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A STUDY OF JOB SATISFACTION LEVEL OF SELECTED PRIVATE HOSPITAL EMPLOYEES IN UDAIPUR CITY

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Abstract

As the world marks its entry into the new millennium, it faces anew era of intense competition. In this current competitive business scenario, Job satisfaction is one of the most talked about factor which has drawn the attention of managers of almost all the organizations. Various studies have already been undertaken to analyze the factors which determine the job satisfaction level and how it influences the productivity & efficiency of employees in the organization.

In the current competitive environment, job satisfaction has become a prime concern for the senior officials as it directly influences the productivity & efficiency of employees. It is believed that the satisfaction level of employees is directly proportional to an organization's performance & productivity. Though the healthcare industry in India is growing at a very fast pace & has very high growth prospects in future, yet the industry is experiencing high level of employee turnover throughout the country due to increasing employee dissatisfaction in the hospitals.

The study also attempts to analyze the opinion of employees towards the working life in the hospitals. Unsatisfied employees either leave the job early or continue their job as under performers. Therefore, it is essential for the top management of the hospitals to take care of the employees job satisfaction issue. In this study the prime factors which make hospital employees either satisfied or dissatisfied are examined. Both primary and secondary data are collected for this study. The primary data has been collected from the nursing and administrative staff working in private hospitals by administering a structured questionnaire and partially through observation and in the form of personal interviews. All the parameters in the questionnaires are divided into three groups - Financial Factors, Work Environmental Factors and General Factors

Keywords : Job Satisfaction, Working Conditions, Productivity, Performance.

Introduction

Job Satisfaction - Meaning and Definition

Job satisfaction is generally understood as an employee's perception of a job, based on comparing actual expectation with desired outcomes. Healthcare Industry is a part of service industry and just like other service industries, healthcare Industry also thrives for patient satisfaction through high class patient care. But the high class service is possible only if the hospital is having committed and motivated employees. Thus job satisfaction of employees, in many ways, contributes to hospital's main objectives of patient satisfaction and profitability. Employees' job satisfaction is essential to face the dynamic and ever-increasing challenges of the service sector especially the multispecialty private hospitals.

Job satisfaction is generally recognized as a psychological construct that includes employees' feelings about a variety of both internal and external issues. Job satisfaction of an employee has received considerable attention by researchers and hospital managers of the world.

Job satisfaction is a very crucial aspect because the employees spend a major portion of their life at the working place. Job satisfaction influences the general life of the employees as well, because a contented and satisfied employee is a happy human being & has a better physical and mental well-being. But unfortunately many private hospitals don't pay enough attention to the way they treat their employees. The employees are not treated as valuable business partners and the patient bears the brunt of that indifference.

According to healthcare professionals, unhappy employees can wreak havoc on a business because patients tend to view the whole hospital by the treatment they've received from a front-line employee. Unhappy employees are more likely to disregard the trainings they get such as how to effectively approach patients. In surveys of employees, it is found that employees want to feel that they're important in the organization and are appreciated for their work. As such it is essential to identify the factors which contribute to job satisfaction and also the factors that may lead to job dissatisfaction among employees.

Udaipur is known as city of Lakes. The warmth and high energy level in general people are well known. The city has expanded in its size over the time and subsequently trade and business opportunities have also increased significantly, opening new opportunities for healthcare industry as well. There is now strong presence of multispecialty private hospitals of repute in the city. The job opportunities are more in the city as a fall out. Many science and nursing graduates now prefer the city for their hospital jobs. At this point of time, hospitals must ensure that their competent employees get enough motivation and job satisfaction while working in the organization. Retaining competent employee is going to be a big challenge for the employers.

Many researchers have studied Job satisfaction level of hospital employees in other parts of the world. Unfortunately, there is hardly any work related to this subject for hospitals of Udaipur. This study has been taken up to assess the status of employee perception and feeling about their jobs in hospitals of Udaipur.

Literature Review

Acharya (2018) examined the job satisfaction level of employees in regards to working condition, grievance handling, relationship with colleagues, reward systems, welfare facilities, promotion and career development opportunities, job security provisions, personal factors and other factors. The study suggested that satisfaction level will be higher if certain factors like reward system, promotion and career development opportunities, canteen, rest room etc. will be given due importance.

In today's competitive business environment service industry will have to make an extra effort to create and retain a pool of loyal and profitable customers. Service providers have a big role in satisfying their customers (Lin and Mattila, 2010), so that the functional aspects of services play pivotal role in guests' quality perception (Grobelna and Marciszewska, 2013). However, to accomplish this aim, the satisfaction and retention of frontline employees is of great importance, especially in the hospital industry (Petrović and Marković, 2012).

Vrinda N.N. and Nisha Ann Jacob (Feb. 2015) studied the impact of job satisfaction on job performance. This study investigated the most satisfying event of an employee in the job, why employees stay and leave the organization and also the determination of job satisfaction. The study concluded that job satisfaction and performance was found to be even higher for professional jobs than for less complex jobs.

Morteza Charkhabi, Samaneh Alimohammadi, Sedighe Charkhabi (2014) in their paper The Full Mediator Role of Job Satisfaction in Relationship between Job Characteristics and Health Outcomes in Hospital Nurses: A New Conceptual Model discussed about the effect of job characteristics on the mental and physical health considering to mediating role of job satisfaction.

K. Rajam, Dr. D. Sivasubramanian, Dr. V.P.T. Dhevika, Dr. O.T.V. Latasri, (September 2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs.

The aim of Billie Coomber, K. Louise Barriball, (2007) in their paper was to explore the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors. Findings: The key findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses.

Job satisfaction is considered to be the only controlling variable that determines an employee's productivity, retention rate, happiness and stability in an organization. Satisfied employees also give a direction to how they should be utilized so that apart from gaining desired results it can help in enhancing commitment, morale and motivation of employees (Diaz-Serrano et al, 2005).

Statement of the Problem

For the success of the entire healthcare industry & hospitals in particular, satisfaction of the doctors, nursing staff and administrative staff at the work

place is a very crucial factor as it leads to productive and efficient employees in an organization. Hence there arises a need to study the job satisfaction level of private hospital employees. As such, this research study attempts to examine the job satisfaction level of employees working in private hospitals in Udaipur.

Objectives of Study

To identify the factors (Financial Factors, work environmental factors and general factors) that influence the level of job satisfaction of private hospital staff of Udaipur.

Research Methodology: The research is primary in nature aimed at assessing employees job satisfaction level in private hospitals. The study has been conducted to examine how the financial factors, work environmental factors and general factors influence the job satisfaction level of nursing and administrative staff of private hospitals. For the purpose of this study, a questionnaire was given to 260 employees (200 filled) of private hospitals of Udaipur, the data observed was recorded on a semi-structured observation form and then analyzed. For the study, the following methodology was employed.

Sampling technique : Questionnaire Sampling technique

Statistical Tools Used : Percentage analysis.

Percentage Analysis = $\frac{\text{No. of respondent}}{\text{Total respondent}} \times 100$

Total respondent

Questionnaire Design: For the purpose of study, a well structured questionnaire has been constructed to collect data on the research variables.

The questionnaires have been divided into two parts.

The first section comprises of questions about demographic characteristics such as name, gender, location, Age, occupation, income.

The second section contains questions to measure the influence of various financial, work environmental and general factors on job satisfaction level of employees.

Size of the Sample : The total sample size decided for the study was 200 respondents across Udaipur which includes nursing and administrative staff of selected six private hospitals from different zones of the city which are within 15 kilometer periphery. In all 200 employees were selected for the data collection on the basis of purposive sampling method.

Sampling Techniques

Type of Sampling: Udaipur city was selected as sampling unit owing to cost , logistics, and heterogeneous group reasons. The defined target population for the study was the nursing and administrative staff of the six selected private hospitals of Udaipur.

Data Collection: This study has adopted the quantitative approach of data gathering. The researcher did a pretest of the questionnaires by getting subject's insight about the factors influencing job satisfaction of an employee. This process also helped to refine the questionnaire, enhance its readability and minimize the chances of data being misinterpreted.

Data Analysis Tools: Analysis and interpretation of the collected data has been done using quantitative methods such as Arithmetic mean. The analyzed facts & findings have been presented in tabular forms for ease of understanding.

Factors Influencing Job Satisfaction

The research includes examination of the factors affecting job satisfaction level of the nursing and administrative staff working in private hospitals in Udaipur.

A. Financial Factors

- i. Compensation (Salaries, wages and bonuses)
- ii. Promotion Opportunities
- iii. Company's Reward Policies

B. Work Environmental Factors

- i. Working Conditions
 - Duty hours
 - Use of technology at work place.
 - Workload and Stress level.
 - Individual growth opportunities of employees

- Adequate leaves
- ii. Working relationships
 - Relationship with colleagues/ Co-workers.
 - Employer-Employee relationship

C. General Factors

- Training And Development programs
- Job security and Family Security
- Participation in company's decision-making.

Communication

- i. free flow of communication between subordinates and peer groups
- ii. communication channel
- iii. communication with higher management

Scope For Further Research

The present study has focused in a very broader way on the factors that influence the job satisfaction level of employees of private hospitals. The study can be further extended to identify the influence of such factors on the job satisfaction of employees and ultimately their productivity and performance.

Research Limitations

The present study is limited to –

- Six private hospitals of the Udaipur City of Rajasthan State.
- 200 hospital employees (Males-140, Females-60).
- Only nursing staff and administrative staff from private hospitals of Udaipur.

Analysis and Interpretation of Data

Table 1: Gender wise Classification

Gender	Number	Per cent
Male	140	70
Female	60	30
Total	200	100.00

Source: Primary Data

The research has been structured and designed around 200 respondents, out of which 140 respondents are males and 60 respondents are females.

Table 2: Age Wise Classification

Age Group(in Yrs.)	Number	Per cent
18- 25	50	25
25-35	65	32.5
35-45	55	27.5
45-55	15	7.5
55 above	15	7.5

Source: Primary Data

Total 200 respondents have been selected for the study out of which 50 employees belong to the 18-25 years age group, 65 employees belong to the 25-35 years age group, 55 employees belong to the 35-45 age group and 15 employees were above 55 years.

Table 3: Education Level Wise Classification

Educational Qualification	Number	Per cent
Diploma	45	22.5
Graduate	88	44
Masters	67	33.5
Total	200	100.00

Source: Primary Data

Out of the total respondents 45 were diploma holder, 88 were graduate and remaining 67 were masters. So, a good mix of educational qualification was observed among the respondents.

Table 4: Income Wise Classification

Income (per month)	Number	Per cent
Below 10,000/	36	18
10,000-25,000	88	44
25,000-40,000	40	20
40,000-50,000	15	7.5
Above 50,000	21	10.5
Total	200	100.00

Source: Primary Data

Out of the total respondents 36 were having salary less than Rs. 10000 per month, 88 were having salary in between Rs. 10000-25000 per month, 40 were having salary in between Rs. 25000-40000 per month, 15 were having salary in between Rs. 40000-50000 per month, and remaining 21 respondents were having salary more than Rs. 50000 per month.

Table 5: Time Period in the Current Job

Time Period	Number	Per cent
Less than 6 months	42	21
6months- 1 year	30	15
1 Year -2 Years	20	10
2 Years-4 Years	48	24
4 Years - 6 Years	25	12.5
6 Years above	35	17.5
Total	200	100.00

Source: Primary Data

Out of the total respondents 42 were working for less than six months of period, 30 respondents were having experience in between 6 months to 1 year, 20 were having the experience in between 1-2 years, 48 were having the experience in between 2-4 years, 25 were having experience in between 4-6 years, and remaining 35 respondents were having experience of more than 6 years. So, respondents were having good mix of experience which lead to get more diversified responses.

Table 6: Distribution of the Respondents According to the Work Place

Workplace	Frequency	Nursing Staff	Administrative Staff	Percentage
GBH American Hospital, Kothi Bagh	44	30	14	22
Geetanjali medical college	48	28	20	24
Pacific Institute of Medical Sciences	22	13	9	11
Pacific Medical College and Hospital	28	15	13	14
GBH general hospital, Bedwas	33	19	14	16.5
Ananta Institute of medical sciences	25	17	8	12.5
Total	200	122	78	100

Source: Primary Data

Six private hospitals of Udaipur were approached for the survey. The break-up of the responses are as above. Among 200 respondents 44 were from GBH American, 48 were from Geetanjali Medical College, 22 were from Pacific Institute of medical Sciences, 28 were from Pacific Medical College and Hospital, 33 respondents were of GBH General Hospital, and remaining 25 were from Ananta Institute of Medical Science. So, respondents from all the medical institutes and colleges of Udaipur were chosen for the study purpose that will lead to get the broader idea about the satisfaction of hospital employees in Udaipur district.

Table 7: Salary and Wages

Satisfaction	Frequency	Percentage
Excellent	30	15
Good	43	21.5
Average	80	40
Poor	47	23.5
Total	200	100

Source: Primary Data

From the table it was identified that 63.5% employee respondents are not satisfied with their salary and wages and they in total marked it as average and poor and this is not a good indicator for the overall job satisfaction of employee and in Health care sector especially.

Table 8: Promotion Opportunities

Satisfaction	Frequency	Percentage
Excellent	22	11
Good	59	29.5
Average	76	38
Poor	43	21.5
Total	200	100

Source: Primary Data

From the table it was identified that 59.5% (38+21.5) employee respondents are not satisfied with their promotion policies in their hospitals and they in total marked it as average and poor and this is not a good indicator for the overall job satisfaction of employee and in Health care sector especially. A proper promotion and job recognition is always recommended for job satisfaction.

Table 9: Reward Policies

Satisfaction	Frequency	Percentage
Excellent	43	21.5
Good	77	38.5
Average	59	29.5
Poor	21	10.5
Total	200	100

Source: Primary Data

From the table it was identified that 40.0% (29.5+10.5) employee respondents are not satisfied with their reward and incentive policies and marked in average and poor category, and remaining 60.0% (21.5+38.5) respondents marked excellent and good. But still a good probability to overall improving the reward policy exists.

As noticed from the above table 35% (16+19) respondents responded that they are averagely and poorly satisfied with the career growth prospective in the hospitals. It is recommended that a good HR policy should be implemented and should be effectively executed.

Table 10: Working Conditions

Working conditions	Duty- hours (A)	Use of technology At workplace (B)	Leave facilities (C)	Percentage
Not Satisfied	79	32	36	24.5
Somewhat Satisfied 21.33333	43	38	4	7
Very Satisfied	58	116	88	43.66667
Neutral	20	14	29	10.5
Total	200	200	200	100

Source: Primary Data

From the above Table it could understand that 24.5% of respondents are not satisfied with duty hours, use of technology at workplace, leave facilities and 10.5% respondents have not responded. Again this is not a good indicator for job satisfaction. It is recommended that administration should work on it to improve the standards related to stated parameters.

Table 11: Career Growth Opportunities

Satisfaction	Frequency	Percentage
Excellent	73	36.5
Good	57	28.5
Average	32	16
Poor	38	19
Total	200	100

Source: Primary Data

Table 12: Level of Workload and Pressure in Hospitals

Satisfaction	Frequency	Percentage
Very often	53	26.5
Often	47	23.5
Neutral	62	31
Not at all	38	19
Total	200	100

Source: Primary Data

From the table data given above related to workload and pressure in the hospitals, 26.5% respondents responded that very often they are overloaded and feel pressure, and 23.5% responded that often they are overloaded and feel pressure. Except emergencies proper work hour and load distribution should be ensured as it directly affects the performance and satisfaction of employees.

Table 13: Working Relationships

Working relationships	Employer Employee Relationship (A)	Relationship with colleagues/ Co-workers (B)
Excellent	77	43
Good	47	35
Average	35	76
Poor	41	46
Total	200	200

Source: Primary Data

Employer - employee relationship data showed that out of 200 respondents 124 respondents found the relationship excellent and good. This is good indicator. Relationship between colleague 76 respondents marked average and 46 marked poor. It should be improved as a good and healthy working environment is needed for job satisfaction. So, HR should more effectively resolve the issues of conflicts.

Table 14: Training and Development Facilities

Satisfaction	Frequency	Percentage
Excellent	78	39
Good	45	22.5

Table 16: Satisfaction with the Communication Facilities in the Organization

Satisfaction	Frequency			Percentage			
	Subordinates	Peer groups	Superiors	Subordinates	Peer groups	Superiors	Overall
Source: Primary Data							
Not satisfied	33	87	64	16.5	43.5	32	34
Somewhat Satisfied	47	51	52	23.5	25.5	26	25
Very Satisfied	82	38	33	41	19	16.5	22.16667
Neutral	38	24	51	19	12	25.5	18.83333
Total	200	200	200	100	100	100	100

Source: Primary Data

Average	22	11
Poor	55	27.5
Total	200	100

Source: Primary Data

From the table data given above related to training and development facilities in the hospitals, 39% respondents responded that they found it excellent, and 45% responded that they found training and development facilities good. It is good that hospitals are taking care of training programmes.

Table 15: Job Security

Satisfaction	Frequency	Percentage
Excellent	30	15
Good	40	20
Average	55	27.5
Poor	75	37.5
Total	200	100

Source: Primary Data

From the table it was identified that 65.0% (27.5+37.5) employee respondents are not satisfied with their job security aspects in their hospitals and they in total marked it as average and poor and this is not a good indicator for the overall job satisfaction of employee and in Health care sector especially. Employee should have confidence about the sustainability of their Job.

Above table of satisfaction with the communication facilities that is about the healthy relationship with the subordinates and peer groups and superiors, it was identified that satisfaction level of respondents is not good enough as in communication with subordinates 40% respondents marked not satisfied and somewhat satisfied, in communication with peer groups 69% respondents marked not satisfied and somewhat satisfied, and for communication with superiors 58% respondents marked not satisfied and somewhat satisfied. So, both horizontal and vertical communication in employees their level of satisfaction is low. It should be recorded by HR people and should be resolved properly to offer better working environment.

Findings

- It is found from the study that lesser salary and wages of hospital employees are the major dissatisfies, which means the employees get dissatisfied when payments and rewards are not as per their expectations, causing negative impact on their job satisfaction and ultimately on their productivity and efficiency. Employees are somehow happy with the benefits that they receive from their hospitals, but salaries and bonuses are not very encouraging.
- The employees of most of the private hospitals are of the opinion that the promotion policies adopted by the hospitals must be revised.
- Hospital workers are mostly happy with the work environment that they get. Long duty hours is something that is not appreciated much by hospital employees, but use of technology at work place motivates them to perform better. However, job security is a matter of concern in some cases. Individual growth opportunity of hospital employees encourages them to continue with the job and give better performance.
- Supervision, working relationship and communication channel in private hospitals is found to be most satisfactory among all the factors considered in this study. Most of the private hospitals practice free flow of communication between subordinates, superiors and peer groups to ensure higher employee satisfaction leading to maximum patient satisfaction.
- The most encouraging factors which motivate employees are relationship with patients and colleagues. The other motivators are communication with higher management, company vision and leadership. However, better training and development is expected for better performance. Private hospitals should lay emphasis on training and development programmes for the higher professional development of the employees.

Recommendations

- It is an accepted fact, without any doubt, that understanding the needs of employees and fulfilling them is indeed necessary for any organization to succeed. If an organization does not take adequate measures to ensure employees job satisfaction then it might loose its talented employees to its competitors. Hence it is necessary for any organization to ensure employees satisfaction.
- In the current scenario of high employee turnover in hospitals, it is essential for hospital management to give serious thought on employee satisfaction and commitment. To make employees feel happy and committed, the top management must re-structure the salary and compensation. Salary and bonuses are basic motivation factors and inappropriate payment dissatisfies employees which again leads to lack of commitment and under performance.
- Long duty hours in certain core areas like OPD, maintenance are matter of dissatisfaction in some hospitals. Flexi-timing approach will reduce the chance of negative emotion of employees. While making duty roster, employee's individual needs and wants must be considered. The same approach must be adopted while planning pre-planned leaves. Adequate leaves must be provided to the employees.
- Cross-training and multi-skilling approach taken by some hospital has eased the tight

situation at rush hours. This initiative helps the hospital employees in their personal growth. Training and development department must be very active to be effective in enhancing knowledge and skills of employees. Training managers must be in constant touch with operational managers to identify training needs of each employee, specially the frontline staff.

- The hospital employees should be given an opportunity to participate in hospital's decision-making to enhance their sense of belongingness.
- Majority of the employees are not provided with the welfare measures. Management must take effective welfare measures to meet the industry standards & retain employees for a longer period.
- Job rotation must be made at least once in two years.
- Efforts should be made by the top management to keep the employees free from various tensions regarding their job security and family security so that they are able to devote more time for their work.

Conclusion

This research study is an earnest attempt to determine job satisfaction level of employees working in private hospitals of Udaipur, using three key parameters - Financial Factors, Work Environmental Factors And General Factors. Assessing the job satisfaction level of employees is a way to understand their feelings towards job and work environment. Most of the organizations, particularly private sector organizations often neglect the impact of job satisfaction towards an employees' and organizations' productivity, efficiency & performance. This study clearly indicates that the hospital employees are satisfied with the working conditions and work environment of hospitals and are also satisfied with the employer-employee relationship and communication channel in the organization. Thus the study would give the organizations an insight on the significance of working conditions and work environment, employer-employee

relationship and strong communication channels in attaining higher employee's satisfaction & ultimately higher productivity & efficiency of employees and the organization.

The recommendations mentioned above may be incorporated by the hospitals, sooner or later, for a better performance management system in the organizations & may be leveraged to obtain the desirable results. The results obtained from this study may also be experimented in other types of organizations to attain higher performance.

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