



**Factors Associated with Employees' Job Satisfaction: A
Comparative Study on Selected Star Rated Hotels in Addis Ababa**

**By
Belayhun Minchet**

**A Thesis Submitted to the Department of Centre for Environment and
Development Presented in Partial Fulfillment of the Requirements for
the Degree of Master of Arts in Tourism Development and Management**

**Addis Ababa University
Addis Ababa, Ethiopia
June, 2018**

**Factors Associated with Employees' Job Satisfaction: A
Comparative Study on Selected Star Rated Hotels in Addis Ababa**

By

Belayhun Minchet

**A Thesis Submitted to the Department of Centre for Environment and
Development Presented in Partial Fulfillment of the Requirements for the
Degree of Master of Arts in Tourism Development and Management**

**Addis Ababa University
Addis Ababa, Ethiopia
June, 2018**

**Addis Ababa University
School of Graduate**

Collage of Development Studies

This is to certify that the thesis prepared by Belayhun Minchet, entitled: Factors Associated with Employees' Job Satisfaction: A Comparative Study on Selected Star Rated Hotels in Addis Ababa and submitted in partial fulfillment of the requirements for the degree of Master of Arts in Tourism Development and Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Examiner _____ Signature _____ Date _____

Examiner _____ Signature _____ Date _____

Advisor _____ Signature _____ Date _____

Advisor _____ Signature _____ Date _____

Chair of Department or Graduate Program Coordinator

Statement of Declaration

I, Belayhun Minchet Alaye, hereby declare that this thesis entitled “Factors Associated with Employees’ Job Satisfaction: A Comparative Study on Selected Star Rated Hotels in Addis Ababa.” submitted by me for the award of the degree of Master of Tourism Development and Management, Addis Ababa University at Addis Ababa, Ethiopia, is my original work and it has never been presented in any university. All sources and materials used for this thesis have been duly acknowledged.

Name: Belayhun Minchet Alaye

Signature: _____

Place: Addis Ababa, Ethiopia

Date of Submission: June, 2018

This master thesis has been submitted for examination with my approval as thesis advisor.

Advisor Name: Worku Tuffa Birru (PhD)

Signature _____ Date _____

DEDICATION

This thesis was dedicated to my late father. It was also dedicated to my mother, sisters and brothers for their prayers and support.

ACKNOWLEDGEMENTS

First I would like to thank my Almighty God, who proposed me, made simpler and easy every moment throughout the entire study of this paper and reserved me to this level.

I would love to thank my respected advisor Dr. Worku Tuffa for his kind & heartfelt support & guidance. To my heart, his suggestion and valuable comments throughout the entire work of this study has added commendable thought for finalization of this study.

I am grateful to members of Center for Environment & Development department for their novel ideas sharing & guidance. My special thank is also goes to Dr. Tesfaye Zeleke, head of center for environment & development department for his kind cooperation and advise.

I am also indebted to thank the following individuals for their kind sprits and genuine cooperation: members of Kennedy Library of Addis Ababa University, members of FBE Library of Addis Ababa University, members of Catering & Tourism Training Institute Library.

I am also indebted to thank the management and employees of Friendship Hotel, Jupiter Hotel, Sidra Hotel, Siyonat Hotel, Beergarden Hotel, Ras Amba Hotel, Pacific Hotel, Queen Sheba Hotel, Semen Hotel, Yonas Hotel and AG Palace Hotel for their permission to collect and provision of the required data.

My gratitude also goes to my former undergraduate mates who are currently working in various universities in Ethiopia for their constructive suggestion and ideas.

At last, my special thank is goes to officers of Addis Ababa City Culture & Tourism Bureau, specially Mr. Amdemariam & Matiyas for their rich information provision.

TABLE OF CONTENTS

Title	Page
Statement of Declaration.....	i
ACKNOWLEDGEMENTS.....	iii
TABLE OF CONTENTS.....	iv
List of Tables	vii
List of Figures.....	viii
LIST OF ACRONYMS AND ABBREVIATIONS	ix
Abstracts	x
CHAPTER ONE.....	1
INTRODUCTION	1
1.1. Background of the Study	1
1.1.1. Overview of Hotel Industry in Ethiopia.....	2
1.2. Statement of the Problem.....	4
1.3. Objective of the Research.....	5
1.3.1. General Objective	5
1.3.2. Specific Objectives	5
1.4. Significance of the study.....	5
1.5. Scope & Delimitation of the Study.....	6
1.6. Limitation of the Study	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction to the Hospitality and Tourism Industry	7
2.2 Concepts and Definitions Employees' Job Satisfaction.....	8
2.3 Theories of Job Satisfaction	9
2.3.1 Differential Piece-rate System Theory	10
2.3.2 Maslow's Theory of Motivation/Satisfaction (1954)	10
2.3.3 Herzberg's two- factors Theory (The Motivation –Hygiene Theory)	11
2.3.4 Expectancy Theory.....	12

2.3.5 Job Characteristics Theory (Hackman and Oldham, 1980).....	13
2.3.6 Rue and Byars (2003).....	14
2.3.7 Conclusion of Job Satisfaction Theories	14
2.4 Importance of Employee Satisfaction	14
2.5 The Driving Factors of Employees' Job Satisfaction.....	15
2.5.1 Payment	15
2.5.2 Promotion	16
2.5.3 Benefits.....	16
2.5.4 Rewards.....	17
2.5.5 Supervisor/Managers	18
2.5.6 Coworkers.....	19
2.5.7 Nature of Work	19
2.5.8 The Unique Inter-linkage of Some Driving Factors of Job Satisfaction with Hotel Employees Job Satisfaction	21
2.6 Empirical Review.....	22
2.7 Conceptual Framework.....	24
CHAPTER THREE	27
RESEARCH METHODOLOGY.....	27
3.1 Research Design.....	27
3.2 Target Population.....	27
3.3 Sampling Procedure	28
3.4 Sample Size.....	28
3.5 Data type & Data sources	29
3.6 Data Collection Procedures.....	29
3.7 Data Analysis	30
3.8 Reliability and Validity.....	30
3.8.1 Reliability.....	31
3.8.2 Validity	32
3.9 Ethical Consideration.....	32

CHAPER FOUR	33
DATA ANALYSIS AND PRESENTATION	33
4.1 Demographic Characteristics of Respondents.....	33
4.2 Work Experience.....	34
4.3 Number of Employees by Department and Hotel Star Category.....	35
4.4 Employees Monthly Income /Salary.....	35
4.5 Employees’ Job Satisfaction Level.....	36
4.6 Job Satisfaction Differences Among Employees of One, Two, Three, and Four Star Hotel Employees.....	37
4.6.1 Analysis of Variance Results for overall job Satisfaction.....	38
4.7 Employees Perception towards the Determinants of Job Satisfaction	41
4.8 The Relationship between Job Satisfaction with Pay, Promotion, Supervision, Benefits, Rewards, Coworkers and Nature of Work.....	42
4.9 Associational contributions of the Determinants towards hotel employee on Job Satisfaction.....	44
CHAPTER FIVE	48
CONCLUSION AND RECOMMENDATION.....	48
5.1Conclusion.....	48
5.2 Recommendation	49
REFERENCES	52
Annex A: Research Questionnaire.....	56
Annex B : List of Addis Ababa Star Category Hotels	59

List of Tables

	Page
Table 3.1: List of Sample Hotels.	28
Table 3.2 Employees Size Determination from each Stratum.....	29
Table 3.3: Objective,Data Collection Methods, Data Analysis Methods.....	30
Table 3.4 Internal Consistency Reliabilities Test (coefficient alpha).....	31
Table 4.1: Demographics Characteristics of Total Respondents.....	33
Table 4.2: Employees working Department and Number of Employees in Each Star Hotel.....	35
Table 4.3: Employees Overall Job Satisfaction Level.....	37
Table 4.4.1 Test of Homogeneity of Variances.....	38
Table 4.4.2: Employees Overall Perception towards their Job Satisfaction.....	38
Table 4.4.3: Multiple Comparisons (dependent variable: employees overall job satisfaction), Tukey HSD.....	39
Table 4.5 Employees' Perception towards the Determinants of Employees' Satisfaction.....	41
Table 4.6 Correlation between Employees' Job Satisfaction and Factors.....	43
Table 4.7.1 Test of Normal Distribution of the Dependent Variable (job satisfaction) Skewness & Kurtosis.....	45
Table 4.7.2.Model Summary.....	45
Table 4.7.3 ANOVA Table of the Regression Equation.....	46
Table 4.7.4 Coefficient Table.....	46

List of Figures

	Page
Figure 2.1: Conceptual Framework	26
Figure 4.1: Total Respondents Work Experience in the Sampled Hotel	34
Figure 4.2 Ddistribution of Employees' Monthly Salary Income	36

LIST OF ACRONYMS AND ABBREVIATIONS

ES:	Employee Satisfaction
ED:	Employee Dissatisfaction
FDRE:	Federal Democratic Republic of Ethiopia
HR:	Human Resource
HRD:	Human Resource Development
HRM:	Human Resource Management
HTL:	Hotel
MoCT:	Ministry of Culture and Tourism
SPSS:	Statistical package of social science
AACGCTB:	Addis Ababa City Government of Culture & Tourism Bureau

Abstracts

Employees' satisfaction is thought as a key factor for hotel establishments' productivity and retention of key, competent and skillful employees. The specific objectives of this study were to assess Addis Ababa hotel employees' satisfaction level by highlighting their mean score, examining the prevailing hotel employees' satisfaction difference and examining the extent of hotel employees' satisfaction association with pay, promotion, supervision, benefits, rewards, coworkers and nature of work. The study had employed a descriptive survey research design based on data collected from 241 employees of 11 hotels conveniently selected for this study. The study found out that one and two star hotel employees had lower satisfaction level than three and four star hotels. The study also found out the prevalence of significant employees' satisfaction difference with respect to star accreditation criterion. Furthermore, pay rate and supervision have been found to be factors associated with employees' job satisfaction. In accordance with finding of the study, the study recommends hotel establishments in Addis Ababa to maximize their respective employees' satisfaction level and fill the existing gap of employees' satisfaction with respect to each star category. Besides, the study recommends those hotel establishments in the capital to concentrate on employees' satisfaction association with factors that are most relevant with it.

Key words: Employees job satisfaction, Hotel industry

CHAPTER ONE

INTRODUCTION

This chapter introduces the background of job satisfaction both from the study area and global perspective. It also formulates statement of the problem, objective of the study, significance, scope and limitation of the study.

1.1. Background of the Study

In spite of everyday usage of the concept of employees' job satisfaction, there is no commonly accepted definition of employee job satisfaction and it is essential first to understand the nature and importance of work as a universal human activity (Aziri, 2011). According to Alexander Hamilton Institute, employees' job satisfaction is the sum total of positive and negative outlooks or beliefs possessed by workers about their work for certain time. Similarly, Macro Asfaw (2010) has attempted to explain employee satisfaction. According to Macro, it is employees over all beliefs about work elements and conditions which comes when the work conditions provides employees expectations.

Approaches to comprehend task behavior & employees' job satisfaction that dominate the early part of the 20th century was classic organizational theory, and the scientific management theory, specially Taylor was credited for coining of the scientific management of work. For Taylor Economic incentives are the main motives of workers (Corlett & Richardson, 1981). Corlett & Richardson demonstrates that through time the study of the social facets of industrial & organizational psychological individual difference got momentum, for instance 'Hawthorne Study'.

Employee's feeling has been the subject of research in the areas of human resource management (HRM) practice. According to Mitchell & Larson (1987), there are two reasons why it is important to understand job satisfaction and the factors that affect it: first, from the organization point of view, satisfaction can affect myriads of task behavior like tardiness, absenteeism & turnover. These behaviors have severe outcomes on organization success, efficiency and its long term operation. Second, it is vital to organization to comprehend the nature & cause of job satisfaction since content is an essential job outcome for the individual employee.

The other point not to be jumped is the role of job satisfaction on employees' performance. Before directly going to the point it is important to highlight the definition of performance and associated concepts with it. Performance refers to an employee's achievement of expected duties, assigned jobs (Cascio, 1986). It is visualized in terms of the end outcome and behavior (Assefa Gidey, 2016; Biruk tesema, 2016). Additionally, performance is an illustration of the expected activities and tasks to be performed and continuous orientation of employees toward effective performance. Besides, performance illustration or description contains three things: goal, measures and assessment (Cascio, 1986).

Although employee job satisfaction was the forefront of research agenda by many researchers, these seem very little work was done in hotel industries (Rutherford, 2002). Furthermore Rutherford noted that the existing hotel employees' job satisfaction study more or less reserved only on employees turnover challenges & causes. However employee satisfaction study in hospitality industry like hotels has many facets, like supervisors relationship, coworkers, pay, promotion, benefits, nature of work etc. and these factors should be take in to account in the research endeavor. The present study at hand had attempted to describe the attributes of job satisfaction of employees working in star rated hotel industry in Addis Ababa by highlighting the degree of employees perception towards this attributes otherwise factors. Addis Ababa, a capital of Africa nations, the seat of many national and international organizations, has a number of welcoming & appealing hotel industries that provides the flavor of both national and international.

1.1.1. Overview of Hotel Industry in Ethiopia

The term 'Hospitality Industry' has become increasingly popular as an all-embracing nomenclature for a larger grouping of organization including hotels. As a collective term the 'hospitality industry' can be taken to include hotels, motels, guesthouses, B&B's, Farm houses, holiday parks, restaurant, fast food outlets, cafes, departmental store catering, public houses, clubs, industrial catering, institutional catering and the related areas of tourism and leisure.

In recent times the hospitality industry has shown fast & rapid growth and development, specifically the hotel industry has astonishing & impressive growth in Addis Ababa in particular, and in Ethiopia in general(Addis Ababa City Government Culture & Tourism Bureau,2016).

The hotel industry is flourishing well in Addis, those which established from the earliest time to date. There are a number of hotels spotted in the capital that provide basic services to sophisticated services, for instance Sheraton Addis hotel, Radison Blue hotel, Elilli International hotel, Intercontinental Addis, etc. (Addis Ababa City Government Culture & Tourism Bureau, 2016). According to Addis Ababa City Government Culture & Tourism Bureau, from historical point of view, Itge Taytu hotel is the first hotel establishment in Addis Ababa, even it is the first in its kind in the country, which is established in 1907 by Itge Taitu.

There are a number of factors for the existence and development of the hotel industry in Ethiopia. The first factor is government emphasis for the development of the tourism sector. As tourism is regarded as one of the sector that generates hard currency and contributes a lot in poverty alleviation, the government has encompassed the sector in its policy and strategy (FDRE Ministry of Culture & Tourism, 2009; Kalkidan Hailemariam, 2017). So to develop the tourism sector it needs infrastructures. Hotel is one of the infrastructure that needed by customers.

Secondly the private sector is credited for the expansion and diversification of the hotel industry, mainly at Addis Ababa, in most regional state capitals and major tourist destination sites. Thus, currently the hotel industry has get momentum and the focus of government and private sector.

The hotel industry plays a role in creating job/employment opportunity. The industry has many distinctive departments/ structural area (Go, Monachello & Baum, 1996). Among these departments the following are the major one: - front office department, food & beverage department, housekeeping department, marketing and promotion department, engineering and maintenance department, HR department, accounting and finance department are some of the departments in hotel industry. All these departments require eligible & competent manpower, thus an opportunity of employment and absorbing manpower. These distinctive departments of HTL have absorbing substantial number of taskforce.

The hotel industry is expected to provide quality services and to meet certain international standards. In fulfilling this mission its employee's perception and attitudes (positive & negative) on individual hotel establishments has an immense influences (Ažic, 2017; Selvanayagam & Thiagarajam, 2017; Go, Monachello & Baum, 1996). In other words, this leads to think what factors influences employees perceptions and attitudes on their respective hotel organization.

Among this employees job satisfaction is the major one. Employees' job satisfaction is the positive outlook, emotional disposition of individual or persons gain from their work or work performance or through aspects of work (Marco Asfaw, 2016).

As result, it is appropriate and relevant for organization like hotel establishments to critically, methodologically and scientifically examine and verify factors attributing employees work satisfaction. Putting in other words, if hotel organizations desire to be successful & effective in their day to day operation, it is essential to them to have adequate understanding of employees' satisfaction and maintain their workers satisfaction consistently. This brought the employees to exert their potential energy towards the goals and objective of the hotel and they stay for long period of time in one hotel establishments (AŽic, 2017; Selvanayagam & Thiagarajam, 2017). This enables the hotels to maintain skillful, competent and capable taskforces for long period of time that leads the productivity of the hotel organizations. To this end, some studies found that contented employees are more effective and efficient in their day to ay operation (Go, Monachello & Saum, 1996).

1.2. Statement of the Problem

In Ethiopia, in recent years, the hotel industry trends show fast growth & the industry is playing its part in creating variety of job opportunities. Specifically in the capital, numerous indigenous & international brand chain hotels are available and opening. According to Addis Ababa City Government Culture & Tourism Bureau (2016), there are above 75 star hotels. Even though such emerging star hotels are absorbing significant number of workforce, this hotels have experienced very serious employees turnover & instability, loss of key employees, lower employees motivation towards the achievement of the hotel goals. Notwithstanding this, however, there are few researches conducted on hotel employees' job satisfaction (e.g., Bereket Haile, the impacts of employees' turnover on hotel employees' performance; Zewdneshe Tegegne, 2015, training development impacts on employees' satisfaction; Berhaneselasie Tadesse, 2013 and Eskinder Habte 2016). Furthermore, these studies have conducted either on single hotel establishments or staffs of one area/department of the hotel establishments that does not fairly include staffs of all departments (for instance, Bereket Hailu, 2013; Berhaneselasie Tadesse, 2013; Eskinder Habte, 2016). Consequently, existing studies did not address all the parameters of employees' job satisfaction. As result, there is a call for comprehensive studies in

this area to address the issue and to level one step forward the hotel industry. As a response to this call, this study attempts to look into the of the association between various factors such as pay, promotion, supervision (relationship with supervisors), benefits provision, rewards, coworkers, and employees' job satisfaction based on data collected from star hotels in Addis Ababa.

1.3. Objective of the Research

1.3.1. General Objective

The general objective of this research was to examine hotel employees' job satisfaction and factors associated with their satisfaction.

1.3.2. Specific Objectives

Moreover, this study has had the following specific objectives.

- To assess job satisfaction level of employees of one, two, three and four star hotels
- To examine job satisfaction difference among hotel employees with respect to each star rate hotel
- To examine to what extent employees' job satisfaction is associated with pay, promotion, supervision, benefits, rewards, coworkers and nature of work.

1.4. Significance of the study

The current study was expected to bring valuable insights for the hotel industry establishments in Addis Ababa in particular, and for hotel establishments in Ethiopia in general to handle their respective employees in appropriate manner. So the findings of this research would serves as an input for the hotel industry by informing the industry to see factors contributing for employees satisfactions. So hotels by ensuring their employees on the job satisfaction they can able to maximize their employees productivity plus retain competent and skillful staffs.

Besides, from the employees' perspective, the study was very essential for hotel industry employees. Employees would be beneficial when hotel establishment owners get themselves well acquainted with employees satisfaction status. To this end, it enables proprietor and

managers of hotel establishments to be well versed and informed in this area of interest; thereby employees would receive appropriate treatment from owners and managers of hotel establishments.

The research also expected to trigger scholars in the topic to carry out future investigation to bring common understanding on the area.

1.5. Scope & Delimitation of the Study

The current study had center on exploring hotel employees' satisfaction and factors contributing employees' satisfaction with specific vicinity in Addis Ababa, Ethiopia. Equally, taking into account time constraint (a need to invest extensive time) and high cost expense, the study was focused mainly one up to four star accredited hotel employees only.

1.6. Limitation of the Study

this research was spin around only star category hotel employees satisfaction and the attributes to it, thus, the data generated from this sample my not represent all kinds of hotel organization employees. Besides, the study on hand, had not investigated the contribution of hotel employees satisfaction towards their respective hotel organization objective realization. Furthermore, the study attempted to compare the level of job satisfaction of one, two, three & four star hotel employees of Addis Ababa by investigating only seven facets of job satisfaction. So study may not come up with all facets of job satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to the Hospitality and Tourism Industry

Tourism is not only one of the sector experiencing fast and rapid growth in the world economy at present but also play a vital role in its part by contributing on the national development (FDRE Ministry of Culture and Tourism (MoCT), 2009). Its contribution in the national development can be stated in the form of its role in generating foreigner exchange, promoting micro and small-scale enterprises, creating employment opportunities and ensuring sustainable development. So to enable the sector to meet this objective, the sector needs well developed infrastructures and facilities (FDRE MoCT). Among the many infrastructure and facilities needs of tourism sector is the development of well furnished and standardized hospitality organization is one among others.

The term 'Hospitality Industry' has become increasingly popular as an all-embracing nomenclature for a larger grouping of organization including hotels. As a collective term the 'hospitality industry' can be taken to include hotels, motels, guesthouses, B&B's, Farm houses, holiday parks, restaurant, fast food outlets, cafes, departmental store catering, public houses, clubs, industrial catering, institutional catering and the related areas of tourism and leisure.

According to Wardiyano (2011), as quoted by Edlawit Belachew, 2017:2, as successful development of the tourism sector is depend on the existence of attraction sites, it is also depend on availability of professional in the sectors and its operation is strongly influenced by the ability to manage and develop the human resource. Human resource is one of the most important elements of any industry or business especially service providing ones such as tourism (Edlawit Belachew). Tourism is characterized by high level of human involvement in the development and delivery of services or experiences.

The hospitality establishments, as one element of the tourism sector, indebted human resource managers to deal with new ways of managing the relationships of employees and guests to meet the expected services (AŽić, 2017). The goal of any hotel industry is to gain optimum profit.

Therefore, behind the goal, there is factors that make every scene ease to meet or realize this goals such as employees' satisfaction (AŽić).

The quality of organizations' service delivery is depending in part upon its people. The way frontline employees' acts have a decisive influence on customers' perception towards service quality of the hotel industry in particular and the overall level of customers' satisfaction (Go, Monachello & Baum, 1996). To this end, AŽić (2017) strongly endorses the ideas of Go, Monachello & Baum. AŽić demonstrates that growth and profit of hospitality industry like hotel is primarily derived by customer loyalty as result of customer satisfaction, and customer satisfaction is influenced by the value of the service which is delivered and prepared by satisfied, loyal and productive employees of hotel or hospitality establishments. Furthermore, AŽić states that the importance of employee satisfaction and its causal relation with job performance.

2.2 Concepts and Definitions Employees' Job Satisfaction

In spite of everyday usage of the concept of job satisfaction, there is no commonly accepted definition of employees' job satisfaction and it is essential first to understand the nature and importance of work as a universal human activity (Aziri, 2011). Aziri adds that many researchers attempted to provide employees' job satisfaction definition from their viewpoints and there are many definitions of employees' job satisfactions. Samia, Kalpina and Javed (2015) espouse Aziri's ideas by affirming that employees' job satisfaction has been defined and quantified by varies individuals differently. As result, it is somehow complicated to provide universal meaning. To the other end, this complication makes challenging to frame prober and successive strategy to bring & get better employee's job satisfactions.

According to Samia et al. satisfied employees possess high level of work spirits. But contrary to satisfied workers, dissatisfied workers possesses low level of work spirits. As Aziri (2011) explained in his work, employees' job satisfaction is constitutes of optimistic & pessimistic sense that employees put in their mind pertaining to their work and their work environment. He argues that workers are hired with their unique needs, desire and experiences which underpins whether or not expectation are realized or met. Furthermore, Aziri express employees' job satisfactions as employee's feeling of accomplishment and success on the job and linked employee's satisfactions with productivity and personal well-being. Aziri also demonstrate that employee

satisfactions pushes employees to carrying out their assigned tasks, meaning workers those are happy with it, carrying out tasks in better way and able to prized for once endeavor.

According to Ariano (2015) employees' job satisfaction is Sense of employees towards their work. Ariano also states employee satisfaction as it is a whole assessment of tasks in the organization. Employees' job satisfaction is the term applied to express how an employee is pleasant and joyful in his/her work environment and how he/she is meeting his /her needs and wants (Sageer, Rafat and Agarwal, 2012). Sageer et al. suggest that employees' job satisfaction triggers *worker inspiration, worker goal realization and constructive worker morale in the work place*. Besides, Sageer et al. state employees' job satisfaction in terms of how pleasant or satisfied workers are live or behave with their organization and the organization's environment.

Accordingly employees' job satisfaction is described from the point of individual worker needs and work demand. Staffs within the same organization or from external organization have no the same needs and wants. So that factors that satisfy one employee does not meant that this factor satisfy the other employee since satisfaction is depend on what an individual employee expect from the world of work and what he/she obtained (Sageer, Rafat and Agarwal,2012). Additionally, Sageer et al. demonstrates that employees' job satisfaction(EJS) is a broad concept that embrace work happiness of workers and their general level of pleasure in relation to companies or organizations culture, policies, procedures etc. As Aziri (2011) found that, from human side of organizations, employees' job satisfaction is one of the challenging activities confronting the cotemporary managers when they are managing their subordinate workers. According to M. Armstrong (1999), workers in organization are highly pleased if their social, psychological and economic needs are met.

2.3 Theories of Job Satisfaction

Most theories of employee (job) satisfaction are clustered in terms of the nature of job satisfaction or sequence of historical time frame (Saif, Nawaz, Jan, Khan, 2012). Shajahan and Linu Shajahan (2004) noted that, as quoted by. Saif and et al (2012: 3), most dominant employees' job satisfaction theories are content and process- theories developed by different scholars at different time. Ones employees' job satisfaction was developed then it has been backed by some scholars or confronts critics by other scholars. So there is no one best theory of

employee/job satisfaction that serves indefinitely. A theory that serves best in the past will be prone to revise and modification and it seems will continuous. One of the earliest theories of employees' job satisfaction was Piece-rate system developed by Fredrick Wilson Taylor. After Taylor Maslow's Hierarchy of Needs; Herzberg's two factors Theory (The Motivation –Hygiene Theory) and other theories have been developed. The following sub-sections present key theories explaining employees' job satisfaction.

2.3.1 Differential Piece-rate System Theory

Differential piece-rate system theory was developed by Frederick Wilson Taylor in his time and motion study. Taylor was seen as the father of scientific management, and contributes the principle of scientific management in 1911. Onwards he has contribute many advancement in his scientific management principle. Based on Taylor piece rate system, employee who perform above the standard output level and standard time which is fixed by the organization will get higher payments and rewards. So workers will be highly satisfied and motivated to work efficiently & effectively. But if workers are producing below the standard time and output level, they will get lower wage. In Taylor's view lower performing workers has no place in the organization.

Taylor (1967, 1972) describes that in his 4th & 5th edition of principle of scientific management employees will gain sufficient payments that surpass other workers payments who are employed in other similar establishments if their employer & employees produce the greatest possible output with minimum cost of all combined resources and the work are planned in advance and done within specified timeline. Employees who met these requirements would get 30% - 100% additional incentive payment from his/her wages/salary. The biggest limitation of this theory is that it failed to provide emphasis to the human dimension of workers. It merely centered on the economic gain.

2.3.2 Maslow's Theory of Motivation/Satisfaction (1954)

Maslow is a human psychologist, clinical experienced and he has known for his hierarchy of needs theory. Maslow (1954, 1999) noted that humans have five hierarchy of needs. According to him, these are Psychological needs, safety, love, self-esteem and self-actualizations from the bottom to top level hierarchy of needs. Maslow explains his hierarchy of needs as follow. The

bottom line of the hierarchy constitutes the biological needs that are first fulfilled before a need to satisfy the second hierarchy needs i.e. safety needs. The process continues like this up to the highest level of need satisfied. The highest level of needs hardly satisfied before the lower or bottom needs are satisfied. This is due to the basic or the lower needs have intense power to be satisfied first. That is if two need a raised at the same time, the lower lever of the need in the hierarchy first realized. Human being is worried to satisfy first the biological needs because this is natural. After the lower needs in the hierarchy met the next level of need in the hierarchy start to arouse.

As Maslow states lack of this needs motivate humans to realize it. Maslow also demonstrates that the level of satisfaction diminish as one go through the lower to the highest level. Maslow adds that when we said lower level of needs must first achieved it does not mean that higher level of needs are less important rather we are mean that they are less prepotent. Besides, Maslow suggests that all needs have one thing in general, that is desire to have something and they are motive that stimulated to act due to lack of that.

Many researchers spur for Maslow's hierarchy of need as it was the first theory to describe and explain employee satisfaction and underpin the theory of employee satisfaction (Saif, and et al, 2012).

2.3.3 Herzberg's two- factors Theory (The Motivation –Hygiene Theory)

This theory was devised by Herzberg (1959, 1974) to check the construct or the assumption that man has two categories of requirements: man's aspiration to grow as a human and man's aspiration to eliminate pain as a living thing. To ascertain this Herzberg carry out a survey on employees of engineers & accountants of Pittsburgh industry. Employees were asked situation that they encountered at work that made them either satisfied or dissatisfied.

Herzberg found that five factors that contribute substantial employees satisfaction increments. These factors are achievement, recognition, work itself, responsibility and advancement. To the other end, he found that main contributors of employee dissatisfaction. These are organizational policies and administration, supervision, salary, interpersonal relation and working conditions. Herzberg strongly argue that both the dissatisfies and satisfier factors have one side effect i.e. the satisfier factor contribute to employee satisfaction and a little do to dissatisfaction role (doesn't

bring dissatisfaction). Similarly the dissatisfier factor solely has impact on dissatisfaction dimension and nothing to do with satisfaction. These two concepts are not mean opposite each other.

What is the explanation of such finding? The satisfier factor describes man's relationship to what he does. On the other hand the dissatisfier variable associated to man's relation to the surroundings in which he work and circumstance in which he work it.

The dissatisfier variable serves to avoid job dissatisfaction and explains the environment; these are referred as hygiene variables/factors. At the psychological level, the two dimensions of job attitudes reflected a two-dimensional need composition: One need system for the advancement of unpleasantness and a parallel need system for personal growth (self-fulfillment).

Kim (2004) suggests that, cited by (Saif, and et al, 2012:1386, Herzberg's motivation-hygiene theory is very essential model for employee satisfaction study. But other researchers like Karimi (2007:5) strongly criticized, as quoted by (Saif, and et al, 2012), the motivator-hygiene theory since it looks employees similarly and suppose that employee response in the same way to any change to motivator-hygiene factors

2.3.4 Expectancy Theory

Expectancy theory is motivational process theory developed by Vroom (1964). It explains that people intention is to maximize the values they gain from their effort. This theory strongly suggests that people critically examine the various alternative, for instance, coming to work or not coming to work and then pick the alternative which they believe most likely to lead to those rewards which they need most(Vroom, 1964). In this theory assumption there are a number of elements. First, it is expectation (anticipation) of what will occur that will have an effect on choices. It is our anticipation of the future that is important. Second idea is that the theory embraces two main factors: The expectation that some outcome will occur and the value (anticipated satisfaction) of the outcome. These two factors are commonly identified as expectancies and valence.

Vroom coined two models: to anticipate choices for instance what jobs an individual will choose or how much effort the person will exert on the job, and the second to anticipate an employee's attitudes about the job.

It is the sum total of expectation and value determines what one will opt for. The possibility of the expected outcome occurrence and the values of the outcome in minds of individuals determine the choice process. If some choice lead something you value highly, but is unlikely or something you don't care about but is very likely (a sure thing), you might not choose it if it is compared to an alternative that is likely to lead something you value highly.

Expectancy theory contributes its part in determining what factors motivate or satisfy an employee. It serves to adjust ways to satisfy employees thereby add value on organizational performance.

2.3.5 Job Characteristics Theory (Hackman and Oldham, 1980)

Job characteristics theory was centered on the areas of employees' jobs and tasks that shape how worker see their engagement in their organization. Hackman and Oldham (1980), who were first generate job characteristics theory suggest that outcome of job redesign was influenced by several factors such as individual workers personal development desire, clarity of tasks. This in return increases employees' job satisfaction and commitment to the achievement of the organizational objective.

According to this theory the jobs that are rich in motivating characteristics trigger a psychological state, which in turn leads the achievement of desired outcomes. For instance, the significance of a task can ignite a sense of meaningfulness of work that leads to effective performance. The theory states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.)

2.3.6 Rue and Byars (2003)

Rue and Byars (2003) describes factors that contribute employees' job satisfaction and effective performance. They have disclosed those factors leading to employees job satisfaction and commitment to towards the organization goals when these factors are well exist in the organization and leading to employees dissatisfaction when this factors rarely exist in that particular organization. These factor identified by them are listed as follow: Manager's concern for people, Job design (scope, depth, interest, perceived value), Compensation (external and internal consistency), Working conditions, Social relationships, Perceived long-range opportunities, Perceived opportunities elsewhere, Levels of aspiration and need achievement.

2.3.7 Conclusion of Job Satisfaction Theories

The researchers come-across with new insights in reviewing of the different types of job satisfaction theories which is coined by many theorists. All theorists attempted to define job satisfaction and factors associated with it from their point of view. Each theory has its own strength and weaknesses. So no single theory serve to a common understanding of job satisfaction and elements associated with it.

In this study the researcher synthesis concepts and terms of job satisfaction from the different theories which are relevant and meaningful, particularly much woks of Herzberg, have been taken as a model.

2.4 Importance of Employee Satisfaction

Satisfied employees are supposed to be efficient & effective in their production (Marco Asfaw, 2016). According to Frank.J.Landy (1985) &.Michell (1982) employee satisfaction adds for organizational performance and reduces employees' turnover and non-attendance while employee dissatisfaction leads lower efficiency and high turnover & non-attendance. It permits organization to maintain & attract high performing taskforces. Michell also notifys that it is not acceptable to generalize that employee non-attendance and resign is merely due to dissatisfaction.

According to Michell high job satisfaction makes employees mentally satisfied & improves their physical health and enables workers to avoid senses like fatigue, pains, anxiety & tension etc.

There is contradicting views among scholars towards the relationship that exists between employee satisfaction & productivity and employees' satisfaction & Employee turnover & non-attendance. Higher productivity of organization is not merely due to employee satisfaction but also dissatisfied workers also may contribute higher productivity and at the same time employee absenteeism and resignation not caused merely by dissatisfaction (Cooper & Robrtson, 2001; Frank.J.Landy, 1985).

Effective human resource development (HRD) facilitates favorable results both for organization and employees, such as higher performance, high quality individual and organizational problem solving ,enhancing career plan ,competitive advantage, higher organizational commitment & enhancing organizational retention(Desalegn Amlaku,2010).

2.5 The Driving Factors of Employees' Job Satisfaction

Employees' job satisfaction affects organizational day to day operation plus its success and it is the direct output of the job itself, as result it is vital to have a clear idea about job satisfaction & factors that drive employees' job satisfaction (Mitchell & Larson, Jr., 1987; Michell, 1982). There are a number of factors that make employees satisfied. Michell (1982) supports Herzberg's theory of motivation-hygiene theory. He note that there are two types of motivation at work, according to him these are one, intrinsic motivation which is inner sense of employees like responsibility, freedom to act, scope to use and, develop skills, and abilities, interesting and challenging work, and opportunities for advancement & growth, and on the other hand, the extrinsic motivation, which are provided by others to employees. These include rewards, praise or promotion and punishments. This study attempts to examine seven determinant factors of job satisfaction namely, Pay, promotion, benefits, rewards, supervisions, coworkers and the nature of work. Brief description of each factor is presented underneath.

2.5.1 Payment

Pay in this study is used to describe compensating employees with regular paycheck for a fixed amount. Depending on the type of business, organizations may decide to pay their employees in one of a number of ways. For example certain employers may pay an hourly wage or, particularly full-time employees, to pay employees a salary. Administering proper payment policy that meets the expectation of employees will satisfy employees. In this regard , GÓmez-

Mejia, Balkin, & Cardy(2007), demonstrates that employing total company compensation i.e. basic salary, pay incentive for excellence performer maximizes and keeps employees' morale. Reasonable compensation covers employees' unexpected costs and helps organization to attract & retain excellence performer. Gómez-Mejia, Balkin, & Cardy also notify that administering total company compensation may not work well because the need of employees in the organization is not similar and employees may have other than total compensation priority.

There are contradicting views on the role of pay in motivating employees. Some undervalue pay's influence on employees' satisfaction and provide much emphasis on the roles of job enrichment and other nonmonetary factors. Other views pay potential to satisfy employees and pay's positive relation with employees' satisfaction. To this end, evidence from Alexander Hamilton Institute (1998) clearly articulates the significance of pay towards bringing employees job satisfaction. It discloses the fact that productivity is impossible without fair and constant pay increase rate for employees. Otherwise employees will engage themselves in counterproductive activity and decision like lateness, absenteeism, working at slower pass.

2.5.2 Promotion

Many researches' result of job satisfaction advocates the existence of strong correlation between employees promotion and employees job satisfaction. To this end, Michell (1982) supports this idea by stating that traditional incentives like promotion have positive correlation with satisfaction. Furthermore, Gómez-Mejia, Balkin, & Cardy (2007) demonstrate that career advancement plays a central role in keeping & improving employees' morale/satisfaction. According to them, it is important to participate employee in decision making of how to facilitate growth & advancement for employees, and similarly managers or HRM personnel are required to visualize that there is situation that creates employee dissatisfaction and low productivity due to improper execution of career development. Besides, Gómez-Mejia, Balkin, & Cardy notify the possibility of employees' dissatisfaction, turnover, and poor performance if employer organization has no career development program and paths to higher position.

2.5.3 Benefits

Employee benefits constitute one element of total reward provision package in addition to cash (Armstrong, 1999). As explained by M. Armstrong benefits are preferred by employees since

benefits are most of the time free from taxation or minimal taxation imposition and have great role in covering employees living expense. In line to this , GÓmez-Mejia, Balkin, &.Cardy (2007) demonstrates that employing total company compensation i.e. basic salary, pay incentive in the form of bonus & profit sharing for excellence performer, and benefits in the form of health insurance, vacation, paid and unpaid leaves, 100% tuition fee, unemployment compensation maximizes and keeps employees' morale.

Armstrong (1999) classified benefits that offered to employees by employers in to three groups. This are: deferred or contingent, such as pension scheme, sick pay, medical insurance, immediate such as company cars or loan, and the last one benefit which are not strictly numuneration such as holidays. Besides, Armstrong strongly mentors practitioners in the field to align the aim of benefit provision with competitive reward package, level it with the expectation of employees in terms of their security needs. By contributing such kind of services organization can win employee from leaving it and get committed to the realization of organization goals since there are more satisfied and develop a sense of membership in the organization.

Similarly, Cascio (1986) spurs the provision of indirect payments in the form of benefits for employees to attract and retain high performers and key workforces. Cascio also disclose that benefits have gain acceptance by many organization due to many factors such as wage ceiling that meets only basic needs of employees and its being tax free.

2.5.4 Rewards

Alexander Hamilton Institute (1998) Argue that monetary and non monetary awards and rewards to recognize good performance like salary & wage increase, offering learning opportunities and skill development for employees not only serve the companies or organization interest but also an add to employee satisfaction. Rewards and its relative value in the eyes of employees and timely & fair (its fairness is measured in terms of one's own reward with others within or outside the organization in the same position or one's reward at different time, and relative performance) provision of it maintain employees satisfaction. If workers believe that the provision of reward by the organization is fair, they will become satisfied with the organization reward policy (Appelbaum & Certo, 1986; Cascio, 1986). Additionally, Armstrong (1999), states the necessity to compute reward payments based on job evaluation and in response to the cost of

living in the external environment. The main intention of this is to make employees feel their payment is worthy in relative to their job and to enable them cope up cost of living.

The main objective of reward management are to facilitate & meet organization target, cultivate proper employee traits , maintain core organizational values ,meanwhile striving catching & maintaining excellence performers. Reward system can help organizations to acquire & develop the capable, committed and motivated people they need (Armstrong, 1999). In this regard, Armstrong states that reward procedures & practice of organization should aligned with organization's need to acquire & develop the capable, committed & motivated workers. Rewards serve many purposes. It used to recognize good performance, feedback mechanism as how an employee is working well and a source of security for individual employees by easing ones living (Michell, 1982).

2.5.5 Supervisor/Managers

GÓmez-Mejia, Balkin & Cardy, (2007) and Appelbaum & Certo(1986) notify that it is organization duty to foster fair & persistent treatment of employees as priceless asset as well as enable employees to feel treated with dignity & due respect so that employee will be satisfied and determined to meet organizational goals. It is managers responsibility to hear subordinate saying & complaints, and tell what managers plan to do and how this plans impact subordinate through proper communication system that enable employees to have access core information and have a say to their feeling if organization want to keep better work relationship.

Organization are recommended to have decentralized arrangement and smooth supervision that allow a space for employees to actively engage and participate in matters related to their work, and to genuinely utilized their bright ideas generated during their participation (Michell, 1982; Robey,1986).

Mangers or supervisors have advised to have a people perspective and to give attention for human resource issues on hand as they formulate and implement business objectives and plans if they are keen to utilize full advantage of their employees' skills (Go,Monachello & Baum, 1996). In line to this construct, Alexander Hamilton Institute (1998) describes the importance of supervisors to cultivate culture of guiding team members in self development and decision making direction in place of supervising in traditional sense that hurt employees feeling.

2.5.6 Coworkers

The structure of the organization consist of a whole network of relationships i.e. of workers to tasks, of workers to workers, of superiors to subordinates , of subordinates to superiors and all of them to the entire organization (Alexander Hamilton Institute 1998). So as a matter of fact it is priority function of employers to maintain and sustain health relationship among all members of staffs, which in return adds employees' contentment. In this regard, Mitchell & Larson, Jr. (1987) reinforce this construct by suggesting that the social dimension of the organization i.e. the interaction & rapport of peer groups, subordinate- supervisor, workers with the other workers have huge impact on employees' content so it is essential to take into account. Additionally, Mitchell & Larson have described the values given to the informal groups in the organization by employees. According to them employees have cohesive linkage with informal group relation and they act to maintain it which includes adhering to their norms of behavior.

2.5.7 Nature of Work

Employees show the tendency of satisfaction when they do diverse & challenging tasks & activities which are attainable and clearly articulated plus jobs that invite to use one's capability(Appelbaum & Certo,1986; Michell,1982). Job design in which high emphasis given to skill variety, task identity, task significance, autonomy, responsibility, & clearly articulate job role supposed to be motivate & satisfy employees (Michell, 1982; Robey, 1986). Michell argues that employees of a given organization may want a job that is appealing and invite them to use their skill optimally than jobs with high economic return opportunity.

Alexander Hamilton Institute (1998) asks the question "what are key elements that lead or make the job more satisfying & joyful" in its work entitled "Personnel Management Handbook" and suggest possible answer for its question. The institute states that workers autonomy over their work or tasks with responsibility for excellence work, allowing employees to express their best means of doing things and doing it and involve employees in decision making that influence them are the detrimental factors to inculcate a felling of pride in workers mind, feeling of ownership that lead high level of satisfaction and more productivity of employee .Furthermore, Alexander Hamilton Institute have expressed the following points to bring and make the job as much as possible more satisfying & liked work environment.

- I. Job Enrichment:-it will make the jobs of the employees more joyful and attractive by providing employee additional activities and tasks that will avoid felling of boredom, monotony, and sense of uselessness. According to Alexander Hamilton Institute, job enrichment should practice with due concern and it is important to identify routine and highly repetitive tasks, overseeing employee turnover and absenteeism and cross checking whether or not this undesirable habit of workers is associated with the job, finally it is important to encourage employees to say something how to making the job more interesting. Based on the idea generated by workers it is important to redesign the job so that employees have greater autonomy in making independent decision about planning organizing and controlling their work.
- II. Job Enlargement: - it will make the jobs of the employees more joyful and attractive by providing employee additional tasks which is not similar each other and responsibility and accountability. According to Alexander Hamilton Institute, it will add the efficiency and effectiveness of employees and brings quality work life. As result employees become more and more pleasant and provide consideration for their accomplishment.
- III. Job Rotation: - It is seasonal shifting of employees from one position to another so that employees show some progress in their yield and performance. According to Alexander Hamilton Institute, job rotation minimizes job boredom and increase employees satisfaction since it prepares employees for another greater responsibility.
- IV. Providing challenging activities and tasks: - provide diverse tasks and permit employees to engage and act planning, controlling and trouble shooting.
- V. Seemingly, excellence performance of organization is consequence of workers content with their job, among others, the question is how to redesign the job to make workers delighted and satisfied with their job and keep their morale (Alexander Hamilton Institute).

Besides, the above points, giving autonomy to employees will produce employees' satisfaction.

2.5.8 The Unique Inter-linkage of Some Driving Factors of Job Satisfaction with Hotel Employees Job Satisfaction

Promotional opportunity is a key element to keep the morale of hotel industry employees and it is realized that to deliver & maintain learning & growth opportunities for perspective workers is a worry to management. Cardy & Carson, (1996) demonstrates that, as quoted by Gómez-Mejia, Balkin, & Cardy, 2009, employees who have given & taken training has better chance of promotion, and other benefits, for instance, some front office agents may take training on the latest front office software available in the market that may be used in the hotel or new to the hotel at the time being.

Hotel employees will become determined & strive for the achievement of their perspective hotels goals if employees think that the hotel provides them sufficient monetary and non monetary rewards “Hotels that provide higher salaries, strong reputation, and benefit-in-kind can easily retain their employees because the employees become satisfied with their job. Job satisfaction among the employees arises among one who enjoys the position and feel rewarded for the successful efforts” (Selvanayagam & Thiagarajan, 2017).

To keep hotel (HTL) employees morale human resource management (HRM) are responsible to assist employee to set personal goals & rewards, guiding them to mold their traits in accordance with the objective of hotel organization(Tewari,2009). According to Tewari, employees of hotel industry will have safety feeling and high satisfaction through effective human resource development. Human resource development enables employees to acquire the necessary skills & competencies that affirm employees’ usefulness to the hotel industry.

Tewari strongly advises to the hotel industry to cultivate & exercise organizational culture that facilitates supervisor subordinate relationship, teamwork, and collaboration among sub-units. This contributes for employees’ professional well-being, motivation & pride of employees. Furthermore, Tewari demonstrates that giving orientation for new employees of hotel enables the new comer comfortable in their new role, make acquainted with their co-workers, visualize the general industry work culture, functions of all departments, and the hotel arrangements.

Hotel industry necessitate maintaining better working conditions, hence, employees will participate genuinely in the operation of the hotel activity (Tewarii, 2009). Additionally, Tewari

suggests that to retain & attract hotel employee, it is essential for the industry to offer promotional & career advancement for best performer and devise procedures & systems to award & reward employees who deliver excellence services and met the industry standards. In Tewari's thought offering training & development opportunities enables hotel employees to do various tasks & become highly satisfied.

To make hotel employees highly satisfied, it is good for managers to be liked and a nice person in the eyes of employees and maintain smooth supervision relationship with employees, provision of appropriate counseling services by HRM to direct employees effort towards the hotel goals & distinguish employee problems thereby solving it accordingly, encourage employees to have a say on their feelings & organizational improvements even the right to criticize managers decision & action that will not fit them, allowing employees to apply their talents & skills that is not bounded on their current position, keep and implement fair & equitable treatment(Tewari,2009).

Employees require tools, time, and training to carry out their task finely, so hotel industry is responsible to provide appropriately & timely (Tewari, 2009).employees need to feel rewarded, recognized & appreciated for their achievement. Tewari states that it is important for hotel to set out recognition program for best accomplishing staffs like in the form of best performer of the month, best employees of the week, etc. to satisfy their worker since workers are not merely driven only monetary incentive.

On the top of this paper we have discussed a number of factors that are serving as a catalyst towards employees' job satisfaction and motivation. In grasping those driving factors of employees' satisfaction, managers are requested to be aware to not treat all employees of the organization have identical needs. Employees are come to the organization from diverse background and show heterogeneous characteristics, they have unique interest and need to be treated individually (Bratton, Callinan, Forshaw, and Sawchuk, 2007).

2.6 Empirical Review

A number of studies have been conducted on areas of factors affecting employee's job satisfaction, employees' performance, human resource practice and other employee- organization

matters and come-across with new insights. The finding of such study had contributed for improvement of employee's satisfaction and performance.

Chamli and Paatlan (2017) have conducted a study on HRM practices used in hotel industry in relation to employees' satisfaction in province of Chandigarh, India. The main aim of their study was to examine human resource practice in relation with hotel employee's job satisfaction and to find out possible aspects of ways for improvements through human resource strategies in the province of Chandigarh, India. They use both primary and secondary data sources to generate data. 209 Selected employees of leading hotel establishments in the province of Chandigarh have been included in their study. To check the reliability of the scale the cronbach alpha test is carried out. Pearson correlation coefficient test is also carried out to find the level of relationship between to the two variables. The study also used regression analysis to study the relationship between the dependent variable and independent variable. All these test were analyzed with the help of Statistical Package for the Social sciences 21 (SPSS). The results of this study showed that bunches of HRM practices are positively linked to improved employee satisfaction. Results revealed that only four dimensions of HRM practices come out as the predictors of employee satisfaction in the case of Hotels in Chandigarh. These practices include compensation and social benefits, performance appraisal, training and development, and recruitment and selection. Compensation and social benefits had the strongest significant effect on employee satisfaction.

Milka, Kerubo, and Eunicares (2017) have conducted a study on factors affecting employees' turnover in hospitality industry establishments in Kissii Town, Kenya. The main objective of their research is to investigate factors that contribute hotel employee's turnover in Kissii Town, Kenya. Descriptive survey research design was employed in their study. Simple random sampling method was used to select 35 employees from 7 hotels establishments. The researchers had used structured questionnaires to collect data. The data collected was analyzed by descriptive statistics. The finding of study showed that salaries and wages, career promotions and job satisfaction were the foremost factors which add to high employee turnover in hotels. The researchers concluded that from their finding, employees are not compensated favorably and that training and development opportunities are inadequate. The researchers also recommended possible solution to management of hospitality establishments to offer salaries and wages that are competitive and match the current market price, provision of fair benefits, overtime allowances

and training and development opportunities to its employees in a bid to ensure employee loyalty and therefore retention.

Specifically, in Ethiopia, some recent research on hotel employees' job satisfaction and performance had been also conducted. Bereket Hailu (2013) has conducted study of frontline hotel employees' job satisfaction on employees of Sheraton Addis and Hilton Addis Ababa hotels. The main purpose of his study was to investigate the level of job satisfaction among frontline employees of Sheraton Addis and Hilton Addis Ababa hotels. He applied non-probabilistic sampling techniques to select 158 sample employees and used self administered questionnaire to collect data. The questionnaire has two parts: one personal demographic part and on the other extreme modified Minnesota satisfaction questionnaire to collect information on 23 factors of job satisfaction. SPSS software, ANOVA, correlational analysis and regression analysis methods have been used to generate meaningful data. Results revealed that frontline employees at Sheraton Addis & Hilton hotels show satisfaction with morale value, relationship with co-workers, social services, and work conditions. On the other hand, company policy, recognition, and compensation found as major source of dissatisfaction. Furthermore, salary, career advancement opportunity, learning and training opportunity and recognition of performance as are the most factors for employees' satisfaction. Except educational qualification, the relationship between age, gender, length of stay, marital status and department with job satisfaction revealed weak relation.

The above empirical research review indicates that the need to emphasize on hospitality employees human resource practice to get works done as needed, above all, to make customer satisfied and loyal to hotel establishment that place hotel establishments somewhere at higher position and recognizing that this is realized through satisfied employees. So it is important to give high attention on factors contributing hotel employees' job satisfaction and excellence performance.

2.7 Conceptual Framework

The conceptual framework formulates to portray correlation of employees' satisfaction with factors of job satisfaction. This study had covered seven facets of job satisfaction namely pay, promotion, benefits, supervision, rewards, co-workers and the nature of work. The perception of

Addis Ababa star rated employees towards this factors has been investigated. Pay, promotion, benefits, supervision, rewards, co-workers and the nature of work are the independent factors while employee job satisfaction is the dependent factor.

Pay: -fixed and non fixed monetary payment by an employer to an employee..

Benefits: - monetary and non monetary reward that are not included in direct compensation.

Reward: - a benefit that is provided in recognition of achievement, service, commendable behavior etc.

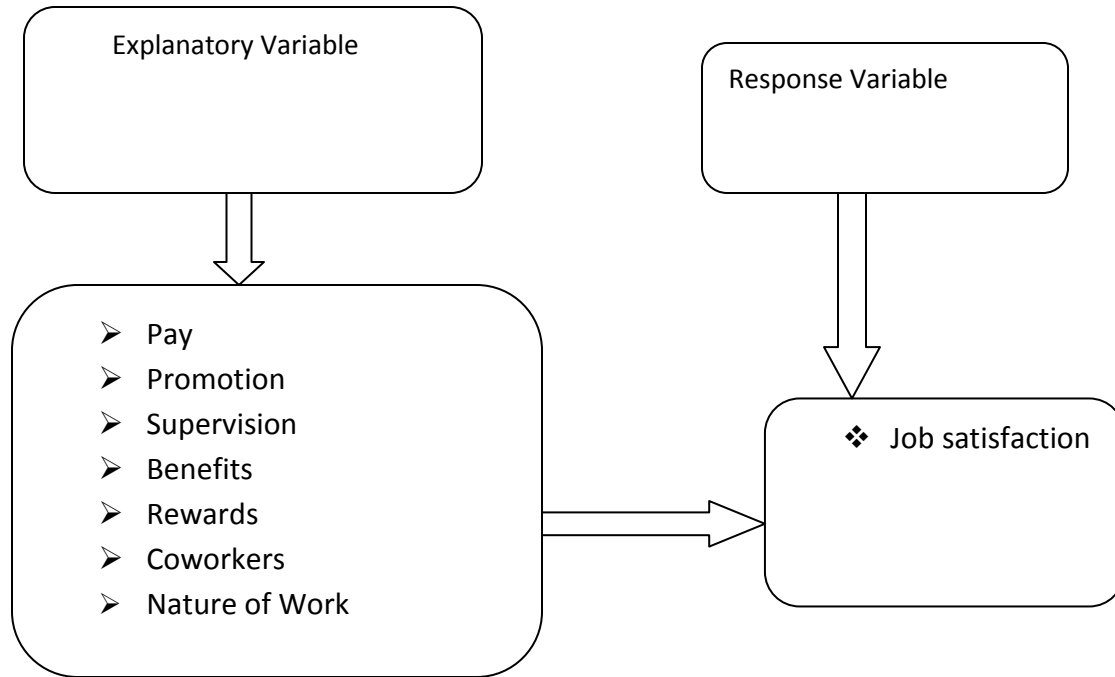
Promotion: - the advancement of an employee's rank or position in an organizational hierarchy system.

The Nature of Work: - Jobs and tasks that invite employees to apply their skill ability, and knowledge to the fullest.

Coworkers relationship: - relationship with colleagues in the workplace.

Supervisor-subordinate relationship: - Health relationship and communication between managers and bottom-line workers, provision of constructive feedback and assistance to workers, participative climate, acknowledgement of good performers.

Figure 2.1: Conceptual Framework



Source: researcher own constructs

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the research methodology employed in this study. The chapter therefore focused on the following aspects of the research: research design, population and sampling design (population, sampling design, sampling frame, sampling technique, and sampling size), data collection methods, research procedures, and data analysis methods.

3.1 Research Design

This study had used a descriptive quantitative survey research design because it intended to finding out the factors attributed to job satisfaction for employees

3.2 Target Population

The target populations of this study were employees in one, two, three, and four star rated hotel in Addis Ababa city. Based on the data obtained from Addis Ababa Culture & Tourism Bureau, 2 four star rated hotels, 3 three star rated hotels, 3 two star rated hotels and 3 one star rated hotels were conveniently selected from around 75 star rated hotels in Addis Ababa. Employees of five star hotels were not included in this study, because of the fact that the work environment in such hotels is quite different to be compared with others. The respondents included in this study were employees working in various departments such as food & beverage staffs, front office staffs, sales and marketing personnel, housekeeping staffs, maintenance & technical staffs, human resource officers, security staffs and other department staffs, but managers in these hotels.

Table 3.1: List of Sample Hotels.

S/no	Name of sample hotels	Star standard	Number of employees			Remarks
			Male	Female	Total	
1	Friendship Hotel	4*	46	55	101	AACGCTB
2	Juppiter Hotel	4*	60	50	110	AACGCTB
3	Siyonat Hotel	3*	40	47	87	AACGCTB
4	Beer Garden Hotel	3*	39	54	93	AACGCTB
5	Sidra Hotel	3*	27	33	60	AACGCTB
6	Ras Amba Hotel	2*	23	24	47	AACGCTB
7	Pacific Hotel	2*	25	19	44	AACGCTB
8	Queen Sheba Hotel	2*	19	20	39	AACGCTB
9	AG Palace hotel	1*	15	17	33	AACGCTB
10	Semen Hotel	1*	20	22	42	AACGCTB
11	Yonas Hotel	1*	14	19	33	AACGCTB
12	total		328	360	688	AACGCTB

Source: Addis Ababa Culture & Tourism Bureau

3.3 Sampling Procedure

Non probability and probability sampling techniques have been used to select the hotels & employees in this study. Primarily, convenience sampling method of non probability method have been employed to select 11 hotels sample representatives from above 75 star rated hotels of Addis Ababa. The researcher found that convenience sampling method is best to select hotels in each category in this study since it makes ease complication of selecting hotels. Then the 11 hotel sample representatives have been stratified in to four subgroups based on star accreditation. Based on this, employee of one star hotel represent one stratum, employee of two star hotels represent 2nd stratum, employees of three star hotels represent the 3rd strata, and employees of four star hotels represent the 4th strata respectively. To determine the number of samples from each stratum, proportional strata sampling technique has been used. Then Simple random sampling technique has been used to select individual employees from each stratum to participate in the study.

3.4 Sample Size

In this study there are 688 estimated total population employees in these 11 hotels according to the data taken from Addis Ababa Culture and Tourism Bureau. From the total 688 employees, 253 employees were selected based on simple random sampling techniques and by employing the following sample size formula (Yemane, 1967).

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

Where;

N= number of total employees of selected hotels

n=required sample size

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

The sample size of each stratum then had been calculated and determined to select sample employees from each strata. To do this, the researcher had computed common multiplier for each stratum; this is obtained by dividing the total sample size by total population size. Total population of this study is 688 and the total sample size is 253. So based on the above information the common multiplier is 252/688. Detail information of sample size determination of each stratum is shown in the table 3.2 underneath.

Table 3.2 Employees Size Determination from each Stratum

S/No	Strata of Hotels based on Star Category	Number of Hotels in the Strata	Number of Hotel Employees in the Strata	Sample of Strata
1	Four Star	2	211	211*253/688=78
2	Three star	3	240	240*253/688=88
3	Two Star	3	130	130*253/688=48
4	One star	3	107	107*253/688=39
5	Total	11	688	253

3.5 Data type & Data sources

The study applied primary data that was collected through self-administered structured questionnaire that has been distributed to the respondents.

3.6 Data Collection Procedures

This study employed structure questionnaire tools to collect the desired data. It includes 32 structured questionnaire items, eight facet scales to assess employee attitudes & feelings about

their job. Besides, the questionnaire made up of five likert scale i.e. there are five choices per item ranging from strongly disagree to strongly agree. Thus, each facet is assessed with four items each with score can range from 4 to 20, and a total score is computed from all items (while scores for total job satisfaction, based on the sum of all 32 items, can range from 32 to 160). High score on the scale i.e. 5 represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. Items are written in both directions, so about half must be reverse scored.

The eight facets those covered in this study are pay, promotion, supervision, fringe benefits, contingent rewards, (performance based rewards), coworkers, nature of work and overall job satisfaction.

3.7 Data Analysis

The study had applied descriptive statistics & inferential statistics to analyze the data. Furthermore correlational analyses of data have been done to generate information in this study. The data was presented in form of frequency tables and percentages. SPSS program was used to generate data.

Table 3.3: Objective, Data Collection Methods, Data Analysis Methods

S/no.	Objectives	Data collection method	Data analysis method
1	Demographic variable characteristics	Structured questionnaire	Descriptive statistics
2	Objective One	Structured questionnaire	Descriptive statistics (measure of central tendency like mean, mode etc.)
3	Objective Two	Structured questionnaire	Inferential statistics (ANOVA)
4	Objective Three	Structured questionnaire	Inferential statistics (multiple regression analysis)

3.8 Reliability and Validity

Measurements are one of the determinant factors, among others, which determine the quality and success of the final research finding. Any measurements or tools are expected to fulfill reliability and validity test (Yalew Endaweke, 2017). Reliability is how measurements or data gathering tools are consistence in measuring the peculiarity of samples understudy if it is utilized twice and

more times. Whereas Validity is defined as how measurements or data gathering tools are accurately, properly and appropriately measure peculiarity or traits of a sample or universe understudy as it was intended. In this study reliability and validity test was conducted to determine whether the data collecting tools are fit for collecting the desired data by undertaking 20 sample pilot study. The pilot study was conducted on employees of Juputer hotel (4*), Syonat Hotel (3*), Pacific Hotel (2*) and Semen hotel (1*). In this regard, the detail information of reliability and validity is depicted here under.

3.8.1 Reliability

It has attempted to assert the internal consistency of the structured questionnaire by thoroughly examining each item of the questionnaire. As portrayed already, the data gathering tools have incorporated five likert scales. So Cronbach alpha or Coefficient alpha has computed to determine the reliability of each seven sub-scale.

Table 3.4 Internal Consistency Reliabilities Test (coefficient alpha).

Scale	Alpha coefficient	Description
Pay	.83	Pay and remuneration
Promotion	.69	Promotion opportunities
Supervision	.86	Immediate Supervisor
Fringe benefits	0.67	Monetary and non monetary fringe benefits
Contingent Rewards	0.74	Appreciation, recognition and rewards for good work
Coworkers	.91	People You work with
Nature of Work	.93	Job tasks itself

As indicate in the above table all measurements have greater than 0.67 Cronbach alpha coefficients. According to Yalew Endaweke (2017) Cronbach alpha coefficient 0.57 and above is acceptable for measurements that measures the attitudes and feelings and traits of sample or universe understudy.

3.8.2 Validity

According to Yalew Endaweke (2017), validity is given more attention than reliability. According to him, if measurements not accurate and valid the final result will lead incorrect conclusion, misleading decision for policy makers, rise problems, and not meet the desired objectives.

An attempted was made to see the validity of data gathering tools. To this end, face validity, content validity of the measurements have been examined. The researcher has shown the questionnaire to experts to the field for the sake of advice and suggestion to make some correction. The researcher also examined the content of the tools to assert adequacy of questionnaire to measure the desired behavior.

3.9 Ethical Consideration

The study provides high place for ethical consideration. In light of this, the confidentiality of respondents had been maintained and the work of others had been recognized throughout this study.

CHAPER FOUR

DATA ANALYSIS AND PRESENTATION

This chapter presents the results of the study and discussion in line with the stated objectives.

The demographic characteristics of the respondents have been presented in the form of frequency, pie chart and graphs. Then descriptive statistics analysis and result presentation followed by the inferential statistics mainly ANOVA and regression analysis have been performed and results have been presented.

4.1 Demographic Characteristics of Respondents

Table 4.1: Demographics Characteristics of Total Respondents

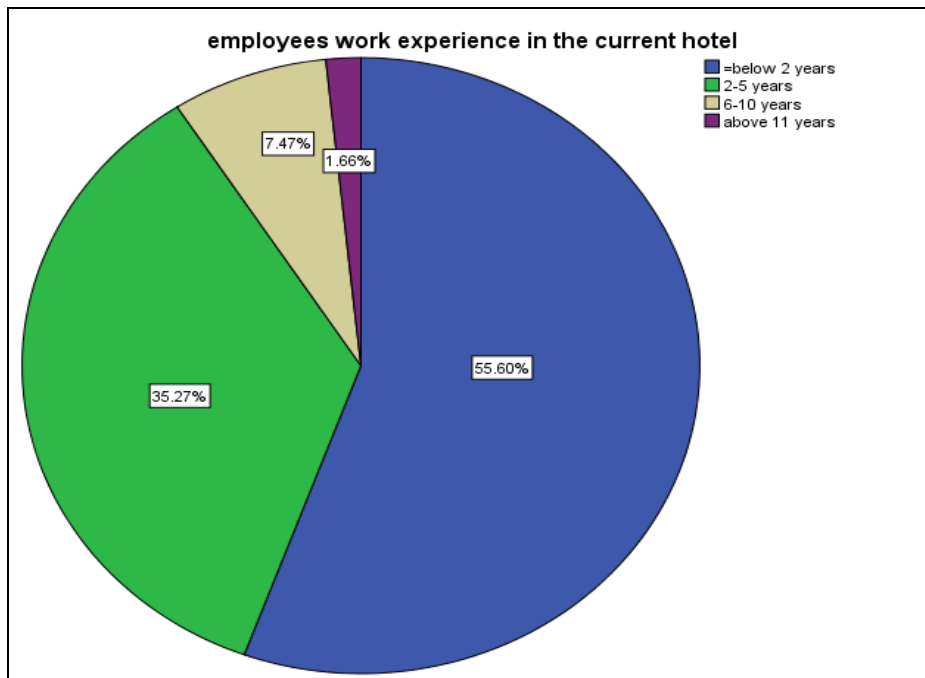
Category	Item	Frequency	Percent	Valid Percent	Cumulative Percent
Sex of the respondents	female	136	56.4	56.4	56.4
	male	105	43.6	43.6	100.0
	Total	241	100.0	100.0	
Age of respondents	18-30	173	71.8	71.8	71.8
	31-40	51	21.2	21.2	92.9
	41-50	16	6.6	6.6	99.6
	above 51	1	.4	.4	100.0
	Total	241	100.0	100.0	
educational level of respondents	below certificate	20	8.3	8.3	8.3
	certificate	64	26.6	26.6	34.9
	diploma	108	44.8	44.8	79.7
	degree	46	19.1	19.1	98.8
	masters	3	1.2	1.2	100.0
	Total	241	100.0	100.0	
employees professional specialization	related to hospitality industry	181	75.1	75.1	75.1
	not related hospitality industry	60	24.9	24.9	100.0
	Total	241	100.0	100.0	

Source: Researcher's Own survey, March- April, 2018

The frequency table 4.1 above reveals the general demographic characteristics of the total respondents. The result indicates that 241 respondents were participated in the study and among these total respondents 56.4% and 43.6% are female and male respectively. With regard to respondents age distribution, table 4.1 indicates that majority of the respondents (71.8%) are under 18-30 age interval and in the other round very few (4%) respondents were found to be above 51 years old. Additionally, the table indicates that majority of the respondents were diploma holder in their professions. Besides the above mentioned characteristics, table 4.1 also shows that 75.1% of respondents' field of specialization is straight forward with hospitality profession while the rest are not related with hospitality profession.

4.2 Work Experience

Figure 4.1: Total Respondents Work Experience in the Sampled Hotel



Source: Researcher own survey, March-April, 2018

Figure 4.1 indicates that majority (55.6%) of the respondents have below 2 years work experience, and very few respondents (1.66%) have above 11 years work experience in their current employing hotel. This indicates that, almost all respondents have no stable work condition.

4.3 Number of Employees by Department and Hotel Star Category

Table 4.2: Employees Working Department and Number of Employees in Each Star Hotel

Category	Item	frequency	Percent	Valid percent	Cumulative percent
Department	Food & Beverage	68	28.2%	28.2	28.2
	Front Office	66	27.4%	27.4	55.6
	Housekeeping	43	17.8%	17.8	73.4
	Marketing	15	6.2%	6.2	79.7
	Engineering & maintenance	19	7.9%	7.9	87.6
	Security	17	7.1%	7.1	94.6
	other department	13	5.4%	5.4	100.0
Number of employees	one star	35	14.5%	14.5	14.5
	two star	54	22.4%	22.4	36.9
	three star	79	32.8%	32.8	69.7
	four star	73	30.3%	30.3	100.0
	Total	241	100.0%	100.0	

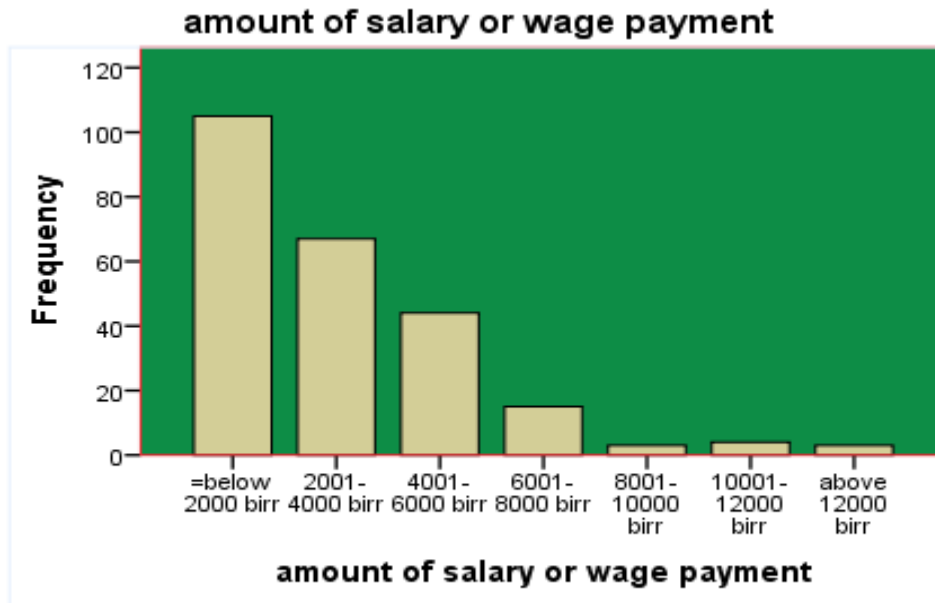
Source: Researcher Own Survey, March-April, 2018

Table 4.2 above shows that majority of participants of this study are working at food & beverage and front office (28.2 % and 27.4% in that order) department. With regard to the number of employees in each category hotel, table 4.2 indicates that 14.5%, 22.4%, 30.3% and 32.8% of respondents represented from one, two, four and three star hotels correspondingly.

4.4 Employees Monthly Income /Salary

The information on Figure 4.2 below indicates that the frequency distribution of employees' monthly salary income/received payment range. Based on the data revealed on the figure, respondents reaching half of the total participant of the study (about 105 employees) have monthly salary income below 2000 ETB which is followed by around 67 employees who earn monthly salary income ranging from 2001 up to 4000ETB. The table also portrayed that very few employees earn relatively high monthly income.

Figure 4.2 Distribution of Employees' Monthly Salary Income



source: Researcher own survey, March -April, 2018

4.5 Employees' Job Satisfaction Level

To know hotel employees job satisfaction level those who are participated in this study, overall (grand) mean and standard deviation score of employees has been computed by SPSS version 20. To this end, overall mean and standard deviation score of employees' job satisfaction has been computed for hotel employees' job satisfaction for each star category in particular and average hotel employees' job satisfaction level for the whole employees in general. Respondents have been asked four job satisfaction items thereby to rate a scale ranging from one strongly disagree (1) to strongly agree (5) about their feeling towards the proposed job satisfaction items.

Table 4.3 below summarizes employees' overall (grand) job satisfaction level mean and standard deviation score. The statistical result indicates that, employees those working in lower star hotels have lower overall (grand) job satisfaction level mean score as compared to higher star employees. Mean score result indicates that one and two star hotel respondents have lower mean score ($\bar{X} = 2.84$ and 2.82). On the other hand, the overall or grand mean score ($\bar{X} = 3.36$ and 3.52 respectively) of three and four star hotel employees' satisfaction was relatively high. The combined i.e. the general overall employees job satisfaction mean score ($\bar{X} = 3.21$) surpass one and two star hotel employees job satisfaction level but less than three

and four star hotel employees job satisfaction level. With regard to respondents' response variation, three star hotel employees respondents have relatively lower variation or identical answer (SD= 0.901) for their overall job satisfaction feelings whereas four star hotels have the highest variation (SD= 1.053) towards their overall job satisfaction feeling. From the discussion under this topic discourse it was found that the higher star standard employees, the higher satisfied employees would be.

Table 4.3: Employees Overall Job Satisfaction Level

Hotel Standard	Number of employees in each star category hotels	Mean	Std. Deviation	Std. Error of Mean
One star	35	2.84	.970	.164
Two star	54	2.82	.918	.125
Three star	79	3.36	.901	.101
Four star	73	3.52	1.053	.123
Average	241	3.21	1.004	.065

Source: Researcher Own Survey, March- April, 2018

To distinguish whether significant job satisfaction difference exist among respondents from the four different star category employees, mean of employees' satisfaction and standard deviation is not statistically large enough to reach decision. To this end, further analysis has conducted particularly by applying ANOVA. This is discussed in the following topic.

4.6 Job Satisfaction Differences Among Employees of One, Two, Three, and Four Star Hotel Employees

The descriptive statistics associated with hotel employees' job satisfaction level across one up to four star category hotels in Addis have been reported in the previous section. In order to test the hypothesis that there is no significant employees job satisfaction difference among employees of one, two, three and four star category hotels, a between – star category hotel employees job satisfaction ANOVA was performed. Prior to conducting the ANOVA , the assumption of normality was evaluated and determined to be satisfied as the four groups of star category hotel employees distribution were associate with skew and kurtosis less than |2.0| and |9.0| respectively(Schmider, Zier, Danay, Beyer,Btihner,2010). Furthermore, Homogeneity test was conducted to assert weather the variance of the group was equal or not.

Table 4.4.1 Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.687	3	237	.561

Source: researcher’s Own survey, March-April, 2018

Homogeneity test result indicates p-value greater than alpha significance level of 0.1%. As result the study fail to reject the null hypothesis i.e. the variance of the group was equal.

4.6.1 Analysis of Variance Results for overall job Satisfaction

ANOVA TABLE

The information in table 4.4.2 Indicates that the analysis of variance about employees perception about their overall job satisfaction with respect to each star rated hotel employees. The ANOVA result indicates that P-value is 0.000 at 99% confidence interval, F (3,240). Since P- value is less than $\alpha = 0.01$, there was statistically significant difference among one, two, three and four star hotel employees perception towards their overall job satisfaction. Thus, the H_0 (there is no significant employees’ job satisfaction difference with respect to hotel star rate) is rejected.

Table 4.4.2: Employees Overall Perception towards their Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.130	3	7.377	7.950	.000
Within Groups	219.909	237	.928		
Total	242.039	240			

Source: Researcher Own Survey, March- April, 2018

To evaluate the nature of difference among the four means further, the statistically significant evidence of ANOVA was followed –up with Post Hoc test mainly Tukey HSD (horizontally significance difference) test i.e. to determine where the difference lie, multiple comparison of mean has conducted with Tukey HSD test. This was done since the above hypothesis test did not say well which star employees are highly satisfied rather indicating the existence of job satisfaction difference.

Table 4.4.3: Multiple Comparisons (dependent variable: employees overall job satisfaction), Tukey HSD.

(I) employees overall job satisfaction feeling	(J) employees overall job satisfaction feeling	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
One star	Two star	.016	.209	1.000	-.52	.56
	Three star	-.525	.196	.039*	-1.03	-.02
	Four star	-.688	.198	.003**	-1.20	-.18
Two star	One star	-.016	.209	1.000	-.56	.52
	Three star	-.541	.170	.009**	-.98	-.10
	Four star	-.705	.173	.000**	-1.15	-.26
Three star	One star	.525	.196	.039*	.02	1.03
	Two star	.541	.170	.009**	.10	.98
	Four star	-.163	.156	.724	-.57	.24

*. P-value less than α 0.05.

** P-value less than α 0.01

Source: Researcher own survey

The information in table 4.4.3 above indicates that hotel employees overall job satisfaction feeling mean difference. Based on the result found by multiple comparisons of Tukey HSD, the following statements can be concluded.

The mean difference between one star and two star employee’s satisfaction was positive. This positive mean difference was not statistically significant since p-value was greater than alpha significance level of 0.05%. Simultaneously, the mean difference for 95% confidence interval ranges – 0.52 and 0.56 (lower and upper limit respectively). It was evident that there was a possibility of zero mean difference since the lower and upper value for 95 % confidence interval was negative and positive. Putting in other words, it was possible to say there is possibility of one star employees overall satisfaction minus two star hotel employees overall job satisfaction would be either greater than zero or less than zero. To sum up, we couldn’t determine which of the two star category hotel employees overall job satisfaction was greater.

The mean difference between one star and three star employee’s satisfaction was negative. This negative mean difference was statistically significant since p-value was less than alpha significance level of 0.05%. Simultaneously, the mean difference for 95% confidence interval ranges between negative value (lower and upper limit respectively). As result it was rare for

occurrence of zero mean difference between the two star employees satisfaction. To conclude, it is 95% confident that one star hotel employees overall job satisfaction was less than three star hotel employees overall job satisfaction.

The mean difference between one star and four star employee's satisfaction was negative. This negative mean difference was statistically significant since p-value was less than alpha significance level of 0.01%. Simultaneously, the mean difference for 99% confidence interval ranges between negative value (lower and upper limit respectively). As result it was rare for occurrence of zero mean difference between the two star employees satisfaction. To conclude, it is 99% confident that one star hotel employees overall job satisfaction was less than four star hotel employees overall job satisfaction.

-The mean difference between two stars and three star employee's satisfaction was negative. This negative mean difference was statistically significant since p-value was less than alpha significance level of 0.01%. At the same time, the mean difference for 99% confidence interval ranges between negative value (lower and upper limit respectively). As result it was rare for occurrence of zero mean difference between the two star employees satisfaction. To conclude, it is 99% confident that two star hotel employees overall job satisfaction is less than three star hotel employees overall job satisfaction

Furthermore, the mean difference between two stars and four star employee's satisfaction was negative. This negative mean difference was statistically significant since p-value was less than alpha significance level of 0.01%. Jointly, the mean difference for 99% confidence interval ranges between negative value (lower and upper limit respectively). As result it was rare for occurrence of zero mean difference between the two star employees satisfaction. To conclude, it is 99% confident that two star hotel employees overall job satisfaction is less than four star hotel employees overall job satisfaction.

The mean difference between three stars and four star employee's satisfaction was negative. This negative mean difference was not statistically significant since p-value was greater than alpha significance level of 0.05%. Simultaneously, the mean difference for 95% confidence interval ranges between - 0.57 and 0.24 (lower and upper limit respectively). It was evident that there was a possibility of zero mean difference since the lower and upper value for 95 % confidence

interval was negative and positive. Putting in other words, it was possible to say there was possibility of three star employees overall satisfaction minus four star hotel employees overall job satisfaction would be either greater than zero or less than zero. To sum up, we couldn't determine which of the two star category hotel employees overall job satisfaction was greater.

In general, from Tukey HSD multiple comparisons of employees' overall job satisfaction mean score among employees of the four groups of star category hotel, it was large enough to conclude that three and four star hotel employees overall job satisfaction mean score was greater than one and two star hotel employees satisfaction mean score but indeterminate for three and four star hotels employees satisfaction. Lastly, there was no evidence to assert which one of one or two star hotel employees overall satisfaction level was greater.

4.7 Employees Perception towards the Determinants of Job Satisfaction

The data obtained from the respondents' shows respondents have different perception towards the identified factors. The resulting data as summarized in table 4.5 implies that respondents have relatively low perception towards their payments and benefits ($\bar{x} = 3.18$ and 3.09 respectively). On the other extreme, respondents have greater perception towards their coworkers and the nature of work ($\bar{x} = 3.81$ and 3.91 respectively). The corresponding response variance indicates that respondents have higher perception variance for both pay and nature of work and relatively low variation for both supervision and coworkers.

Table 4.5 below shows the descriptive Statistics of hotel employees' perception towards the determinants of Job Satisfaction.

Table 4.5 Employees' Perception towards the Determinants of Employees' Satisfaction

S.No	Determinants	N	Mean	Std. Deviation
1	Pay	241	3.18	1.005
2	Promotion	241	3.32	.940
3	Supervision	241	3.42	.843
4	Benefits	241	3.09	.979
5	Reward	241	3.37	.998
6	Coworkers	241	3.80	.853
7	Nature of work	241	3.9056	1.028
	Valid N (listwise)	241		

Source: Researcher own survey, March- April, 2018

4.8 The Relationship between Job Satisfaction with Pay, Promotion, Supervision, Benefits, Rewards, Coworkers and Nature of Work

Pearson Product-movement correlation coefficient is used to determine both the strength and direction of relationship between two or more interval or ratio variables (Lind, Marchal and Wathen, 2013; Yalew Endaweke, 2017). In this study Pearson Product-movement correlation coefficient was used to determine the strength and direction of relationship between the dependent and independent variables, to put in other words, the association between job satisfaction and the factors or the determinant of star hotel employees job satisfaction (pay, promotion, supervision, benefits, rewards, coworkers and nature of work).

Before analyzing the strength and direction of relationship between employees' job satisfaction level and the determinant, the assumption of multicollinearity between the independent variable was verified. Lind, Marchal and Wathen (2013) states that less than 0.7 multicollinearity was accepted to make conclusion about the relationship between the independent variables and dependent variable. Then multivariate correlation analysis was followed. Table 4.8 below portrays the coefficient of multicollinearity between the determinants (among the independent factor i.e. pay, promotion, supervision, benefits, rewards, coworkers, nature of work) and the Pearson product-movement correlation coefficient of the relationship between Addis Ababa star hotel employees overall job satisfaction and job satisfaction determinant.

The information on table 4.6 below indicates that all determinant factors have less than 0.7 multicollinearity coefficients with maximum 0.594 for correlation between pay and promotion and minimum correlation with coworkers and pay with coefficient of 0.245. Thus, it was possible to infer that each factor has limited impact on other factor's relationship with hotel employees' job satisfaction.

As one of the objectives of this study was to uncover the relationship of Addis Ababa star hotel employees job satisfaction and the factor to it, further discussion of this topic is presented under. Table 4.6 below reveals that there is a significant relationship between Addis Ababa hotel employees' job satisfaction and factors of job satisfaction (pay, promotion, supervision, benefits, rewards, coworkers and nature of work). According to Lind and et al then (2013) and Yalew Endaweke (2017), the following Pearson correlation coefficients have the following meaning and

expression: correlation coefficient between 0.00 and ± 0.19 is termed as very low relationship, correlation coefficient between ± 0.20 and ± 0.39 have low correlation or association, correlation coefficient between ± 0.40 and ± 0.55 have moderately strong correlation, correlation coefficient between ± 0.60 and ± 0.79 have high correlation while correlation coefficient between ± 0.80 and ± 1 have very high correlation.

The results presented in Table 4.6 indicate that there was statically significant relationship between employees' job satisfaction and the determinants. Pay has very strong and positive relationship with hotel employees' job satisfaction with Pearson correlation coefficient of 0.911 while promotion has strong positive relationship with hotel employees' job satisfaction with Pearson correlation coefficient of 0.567. The correlation coefficient for benefits and nature of work with hotel employees' job satisfaction was 0.552 & 0.422 respectively which was moderately high and positively related. Whereas rewards, supervision, and coworkers have a very low relationship with Addis Ababa hotel employees' job satisfaction with correlation coefficient of 0.360, 0.319, and 0.256 respectively according to correlation coefficient value determination of Lind and et al (2013) and Yalew Endaweke (2017).

Table 4.6 Correlation between Employees' Job Satisfaction and Factors

		1	2	3	4	5	6	7	8
Pearson Correlation	Job satisfaction	1							
	Pay	.911*	1						
	Promotion	.567*	.594	1					
	Supervision	.319*	.273	.358	1				
	Benefits	.552*	.567	.472	.334	1			
	Rewards	.360*	.354	.512	.447	.541	1		
	Coworkers	.256*	.245	.367	.349	.253	.459	1	
	Nature of work	.422*	.410	.512	.378	.351	.479	.522	1

*: P-value = 0.001 at $\alpha = 0.05\%$

Source: researcher's Own survey, March-April, 2018

4.9 Associational contributions of the Determinants towards hotel employee on Job Satisfaction

The equation that describes the dependent variable Y is related to the independent variables, $X_1, X_2 \dots X_p$ and an error term is called the multiple regression model (Anderson, Sweeney, Williams, Camm, and Cochran, 2017).

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p + E$ is multiple regression model. In the multiple regression model, $\beta_0 + \beta_1 + \beta_2 + \dots + \beta_p$ are the parameters and the error term E (the Greek letter epsilon) is a random variable (Anderson, Sweeney, Williams, Camm, and Cochran). A close examination of this model reveals that the outcome variable (Y) is a linear function of x_1, x_2, \dots, x_p ($\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p$ part) plus the error term ϵ as described by D.R. Anderson and et al. the error term accounts for the variability in Y that cannot be explained by the linear effect of the independent variables. One of the assumptions of multiple regression model and ϵ is that the mean or expected value of ϵ is zero. A consequence of this assumption is that the mean or expected value of Y, denoted $E(Y)$, is equal to $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p$. (Anderson and et al). mathematically it can be expressed as: $E(Y) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p$

Unluckily, most of the time these parameters are difficult to estimate due to there are unknown, a sample statistics $b_0, b_1, b_2, \dots, b_p$ is used to compute the equation. This simple statistics provide the following estimated multiple regression equation.

$\hat{Y} = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_p X_p$, where $b_0, b_1, b_2, \dots, b_p$ are the estimate of $\beta_0 + \beta_1 + \beta_2 + \dots + \beta_p$ and \hat{Y} = predicted value of the dependent variable.

The above information provided an overview of regression analysis to predicate the value of the outcome variable resulting from the association between predictor variables and outcome variable. The underneath information highlights regression analysis to predicate the contribution of the determinant factor of job satisfaction(pay, promotion ,supervision, benefits, rewards, coworkers, nature of work) towards Addis Ababa star hotel employees job satisfaction. Assumptions of regression equation have been given huge credit i.e. Preliminary analysis was conducted to ensure there was no violation of the assumption of normality, linearity and multicollinearity.

Table 4.7.1 Test of Normal Distribution of the Dependent Variable (job satisfaction) Skewness & Kurtosis

Dependent variable	Assumption for normality	Statistic	Std. Error
Job satisfaction	Skewness	-.162	.157
	Kurtosis	-1.166	.312

Source: Researcher Own survey.2018

To say the distribution of dependent variable is normally distributed it was well said that the skewness and kurtosis value of dependent variable distribution would be less than the absolute value of ± 2 for skewness and ± 7 for kurtosis (Lind, Marchal and Wathen, 2013). In this regard, table 4.7.1 portrayed that skewness was -0.162 and kurtosis was -1.166. So that the dependent variable distribution meets for the assumption of normality

A multiple linear regression was performed to provide sufficient evidence to accept or reject null hypothesis (there were zero correlational association between the determinants and job satisfaction) for the entire Addis Ababa hotel employee's job satisfaction.

Table 4.7.2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.915 ^a	.838	.833	.41031	.838	172.093	7	233	.000

a. Predictors: (Constant), Nature of work, Benefits, Supervision, Pay, Coworkers, Rewards, Promotion

b. Dependent Variable: Job satisfaction

Source: researcher own survey, 2018

The regression model summary in the above table presents that R square and adjusted R square is 0.838, 0.833 respectively and there is no great discrepancy between these squares. A significant regression equation was found ($F(7,233) = 172.093, P = 0.000$) with an R^2 of 0.833. The model explains that 83.3 % variation in the dependent variable (Addis Ababa star hotel employees job satisfaction) was explained by the model. The remaining 16.7% of variation of the dependent variable was explained by other factor which is not included in this study.

Prior to explain the contribution of each determinant factor on employees' job satisfaction, ANOVA test have been calculate with aid of SPSS to assert whether the null hypothesis (i.e. the slopes of the regression line is zero) is true or not.

Table 4.7.3 ANOVA table of the Regression Equation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.812	7	28.973	172.093	.000 ^b
	Residual	39.227	233	.168		
	Total	242.039	240			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Nature of work, Benefits, Supervision, Pay, Coworkers, Rewards, Promotion

Source: researcher own survey, 2018

The ANOVA table above indicates that there is statistical evidence to reject null hypothesis. The P-value was 0.000 which was less than $\alpha = 0.001$ % and at least one of the coefficients of the determinant factor of employee job satisfaction is different from zero. As result probability of type one error happening was rare.

The ANOVA table indicates the slope of the regression line not zero, thus, further analysis on coefficients of the variable performed to know the contribution of each determinant. Table 4.7.4 below indicates the coefficients of each determinant factor of job satisfaction.

Table 4.7.4 Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			
	B	Std. Error	Beta			Zero-order	Partial	Part	
1	(Constant)	-.003	.149		-.021	.983			
	Pay	.861	.036	.861	23.613	.000	.911	.840	.625
	Promotion	.004	.040	.004	.095	.924	.567	.006	.003
	Supervision	.074	.037	.062	2.027	.044	.319	.132	.054
	Benefits	.036	.037	.035	.976	.330	.552	.064	.026
	Rewards	-.011	.037	-.011	-.304	.762	.360	-.020	-.008
	Coworkers	-.002	.038	-.002	-.048	.962	.256	-.003	-.001
	Nature of work	.036	.034	.037	1.068	.286	.422	.070	.028

a. Dependent Variable: Overall job satisfaction

Source: Researcher own survey, 2018

The above coefficient table indicates that only pay and supervision were found to have statistically significantly associated with employees' job satisfaction, meaning that change in the dependent variable (employees' satisfaction) were associated with change in pay and supervision. These variables were statistically significant with p-value 0,000 and 0.044 respectively and probably a worthwhile factor to the regression model. The rest factors have no significant association with hotel employees' job satisfaction. Thus, the hypothesis that employees' job satisfaction is associated with those factors is partially accepted. The model has the following equation.

$$\text{Employees' satisfaction (Y)} = 915 (\alpha) + 0.861 \text{ pay } (\beta_1) + .062 \text{ supervision } (\beta_2) + \epsilon$$

The model equation reflects that 0.861 change in mean response of the dependent variable (employees' satisfaction) corresponding to a unit change in pay and held supervision is constant or fixed. Similarly the model equation indicates that 0.62 change in mean response of the dependent variable (job satisfaction) corresponding to change in supervision holding pay is fixed.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

This chapter presents the conclusion and recommendation of the study in accordance with the specific objectives of the study.

5.1 Conclusion

The primary objectives of this study were first assessing hotel employees' satisfaction level, second examining employees' satisfaction difference with respect to star criterion and the last one, examining employees' satisfaction association with pay, promotion, supervision, benefits, rewards, coworkers and nature of work thereby contributing in the discourse by filling the gap behind the scene.

In light of the first objective, general conclusion that appear from this study finding was employees show discrepancies in their mean score of overall job satisfaction level with respect to hotel star standard. To this end, the study found that lower star hotel (one and two) employees have lower job satisfaction relative to high star hotel (three and four) employees. Simultaneously, the study also found that the general hotel employees overall job satisfaction was relatively higher than one and two star hotel employees but less than three and four star hotels.

With regard to significant difference in employees satisfaction in line to star criterion, the study come out with statistical evidence for the prevailing result of huge employees satisfaction difference between some star rate hotels , but few star rate hotel employees satisfaction. More specifically it was found that one and two star hotel employee showed no significant difference in their satisfaction but these hotel employees reflects significance difference with employees of three and four star employees' satisfaction. Besides, the study found that three and four star hotel employees showed no significance difference in their satisfaction. The resulting data implies that the prevalence of variation in employees satisfaction from star to star hotel establishments in Addis Ababa which in return has an impact on employees and the hotel industry in relation to productivity and employees retention. This conclusion seems consistent with respondents report on their work experience in their current employing hotel establishments. In this regard, majority

of employees report that below two years experience. This might linked with in search of better working environment.

In line to employees' outlook towards the proposed determinant factor of satisfaction, what conclusion could be drawn from the resulting discussion was that employees have different feelings to the identified determinants.

There are varies factors contributing towards employees satisfaction. As the same time , as noted in the literature review part, employees satisfaction is associated uniquely with particular factors and these might depend on time context, situation, place and so on. In line to these arguments, one of the objectives of this study was exploring associational contribution of the identified determinant of employees' satisfaction. The following conclusion was come out from the resulting discussion was that pay and supervision found to be the main contributor of hotel employees satisfaction in Addis Ababa. As the same time, as noted in the literature review part, employees satisfaction is associated uniquely with particular factors and these might depend on time context, situation, place and so on.

Besides, the findings of the study expected to encourage scholars to engage massively in the research endeavor on this peculiar field to contribute a lot.

5.2 Recommendation

In service industry like the hotel organization customer satisfaction is the most essential aspect in its operation and achieving its target i.e. generating optimal profit and surpassing its competitors. Simultaneously, by its nature, in hotel organization personal contact is prominent feature. In this regard, hotel employees' role is unparallel when it comes to in reality. As result, treating employees as human and meeting staffs' expectation never is delayed, So that they will be highly satisfied. In line to this, and evidence from the study finding in chapter four, this study suggest the following recommendation to scale up the comprehension of practitioners, hotel establishments and intellectuals in particular and the stallholders in general.

- The research finding reveals that the level of lower star hotel employee job satisfaction was below the expected. The researcher recommends to lower star standard hotel establishments to maximize their employees job satisfaction. At the same time, the

researcher also delivers message to higher standard hotel industry to strive toward their employees satisfaction as the finding indicate these were not exceptional since their employees had not have higher score overall job satisfaction yet.

- As this study attempted to assert the existence of statistically evidenced job satisfaction difference among employees of hotel employees with respect to star standard, it was found that the prevalence of statistically approved or evidenced job satisfaction difference in light to employees of different star category hotel. Behind the scene, it reveals that employees have different outlook towards the hotel. As result their contribution towards their respective organization will be varied. This calls for those hotel establishments with lower employee job satisfaction to fill the gap and there by optimizing their employees' effort, otherwise things will go astray.
- With respective to hotel employees work experience length in their current hotel organization reveals that employees have short stay time or short service year. Behind the scene, this indicates that the existence of employees instability on their job and higher turnover. In this regard, hotel establishments have recommended to maximize their employees job satisfaction level thereby maintain key and skillful employees.
- The study found that pay and supervision have been the determinant factor and means for hotel employee job satisfaction. Putting in other words, this two determinant factor have a direct association with hotel employees' job satisfaction level. As result, Hotel establishments recommended to comprehend the establishment of fair amount of payment system that takes in to account both external and internal context and perspectives. the external context prevails the pay amount should cover and consider the cost of living and reviewing competitors' payment system, otherwise employees turnover would be problematic issue for those hotel organization. The internal context calls for hotel establishments to pay fair amount of payment for their respective employees for what they contribute.
- The study recommends Addis Ababa hotel establishments on supervisor- subordinate/ employees linkage. Supervisor-employee linkage should be smooth and friendly. Employees need to be treated as human being and a desire to say to their immediate boss

to reflect their feeling. They also want to have a say on matters that affect on their daily operation.

- At last the study also recommends hotel establishments to use job satisfaction survey methods to deceive the level of their employees' job satisfaction thereby creating conducive work environment and effectively utilizing the abilities of their respective employees to meet their objective and target.

Future Research Direction

This study recommends to intellectuals, practitioners, and government bodies to undertake further research on the following issues that the study never touches thereby adding knowledge to this study finding.

- The study calls for extensive research on this topic by including all standard hotels even if it seems costly and time consuming. Furthermore the study also recommends inclusion of non star hotel employees' job satisfaction study.
- This study calls for or recommends academicians and practitioners to contribute their effort to explorer the contribution of hotel employees' job satisfaction on hotel organization performance.
- Besides, this study recommends academicians and practitioner, and other stakeholders those interested to take part future research on the topic to include other variables in their measurement tools.

REFERENCES

- Addis Ababa City Government Culture & Tourism Bureau. (2016). *A Guide to Tourist Attractions in Addis Ababa and its Environs*. Addis Ababa: Inspire Print & Advert.
- Alexander Hamilton Institute. (1998). *Personnel Management Handbook*. New Delhi: Global Books and Subscription Services.
- Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. and Cochran, J. J. (2017). 3rded. *Statistics for Business and Economics*. Boston: Cengage Learning.
- Appelbaum, S. H., & Certo, S.C. (1986). 2nd ed. *Principle of Modern Management*. Dubuque, Iowa: Wm. C. Brown Publisher
- Ariani,D.W. (2015). Employee Satisfaction and Service Quality: Is There relations? *International Journal of Business Research & Management*. Retrieved on November 30, 2017, from [citeseerx.ist.psu.edu>viewdoc>download](http://citeseerx.ist.psu.edu/viewdoc/download)
- Aziri,B. (2011). Job Satisfaction: A Literature Review. *Management Research & Practice*. Retrieved on November 30, 2017, from [mrp.ase.vu>...](http://mrp.ase.vu.edu)
- Armstrong M. (1999).2nd ed. *Employee Reward*. UK: CIPD.
- Assefa Gidey. (2016).The Effect of Training & Development on Performance: The Case of Commercial Bank of Ethiopia. Unpublished Master Thesis, Department of Human Resource Management, Addis Ababa University.
- Ažic,M.L. (2017). The Impact of Hotel Employees Satisfaction on Hospitality Performance. *Tourism and Hospitality Management*. Retrieved on December 9, 2017, from [https://harak.srce.hr>file](https://harak.srce.hr/file)
- Bereket Hailu Woldemariam. (2013). An Analysis of Frontline Employees' Job Satisfaction in Ethiopian High-ranking hospitality Industry: Evidences from Sheraton Addis & Hilton Addis Ababa Hotels. Unpublished Master Thesis, Department of Human Resource management, Addis Addis Ababa University.
- Berhaneselasie Tadesse. (2013). the practice of Training Needs assessment and evaluation of Training Effectiveness: in the Case of four Star Hotels in Addis Ababa. Unpublished Master thesis, Department of Human Resource Management, Addis Ababa University.

- Biruk Tesema. (2016). the Effect of Training on Professional Employees' Job Performance: The Case of Ministry of Health. Unpublished Master Thesis, Department of Human Resource Management, Addis Ababa University.
- Cardy,R.L., & Carson,K.P. (1996). Total Quality and the Abandonment of Performance Appraisal: Taking a Good Thinking Too Far? *Journal of Quality Management*, 193-200.
- Casio,W.F. (1986). *Managing Human Resource: Productivity Quality of Work Life, Profits*. Newyork: McGraw-Hill, Inc.
- Chamoli,V., & Paatlan,S., (2017). HRM Practices Used in Hotel Industry in Relation to Employee Satisfation : A Study with Special Reference to Chandigarh. *Journal of Tourism and Management*. Retrieved on December 9, 2017, from ottmanjournal.com-article 4-20
- Corlett & Richardson (Ed.). (1981). *Stress, Work Design and Productivity*. Newyork: John Wiley & Sons, Ltd.
- Desalegn Amlaku. (2010). Human Resource Practice: Enhancing Employees Satisfaction a Case Study of Ethiopian Electric Power Corporation. Unpublished Master Thesis, Department of Business Administration,Addis Ababa University.
- Edlawit Belachew. (2017). Human Resource Management and Challenges of Tour operating Companies in Addis Ababa, ethiopia. Unpublshed Master thesis, Department of Center for Environment and Development, Addis Ababa University.
- Eskinder Habte. (20160). the Relationship between Training & Employee Performance: The Case of Five Star Hotels in Addis Ababa. Unpublished Maser Thesis, Department of Management, Addis Ababa University.
- FDRE Ministry of Culture & Tourism. (2009). Federal Democratic Republic of Ethiopia Tourism Development Policy. Addis Ababa.
- Go,F.M.,Monachello,M.L., & Baum,T. (1996). *Human Resource Management in the Hospitality Industry*. New York: John Wiley & Sons, Inc.
- Gómez-Mejia,L.R.,Balkia,D.B., & Cardy, R.L. (2007).5th ed. *Managing Human Resources*. New Jersey: Pearson Education,Inc.

- Hackman, R.J. & Oldham G.R., (1976), Relationships between Organizational Structure & Employee Reaction: Comparing alternative Frameworks *Administrative Science Quarterly*, 26(1).
- Herzberg, F., Mausner, B., & Snyderman, B.B. (1959). 2nd ed. *The Motivation to Work*. New York: Wiley.
- Herzberg, F. (1974). 4th ed. *Work and the Nature of Man*. London: Crosby Lockwood Staples.
- Kalkidan Hailemariam. (2017). Opportunities & Challenges of Private Investors in the Hotel Industry of Ethiopia: A Qualitative Study of Star Rated Hotels in Addis Ababa. Unpublished Master Thesis, Department of Center for Environment & Development, Addis Ababa University.
- Landy, F.J. (1985). 3rd ed. *Psychology of Work Behavior*. Homewood, Illinois: Dorsey.
- Lind, D.A., Marchal, W.G. and Wathen, S. A. (2013). 8th ed. *Statistics for Business and Economics*. New York: McGraw-Hill/Irwin.
- Marco Asfaw. (2016). Determinants Of Employee Job Satisfaction: The Case of Heineken Breweries S.C. Unpublished Master Thesis, Department of Human Resource Management, Addis Ababa University.
- Maslow, A.H. (1954). *Motivation & Personality*. New York: Harper & Row Publisher.
- Maslow, A.H. (1999). 3rd ed. *Toward a Psychology of Being*. New York: John Wiley & Sons.
- Milka, W., Kerubo, O. J., & Eunicares, L. (2017). Factors Affecting Employees Turnover in Hospitality Establishments in Kisii Town, Kenya. *Merit Research Journal of Business & Management*. Retrieved on December 9, 2017, from www.meritresearchjournals.org; june
- Mitchell, T. R. (1982). 2nd ed. *People in Organization: An Introduction to Organizational Behavior*. New York: McGraw-Hill.
- Mitchell, T.R., Larson, J. R., Jr. (1987). 3rd ed. *People in Organization: An Introduction to Organizational Behavior*. New York: McGraw-Hill
- Roberson, I., & Cooper, C. (Ed.). (2001). *Personal Psychology and HRM*. Baffin S Lane, Chichester: John Wiley and Sons, Ltd.
- Robey, D. (1986) 2nd ed. *Designing Organization*. Homewood, Illinois: IRWIN
- Rutherford, D.G. (2002) 3rd ed. *Hotel Management & Operation*. New York: John Wiley & Sons.

- Sageer,A.,Rafat,S.,& Agarwal,P. (2012). Identificatin of Variables Affecting Employee Satisfaction and their Impact on the Organization. *FOSR Journal Of Business and Management*. Retrieved on November 30, 2017, from www.iosrjournals.org>
- Saif,S.K.,Nawaz,A.,Jan,F.A.,& Khan, M.I. (2012). Synthesizing the theories of Job-Satisfaction Across the Cultural/Attitudinal Dementions. *Interdisciplinary Journal of Contemporary Research in Business*. Retrieved on December 17, 2017 from www.journal-archieves.com>
- Sania,U.,Kalpina,K., & Javed,H. (2015). Diversity, Employee Morale and Customer Satisfaction The Three Musketeers. *Jouranal of Economics, Business & Management*. Retrieved on December 1, 2017, from www.joebm.com> papers
- Selvanayagam,B.L. & Thiagarajan,M. (2017). Job Satisfaction of Room Service Personnel in Star Hotels. *International Journal of Business Administration & Management*. Retrieved on December 9, 2017, from <https://www.ripublication.com/ijbam17>
- Taylor, F.W. (1911). *The Principle of Scientific Management*. New York: Harper & Brothers.
- Taylor, F.W. (1967).4th ed. *The Principle of Scientific Management*. Newyork: Harper & Row Publisher.
- Taylor,F.W.(1972).5th ed. *Scientific Management*. Westport, Connecticut: Green-wood press.
- Tewari,J.R. (2009). *Hotel Front Office Operation & Management*. New Delhi: Oxford University Press.
- Turkay,O., & Sengul,S. (2014). Employee Behaviors Creating Customer Satisfaction: A Comparative Case Study on Service Encounters at Hotel. *European Journal of Tourism, Hospitality and Recreation*. Retrieved on December 1, 2017, from www.ejthr.com/ficheiros> volumes
- Vroom,V.H. (1964). *Work and Motivation*. New York: Wiley.
- Yalew Endaweke (2017). 4th ed. *Fundamental Principle and Application of Research*. Addis Ababa: Tefera Seyoum Printing Press.
- Yamane.T (1967). *Statistics: An Introductory Analysis*. 2nd ed. New York: Harper and Row.
- Zewdneshe Tegegne. (2015). the Effects of Employees Turnover the Organizational Performance: in the Case of Sheraton Addis Luxury Collection hotel. Unpublished Master Thesis, Department of Human Resource Management, Addis Ababa University.

Annex A: Research Questionnaire

Addis Ababa University

Collage of Development Studies

Master of Arts program in Tourism Development and Management

Questionnaire prepared for employees of Star hotels in Addis Ababa

Dear respondents;

The purpose of this questionnaire is to collect data regarding the factors that contribute on employees' job satisfaction for Addis Ababa star rated hotel employees. The researcher is conducting this study for partial fulfillment of MA degree in Tourism Development and Management.

The questionnaires have two parts: - one about general information of star rated hotels employees of Addis Ababa and the second part is about overall job satisfaction questionnaire. Your genuine response for the following questions is extremely important for the successful completion of this study. The information you provided will be used only for academic purpose and will be kept highly confidential.

I would like to thank you in advance for your cooperation and for sacrificing your time.

Part I: General Information

1. Sex:

1. Female 2. Male

2. Educational level:

1. Below Certificate 2. Certificate 3. Diploma
 4. Degree 5. Masters 6. PhD ()

3. In which age group do you belong?

1. 18-30 years 2. 31-40 years 3. 41-50 years
 4. above 51 years

4. How long have you been working in your current hotel?

1. Below 2 year 2. 2-5 years 3. 6-10 years 4. Above 11 years

5. Your field of specialization for your highest educational status:

1. Related to hospitality industry profession 2. Not related to hospitality industry profession

6. In which department are you currently working?

1. Food and Beverage 2. Front Office 3. Housekeeping 4. Marketing
 5. Engineering and Maintenance 6. Security 7. If any other department specify it here _____

7. How Much are you paid in Ethiopian Birr per month?

1. below 2000 Birr 2. 2001- 4000 Birr 3. 4001-6000 Birr 4. 6001- 8000 Birr
 5. 8000- 10000 Birr 6. 10001 - 12000 Birr 7. Above 12 000 Birr

Part Two: Overall Job Satisfaction

Please kindly, indicate (tick) "√" your level of agreement with the following statements in the table regarding the hotel where you are working by choosing from a scale of 1 to 5; whereby,

1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

S/No	1: Pay	1	2	3	4	5
1.1	I feel I am being paid a fair amount for the work I do.					
1.2	There is no up to date salary increasement.					
1.3	I hate the organization when I think about what they pay me.					
1.4	I feel satisfied with my chances for salary increases.					
S/No	2: Promotion	1	2	3	4	5
2.1	There is really too little chance for promotion on my job.					
2.2	Those who do well on the job stand a fair chance of being promoted. .					
2.3	People get ahead/manager as fast here as they get in other places.					
2.4	I am satisfied with my chances for promotion.					

S/No	3. Supervision	1	2	3	4	5
3.1	My supervisor is quite competent in doing his/her job.					
3.2	My supervisor is unfair to me.					
3.3	My supervisor shows too little interest in the feelings of subordinates.					
3.4	I like my supervisor.					
S/No	4. Benefits	1	2	3	4	5
4.1	I am not satisfied with the benefits I receive.					
4.2	The benefits we receive are as good as most other organizations offer.					
4.3	The benefit package we have is equitable.					
4.4	There are benefits we do not have which we should have.					
S/No	5. Rewards	1	2	3	4	5
5.1	When I do a good job, I receive the recognition for it that I should receive.					
5.2	I do not feel that the work I do is appreciated					
5.3	There are few rewards for those who work here.					
5.4	I feel my efforts are rewarded the way they should be.					
S/No	6. coworkers	1	2	3	4	5
6.1	I like the people I work with.					
6.2	My colleagues have low competency in doing their job.					
6.3	I enjoy my coworkers.					
6.4	There is too much bickering and fighting at work.					
S/No	7. Nature of Work	1	2	3	4	5
7.1	I sometimes feel my job is meaningless.					
7.2	I like doing the things I do at work.					
7.3	I feel a sense of pride in doing my job.					
7.4	I am satisfied as my job fits to apply my skill & knowledge.					
S/No	8: Job Satisfaction	1	2	3	4	5
1.1	I am satisfied with my overall job.					
1.2	My colleagues are dissatisfied with their overall job					
1.3	Those works in other hotel are more satisfied than here.					
1.4	My overall job is enjoyable.					

Thanks!!!

Annex B : List of Addis Ababa Star Category Hotels

S/No	Name Hotel	Star Rank	Number of employees			E-mail (Phone No.) Address
			Male	Female	Total	
1	Sheraton Addis Hotel	5	381	369	750	reservationsaddisethiopia@luxurycollection.com
2	Elilli International Hotel	5	143	134	277	0911202904
3	Capital Hotel	5	148	132	280	0116672100
4	Radison Blue Hotel	5	200	110	310	Info.addisababa@radissonblu.com
5	Intercontinental Addis Hotel	4	102	118	102	fasres@intercontinentalaaddis.com
6	Harmony Hotel	4	45	63	108	gm@harmonyhotelethiopia.com
7	Dream liner Hotel	4	62	63	125	0114674000
8	Juppiter Hotel /Kasanchis	4	60	50	110	Jupiter@ethionet.com
9	Saromaria Hotel	4	52	54	56	0113728000
10	Debredamo Hotel	4	42	50	92	0116612630
11	Nazira Hotel	4	44	39	83	0114574465
12	Friendship Hotel	4	46	55	101	nm@friendshiphotel.com.et
13	Nexus Hotel	4	42	45	87	0911525919
14	Washington	4	46	43	89	0911855738
15	Sarem International Hotel	4	39	41	80	0111262086
16	Juppiter Hotel/bole	4	56	44	100	Jupiter@ethionet.com
17	Tegen Guest Accommodation	4	43	52	95	info@tegenaccom.com
18	The Residence Hotel	3	19	24	43	0115571025
19	Umma Hotel	3	24	35	59	umma_zy@yahoo.com
20	Hilton Hotel	3	39	30	69	Hiltonaddis@ethionet.et
21	Siyonat Hotel	3	40	47	87	gm@hotelsiyonat.com
22	Beer Garden International	3	39	54	93	info@beergardeninn.com
23	Addis Rigency Hotel	3	19	37	56	info@addisregency.co
24	Embilta Hotel	3	33	36	69	0112758787
25	Afrodait Hotel	3	40	43	83	0115572220
26	King's Hotel	3	36	37	73	kingshotel@ethionet.et
27	Wassamar Hotel	3	22	36	58	0116610055
28	Caravan Hotel	3	30	29	59	0116612297
29	Beshale Hotel	3	37	36	73	beshalhotel@ethionet.et
30	Monarchi Hotel	3	40	32	72	0116672480

31	Adissinia Hotel	3	19	21	40	0116616861
32	Top Ten Hotel	3	30	25	55	0116464449
33	Crown Hotel	3	24	28	32	0114391444
34	Ambassador Hotel	3	30	43	73	boleambassadorhotel@ethionet.et
35	Ciyan City Hotel	3	28	29	57	0911207900
36	Sidra Hotel	3	27	33	60	0116617777
37	Ararat Hotel	3	27	38	65	fessehasahlle@yahoo.com
38	Global Hotel	3	32	46	78	globalhotel@ethionet.et
39	Addis View Hotel	3	22	20	42	Addisview@ethionet.et
40	Kaleb Hotel	3	24	26	50	reservation@kalebhotel.com
41	Panorama Hotel	3	13	16	29	panorama.addis@gmail.com
42	Solote Hotel	3	35	33	68	0116670021
43	Trinity Hotel	2	23	25	28	0911620224
44	Homage Hotel	2	22	26	48	0115516341
45	Desalegn Hotel	2	16	20	16	desalegn@ethionet.et
46	Ras Amba Hotel	2	23	24	47	rahot@ethionet.et
47	Pacific Hotel	2	25	19	44	0116456371
48	Empire Addis Intrnational	2	23	28	51	0116614523
49	Churchill Hotel	2	22	34	56	churchilhotel@ethionet.et
50	Grand Yordanos Hotel	2	20	30	50	yordanoshotel@ethionet.et
51	KZ Hotel	2	29	29	58	0116621677
52	Axum Hotel	2	23	26	49	axum.d@ethionet.et
53	Gihon Hotel	2	32	30	62	ghion@ethionet.et
54	Queen Sheba Hotel	2	19	20	39	QueenShebaHotel@ethionet.et
55	Kenenisa Hotel	2	24	34	58	0911888468
56	Damu Hotel	2	32	32	64	damuhotel@ethionet.et
57	Soramba Hotel	2	27	21	48	011565633

58	Astara Hotel	2	20	27	47	0114670152
59	Hayimi Hotel	2	18	19	37	-
60	Edina Addis Hotel	2	19	21	40	0910646962
61	Destiny Addis Hotel	2	13	27	40	0115521795
62	Addis View Hotel	2	20	21	41	0111249766
63	AdotTina Hotel	2	24	22	46	0114674101
64	Alexandria Apartment Hotel	2	19	22	41	jbezuneh@yahoo.com
65	AG palace Hotel	1	15	17	33	agpalacehotel@gmail.com
66	Semien Hotel	1	20	22	42	Semienhotel@ethionet.et
67	Ethiopia hotel	1	17	14	31	Ethhotel@ethionet.et
68	Nardan Hotel	1	17	15	32	-
69	M.N. International Hotel	1	13	14	27	mnihe@ya
70	Paramount Hotel	1	16	13	16	0114390417
71	Three days International	1	15	16	31	-
72	Yonas Hotel	1	14	19	33	yonashotel@gmail.com
73	Baks Hotel	1	18	17	35	0116296000
74	GG. Royal Hotel	1	16	15	31	011 6292329
75	Jovanni Hotel	1	13	17	30	011 6187480
76						
77						
78						
79						