

EMPLOYEE DISSATISFACTION IN BIHAR'S HOSPITALITY SECTOR: ANALYZING JOB SATISFACTION, COMPENSATION, AND WORKFORCE CHALLENGES

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ABSTRACT

This study examines job satisfaction in Bihar's hospitality sector, which faces intense competition, regulatory challenges, and high employee discontent. Using a mixed-methods approach and a Likert-scale survey of 250 employees across hotels in Patna, the research identifies systemic dissatisfaction. Findings reveal that most employees are dissatisfied with compensation, citing unmet salary expectations, inadequate bonuses, and uncompetitive pay structures. Job insecurity and lack of recognition are prevalent concerns, while work-life balance remains a challenge for a significant portion of the workforce. Career stagnation further frustrates employees, highlighting limited advancement opportunities. These factors collectively impact service quality, employee retention, and overall organizational performance. The study calls for urgent reforms, including transparent and competitive compensation structures, formal recognition programs, flexible scheduling, and clear career progression pathways. Addressing these concerns is crucial for reducing turnover, enhancing employee motivation, and strengthening Bihar's hospitality industry. The findings provide actionable insights to align employee well-being with organizational success in a demanding market.

KEYWORDS: Job Satisfaction, Hospitality, Compensation, Job Insecurity

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INTRODUCTION

The hospitality industry in Bihar faces intense competition, with entrepreneurs navigating numerous challenges, including employee dissatisfaction, stringent taxation and regulatory policies, security concerns, and inconsistent service standards. Amid these complexities, one fundamental truth remains: exceptional customer service is the key to gaining a competitive edge in any industry whether manufacturing or service-based like hospitality. Success in this sector hinges on the ability to attract, engage, and retain customers, which, in turn, depends on delivering high-quality service. However, achieving service excellence is not a standalone effort; it requires a dedicated and well-supported workforce. Employee job satisfaction plays a crucial role in this equation, as it fosters retention, reduces workplace stress, and enhances commitment, productivity, and overall performance (Petrovic & Markovic, 2012; Kiruthiga & Magesh, 2015). Satisfied employees are more likely to engage positively with customers, demonstrating professionalism and enthusiasm qualities essential in a people-driven industry (Joseph, 2013).

Job satisfaction, defined as the sense of fulfillment and recognition employees derive from their roles, benefits both the organization and its workforce. Ignoring this aspect can lead to high turnover rates, increased recruitment and training costs, and hindered organizational growth (Murray, 1999; Aksu, 2000). Acknowledging these risks, global researchers have explored strategies to enhance job satisfaction, helping businesses attract, motivate, and retain committed talent (Padilla-Velez, 1993; Khan et al., 2012).

In this context, the present study examines job satisfaction among hotel employees in Bihar through a structured evaluation of key parameters (detailed in the methodology). The paper is structured into six sections: introduction (Section 1), literature review (Section 2), objectives and methodology (Section 3), data analysis (Section 4), conclusions (Section 5), practical implications (Section 6). Through this comprehensive approach, the study aims to provide actionable insights for improving employee satisfaction and, consequently, elevating service standards in Bihar's hospitality industry.

REVIEW OF LITERATURE

This review analyzes studies on employees' job satisfaction. **Kiruthiga and Magesh (2015)** studied job dissatisfaction in the hotel industry, exploring which of Herzberg's motivation-hygiene factors employees valued most. Surveying 100 employees from star-category hotels, they found that recognition, growth opportunities, and the nature of work were key contributors to job satisfaction.

Santa Cruz et al. (2014) conducted a study on job satisfaction among hotel employees in Córdoba, Spain, examining its relationship with various organizational factors. The research tested multiple hypotheses and found that job satisfaction increased when employees' wages were crucial for supporting their families. However, having a permanent contract or longer tenure did not contribute to higher job satisfaction.

Mu Yeh (2013) explored the relationship between tourism involvement, work engagement, and job satisfaction within the hotel industry. The study analyzed data from 336 frontline employees working in 20 international hotels in Taiwan using structural equation modeling. The results indicated that tourism involvement significantly contributed to work engagement, and both tourism involvement and work engagement had a positive effect on job satisfaction. Furthermore, work engagement was found to partially mediate the link between tourism involvement and job satisfaction.

Joseph (2013) conducted a study to investigate the high employee turnover in the hotel industry, which was attributed to low job satisfaction. The research aimed to identify key areas of employee dissatisfaction. A sample of 75 employees from various star-rated hotels across two districts in South India was surveyed using a self-structured questionnaire. The findings revealed that employees were neither highly satisfied nor happy with several aspects of their work environment. Consequently, hotel employers must take necessary steps to improve employee satisfaction and overall well-being.

Kara et al. (2012) investigated gender differences in job satisfaction while controlling for various factors. The study analyzed data from 397 employees (234 males, 163 females) working in five-star hotels in Ankara, Turkey. Job satisfaction was assessed based on four factors: management conditions, personal fulfillment, ability utilization, and job conditions. The findings revealed significant gender differences, particularly in the "using ability in the job" dimension. Even after accounting for variables such as age, marital status, income, education, department, position, tenure, industry experience, and job changes, most gender differences remained significant.

A review of the current literature reveals various parameters and approaches for conducting a study on job satisfaction. However, this paper focuses on specific objectives, which are discussed next, along with the adopted methodology.

OBJECTIVES OF THE STUDY

This study investigates job satisfaction within Bihar's hotel workforce through two primary aims:

- To identify key factors influencing variations in employee job satisfaction.
- To analyze the specific areas where employees experience satisfaction or dissatisfaction.

RESEARCH METHODOLOGY

This section details the qualitative and quantitative research methodology used to examine the factors influencing employee job satisfaction. A structured survey was employed to collect data through a questionnaire designed based on validated scales and existing literature. The instrument is divided into four key sections: demographic profiles, motivational factors, and satisfaction indicators. To ensure accessibility, the survey was distributed digitally while maintaining participant confidentiality and anonymity. The collected data will be systematically analyzed using statistical techniques to identify correlations and trends, with the goal of generating actionable insights into the impact of these factors on job satisfaction and providing evidence-based recommendations for organizational practices and future research.

FINDINGS AND DISCUSSION

The current study engaged approximately 250 employees across multiple Hotel industries in Patna district, Bihar, utilizing a structured questionnaire administered through digital platforms and in-person interviews. According to Sekaran (2001), a response rate of 30% is generally acceptable for most research studies. This study achieved a response rate of 100%. A combination of descriptive statistics and mixed-methods analytical framework incorporating both qualitative and quantitative techniques was applied to assess the employee satisfaction with in Hotel industry in Bihar. Key findings and their implications are detailed in the following sections.

Demographic Distributions

Table 1: Demographic Distribution of Respondents

S. No.	Variables	Options	Total Respondents	Response %
1	Age	18-25 Years	138	55.20
		26-33 Years	65	26.00
		34-41 Years	38	15.20
		42-49 years	9	3.60
		Total	250	100
2	Gender	Male	148	59.20
		Female	102	40.80
		Total	250	100
3	Job Position	Lower level	187	74.80
		Middle level	48	19.20
		Top level	15	6.00
		Total	250	100
4	Educational Qualification	Undergraduate	169	67.60
		Graduate	75	30.00
		MBA	6	2.40
		Total	250	100

Table 1: Contd.,

5	Year of experience	2-4 years	85	34.00
		4-6 years	87	34.80
		6-10 years	65	26.00
		Above 10 years	13	5.20
		Total	250	100
6	Monthly Income	≤ 10000	98	39.20
		15000	115	46.00
		≥ 20000	37	14.80
		Total	250	100
7	Nature of service	Temporary	201	80.40
		Contract basis	49	19.60
		Total	250	100

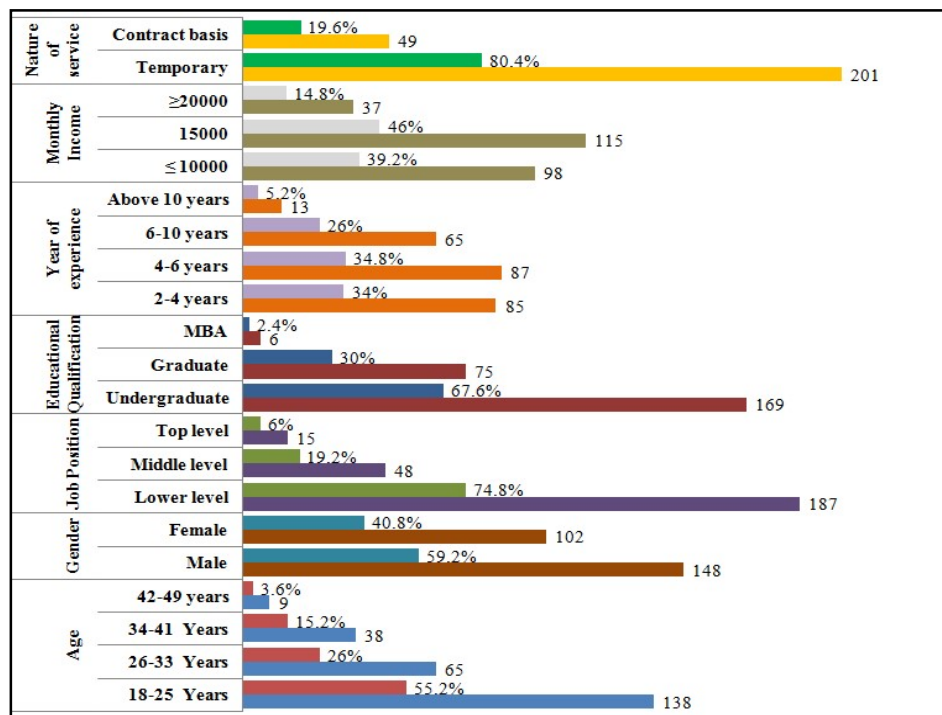


Figure 1: Demographic Distribution of Respondents

The demographic profile of the 250 surveyed hotel employees in Bihar reveals a predominantly young workforce; with 55.2% aged 18–25 years and 26% aged 26–33 years, indicating a majority under 34. Males constituted 59.2% of respondents, while 74.8% held lower-level positions, reflecting a hierarchical skew. Educationally, 67.6% were undergraduates, with only 2.4% holding an MBA. Experience-wise, 68.8% had 2–6 years of work tenure, and 80.4% were employed on temporary contracts, highlighting job uncertainty. Income disparities were evident, as 85.2% earned ≤15,000 monthly, with a mere 14.8% earning ≥20,000. These trends underscore a workforce characterized by youth, transient employment, limited upward mobility, and modest earnings, shaping potential drivers of job satisfaction or dissatisfaction in Bihar's hospitality sector.

1. Overall, I am quite satisfied with my job.		
Description	Frequency	Percent
1 Strongly disagree	158	63.2
2 Disagree	68	27.2
3 Neutral	20	8.0
4 Agree	4	1.6
5 Strongly agree	0	0
Total	250	100

Table 2

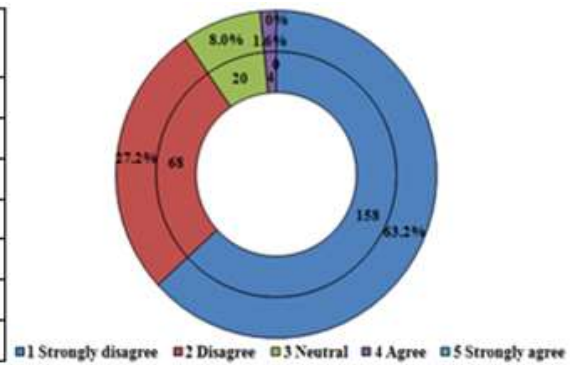


Figure 2

2. My compensation is determined by the volume of work I complete		
Description	Frequency	Percent
1 Strongly disagree	159	63.6
2 Disagree	69	27.6
3 Neutral	15	6
4 Agree	5	2
5 Strongly agree	2	0.8
Total	250	100

Table 3

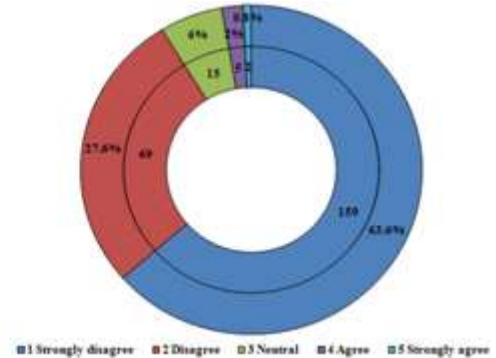


Figure 3

3. My annual salary increase meets my expectations		
Description	Frequency	Percent
1 Strongly disagree	167	66.8
2 Disagree	69	27.6
3 Neutral	12	4.8
4 Agree	2	0.8
5 Strongly agree	0	0
Total	250	100

Table 4

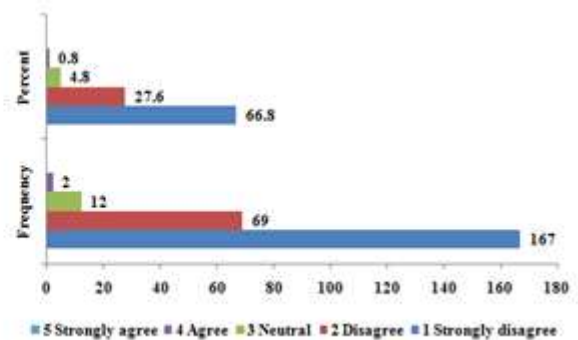


Figure 4

4. I am satisfied with the bonus provide by my organization		
Description	Frequency	Percent
1 Strongly disagree	169	67.6
2 Disagree	70	28
3 Neutral	11	4.4
4 Agree	0	0
5 Strongly agree	0	0
Total	250	100

Table 5

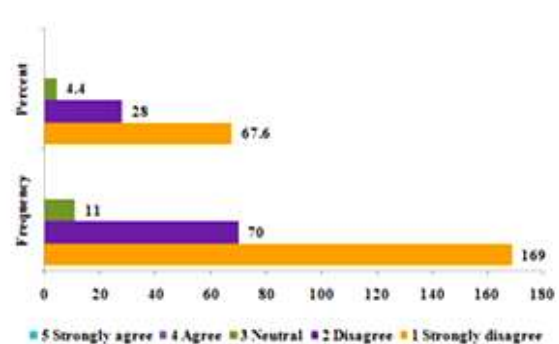


Figure 5

5. The pay I received is competitive with similar positions in the industry.		
Description	Frequency	Percent
1 Strongly disagree	175	70.0
2 Disagree	66	26.4
3 Neutral	9	3.6
4 Agree	0	0
5 Strongly agree	0	0
Total	250	100

Table 6

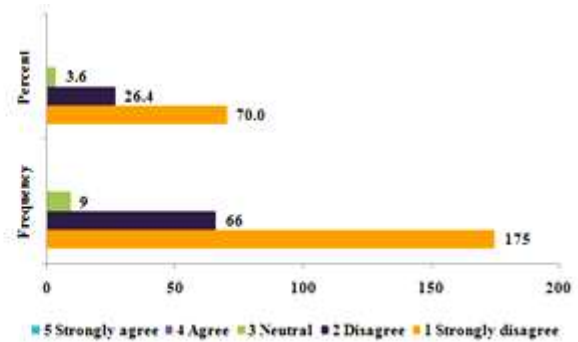


Figure 6

6. My organization provides guaranteed job security		
Description	Frequency	Percent
1 Strongly disagree	192	76.8
2 Disagree	53	21.2
3 Neutral	5	2
4 Agree	0	0
5 Strongly agree	0	0
Total	250	100

Table 7

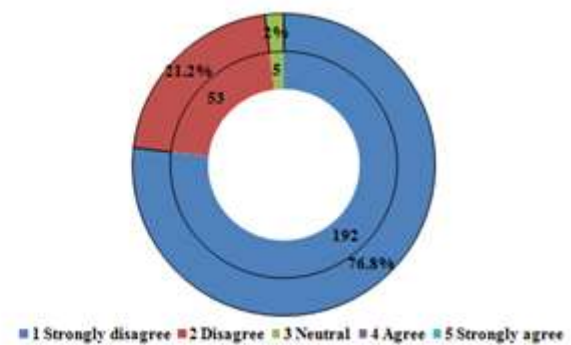


Figure 7

7. My organization provides fairly recognize employees for their work		
Description	Frequency	Percent
1 Strongly disagree	192	76.8
2 Disagree	53	21.2
3 Neutral	5	2
4 Agree	0	0
5 Strongly agree	0	0
Total	250	100

Table 8

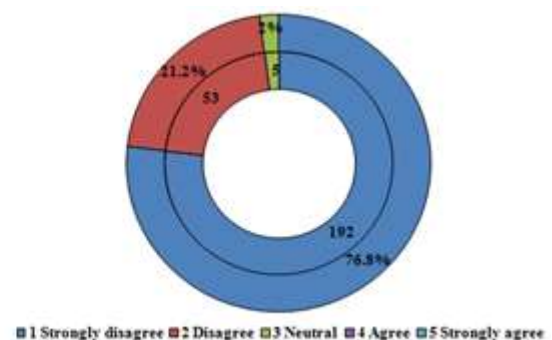


Figure 8

8. My organization fairly promotes Work-life balance.		
Description	Frequency	Percent
1 Strongly disagree	198	79.2
2 Disagree	47	18.8
3 Neutral	5	2.0
4 Agree	0	0
5 Strongly agree	0	0
Total	250	100

Table 9

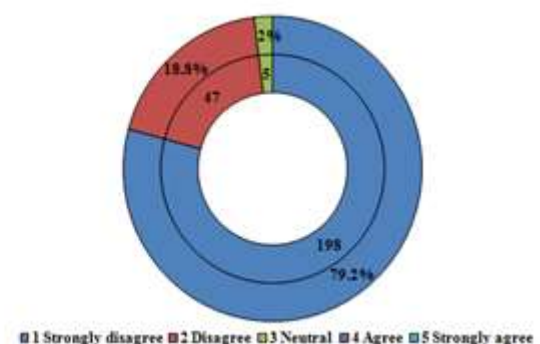


Figure 9

9. My organization fairly creates growth opportunity.		
Description	Frequency	Percent
1 Strongly disagree	149	59.6
2 Disagree	89	35.6
3 Neutral	9	3.6
4 Agree	3	1.2
5 Strongly agree	0	0
Total	250	100

Table 10

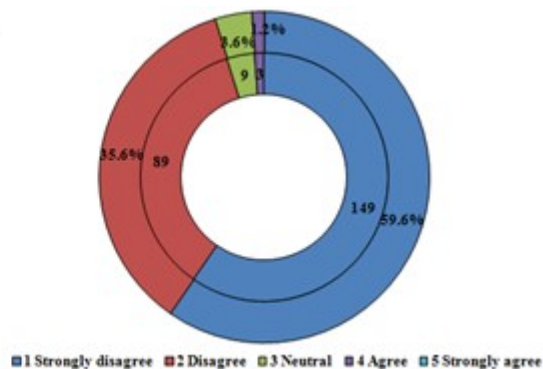


Figure 10

The survey reveals widespread dissatisfaction among hotel industry employees in Patna, Bihar. A striking 90.4% are unhappy with their jobs, with 63.2% strongly disagreeing that they are satisfied. Compensation concerns are severe: 94.4% say salary increases don't meet expectations, 95.6% are dissatisfied with bonuses, and 96.4% feel their pay is uncompetitive. Additionally, 91.2% believe pay is not linked to work volume, highlighting a disconnect between effort and reward.

Job security and recognition are critical pain points, with 98% disagreeing that the organization provides security or fairly acknowledges contributions. Work-life balance is another major issue, with 79.2% strongly disagreeing the highest negative response across all categories. Growth opportunities also appear scarce, with 95.2% expressing dissatisfaction.

Notably, no respondents strongly agreed with any positive statement, and agreement rates rarely exceeded 1–2%. These results indicate deep-seated issues, including unfair compensation, lack of recognition, poor work-life balance, and limited career growth, calling for urgent organizational reforms.

6. CONCLUSION

The study reveals a severe crisis of employee dissatisfaction within the hotel industry in Patna, Bihar. Across all surveyed areas job satisfaction, compensation, job security, recognition, work-life balance, and career growth employees reported overwhelmingly negative experiences.

The findings indicate systemic organizational failures, leading to low morale, disengagement, and potential workforce attrition. The lack of fair compensation, recognition, and work-life balance, combined with job insecurity and minimal career growth opportunities, underscores the urgent need for comprehensive reforms. Addressing these issues through transparent policies, competitive compensation, structured employee recognition programs, and work-life balance initiatives is critical to improving employee retention, productivity, and overall job satisfaction. Without immediate action, the organization risks high turnover, decreased performance, and reputational damage in the industry.

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