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A Pilot Study Of Relationship Between Job Satisfaction And Turnover Intentions Of Employees Working In Luxury Hotels Of Greater Noida (NCR)

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Abstract— The purpose of this study is to examine the relationship between employee turnover intentions and job satisfaction in the hospitality industry. The present study will investigate job satisfaction, involvement, organizational commitment, and turnover intentions. For sustaining the rapid growth in the hospitality industry, reasons for employees' exit at all levels need to be constantly researched to be resolved. Each satisfied employee is more likely to remain in the trade with a higher degree of commitment towards the employer and customers resulting in increased happy customers and repeat and referred customers, higher profitability, and sustained growth. Although a lot of research has been conducted on job satisfaction, and its relationships with employee turnover in the hospitality industry, the problem of attrition continue to adversely affect the hotel and restaurant segment of the hospitality industry worldwide. The introduction and study of various organization-related variables by researchers in the future could certainly help and effectively address the gaps in related research in the field. Hospitality leaders must identify and implement effective and innovative policies into their business strategies and practices for retaining skilled workers and thereby maintaining profitability and viability in hospitality venture investments.

Keywords — Turnover intentions, Job satisfaction, employee turnover, Organizational commitment, Employee exit, Referred customer, Customer-centric, customer-oriented, Organizational variables, Implement, innovative policies.

I. INTRODUCTION

In the globally competitive business scenario, our success will be, to a great extent, influenced by how we manage our human resources. Human beings are the most precious part of an organization. The success or failure of an enterprise largely depends on the people who man the organization.

"the most valuable of all capital is that invested in human beings"[1] – Alfred Marshall

This leads to a challenge, the organizations are facing problems to retain talented employees.[2]

Also, the unsatisfied employee cannot be productive. Here the word came that is Job Satisfaction. It is clear-cut that employee satisfaction leads to organizational success.[3] Robbins (1998) defines – "Job satisfaction as a general attitude towards one's job".[4]

A. What Causes Job Satisfaction

According to Kreitner & Kinicki (1998), there are five predominant models of job satisfaction[5]:

- Need fulfillment,
- Discrepancy
- Value attainment,
- Equity, and
- Trait / genetic components,

B. Determinants Of Job Satisfaction

Some determinants of job satisfaction are [5]:

- Supervision
- Co-Workers
- Pay
- Age
- Marital Status
- Education
- Working Conditions

C. Some Facts Related To Hospitality Industry In India [6]

- India is a large market for travel and tourism.
- India ranked 34 in the Travel & Tourism Competitiveness Report 2019 published by the World Economic Forum.
- In FY20, 39 million jobs were created in the tourism sector in India
- This accounted for 8.0% of the total employment in the country.
- The total contribution by the tourism sector to India's GDP is expected to increase from US$ 234.03 billion in 2017 to US$ 492.21 billion in 2028 (Fig. 1).
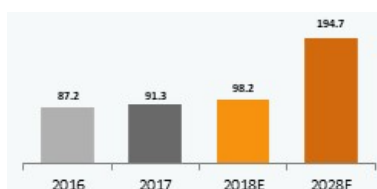

Fig 1: Direct Contribution of Tourism

& Hospitality to GDP (In USD) [7]

Note: E – Estimate, F – Forecast

Source: Indian Tourism and Hospitality Industry Report (January 2021)

- International tourists' arrival is expected to reach 30.5 billion by 2028.
- In Union Budget 2020-21, the Government has allotted US$ 171.70 million for the development of tourist circuits under Swadesh Darshan for the Northeast.
- The Government is also making serious efforts to boost investment in the tourism sector.
- In the hotel and tourism sector, 100% FDI is allowed through the automatic route.

D. JOB SATISFACTION IN THE HOSPITALITY INDUSTRY

- Locating prospective customers, their acquisition, and retention are very much important for all kinds of Businesses. [8]
- Service organization where employers seek to maximize the number of customers which ultimately depend upon the quality of service. [8]
- It is also true that service quality becomes achievable only when the workforce will be ready to serve customers in the best possible way[8]
- Now, the point worth mentioning is that this ultimately will happen only when employees themselves will be satisfied with their jobs[9]
- Since job satisfaction improves the retention level of employees[9]
- Reduces tension and stress among them and enhances their level of commitment, performance, and productivity.[9]
- It also keeps the employees efficient and motivated to fulfill customer needs with authenticity, professionalism, happiness, and great enthusiasm.[9][10]
- The hotel industry requires the physical presence and positive attitude of the employees when dealing with their guests
- Employees' satisfaction and motivation is of paramount importance in creating fair business[11]

II. **LITERATURE WITH RESEARCH GAP**

Most of the readings involve training programs and motivation in the hotel industry. The main idea of these readings is to build a good working environment for the employee that relates to employee satisfaction. The literature from the year 2015 to the year 2020 is taken into study. Some of them are discussed here.

Gupta, et al. (2017), the study is based only on a regional sample; thus, the results cannot be enlarged to a fuller extent. The sample size in further studies may include more workers probably from different hotels in different

regions. The study works only at exploratory level; however, Future researchers can go deeper into the factors motivating the hotel workers and the factors that could motivate and increase job satisfaction.

Devi, P., et al. (2020), measure the overall level of job satisfaction (motivational and hygiene factors) among the faculty members of aided colleges. To examine the relationship of job satisfaction with demographic factors i.e. gender, age, experience, disciplines.

Bairwa M.K., et al. (2019), analyse The Impact of Employee Motivation on Productivity. Here, the factors considered under extrinsic motivation are salary, monetary incentives, and compensation package only.

Lakhera H., et al. (2019), in their study they show there is no exact factor is used to describe the hypothesis properly

Hijazi, H. A., et al. (2021), shows the negative trends can be explained by the lack of effective implementation of the (Civil Service Code) that controls the affairs of human resources management in the public sector. As for the positive trends towards (immediate supervision), it can be explained as the nature of the Jordanian society culture, including its composition that helps to create this kind of positivity.

Guo, W.C., et al. (2015), show the exclusion of these people from the sample could have affected the results. This problem should be avoided, if possible, in the future. Needless to say that the small sample size utilized in this study may have the potential to cause some biased statistical test results.

Bettye L., et al. (2017), shows the high employee turnover within the hospitality industry grew into recognizable global problem-posing significant challenges for organizational leaders. Direct and indirect costs associated with turnover among hospitality employees combine to make turnover costly to organizations.

Zopiatis A., et al. (2014), shows that a negative association between intrinsic job satisfaction and turnover intention was not supported.

Noori, N., et al. (2014), studied the relationship between EFL Teachers' Motivation and Job Satisfaction in Mashhad Language Institutions and shows that it is possible that the result of it would not apply to schools or universities. And the current study was done in the Iranian context; consequently, its results cannot be generalized to other contexts. The sample did not include teachers who move away from participating or who did not complete a greater portion of their questions.

Chen G., et al. (2014), describe, the sample size is not large enough. In future research, the size of the sample can be enlarged. Also, managerial coaching behaviors in more various industries can be compared in future research. Secondly, there is only one item in General Job Satisfaction Scale and General life Satisfaction Scale, scales with more items can be used to assess job satisfaction and life satisfaction.

Ma L., et al. (2019), some hypotheses in the conceptual model of this study is not supported by empirical data. The author explains the reasons why the hypothesis is not established from the personality traits and work value dimensions of the cenozoic employees.

Shkolnikova, M., et al. (2017), future motivation models should be more flexible and reflect a range of workers' interests. Such motivation models would be particularly useful to medical organizations that have limited financial resources, and cannot afford to offer additional financial incentives to their workers.

Alghamdi, F.S. (2015), the result also shows that the age variable was uniquely predicted job satisfaction. That is, new employees were less satisfied with their job than older employees. Accordingly, public and private organizations should pay more attention to newcomer adjustment during organizational socialization that is associated with important employee and organizational outcomes such as job satisfaction and performance

Baluyos, G.R., et al. (2019), study recommends that school heads minimize their supervision on their teachers' teaching performance but maximize their concern over the welfare of their teachers.

Syed M.A., et al. (2010), this study has contributed to the existing theory of organizational behavior and is useful for research purposes. The findings are also very informative in explaining and solving problems related to behavioural aspects of organizations particularly factors that contribute towards organizational commitment among employees.

Abdallah A.B., et al. (2017), the first limitation revolved around the time allotted for completing the study. Having more time would allow for an increase in the number of questionnaires distributed thus increasing the sample size and improving the generalizability of the study results. Second, this study focused on the banks operating in the capital city of Jordan, Amman, and did not take into consideration other parts of the country. Third, a quantitative technique was used as the main method to collect and analyze the data which might be considered as a limitation of this study.

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Singh G., et al. (2016), this study has several limitations. First, the sample size is small due to one public sector undertaking that was part of this research. The second limitation of this study relates to the fact that our findings are not generalizable, and the small country focus meant that we had to be curious about protecting the confidentiality of our participants. Lastly, we recognize that our research study covers a limited number of quantitative and qualitative indicators of employee job satisfaction that were more relevant to the Fiji situation in general and MSAF in particular.

Sun Y., et al. (2016), this study provides implications for future research that includes the analysis of factors unique to job satisfaction and turnover in the accounting and financial private sector, some of which this research does not specifically address.

Huang, S.Q. (2017), at last, this research conducts analysis and discussion on each result conclusion. Although the data quantity and completion rate is not the most ideal, this research does propose recommendations for large events in the future on volunteer promotion, recruiting, selection, training, and motivation.

Najimuddin, N., et al. (2019), due to the time constraint to carry out the survey process, the scope of this research was limited to identify the job satisfaction level and the factors associated with job satisfaction of the factory workers in the manufacturing plant of a factory. Therefore, the research findings apply only to this population under study. Further research can be incorporated with more factory industries representing the whole factory industry in Sri Lanka. Hence, the results can be generalized to the whole factory industry in Sri Lanka.

Wu X., et al. (2015), there are still some limitations in this research. First of all, we only investigated the hotel industry, so the general applicability of the findings needs testing. In addition, in his research, we failed to make paired questionnaires to collect data for the reason of operational difficulties, so there may be homologous error problems.

Bani-Hani, M.A., et al. (2016), there is a need to conduct such studies in Jordan to investigate nursing job demands and it correlates with job satisfaction and the role of factors that alleviate such correlations among nurses.

Rostiana (2015), advised to measure directly how much support a supervisor provides to adaptive selling behaviour. This means that it is not measured by the type of leadership.

Liao P.W. (2015), Thai workers low in employability can cope with problems emanating from difficulties between the local environment and unemployment. They are likely to have high interpersonal satisfaction in Taiwan. Therefore, the results reported in this study provide additional insights regarding employability as a moderator of the effects of push migration motivation on interpersonal satisfaction.

Kang, H. (2016), there was no significant association between the levels of EBP implementation and job satisfaction. However, barriers to research utilization, especially on the organization and communication domains of the BARRIERS were significantly but negatively related to job satisfaction.

Xiang, H., et al. (2014), although regression analysis results revealed the correlation relationship between the independent variables and dependent variable, the causal relationships among the variables cannot be determined. Thus, it is recommended to verify the findings of this study in real situations and continue to monitor in longitudinal studies. In addition, further studies with increased sample sizes at different biologics development organizations are needed to further elucidate the predictors for job satisfaction for the general working population in this industry.

Inauen, A., et al. (2015), Discriminating Five Forms of Job Satisfaction: Investigating Their Relevance for Occupational Health Research and Practice. Psychology, 6, 138-150.   Intervention studies should analyze how employees characterized by different forms of job satisfaction differ in their degree of readiness to change, participation in interventions, and perceived improvement of working environment after interventions, and finally, how such interventions can move employees to healthier forms of job satisfaction.

Lang, J., Kern, M., & Zapf, D. (2016), several limitations are important to consider in the context of interpreting the findings of the present study. As all data were assessed using self-report questionnaires, the possibility of a common method variance (CMV) arises. CMV caused through items with similar wording and response formats, socially desirable responding, and transient factors like mood should only play a minor role for anonymous online questionnaires.

III. RESEARCH METHODOLOGY

E. Statement of the Problem

"What are the key determinants that influence job satisfaction and how job satisfaction is related to employee turnover rate in five-star hotels in NCR region of India."

F. Scope of the Study

The purpose of this research is to study job satisfaction in the hospitality industry and its relationship with employee turnover in five-star hotels in Greater Noida, National Capital Region of Delhi. The research will examine whether demographic factors such as gender, education background, wage, designation, and work-life balance have an impact on job satisfaction and employee turnover intention. The quantitative approach will be used in the research design, data collection, and data analysis of this research.

G. The objective of the Study

The main objectives of the study were:

1. To explore the determinants that influence job satisfaction and lead to low turnover rates in five-star hotels in the NCR region of India.
2. To explore the impact of job satisfaction on employee turnover rate in five-star hotels of the NCR region.
3. To study the role of work-life balance in job satisfaction.
4. To identify the key factors that influences the high turnover rate in hotels and to analyze the level of their influence.
5. To assess the influence of working conditions on employee's job satisfaction in five-star hotels in NCR.
6. To evaluate the relationship between job satisfaction and employee turnover rate.
7. To study the impact of job stress on employee turnover rate.

8. To suggest policies and measures improve working conditions in hotels that lead to higher job satisfaction and lower turnover rate of employees.

H. Hypotheses

Following are the various hypotheses of the research:

- $H_0 1$: There is no significant relationship between demographic factors and job satisfaction in five-star hotels.

- $H_1 1$: There is a significant relationship between demographic factors and job satisfaction in five-star hotels.

- $H_0 2$: There is no significant relationship between demographic factors and employee turnover intentions in five-star hotels.

- $H_1 2$: There is a significant relationship between demographic factors and employee turnover intentions in five-star hotels.

- $H_0 3$: There is no significant relationship between job satisfaction and employee turnover intentions in five-star hotels.

- $H_1 3$: There is a significant relationship between job satisfaction and employee turnover intentions in five-star hotels

I. Conceptual Model

The conceptual model of the research is as shown in the following figure:
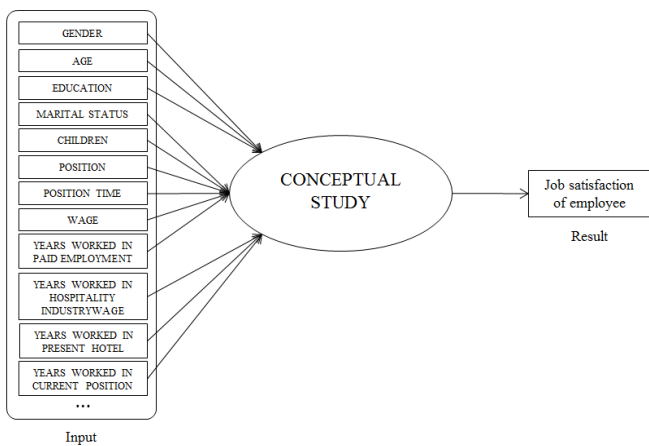
Fig. 2 Conceptual Model

J. Research Methodology & Tools

The quantitative methods will be employed in the research as a research method. A questionnaire (see Annexure I) is used to collect the data from participants in this research. The data collected from the respondents will be analyzed by IBM SPSS. Here the statistical analysis methods Cronbach's Alpha has been used for Reliability Test and the Chi-square have been used for Validity Test.

K. **Sources of Data**

This study (see Annexure I) was descriptive and had thirteen independent variables: Gender, Age, Education, Marital Status, Children, Position, Department, Time, Wage, Years Worked in Paid Employment, Years Worked in Hospitality Industry, Years Worked in Present Hotel, Years Worked in Current Position, while, the dependent variable was the job satisfaction. To reach accurate study results, getting appropriate data was mandatory.

In this study, the questionnaire (see Annexure I) was the most essential instrument which was used to collect primary data; the secondary data was collected from the review of literature from various sources like Articles available on Internet, research papers, various thesis, books, and newspapers.

L. **Research Instrument**

Job satisfaction may be an outcome of different factors. Accordingly, a questionnaire was designed to measure job satisfaction. Literature was the basis of selecting the parameters and their measurement.

A five-point rating from "1 = completely disagree" to "5 = completely agree" was utilized. Also, various demographic features as shown in Table I were included such as age, education, income, and position of working, etc.

M. **Survey Development and Data Collection**

Obtaining informed consent from the guide was the initial phase in the data collection procedure. To have a maximum rate of return, the researcher personally collected the data in all four hotels. The collection of data was done in two phases.

The first phase was to test the reliability and validity of the instruments and to determine the research parameters used for which a pilot survey was conducted. In the second phase, primary data was collected using questionnaires. Before proceeding to primary data collection, to construct the basic framework, secondary data was used.

N. **Population and Sample Size**

The survey questionnaire (see Annexure I) was divided into two segments. "The first segment of the questionnaire includes the demographical characteristics (age, education, income, and position of working, etc.) of employees working in the Hotels. The second segment of the questionnaire includes questions related to dependent variables related to the Job satisfaction, and the employee turnover intentions.

TABLE I FREQUENCY OF CHARACTERISTICS OF SAMPLE EMPLOYEES

#	Characteristic	Categories	Freq	%
1	Gender	Male	42	93.3

		Female	3	6.7
2	Age	Below 20 Years	8	17.8
		20 To 25 Years	28	62.2
		25 To 30 Years	5	11.1
		30 To 35 Years	1	2.2
		5.00	3	6.7
3	Education	Class 1 To 9th Pass	2	4.4
		Class 10th Pass	3	6.7
		Class 12th Pass	13	28.9
		One Year Diploma	6	13.3
		Two Year Diploma	3	6.7
		Three Year Diploma	1	2.2
		Graduation	15	33.3
		Any Other	2	4.4
4	Marital Status	Married	19	42.2
		Single	26	57.8
5	Children	No Child	27	60.0
		One Child	6	13.3
		Two Child	9	20.0
		Three Or More	3	6.7
6	Position	Staff	31	68.9
		Junior Supervisor (Captain)	10	22.2
		Senior Supervisor (Maitre D Hotel)	2	4.4
		Hod	2	4.4
7	Department	Front Office	4	8.9
		Housekeeping Guest	1	2.2
		Food & Beverage Service	17	37.8
		Food Production	18	40.0
		Training	4	8.9
		MM&D	1	2.2
8	Position Time	0 To 1 Year	23	51.1

		1 To 5 Years	15	33.3
		6 To 10 Years	6	13.3
		More Than 10	1	2.2
9	Wage	Up To 5,000 /-	8	17.8
		5,001/ To 10,000/	7	15.6
		10,001/ To 15,000/	6	13.3
		15,001/ To 25,000/	20	44.4
		25,001/ To 40,000/	3	6.7
		40,001/ To 60,000/	1	2.2
10	Years Worked In Paid Employment	Less Than 1	16	35.6
		1 To 5	12	26.7
		6 To 10	10	22.2
		More Than 10	5	11.1
		Total	43	95.6
11	Years Worked In Hospitality Industry	Less Than 1	15	33.3
		1 To 5	13	28.9
		6 To 10	8	17.8
		More Than 10	9	20.0
12	Years Worked In Present Hotel	Less Than 1	22	48.9
		1 To 5	16	35.6
		6 To 10	6	13.3
		More Than 10	1	2.2
13	Years Worked In Current Position	Less Than 1 Year	19	42.2
		1 To 5 Years	22	48.9
		6 To 10 Years	1	2.2
		More Than 10 Years	3	6.7
		Total	45	100

Table II is showing the factors matrix matching with each of the 37 questions.

Accordingly, a questionnaire was designed to measure job satisfaction. Literature was the basis of selecting the parameters and their measurement. A five-point rating from "1 = completely disagree" to "5 = completely agree" was utilized. The sample size is 50 employees.

TABLE II THE FACTORS MATRIX MATCHING WITH EACH OF THE 37 QUESTIONS

#	Factor	Question #
1	Job Satisfaction	Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, Q10, Q11, Q12, Q13
2	Employee Turnover Intentions	Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21, Q22, Q23, Q24, Q25, Q26, Q27, Q28, Q29, Q30, Q31, Q32, Q33, Q34, Q35, Q36, Q37

O. **Survey Location**

Data was collected from four different five-star accommodation facilities in Greater Noida, NCR Delhi are: Radisson Blu, Crown Plaza, JP Greens Resort, Sandal Suites (Lemon Tree Hotels).

P. **Pilot Test**

In this research, a pilot study was carried out to know validity and reliability tests on SPSS Version 26. The research instrument was tested on 50 respondents working in the Hotels in Delhi NCR: Radisson Blu, Crown Plaza, JP Greens Resort, and Sandal Suites (Lemon Tree Hotels).

1) Scales: Prior empirical studies and relevant literature were reviewed for developing the measurement scales. Scales developed by Richins & Dawson (1992) were employed for measuring materialism. Attitudes towards Luxury were measured using scales developed by Dubois & Laurent (1994) were used. "For measuring the need for Uniqueness, scales developed by Tian et al. (2001) were used. Scales developed by Lessig & Park's study (1978) were used to measure the reference group. Scales developed by Eastman Goldsmith & Flynn (1999) were used to measure the need for status. Scales developed by Narayanan (2014) were used for measuring price, place, product, promotion, and buying intention. For the above variables, the "Five-point Likert scale" ranging from 1 being "strongly disagree" to 5 being "strongly agree," was" used.

2) Validity of the Scale: Assessing "the scale's measures for a given construct are known as validity. Due to resources and time constraints; content and face validity was chosen. Haynes et al. (1995) defined content validity as "the extent to which the elements within a measurement procedure are representative and relevant of the construct." Whereas, Hair et al. (2011) defined content validity as "the assessment of the correspondence of the variable to be included in a summated scale and its conceptual definition." Kaplan & Sacuzzo (2012) stated that to access content validity, the evidence used is logical and subjective rather than analyzed. This validity was also supported by both the practitioners and academicians in the field as for this study pre-defined scale were used for both dependent and independent variables. To test the sampling adequacy, Measure Kaiser-Meyer-Olkin Measure (KMO) was considered" that came out to be .866, which is a very desirable value. The minimum accepted value of KMO is 0.5, which indicates that the variable cannot be explained correlation and may not be appropriate for factor analysis. Hair et al. (2011) stated, "Validity is important because theoretical constructs are tested indirectly

through observed variables." Therefore, to prove different dimensions of construct validity, different terms are used.

In this study, face validity was also incorporated which is based on subjective judgments of the marketing experts and the academicians and according to Hair et al. (2011), "it is the extent to which the content of the items is consistent with the construct definition." To check the face validity of the constructs, the questionnaire was discussed with some of the senior professors of GD Goenka University (Sohna), Haryana, and with some experts associated with Luxury Hotels and Hospitality Industry on which loopholes were identified and reframed.

3) Reliability of the Scale: "Reliability is referred to as repeatability and uniformity of a measure. Hair et al. (2011), defined reliability as "a measure of the degree to which a set of indicators of a latent construct is internally consistent based on how highly interested the indicators are with each other." Internal consistency can be "accessed by employing a reliability coefficient known as Cronbach's alpha (Bryman & Bell, 2011). It gives a brief set of items that would be meaningful to Luxury Hotels and Hospitality Industry in India. In this study, 0.7 was used as a minimum accepted alpha value. Accordingly, the internal consistency came out to be 0.825.

Q. **Data Analysis Procedures**

The collected data in this study was entered into "IBM SPSS version 26," which was later explored and checked. Taking into consideration the fundamental properties of the statistical techniques, appropriate data analysis techniques were chosen. To test the broad pattern of buying intention of the consumers, descriptive statistical tools like frequency and percentage were employed. Whereas, to test the association of variables with buying intention and" to compute the significant difference in buying intention across different cities of India, and an inferential statistical tool like **Cronbach's alpha** tests and **Chi-square** test were employed. To support the findings of the proposed hypothesis and establishing casual relationships among the constructs Structural Equation Model was built.

R. **Ethical Considerations**

To protect the identity of the respondents, "The principle of anonymity" was followed to maintain the confidentiality and privacy of the respondents. All the necessary precautions were taken into consideration to avoid any kind of misinterpretation having severe implications by the use of secondary data. By using proper APA referencing, the issue of plagiarism was effectively negated.

IV. **DATA ANALYSIS**

A. **Overview**

The primary objective of the study was to investigate in an integrated manner the association of various factors with the job satisfaction (intrinsic and extrinsic) and with the turnover intention of employees currently working in five start hotel in Gr. Noida (NCR). Based on this rationale, deductive reasoning (from the general to the specific) was utilized in order to narrow down the theory presented in the literature to the four hypotheses presented in the previous section.

B. Reliability Test

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test – it is a coefficient of reliability (or consistency).

Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for conceptual purposes, we show the formula for the Cronbach's alpha:

$$\alpha = \frac{N\bar{c}}{\bar{v} + (N-1)\bar{c}}$$

Here N is equal to the number of items, $\bar{a}$ is the average inter-item covariance among the items and $\bar{v}$ equals the average variance.

One can see from this formula that if you increase the number of items, you increase Cronbach's alpha. Additionally, if the average inter-item correlation is low, alpha will be low. As the average inter-item correlation increases, Cronbach's alpha increases as well (holding the number of items constant).

Although the standards for what makes a "good" alpha coefficient are entirely arbitrary and depend on your theoretical knowledge of the scale in question, many methodologists recommend a minimum alpha coefficient between 0.65 and 0.8; alpha coefficients that are less than 0.5 are usually unacceptable. After applying Cronbach's alpha test we get the value showing in Table III:

TABLE III RELIABILITY TEST (A)

Cronbach's Alpha	N of Items
0.825	50

In this study, to check the level of internal consistency of the scales used, 0.7 was kept as the minimum accepted alpha value. The overall internal consistency came out to be 0.825, which is high.

C. Validity Test

To validate our variable, we will use Chi-square test. Chi-square test of independence and goodness of fit is a prominent example of the non-parametric tests. The goodness of fit of a statistical model describes how well it fits a set of observations. Measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question. Such measures can be used in statistical hypothesis testing. Compare the Calculated χ^2 with the Tabulated χ^2: If Calculated χ^2 < Tabulated χ^2, then accept the Null hypothesis and If Calculated χ^2 > Tabulated χ^2, then reject the Null hypothesis.

In the next section we will discuss the result founded in the Chi-squire test.

V. RESULTS, FINDINGS, AND DISCUSSIONS

A. Overview

We have discussed about the validity test in the previous section. Here we will not explain any more. Here we will mainly concern with the Chi-square test. In this chapter, the results of 200 sets of questionnaires were being analyzed. The objective of this section is interprets and analyzed the data collected in the research. The data that are obtained from respondents which comes from different hotel employees will be analyzed with the aid of Statistical Package of the Social Sciences (SPSS) software version 26.

Under this chapter, it will be divided to several parts in analyzing the results obtained. It includes the analysis of demographic analysis, reliability test, Pearson correlation coefficient and multiple regressions.

B. Demographic Analysis

This section provides an overview, results and evaluation of respondents towards the employees who are working in the hotel industry. Researchers have interpreted the questionnaires results in the form of tables and figures.

TABLE IV: GENDER

	Freq	Precent	Valid %
MALE	42	93.3	93.3
FEMALE	3	6.7	6.7
Total	45	100.0	100.0
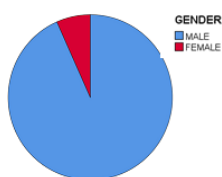
Fig. 4: Gender

Table IV shows that the frequency of male and female respondents who participated in the questionnaires. There have 42 (93.3%) male respondents and 3 (6.7%) female respondents.

TABLE V: AGE

	Freq	%	Valid %
BELOW 20 YEARS	8	17.8	17.8
20 TO 25 YEARS	28	62.2	62.2
25 TO 30 YEARS	5	11.1	11.1
30 TO 35 YEARS	1	2.2	2.2
Total	45	100	100
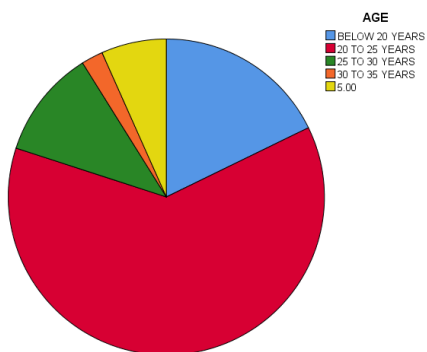
FIG. 5: GENDER

Table V shows that the frequency of different categories of age of respondents who participated in the questionnaires. It indicates that there have 45 respondents which represent 8 (17.8%) belongs to Below 20 Years. 28 (62.2%) belongs to 20 TO 25 Years age group. 5 (11.1%) belongs to 25 TO 30 Years age group. 1 (2.2%) belongs to the 30 TO 35 Years age group.

TABLE VI: EDUCATION

	Freq	%	Valid %
CLASS 1 TO 9TH PASS	2	4.4	4.4
CLASS 10TH PASS	3	6.7	6.7
CLASS 12TH PASS	13	28.9	28.9
ONE YEAR DIPLOMA	6	13.3	13.3
TWO YEAR DIPLOMA	3	6.7	6.7
THREE YEAR DIPLOMA	1	2.2	2.2
GRADUATION	15	33.3	33.3
ANY OTHER	2	4.4	4.4

Total	45	100.0	100.0
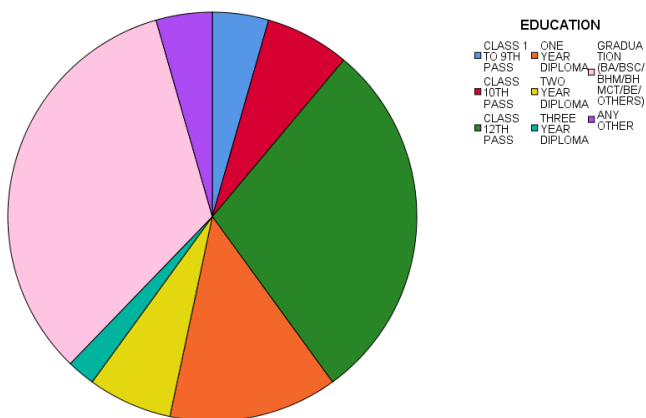
FIG. 6: EDUCATION LEVELS OF PARTICIPANTS

Fig. 6 as well as the Table 6 is showing education level of the 45 participants.

TABLE VII: MARITAL STATUS

	Freq	%	Valid %
MARRIED	19	42.2	42.2
SINGLE	26	57.8	57.8
Total	45	100.0	100.0
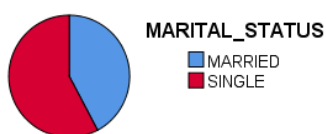
FIG. 7: MARITAL STATUS OF PARTICIPANTS

Fig. 7 as well as the Table 7 is showing Marital Status of the 45 participants.

TABLE VIII: CHILDREN

	Freq	%	Valid %
NO CHILD	27	60.0	60.0

ONE CHILD	6	13.3	13.3
TWO CHILD	9	20.0	20.0
THREE OR MORE	3	6.7	6.7
Total	45	100.0	100.0

CHILDREN
- NO CHILD
- ONE CHILD
- TWO CHILD
- THREE OR MORE

FIG. 8: MARITAL STATUS OF PARTICIPANTS

Fig. 8 as well as the Table 8 is showing Children of the 45 participants.

TABLE IX: POSITION

	Freq	%	Valid %
STAFF	31	68.9	68.9
JUNIOR SUPERVISOR (CAPTAIN)	10	22.2	22.2
SENIOR SUPERVISOR (MAITRE D HOTEL)	2	4.4	4.4
HOD	2	4.4	4.4
Total	45	100	100.0

POSITION
- STAFF
- JUNIOR SUPERVISOR (CAPTAIN)
- SENIOR SUPERVISOR (MAITRE D HOTEL)
- HOD
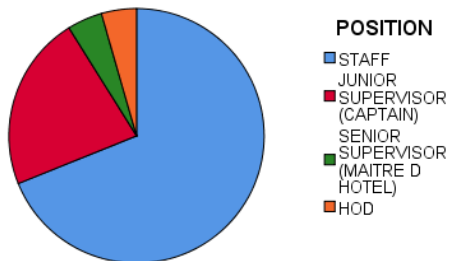
FIG. 9: POSITION OF PARTICIPANTS

Fig. 8 as well as the Table 8 is showing Children of the 45 participants.

TABLE X: DEPARTMENT

	Freq.	%	Valid %
FRONT OFFICE (RESERVATIONS / RECEPTION / BELL DESK / LOBBY DESK / CONCIERGE / SALES / CASH / OTHERS)	4	8.9	8.9

HOUSEKEEPING GUEST (ROOMS / PUBLIC AREAS / LAUNDRY/OTHERS)	1	2.2	2.2
FOOD & BEVERAGE SERVICE (COFFEE SHOP/RESTAURANT/ROOM SERVICE/BANQUETS/BAR/OTHERS)	17	37.8	37.8
FOOD PRODUCTION (BAKERY / BUTCHERY / HOT KITCHEN / COLD KITCHEN/PANTRY/OTHER)	18	40.0	40.0
TRAINING	4	8.9	8.9
MM&D	1	2.2	2.2
Total	45	100	100
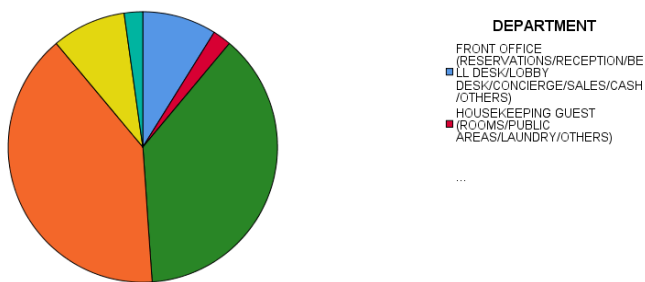
FIG. 10: DEPARTMENTS OF PARTICIPANTS

Fig. 10 and Table 10 are showing department of the 45 participants.

TABLE XI: POSITION TIME

	Freq	%	Valid %
0 TO 1 YEAR	23	51.1	51.1
1 TO 5 YEARS	15	33.3	33.3
6 TO 10 YEARS	6	13.3	13.3
MORE THAN 10	1	2.2	2.2
Total	45	100.0	100.0
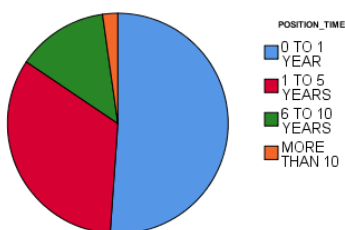
FIG. 11: POSITION TIME

Fig. 11 and Table 8 are showing time of working in current position of the 45 participants.

TABLE XII: WAGE

	Freq	%	Valid %
UP TO 5,000 /-	8	17.8	17.8
5,001/ TO 10,000/	7	15.6	15.6
10,001/ TO 15,000/	6	13.3	13.3
15,001/ TO 25,000/	20	44.4	44.4
25,001/ TO 40,000/	3	6.7	6.7
40,001/ TO 60,000/	1	2.2	2.2
Total	45	100.0	100.0
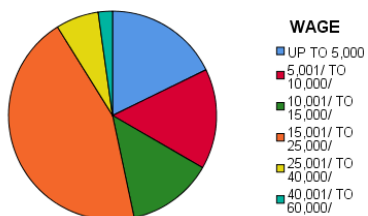
FIG. 12: WAGE OF PARTICIPANTS

Fig. 12 and Table XII are showing wages of the 45 participants.

TABLE XIII: YEARS WORKED IN PAID EMPLOYMENT

	Freq	%	Valid %
LESS THAN 1	16	35.6	37.2
1 TO 5	12	26.7	27.9
6 TO 10	10	22.2	23.3
MORE THAN 10	5	11.1	11.6
Total	43	95.6	100.0
Missing System	2	4.4	
Total	45	100.0	
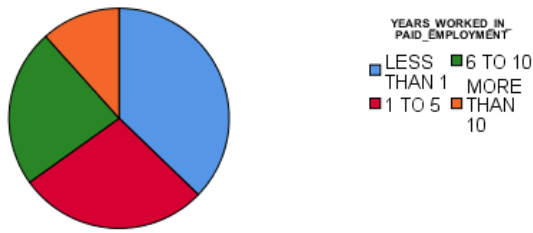
FIG. 13: YEARS WORKED IN PAID EMPLOYMENT MARITAL STATUS OF PARTICIPANTS

Fig. 13 and Table XIII are showing years worked in paid employment marital status of 45 participants.

TABLE XIV: YEARS WORKED IN HOSPITALITY INDUSTRY

	Freq	%	Valid %
LESS THAN 1	15	33.3	33.3
1 TO 5	13	28.9	28.9
6 TO 10	8	17.8	17.8
MORE THAN 10	9	20.0	20.0
Total	45	100.0	100.0
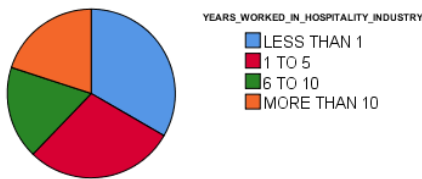
FIG. 14: YEARS WORKED IN HOSPITALITY INDUSTRY

Fig. 14 and Table XIV are showing years worked in hospitality industry of the 45 participants.

TABLE XV: YEARS WORKED IN PRESENT HOTEL

	Freq	%	Valid %
LESS THAN 1	22	48.9	48.9
1 TO 5	16	35.6	35.6
6 TO 10	6	13.3	13.3
MORE THAN 10	1	2.2	2.2
Total	45	100.0	100.0

FIG. 15: YEARS WORKED IN PRESENT HOTEL

Fig. 15 and Table XV are showing years worked in present hotel of the 45 participants.

TABLE XVI: YEARS WORKED IN CURRENT POSITION

	Freq	%	Valid %
LESS THAN 1 YEAR	19	42.2	42.2
1 TO 5 YEARS	22	48.9	48.9
6 TO 10 YEARS	1	2.2	2.2
MORE THAN 10 YEARS	3	6.7	6.7
Total	45	100.0	100.0

FIG. 16: YEARS WORKED IN CURRENT POSITION

Fig. 16 and Table XVI are showing years worked in current position of the 45 participants.

C. **Reliability Analysis**

The collected data from the finalized survey were screened to ensure only the valid respondents were subjects for the data analysis as well as to assess any violations of the analysis. To confirm the hypotheses presented in the study, SPSS 26 for Windows was used for the analysis. To confirm the reliability and the validity of the survey's constructs, a reliability test was performed using the coefficient alpha to assess the internal consistency.

According to the result of the Reliability Test using Cronbach's Alpha over 50 Items as showing in Table XVII, the Cronbach's α of the variables in this study ranged from 0.807 to 0.844. The reliability values above 0.7 are considered adequate. Thus, all items showing in the Table XVII are highly reliable to measure each construct.

TABLE XVII RESULT OF THE RELIABILITY TEST

Item-Total Statistics					
Factors	Questions	Scale Mean	Scale	Corrected	Cronbach'

		if Item Deleted	Variance if Item Deleted	Item Total Correlation	s Alpha if Item Deleted
Demographic Factors	Gender	131.50000	461.333	-.545	.829
	Age	130.12500	434.250	.334	.820
	Education	127.75000	471.400	-.229	.844
	Marital Status	131.18750	468.162	-.675	.832
	Children	130.75000	431.400	.462	.818
	Position	130.87500	439.183	.233	.822
	Department	128.87500	438.117	.182	.824
	Position Time	130.68750	437.563	.387	.820
	Wage	129.18750	417.629	.586	.813
	Years Worked In Paid Employment	130.25000	425.800	.629	.815
	Years Worked In Hospitality Industry	130.00000	416.933	.795	.811
	Years Worked In Present Hotel	130.68750	432.896	.558	.817
	Years Worked In Current Position	130.68750	446.096	.207	.823
Job Satisfaction	I intend resigning from the current organization in the next year.	129.68750	419.429	.524	.814
	I am actively looking for an alternative employment in hospitality industry.	129.50000	446.400	.110	.825
	I am actively looking for an alternative employment in any other industry.	129.50000	434.667	.345	.820
	I will resign from this organization at the earliest possible opportunity.	129.56250	410.529	.656	.810
	I think that I am poorly paid compared to my colleagues with similar jobs in the same industry.	129.87500	416.383	.597	.813
	I think I am poorly paid compared to people working in other industries.	129.62500	416.917	.647	.812
	The poor pay in hospitality industry makes me consider finding/looking for work in another industry.	129.75000	409.533	.686	.809

	Hotel industry in India must have a minimum wage of rupees twenty thousand per month for hotel management graduates.	130.31250	414.096	.557	.813
	I am unable to spend enough time with my family.	130.81250	444.429	.137	.825
	The irregular working hours is the reason why I'm looking for employment outside hospitality industry.	130.06250	419.929	.590	.813
	An eight hour shift and overtime post ten hour shift must be applicable for all trainees and employees.	130.87500	460.917	-.161	.832
	There should be no broken or split shift in food and beverage service department.	130.43750	461.329	-.165	.832
	My current job is very stressful.	129.43750	431.062	.358	.819
Employee Turnover Intentions	I think fewer opportunities for promotion are provided to me by the organization where i am working.	129.68750	431.163	.608	.816
	The promotion process is not fair/transparent in my organization.	130.00000	442.133	.222	.823
	Getting permission for leave is a problem.	130.18750	439.363	.204	.823
	A minimum of six weekly offs per month for work life balance is necessary.	130.50000	419.867	.528	.814
	The HR & training departments do not offer a structured promotion process/opportunity.	129.50000	425.333	.489	.816
	As mobile phone usage is prohibited during working hours, it leads to disturbed emotional & social relationships.	129.12500	403.850	.736	.807
	My sincerity and hard work is not valued by my seniors.	129.31250	442.629	.167	.824
	My suggestions related to my job are not accepted.	129.00000	431.467	.390	.819
	I am uncomfortable as sometimes my seniors	129.06250	432.196	.357	.819

use abusive language.				
A policy of hundred percent distributions of service charges equally among all employees providing direct service to the guests must be followed.	130.62500	440.250	.208	.823
As in the hotels in Dubai, we need to start ESOP (employee's stock option) in India too, in the same way as the HCL employees are allotted shares.	129.81250	440.963	.192	.823
My seniors properly council me whenever I do not perform as required.	129.37500	453.050	-.023	.828
My HR & Training department council each employee regularly in case employees have any problem.	130.00000	477.333	-.447	.838
If, I have any problem, it is attended to immediately by my seniors.	129.43750	422.129	.500	.815
My seniors never council me properly whenever I make a mistake on the job.	129.25000	453.667	-.037	.829
Whenever I ask the details of the leave due, leave rules, loan facilities, no one cares to share required information.	129.31250	440.629	.203	.823
Regular training for quality & skill enhancement is conducted.	129.93750	458.729	-.121	.832
My career graph, promotion prospects are freely shared with me from time to time.	130.31250	436.629	.278	.821
If a trainee or employee takes leave without prior permission, salary is deducted and action is taken.	130.18750	433.896	.266	.822
If an employee resigns, the HR & Training department (L&D) talks to him in detail so that reason for leaving can be documented and resolved if possible.	130.00000	451.333	.007	.828

The do's & don'ts for F&B Service and production are explained as part of induction.	130.18750	423.229	.527	.815
Regular briefings are conducted by my seniors.	130.68750	446.362	.123	.825
Regular training on menu changes are conducted by my seniors.	130.87500	470.650	-.378	.835
I take pride in wearing my uniform as I like the colour, fabric and design.	130.25000	429.400	.328	.820

D. **Hypothesis Testing**

1) Cross tabulation of Demographic Factors and Job Satisfaction

The underlying conceptual problem connected with researching job satisfaction is that there is no agreed definition of the term. A variety of definitions is evident, and the disparity amongst these relates both to the depths of analyses of the concept and to interpretation of it [51]. Job satisfaction is really a multidimensional and dynamic construct affected by many factors concerning individual characteristics, to options that come with the working context and to specific facets of the job [52]. In general job satisfaction equates with how someone feels about his job [53]. Based on [54], job satisfaction identifies "a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to be being met".

2) Cross tabulation of Demographic Factors and Employee Turnover Intentions

Employee "Turnover intention" is defined as an employee's intention to voluntarily change jobs or companies. The former relates to the change of jobs or companies, the latter to employees' willingness to change their current workplace.

TABLE XVIII VALUE OF EXACT SIG. (2-SIDED) IN CHI – SQUARE METHOD OF DEMOGRAPHIC FACTORS * JOB SATISFACTION

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
GENDER	0.107	0.396	0.660	0.705	0.245	0.747	1.000	0.878	0.078	1.000	0.157	0.469	0.157
AGE	0.083	0.003	0.253	0.426	0.732	0.075	0.635	0.051	0.548	0.069	0.079	0.976	0.601
EDUCATION	0.265	0.071	0.435	0.987	0.278	0.066	0.669	0.297	0.249	0.925	0.112		
MARITAL STATUS													

CHILDREN												
POSITION												
DEPARTMENT												
POSITION TIME												
WAGE												
YEARS WORKED IN PAID EMPLOYMENT												
YEARS WORKED IN HOSPITALITY INDUSTRY												
YEARS WORKED IN PRESENT HOTEL												
YEARS WORKED IN CURRENT POSITION												

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EDUCATION	0.265	0.071	0.435	0.987	0.278	0.066	0.669	0.297	0.249	0.925	0.112		
MARITAL STATUS													
CHILDREN													
POSITION													
DEPARTMENT													
POSITION TIME													
WAGE													
YEARS WORKED IN PAID EMPLOYMENT													

YEARS WORKED IN HOSPITALITY INDUSTRY														
YEARS WORKED IN PRESENT HOTEL														
YEARS WORKED IN CURRENT POSITION														

VI. CONCLUSIONS

It is can be inferred from the above literature review that A Study of Job Satisfaction in the Hospitality Industry and its Relationship with Attrition needs to be researched on an ongoing basis to effectively address this problem globally, and not just in India. Retaining skilled and satisfied employees is essential for the growth of the hospitality industry. Findings from these studies reveal that factors such as workplace compensation, motivation, deployment, environment, sustainability are essential areas of focus for stable growth. Happy and satisfied manpower in different segments of the hospitality industry. My pilot study has already developed a unique structural equation model. A criss-cross structure the variable Mentoring Function with career development, psychological support, refresher program, and motivational effort lead to role stress. Role conflict/ambiguity, clarity lead to job attitude. Job dissatisfaction, self-resolution, job satisfaction, organizational commitment finally results in reflecting the turnover intention.

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ANNEXURE I

QUESTIONNAIRE

This questionnaire is for employees of the following Luxury Hotels of Greater Noida:

1. **Radisson Hotel**
2. **Jaypee Green Resort & Spa**
3. **Crowne Plaza**

PART I: DEMOGRAPHIC QUESTIONS

Please tick (√) the option that describes you best.

Q1. Gender

Male ( )   female ( )   others ( )

Q2 your completed number of years (your age) indicate by putting a tick

Below 20 years ( )   20 to 25 years ( )

25 to 30 years ( )   30 to 35 years ( )

Above 35 years ( )

Q3. Indicate you education level by putting a tick

Class 1 to 9th pass ( )   class 10th pass ( )

Class 12th pass ( )   one year diploma ( )

2 year diploma ( )   3 year diploma ( )

Graduation (ba/bsc/bhm/bhmct/be/others) ( )

Masters (mba/msc /mtm/others)   ( )

Phd/post phd ( )   any other ( )

Q4. Marital status put a tick.

Married ( )   single ( )   others ( )

Q5. How many children (under 18 years) do you have? Indicate by putting a tick.

No child ( )   One child ( )

Two child ( )   Three or more ( )

Q6. What is your position/level? Indicate by putting a tick.   ✔

Staff ( )   junior supervisor/captain ( )

Senior supervisor hotel ( )   Assistant manager ( )

Manager ( )   HOD   ( )

Assistant director ( )   Associate director ( )

Director ( )   GM ( )

Q7. Which department are you working for? Indicate by putting a tick.

Front office (reservations/reception/bell desk/lobby desk/concierge/sales/cash/others) ( )

Housekeeping guest (rooms/public areas/laundry/others) ( )

Food & beverage service (coffee shop/restaurant/room service/banquets/bar/others) ( )

Food production (bakery/butchery/hot kitchen/cold kitchen/pantry/others) ( )

Engineering/maintenance ( )

Security ( )   Finance & accounts ( )

Human resource ( )   Training ( )

IT ( )   Sales & marketing ( )

MM&D ( )   KST ( )   Others ( )

Q8.   How long have you been in the current position? Indicate by putting a tick.

0 to 1 year ( )   1 to 5 years ( )

6 to 10 years ( )   10+ years ( )

Q9. Your wages (in rs) per month indicate by putting a tick.

Up to 5,000/ ( )   5,001/ to 10,000/ ( )

10,001/ to 15,000/ ( )   15,001/ to 25,000/ ( )

25,001/ to 40,000/ ( )   40,001/ to 60,000/ ( )

60,001/ to 1,00,000/ ( )   1,00,001 to 3 lakhs ( )

3+ lakhs ( )

Q10. How many years have you worked in a paid employment / job? Indicate by putting a tick.

Less than 1 ( )   1 to 5 ( )

6 to 10 ( )   More than 10 ( )

Q11. How many years have you worked in the hospitality industry? Indicate by putting a tick

Less than 1 ( )   1 to 5 ( )

6 to 10 ( )   More than 10 ( )

Q12. How many years have you worked in the present hotel? Indicate by putting a tick.

Less than 1 ( )   1 to 5 ( )

6 to 10 ( )   More than 10 ( )

Q13. How long have you worked in the current position / designation? Indicate by putting a tick.

Less than 1 year ( )   1 to 5 years ( )

6 to 10 years ( )   More than 10 years ( )

PART II: VIEWS

Please read the following statements expressing some opinions. Indicate the extent of your agreement or disagreement with each one of them on the scale given after each statesman.

HERE IS THE SCALE:

1		2	3	4	5
Complete agreement	…				Complete disagreement

At the end of each statement one bracket ( ) is given, you are requested to indicate the extent of your agreement or disagreement by writing the appropriate number inside the bracket. For example, if you write '1' inside the bracket ( ) it would mean you are in 'complete agreement' with the opinion expressed by the statement. If you put '5' inside the bracket ( ), it would mean you are in 'complete disagreement with the opinion expressed by the statement.   Similarly, '2' inside the bracket will mean that you 'agree moderately', and '4' inside the bracket will mean that you 'disagree moderately' with the opinion expressed by the statement. In case you put '3' inside the bracket ( ), it would suggest that you 'neither agree nor disagree' with the opinion expressed by the statement.

Q1. I intend resigning from the current organization in the next year.

(   )

Q2. I am actively looking for an alternative employment in hospitality industry.

(   )

Q3. I am actively looking for an alternative employment in any other industry.

(   )

Q4. I will resign from this organization at the earliest possible opportunity.

(   )

Q5. I think that I am poorly paid compared to my colleagues with similar jobs in the same industry.

(   )

Q6. I think I am poorly paid compared to people working in other industries.

(   )

Q7. The poor pay in hospitality industry makes me consider finding/looking for work in another industry.

(   )

Q8. Hotel industry in India must have a minimum wage of rupees twenty thousand per month for hotel management graduates.

(   )

Q9. I am unable to spend enough time with my family.

(   )

Q10. The irregular working hours is the reason why I'm looking for employment outside hospitality industry.

(   )

Q11. An eight hour shift and overtime post ten hour shift must be applicable for all trainees and employees.

(   )

Q12. There should be no broken or split shift in food & beverage service department.

(   )

Q13. My current job is very stressful.

(   )

Q14. I think fewer opportunities for promotion are provided to me by the organization where i am working.

(   )

Q15. The promotion process is not fair / transparent in my organization.

(   )

Q16. Getting permission for leave is a problem.

(   )

Q17. A minimum of six weekly offs per month for work life balance is necessary.

(   )

Q18. The HR & training departments do not offer a structured promotion process/opportunity.

(   )

Q19. As mobile phone usage is prohibited during working hours, it leads to disturbed emotional & social relationships.

(   )

Q20. My sincerity and hard work is not valued by my seniors.

(   )

Q21. My suggestions related to my job are not accepted.

(   )

Q22. I am uncomfortable as sometimes my seniors use abusive language.

(   )

Q23. A policy of hundred percent distributions of service charges equally among all employees providing direct service to the guests must be followed.

(   )

Q24. As in the hotels in Dubai, we need to start ESOP (employee's stock option) in India too, in the same way as the HCL employees are allotted shares.

(   )

Q25. My seniors properly council me whenever I do not perform as required.

(   )

Q26. My HR & Training department council each employee regularly in case employees have any problem.

(   )

Q27. If, I have any problem, it is attended to immediately by my seniors.

(   )

Q28. My seniors never council me properly whenever I make a mistake on the job.

(   )

Q29. Whenever I ask the details of the leave due, leave rules, loan facilities, no one cares to share required information.

(   )

Q30. Regular training for quality & skill enhancement is conducted.

(   )

Q31. My career graph, promotion prospects are freely shared with me from time to time.

(   )

Q32. If a trainee or employee takes leave without prior permission, salary is deducted and action is taken.

(   )

Q33. If an employee resigns, the HR & Training department (L&D) talks to him in detail so that reason for leaving can be documented and resolved if possible.

(   )

Q34. The do's & don'ts for F&B Service and production are explained as part of induction.

(   )

Q35. Regular briefings are conducted by my seniors.

(   )

Q36. Regular training on menu/ process (SOP) changes are conducted by my seniors

(   )

Q37. I take pride in wearing my uniform as I like the colour, fabric and design.

(   )

Thank You