaction at work. In pursuit of this objective, the present study aims to investigate the impact of organizational factors and demographic factors on the job satisfaction of non-managerial employees of hotel organizations in Bangladesh. This chapter aims to provide the overview of the research project including research background, hotel industry in Bangladesh, research problem, research question, research objectives. This chapter also overviews significance of the study. Finally, the current chapter outlines the research structure and conclusion.

1.2 Research Background

Job satisfaction is the central drive for the effective use of employees within organizations (Mathieu, Neumann, Hare, & Babiak, 2014). Employees' job satisfaction measures employees' attitude toward the work context, perceived support from the organization and the work condition (Patah, Zain, Abdullah and Radzi, 2009). A satisfied employee is more likely to be more stable, forceful and talented towards the achievement of the organizational goals (Jessen, 2011). Job satisfaction is defined as a general attitude a person has or holds towards his or her job (Lee & Chang, 2008).

The widely cited definition of job satisfaction given by Locke (1976, mentioned by Rehman, Khan and Lashari, 2010) refers satisfaction with job expressed by the experiences of the wide range of satisfactions and dissatisfactions related with the assessment of the different dimensions of job that an employee is going through. The work itself, pay, promotion policies, supervision and co-workers are among the work dimensions which are being appraised (Efraty and Sirgy, 1990). How employee expresses the feelings to the job, be it positive or negative, specifies his or her job satisfaction (Pool, 1997). Thus, job satisfaction infers both subjective and emotional response to various aspects of the job, be considered as an emotional stance causing from the assessment of work context related with job characteristics and demands (Jessen, 2011).

Positive attitudes and emotions of service employees while entertaining customers can generate a satisfactory impression on customers (Lee & Ok, 2012). Customers having a good impression are more likely to purchase and make repeat purchase of a product and speak well of the organization (Cronin, Brady, & Hult, G. 2000). Being in service sector, hotel is highly dependent on the performance of human resources (HR) or employees with their human touch of services for the customers. Hence, the performance of employees has been considered a significant and determining factor in its sustainability. Consequently, this dependence on employees for its proper functioning and growth, requires employees' positive emotional responses to job in order for them to perform at their optimum levels, thereby allowing hotel services to remain sustainable in a rapidly changing, and fiercely competitive environment.

Similarly, hotel organizations are also becoming increasingly aware that employees are always required to behave politely and display appropriate emotions

when serving customers (Lu & Gursoy, 2013). Subsequently, scholars have investigated both personal and workplace issues that have the potential to influence employee attitudes in order to better understand, and therefore to develop strategies to improve both individual and organizational performance. One of the issues includes understanding job satisfaction the wider recognition of which is quite an accepted element of life within the industry et (Bustamam et al., 2014).

In a service organization like hotel, employees play the serious role in creating and maintaining relationship with the customers through directly interacting with them in handling their variety of wants and requests (Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar 2006). Accordingly, their performance with satisfaction will affect customer's impression, satisfaction and loyalty towards the organization. Therefore, the hotel industry needs to be more thoughtful in enhancing its employees' satisfaction in order to deliver a standard quality service to the customers (Karatepe, 2013).

Comparing with other industries, hotel employees need to provide restless services of 24 hours a day and 7 days a week (Yih and Htaik, 2011). In addition, unattractive working conditions of the job such as lower pay, inflexible job characteristics (Ahmand, and Zainol, 2011), longer working time, periodic employment, lower job status (Alan, Radzi and Hemdi, 2010), excessive work burden, lack of job security, and restricted training and development prospects create job dissatisfaction, thus resulting to a high rate of turnover (Nadiri, & Tanova, 2010). In this regard, hotel managers have to find out effective ways to boost the satisfaction level of the employees to make them perform better (Karatepe et al., 2006; Bustamam, Teng, & Abdullah, 2014). Considering such suggestion of prior

researchers, the present study aims to examine organizational and demographic factors influencing the satisfaction level of hotel employees of Bangladesh.

The tourism industry has been identified as a prospective service industry to boost up Bangladesh economy since the country is well blessed with its natural and archaeological sites (Shamsuddoha, 2008). The Government of Bangladesh has developed a National Tourism Policy for the development of tourism industry in Bangladesh (Ministry of Civil Aviation and Tourism of Bangladesh, 2016). Bangladesh has celebrated Tourism Year 2016 the prime objective by a government is to attract more foreign tourists to the country that it may earn more foreign exchange from tourism (The Daily Independent, 2016). (<https://www.dailyindependent.com>) To support the tourism objectives of Bangladesh Government, the prospect of hotel industry has been acknowledged (Ministry of Civil Aviation and Tourism of Bangladesh, 2016). As such, the importance of Bangladesh hotel employee satisfaction and subsequent performance can be highlighted.

1.3 Hotel Industry in Bangladesh

The exceptional growth of tourism over the last 50 years is one of the most remarkable economic and social phenomena of the 21st centuries. While travel was once an uncertain and hazardous event but it is now an easily planned and coordinated adventure that has been revolutionized since middle of last century by vast improvements in transportation in general and air transportation in particular, computer technology, and networks of international communication. Tourism offers the opportunity of providing jobs for different classes of people and thereby contributing to the alleviation of poverty in developing countries. Tourism generates

jobs directly through hotels, restaurants, taxis, souvenir sales and indirectly through the supply of goods and services needed by tourism related businesses. The growing importance of Travel & Tourism in the global economy will mean that by 2023, Travel & Tourism's total contribution will account for 10.0% of GDP and 1 in 10 jobs. Total Travel & Tourism employment is forecast to increase by over 70 million jobs over the next decade, with two-thirds of the additional jobs in Asiaiv. Besides, The World Travel and Tourism Council (WTTC) and UNWTO reports say that international arrivals have been positive in 2012, although in the Euro Zone, due to sovereign debt issues and national austerity policies, tourism spending has declined. The pace of growth in the developing countries, including Bangladesh, is faster than in developed nations. Asia will continue to lead growth of the global Travel & Tourism industry over the next decade, with annual average growth of over 6%. Asia's growth will be driven by increasing wealth among its middle classes. Bangladesh is located conveniently on the east-west air-corridor making it a gateway to the Far East. It is endowed with resources and the potential for a tourism industry. Also, in Bangladesh, there are some beautiful and ancient sanctuaries (holly places) which have special appeal to attract tourists in Bangladesh. Visitors from the Middle East, Pakistan, India, Korea, Thailand and Japan can be attracted to the historically important sanctuaries like mosque, shrines, tombs, temples, churches and Buddhist monasteries.

However, Bangladesh's tourism sector still has remained largely untapped, although the country is home to the world's largest Mangrove Forest, the Sundarbans and the world's longest sea beach, the Cox's Bazar, the Royal Bengal Tiger, the beautiful hills in Rangamati, the exotic tea gardens in Sylhet, and this is just to name a few attractions (Ministry of Civil Aviation and Tourism of Bangladesh, 2016).

Bangladesh has tremendous potential for becoming an international tourist hotspot but in reality, that is not exactly the case. Due to the under-developed sector of tourism, Bangladesh is missing huge amounts of revenue every year.

Difference among five-star, four-star and three-star hotel

Three- Star Hotel

Typically, these hotels offer spacious accommodation that include well-appointed staff and decorated lobbies. Bell desk services are generally not available. They are located near business area for immediate approach and environs should be of highest standard. There should be well equipped, well-furnished and well maintained dining room/restaurant on the premises.

- Should have at least 20 let table rooms with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the rooms should be air conditioned and the furniture and furnishings such as carpets, curtains etc. should be very good standard.
- There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.
- There should be provision for reliable laundry and dry cleaning services. 24 hours housekeeping at the hotel should be of the highest possible standard and these should be plentiful supply of linen, blankets etc which should be of the highest quality available
- Telephone in each room. and telephone for the use of guest and visitors and provision for a radio or relayed music in each room.

Four- Star Hotel

Architectural features and general construction of the hotel building should have distinctive qualities. The locality including the immediate approach and environs should be of highest standard. There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.

- Should have at least 25 let table rooms with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the bathroom must have long baths or the most modern shower chambers with 24 hrs service of hot and cold running water.
- There should be a special restaurant dining room where facilities for dancing are also available.
- Telephone in each room. and telephone for the use of guest and visitors and provision for a radio or relayed music in each room.

Five-star Hotel

Architectural features and general construction of the hotel building should have distinctive qualities. The locality including the immediate approach and environs should be of highest standard. There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.

- Should have at least 25 let table rooms with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the bathroom must have long baths or the most modern shower chambers with 24 hours' service of hot and cold running water.

- There should be provision for reliable laundry and dry cleaning services. 24 hrs housekeeping at the hotel should be of the highest possible standard and there should be plentiful supply of linen, blankets etc which should be of the highest quality available.
- Adequate parking space and swimming pool.
- Offer both international and Indian cuisine and the food & beverage services should be of the highest standards, and
- 24 hours' services for reception information and telephone

Bangladesh, one of the least developed countries in the world, lies in the north eastern part of south Asia, sharing borders on the west and north side with India and on the south-east with Myanmar and on the south with the Bay of Bengal. Different big rivers, sea beaches, waterfalls, archaeological spots, mosques and temples, tall hills, mangrove forests, and scenic tea gardens have made Bangladesh a popular destination among tourists. It also has some world heritage locations- famous mosque in Bagerhat, Buddhists Bihar at Paharpur, and the Sundarban in the southern part of the country. Every year many international and local tourists visit these places. In the year 2012 six hundred thousand foreign tourists visited Bangladesh. The tourism sector's contribution to GDP, employment and investment was 4.4 %, 3.8% and 1.5% respectively in 2013. Bangladesh Parjatan Corporation (BPC) under the ministry of Civil Aviation and Tourism looks after the tourism sector in Bangladesh. The tourism policy of Bangladesh was revised in 2010 and it aimed for creating new jobs, facilitating economic development and safeguarding environment (Siraj et al., 2009). The policy particularly focused on Eco tourism to preserve limited natural resources and to ensure overall development of the local community. In this regard the government enacted a law titled "Protected areas of tourism and

special tourism zone” (Kabir et al., 2012). Tourism is one of the profitable sectors in Bangladesh (Elena et al., 2012). It has been considered an emerging service sector with high backward and forward linkages to other sectors of the economy thus having a huge scope for improvement to realize the potentials.

Hotel industry is playing a significant role in tourism development of Bangladesh. At present four types of hotel facilities are available in Bangladesh: (1) international tourist hotels; (2) standard tourist hotels; (3) standard hotels; and (4) home stay. There are different categories of hotel are available in Bangladesh such as five-star, our-star and three start (Bangladesh Tourism Board, 2016), whereas, few hotels are in the category of five stars and four stars. National Tourism Bureau oversees the activities of international tourist hotels and standard tourist hotels. On the other hand, city government is the regulating authority for standard hotels and home stay. Most of the international tourist hotels are four or five star hotels providing world class services and facilities for their guests. Moreover, flourishing private sector is playing a dominant role in the hospitality industry. Overall, the hotel industry in Bangladesh is getting better day by day as huge investment is being made to improve both services and facilities (Ispas, 2011; Kouthouris & Alexandris, 2005; Kim et al., 2013).

Being in highly competitive and labor-intensive environment, the sustainability of this industry depends on the performance of its employees (Zopiatis, Constanti, Theocharous, 2014). Consequently, this dependence on employees for its survival, proper functioning and growth demands employee satisfaction in order for employees to perform at their optimum levels (Lee & Ok, 2012). Like global focus, Bangladesh hotel management should concentrate on ensuring their employees’ satisfaction for the industry’s survival and growth.



Figure 1.1: Bangladesh Cox's bazar map

(<http://www.citiestips.com/view/-585376>)

1.4 Problem Statement

Hotel industry has immense growth potential in Bangladesh. If properly branded, hotel industry can earn a lot of foreign currency for the country along with the garment sector. About 0.85 million people are employed in hotel industry. According to Bangladesh Association of hotels (2015) during 2010-2014 the number of tourist increased from 20.9 million to 23.6 million, and in the same period the number of hotels and motels increased to 2005 from 1567. World Travel and Tourism council (WTTC) (2015) mentioned that BDT 460.3 billion (4.4% of GDP) was contributed to GDP in 2013 by travel and tourism; it is supposed to rise by 6.5% annually to BDT 935.5 billion in 2024.

Considering the high potential of tourism sector, Bangladesh government has specific strategic focus on developing the human resources for this particular sector; for supporting this focus, hotel industry needs to develop its HR policies as well (Ali & Parvin, 2010). From the global studies, it is evident that hotel management should emphasize the HR policies for enhancing employees' job satisfaction that is particularly related to quality service delivery to customers. As such, it can be assumed that Bangladesh hotel management is equally concerned to enhance job satisfaction and consequent performance of their employees. This research focuses on the job satisfaction of hotel employees in Bangladesh as a research area.

Since satisfaction is one of the main traits that companies require of hotel workers (Dawson et al., 2011), hence, understanding hotel employees' job satisfaction has remained an interesting research area till date (Zopiatis et al., 2014; Lee, Back Chan, 2015; Lu & Gursoy, 2016; Lee, Kim and Park, 2017). Researchers have identified organizational factors (Fisher & McPhail, 2011; Ineson et al., 2013; Zopiatis et al., 2014) and demographic factors (Tian & Pu, 2008; Zhen & Jie, 2009; Kara, Uysal & Magnini, 2012) of job satisfaction of hotel employees. However, most of the studies agreed on the organizational factors that promote satisfaction but there is no consensus among researchers on the direct relationship between demographic factors and satisfaction (Zhen & Jie, 2009; Borralha, Jesus, Pinto, & Viseu, 2016). In addition, studies on organizational factors and job satisfaction have different research contexts, so the results need to be further validated from more cross-cultural findings (Borralha et al., 2016). Hence, in line with global research viewpoints, the present study focuses on examining both organizational and demographic factors and their impact on job satisfaction of hotel employees of Bangladesh.

In the developing country context employees in hotel organization are not satisfies enough (Ozturk & Hancer, 2011), also found in the context of Bangladesh. According to Hossain and Hossain, (2012) employee in hotel industry is not satisfied and the consequence is high turnover. Furthermore, Kabir et al., (2012) reveal that employees in the hotel organization in Bangladesh are more dissatisfied. The authors find different reasons regarding their job dissatisfaction in the organization such as; working condition, salary, working load and management behavior. Previous findings also supported by other authors and reveal that hotel employees are dissatisfied therefore, the consequential outcome such as; lack of organizational commitment, low level of trust and job turnover increases.

Research findings from different country contexts such as Turkey (Kara, Uysal, & Magnini, 2012), Pakistan (Ghafoor, 2012), Taiwan (Yeh, 2013), Cyprus (Zupiatitis et al., 2014), Australia (McPhail, Patiar, Herington, Creed, & Davidson, 2015), Srilanka (Perera & Weerakkody, 2016), and Malaysia (Singh, Saufi, Tasnim, & Hussin, 2017), suggest that hotel organizations should work on their employees' job satisfaction that has ultimate effect on the bottom line of the organizations. In supporting these findings, it is high time to find Bangladesh hotel employees' job satisfaction and its determinants to promote the country's rising tourism sector. To correlate global findings, this study will explore the relationship among different organizational factors, demographic factors and job satisfaction of hotel employees of Bangladesh.

1.5 Research Objective

Therefore, the research objectives of the present study are as follows:

1. To examine the relationship between organizational factors (salary, job security, promotion opportunity, recognition, working conditions, training and development) and job satisfaction of hotel employees in Bangladesh.
2. To examine the relationship between demographic factors (Age, Gender, Marital Status and Education) and job satisfaction of hotel employees in Bangladesh.

1.6 Research Questions

The present research questions are developed based on the objectives of the research.

The current study aims to answer the following questions:

1. Do different organizational factors (salary, job security, promotion opportunity, recognition, working conditions, training and development) have influences on job satisfaction of hotel employees in Bangladesh?
2. Do different demographic factors (Age, Gender, Marital Status and Education) have influences on job satisfaction of hotel employees in Bangladesh?

1.7 Significance of the Research

In the contemporary competitive business world, organizations are frequently facing the problems of attracting and retaining their employees. The promise of job satisfaction at organization may be a stronger influential factor to appeal and keep employees. Moreover, job satisfaction has beneficial effects for both organizations and their workforces. It can easily draw the attention of the employees and keep them in the organization. The satisfied employees enhance the overall performance of the organization by improving their individual service quality. The present study might facilitate hotel management in understanding their responsibility and work area by which their employee job satisfaction can be promoted. The findings may provide valuable insights for employers to enhance the job satisfaction and resultant service performance of the employees by improving their attitude toward job and organization.

This study aims to show how organizational factors, demographic factors and job satisfaction are related. Locally, very limited studies have examined the effect of different organizational dimensions and individual characteristics on employee job satisfaction. As it is time –oriented to apprehend hotel employee job satisfaction to boost the tourism sector of Bangladesh, this study will provide valuable findings related to hotel employee job satisfaction. Therefore, the present efforts are to address the gap of investigating the influences of organizational factors, and demographic factors on the job satisfaction of the employees of hotels in Bangladesh.

1.8 Definition of Key Terms

This study would use the following terminologies.

Table 1.1: Definition of the key terms

Terms	Definition
Employee	Hired and co-workers in organizations that been paid and do their task based on task oriented (Janssen & Van Yperen, 2004).
Salary	The term ‘salary’ refers to a pay package given by the employer to its employees for a particular period in return of their work performance. The employee is satisfied with the pay and pay is paid according to the working experience and equal to the work done (Janssen & Van Yperen, 2004).
Job Security	Job security the state of knowing that one's job is secure and that one is unlikely to be dismissed or made redundant. Job security is the possibility and probability of an individual keeping his or her job in the existing organization (Adebayo & Lucky 2012).
Promotion Opportunity	A promotion is “when one person moves into a position of greater responsibility (Schleger, 1985, p. 50)”.
Recognition	“Recognition is first and foremost a constructive response; it is also a judgment made about a person’s contribution, reflecting not just work performance but also personal dedication and engagement (Brun & Dugas, 2008, pp. 727).
Work condition	With reference to the current study, the working condition means an appropriate working environment in accordance with an employee’s terms and conditions of employment. Working environment covers different matters such as organization and its working activities, training structure, skills and employ ability, health issues, safety and well-being, working hours, work-life balance, and terms and conditions of the job (Drukpa, 2010).
Training and Development	Training and development as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon, 1992, pp. 235).
Employee’s Job Satisfaction	The term ‘job satisfaction’ has been defined in different ways. However, with reference to the current study, the job satisfaction of employee refers to an emotional feedback and appropriate response towards their job (Drukpa, 2010).

1.9 Research Organization

The current chapter delivers the general idea of this research. It provides the background of this study and the need for such study in Bangladesh. Hence, the research objectives and questions are identified and the importance of the study with the key terms to be used in the study is highlighted. Next section that is Chapter 2 would describe the prior studies done so far on job satisfaction, organizational factors and demographic factors. Chapter 3 would describe the research gap based on which the present research framework would be developed and proposed hypotheses would be stated. Chapter 4 would outline the present methodology employed throughout this research. Furthermore, chapter 5 was all about a detain description of the data analysis. In chapter 6 discussions on the research findings along with contextual justification had been provided. Last chapter 7 concluded the research admitting its limitations and directing future research.

1.10 Conclusion

The main parts of this chapter were the research questions, problem statement and research objectives. Furthermore, significance of this research is explained precisely.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The present chapter concentrates on the review of the past studies on organizational factors, individual factors and job satisfaction for presenting the theoretical framework of this study. Research on job satisfaction has gone through. Prior studies on different organizational factors and profile of the individual are presented. Next, the research gap is acknowledged and explanation is given.

2.2 Job Satisfaction

Job, though a significant part of most individual's life, might become the reason of huge stress in life. The majority of employees across the globe have been using their time for job associated movements due to job stress which completely affect their job satisfaction as well as satisfaction in their lives (Laschinger, Finegan, & Shamian, 2001). Therefore, researchers find job satisfaction as an interesting research area as the area and the factors contributing to job satisfaction are not properly identified yet (Asegid, Belachew, & Yimam, 2014).

In the absence of universally accepted definition of job satisfaction, researchers have defined job satisfaction from different perspectives in the literature. People vary in perceiving job satisfaction since various factors including individual characteristics, wants, value system, feelings and experiences may affect individual attitude to job. Also, as factors in organizations such as working environment, job characteristic, opportunities for employees and working environment differ from organization to organization, these factors' influences on job satisfactions differ

(Harputlu, 2014). Furthermore, employees' feeling of having control over their assigned job might contribute to express their job satisfaction (Dawal, Taha, & Ismail, 2009).

According to Locke (1976) job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Locke (1976), the leading job satisfaction researcher, states that job satisfaction is the expectation of individual employees from their job. The authors also reveal that employees' job satisfaction is the combination of three components in such as effective, cognitive and job-focused. In the later part, Judge and Klinger, (2008) define job satisfaction as pleasurable outcome of employees from their job.

Leap and Crino (1993) defined job satisfaction as the approach of worker to the job, rewards from the job and the overall social, physical and organizational features of the work environment within which to perform the assigned working activities. Furthermore, job satisfaction is expressed as an enjoyable or affirmative reaction to the individual job (Milkovich & Boudreau, 2008). As a result, job satisfaction comes from the perception of employees on the given job, associated return from the job and the working environment in which to perform the job (Black & Steers, 1994). Since employees vary in perceptions, certainly job satisfaction has different meanings and feelings from the standpoint of both employees and the managers that create a research problem for the researchers (Mowday et al, 2013).

In the recent literature, job satisfaction is defined as one's emotion or reaction related with the work (Chughati & Perveen, 2013) and positive attitude towards the organization, peer group and finally, the job (Sypniewska, 2013). Thus, it can be clarified that when the individual experiences positive feelings to the job, colleagues and the organization, these positive states of mind denote job satisfaction (Green,

2000). Similarly, job satisfaction was considered as the average subjective feelings of different factors of job (Skalli, Theodossiou, & Vasileiou, 2008). Job satisfaction was also seen as a comparison between job inputs (job time, knowledge, and exertions) and job outputs (benefits, compensation, job status, job environment and intrinsic aspects of the job) (Sousa-pozza & Sousa-Poza, 2000).

Thus, from the previous literature it can be clarified that job satisfaction has different expressions and as such researchers are studying on recognizing the factors of creating job satisfaction (Spagnoli, Caetano, & Santos, 2012; Smith & Shields, 2013).

2.3 Theories in Job Satisfaction

Several theorists according to their own theoretical understanding have contributed to develop the concept of job satisfaction in previous literature. The present part of this chapter highlights the main theories developing the broad perspective of the job satisfaction concept over the last decades.

The prominent job satisfaction theories are divided into two categories: content theories and process theories. Content theories identify the factors responsible for either job satisfaction or dissatisfaction and propose that employees' need for growth and self-actualization through job are the main factors of job satisfaction. Whereas, process theories describe how job satisfaction variables are interacted and clarify job satisfaction by explaining how well the job satisfies one's needs and values. Content theories include Maslow's Need Hierarchy Theory, Aldefer-ERG, Herzberg's Two Factor Theory, McClelland's Need Theory; and process theories include Vroom's Expectancy Theory, Locke's Goal- Setting Theory, Adams' Equity Theory and Job Characteristic Theory. Considering prior literature

support, Maslow's need theory and Herzberg's two factor theory are considered for the current study.

2.3.1 Maslow's Need Theory

A well known psychologist, Abraham Maslow is further known as the father of the theory of motivation. He proposed the most dominant theory of motivation based on the needs of human being. He categorized five sets of human needs based on which his well-known need-based theory of motivation was developed. He showed human needs of five groups form a hierarchy. The first level need is physiological needs that are important for human survival such as food and shelter as related with basic job outcomes including wages and salaries. In the second level, there is a safety need of life and job protection and security. Next level needs require care and association with family, friend and neighbors and in job, with colleagues. The subsequent level recognizes 'esteem needs' related with human needs for self-respect, demand for respectable social recognition, duties and obligations. The last stage human need is self-actualization fulfilling self-achievement and personal development



Figure 2.1: Maslow's Need Theory

(<https://www.simplypsychology.org>)

2.3.2 Herzberg's Two Factor Theory

Frederick Herzberg (2008) identified the factors including the job nature, conditions, benefits, promotions, workmates and supervisors that have influences on job satisfaction. Herzberg measured two categories of factors namely; hygiene factors as well as motivating factors or motivators, that influence job satisfaction and in theory, which is recognized as two-factor theory. Payments and management policy are in the hygiene factors to lessen employees' job dissatisfaction, while motivation factors include achievement and recognition to make employees more satisfied. Again, Tietjen and Myers (1998) identified hygiene factors namely wages and salaries, working in a team, supervision policies and management, job situations, job security and condition of personal life and motivators mainly job identity, improvement, growth possibility, achievement, and job responsibility. Herzberg stressed that the existence of motivators results in job satisfaction and the absence of hygiene factors leads to job dissatisfaction. It can be noted that the presence of hygiene factors might not improve job satisfaction inevitably, but is likely to reduce job dissatisfaction of workers. However, once the hygiene issues have been addressed, the motivators would promote job satisfaction and encourage production (Herzberg; 1966).

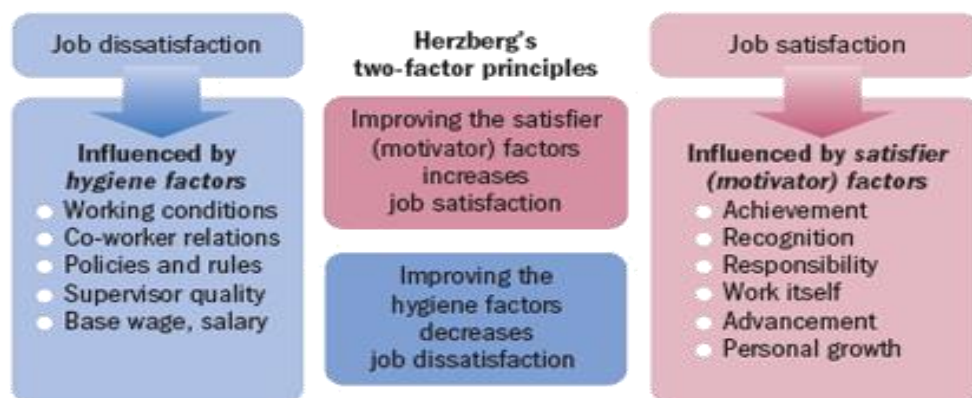


Figure 2.2: Herzberg's two theory

(Johnwiley.net.au)

There are different theories of motivation explained by the researchers in different period where Maslow's need theory and Herzberg's Two Factor Theory are well recognized. In the current study, these two theories were emphasized and try to link accordingly. According to both the theory, if employee's can fulfill their expectation from the organization they feel satisfied to the organization. Such as, if the organizations provide suitable reward for fulfill their psychological need then the consequential outcome will be job satisfaction. Furthermore, if he employee find their job is secured, definitely the result will be job satisfaction and in long-term organizational loyalty and retention. Again, when employee find that organizations are arranging training and development for their improvement and promotion opportunity therefore, the resultant behavior will be employee satisfaction.

2.4 Factors of Job Satisfaction

Job satisfaction of employees in the organization is not a single factor outcome rather it is considered as the outcome of multidimensional factors. Researchers tried to identify different dimensions responsible for employee satisfaction for instance, Locke (1976) pointed out the job itself, salary, promotion, working environment, different benefits, colleagues, individual values and employee relationship as the basic elements of job satisfaction. Another very well-known study by Vroom (1962) noted the different aspects of job satisfaction including pay, supervisor, colleagues, job environment, and content, promotion, and the organization itself.

In another study, Parvin, and Kabir (2011) pointed out the factors affecting job satisfaction such as feeling of success, job security, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decision making,

freedom and good coordination. Furthermore, in another study on job satisfaction in public sector employees in Turkey, Çınar and Karcıoğlu (2012) recognized the different factors such as lack of continuity, relocation, performance, life satisfaction, and perceived work stress. The previous research findings were also supported by Atefi, Abdullah, Wong, and Mazlom, (2014) and claimed that job satisfaction is the outcome of different factors such as rewards, working condition, supervisors support, promotion opportunity, job security and participation in the organization. Chen (2008) found feedback, professionalism, autonomy and significance could satisfy the employees in information system sector. Moreover, Lorber and Skela-Savic (2012) commented that the characteristics of job, leaders' personal characteristics, and the competency of the managers might create job satisfaction of nurses in the hospital organization.

In earlier study, Armstrong and Cameron (2003) defined job satisfaction as employees' subjective feelings toward the career. They explained that employees having positive and favorable feelings toward their work are satisfied with their jobs and employees with unfavorable and negative feelings for jobs are dissatisfied employees. Armstrong (2003) identified some important job satisfaction factors such as extrinsic factors, intrinsic factors, and social interactions at the job place, the superiority of supervisors, and individuals' competency to perform their job responsibilities. Furthermore, Buitenbach and De Witte (2005) clarified that like feelings of individuals, employees judge their work according to the variables considered significant by them. There is an agreement among some researchers that a close relation exists between job satisfaction and employees' personality trait (Munir, Nielsen, Garde, Albertsen, Carneiro, 2012).

According to Hackman and Oldman (1980) supervision at work, work itself, pay and conditions, appraisal, promotion practices and co-workers contribute to employees' satisfaction. Among the multiple aspects of job satisfaction, Weiner (2000) incorporated the nature of the job itself, which is integrated with job challenges, autonomy, skill variety and job scope. The nature of job itself has attained the top position by the researchers in understanding what satisfies people at their jobs (Ahmed, 2015).

Moreover, Locke's Job Satisfaction Theory measured job satisfaction based on the extent to which people are satisfied with work outcomes. Employees get more satisfaction when job outcomes are valuable to them. Hence, job satisfaction indicates individual attitude toward the job and measures how well job outcomes can satisfy employees' expectations (Mabasa, & Ngirande, 2015).

Thus it can be clarified that job satisfaction is a multidimensional concept affected by a number of factors, and is understood by individual feeling toward those factors that a job may contain. The job satisfaction reflects all substantial consideration of what employees want, the priority of individual wants and the employees' perception of what they are getting from the job. Thus, research study on the job satisfaction around the globe has produced different job satisfaction aspects or factors of different employee collections. Hence, it would be time-oriented to find out the job satisfaction dimensions recognized in the developing countries like Bangladesh. Therefore, the next part of the current study focuses its attention on explaining the job satisfaction of hotel employees in the context of Bangladesh.