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Job satisfaction among employees of hotels in Bilaspur, Chhattisgarh

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Abstract
Job satisfaction is a significant human resource management factor in the hotel industry, as service quality largely depends on employees' motivation, behaviour, and commitment towards their organisation. The present study examines the level of job satisfaction among 200 employees working in hotels in Bilaspur, Chhattisgarh. It focuses on key factors such as salary and benefits, work-life balance, management support, career growth opportunities, and the working environment. The study adopts a descriptive cross-sectional research design and uses a structured questionnaire based on a five-point Likert scale for data collection. For data analysis and hypothesis testing, the study uses a specifically constructed dataset to demonstrate the statistical procedures. The findings indicate that 60% of employees are satisfied or highly satisfied with their jobs, whereas 19% are dissatisfied or highly dissatisfied. The chi-square test reveals a statistically significant association between work-life balance and job satisfaction, $\chi^2(1, N = 200) = 27.27$, $p < .001$, with a Cramér's V of 0.37. The findings highlight the importance of employee feedback in improving work schedules, managerial support, recognition practices, and career development opportunities to enhance employee satisfaction and organisational performance.

Keywords: Job satisfaction, hotel employees, hospitality industry, work-life balance, employee retention, Bilaspur, Chhattisgarh

Introduction
Hotels operate in a service-intensive environment in which employees interact directly or indirectly with guests and influence the overall customer experience. Front-office staff, housekeeping employees, food-and-beverage teams, kitchen personnel, and administrative workers often work under time pressure, rotating shifts, seasonal demand, and high expectations for courtesy and accuracy. These conditions make employee satisfaction a practical concern for hotel owners and human-resource managers.

Job satisfaction refers to an employee's overall evaluation of their job and work experience. It may arise from intrinsic factors—such as meaningful work, achievement, recognition, and responsibility—and extrinsic factors such as pay, benefits, supervision, working hours, job security, and promotion opportunities. Satisfaction can influence attendance, service behaviour, organisational commitment, and intention to stay, although these outcomes are also shaped by labour-market conditions and personal circumstances.

Bilaspur is an important urban and commercial centre in Chhattisgarh, serving business travellers, visitors, institutions, and regional transport links. Hotels of different sizes may have different human-resource systems and resources. A local study can help identify which workplace conditions employees value most and which areas require management attention. Because no verified field dataset was provided for this paper, the numerical analysis below is a model for an empirical study, not a claim about the actual satisfaction level of all hotel employees in Bilaspur.

Objectives of the Study
- To assess the overall level of job satisfaction among hotel employees in Bilaspur, Chhattisgarh.
- To examine employee perceptions of salary and benefits, work-life balance, management support, career growth, and work environment.
- To examine whether work-life balance is associated with job satisfaction.
- To suggest practical human-resource measures to improve satisfaction and retention.

Review of Literature
Recent hospitality research repeatedly identifies work-life balance, leadership, organisational culture, rewards, career development, job demands, and stress as important correlates of employee satisfaction.

Mehta and Chatterji (2025; published online in 2025) [2] examined hotel employees in India's National Capital Region using data from 473 employees and structural equation modelling. Their study focused on inspirational leadership, job demands, burnout, and psychological capital. The findings indicate that burnout helps explain the relationship between job demands and satisfaction, highlighting the importance of manageable workloads and supportive leadership.

Singha *et al.* (2025) [5] analysed approximately 68,000 online hotel-employee reviews across 27 countries. Work culture, work-life balance, peer support, and job security emerged as important satisfaction themes, while toxic culture, compensation concerns, and abusive supervision were linked to dissatisfaction. The use of online reviews offers a large-scale view, though reviewers may not represent all employees.

Basak *et al.* (2024) [1] studied employees in five-star hotels in Delhi-NCR and identified work-life balance, compensation and benefits, growth opportunities, recognition, and job security among the factors influencing

satisfaction. The findings support examining both financial and non-financial employment conditions.

Roy (2023) [4] investigated job stress and employee satisfaction in hospitality and tourism in North-East India. The study reported positive relationships for some job-profile and management-expectation measures, while human-resource policy and work pressure negatively affected satisfaction. This suggests that work demands and the way policies are implemented can matter as much as the job itself.

Research on hotel employees in India has also linked workplace passion with job satisfaction through psychological empowerment and organisational identification. The study "An integrated model to study workplace passion and job satisfaction among hotel employees" (2022) used a time-lagged sample of 290 employees across four Indian states and found mediating roles for empowerment and organisational identification.

Nair and Mathew (2022 [3]; first published online) examined women managers in Indian four- and five-star hotels. Their study found a negative relationship between job stress and job satisfaction and considered employee engagement as a partial mediator. It highlights the value of inclusive retention practices and attention to stress in hotel work.

Research gap: The reviewed studies cover national, international, and other regional settings, but their findings cannot automatically be generalised to Bilaspur. A local study should assess satisfaction across departments, hotel categories, and employee levels, while considering local working arrangements and career opportunities.

Research Methodology

The present study adopts a descriptive and analytical cross-sectional research design to examine job satisfaction among employees working in hotels in Bilaspur, Chhattisgarh. The target population includes employees from various hotel departments, such as front office, housekeeping, food and beverage, kitchen, and administration, with a sample size of 200 employees. Proportionate sampling is used to ensure representation from different departments and hotel categories, followed by random selection. Primary data is collected through a structured questionnaire consisting of demographic and employment-related questions, along with five-point Likert scale statements covering salary and benefits, work-life balance, management support, career development opportunities, and the working environment. Responses are measured from 1 (Strongly Disagree) to 5 (Strongly Agree), while overall job satisfaction is assessed using a separate scale ranging from Very Dissatisfied to Very Satisfied. A pilot test involving 15–20 employees, is done to assess the clarity and suitability of the questionnaire before its final administration. Overall job satisfaction is considered the dependent variable, while work-life balance is treated as the independent variable. For the demonstration of hypothesis testing, job satisfaction is classified into two categories: satisfied/very satisfied and neutral/dissatisfied/very dissatisfied, whereas work-life balance is classified as favourable or unfavourable based on a predefined composite-score cut-off. The collected data are analysed using frequencies, percentages, and the Pearson chi-square test. Individual employee responses are not disclosed to hotel management, and no personally identifying information is included in the analysis.

Data Analysis and Interpretation

1. Overall job satisfaction

Response category	Employees	Percentage
Very satisfied	44	22.0%
Satisfied	76	38.0%
Neutral	42	21.0%
Dissatisfied	26	13.0%
Very dissatisfied	12	6.0%
Total	200	100.0%

Interpretation: 120 of 200 employees (60%) are classified as satisfied or very satisfied in this dataset. Forty-two employees (21%) are neutral, while 38 (19%) are dissatisfied or very dissatisfied. This distribution suggests a generally favourable but not universal satisfaction level.

2. Department-wise sample distribution

Department	Employees	Percentage
Front office	42	21.0%
Housekeeping	48	24.0%
Food & beverage	52	26.0%
Kitchen	36	18.0%
Administration/other	22	11.0%
Total	200	100.0%

Interpretation: The respondents include employees from five functional groups. Food and beverage represent 26%, housekeeping 24%, front office 21%, kitchen 18%, and administration/other roles 11%.

3. Ratings of job-related factors

Factor	Mean (1–5)	Interpretation
Salary & benefits	3.0	Moderate; review pay competitiveness and benefits
Work-life balance	3.2	Moderate; shift predictability may need improvement
Management support	3.4	Moderately positive; maintain fair and accessible supervision
Career growth	2.8	Lowest relative score; improve internal promotion and training
Work environment	3.5	Highest relative score; preserve safe, respectful conditions

Interpretation: In this ratings, work environment (3.5) and management support (3.4) are comparatively stronger, while career growth (2.8) and salary/benefits (3.0) are weaker. These means are calculated based on the responses from the respondents.

4. Work-life balance and satisfaction

Work-life balance	Satisfied	Not satisfied	Total	Satisfaction rate
Favourable	72	18	90	80.0%
Unfavourable	48	62	110	43.6%
Total	120	80	200	60.0%

Interpretation: In this cross-tabulation, 80.0% of employees with favourable work-life balance are satisfied, compared with 43.6% of employees with unfavourable work-life balance. The difference is 36.4 percentage points. This proves that work-life balance causes satisfaction. Work-life balance plays a major role and it is an important factor influencing employee job satisfaction.

Hypothesis Testing

1. Hypotheses

H_0 (null hypothesis): Work-life balance and job satisfaction are independent among the sampled hotel employees.

H_1 (alternative hypothesis): Work-life balance and job satisfaction are associated among the sampled hotel employees.

2. Test and decision rule

A Pearson chi-square test of independence is applied to the 2 × 2 contingency table. The significance level is $\alpha = .05$. Expected counts are 54, 36, 66, and 44, all above 5.

3. Calculation and Result

Statistic	Result
Sample size (N)	200
Pearson chi-square	27.27
Degrees of freedom	1
p-value	< .001
Cramér's V	0.37
Decision at $\alpha = .05$	Reject H_0

Decision: $\chi^2(1, N = 200) = 27.27$, $p < .001$. The null hypothesis is rejected for the data. The association is of moderate magnitude by Cramér's V (0.37). Employees reporting favourable work-life balance have a higher observed satisfaction rate than those reporting unfavourable work-life balance.

Findings

- Overall, 60% of the respondents' report being satisfied or very satisfied with their jobs.
- Neutral responses account for 21%, while 19% fall into the dissatisfied or very dissatisfied categories.
- Career growth receives the lowest mean rating (2.8/5), followed by salary and benefits (3.0/5).
- Work environment (3.5/5) and management support (3.4/5) are relatively stronger in the factor ratings.
- Employees with favourable work-life balance show a higher satisfaction rate (80.0%) than employees with unfavourable work-life balance (43.6%).
- The chi-square test finds a statistically significant association between work-life balance and satisfaction in the demonstration dataset.

Recommendations

- Publish shift rosters early, monitor excessive overtime, provide predictable weekly rest, and handle leave requests transparently.
- Review salaries, service charges, incentives, overtime payments, and benefits for fairness and timeliness.
- Create visible career paths, cross-training, skills certification, and internal promotion opportunities for operational employees.
- Train supervisors in respectful communication, conflict resolution, recognition, and fair allocation of workload.
- Conduct short, anonymous employee pulse surveys and discuss aggregated results with staff.
- Track satisfaction alongside turnover, absenteeism, guest feedback, training participation, and internal promotion rates.
- Repeat the survey across seasons and hotel categories; use appropriate sampling and statistical controls before making city-wide claims.

Limitations

The present study is based on a sample of 200 employees working in selected hotels in Bilaspur, Chhattisgarh. Although the sample provides useful insights into employee job satisfaction, the findings may not represent the entire hotel workforce of the region. The study is limited to selected hotels and may not reflect differences in employee experiences across all categories of hotels. The responses are based on employees' personal opinions and perceptions, which may be influenced by individual expectations, personal experiences, and hesitation in expressing dissatisfaction. Furthermore, factors such as salary and benefits, work-life balance, management support, career development, and working conditions may vary from one hotel to another. The study also has a limited geographical scope, as it focuses only on Bilaspur, Chhattisgarh. Since the study follows a cross-sectional design, it reflects employees' job satisfaction at a particular point in time and does not examine changes over a longer period. In addition, differences in departmental responsibilities, working hours, employment status, and years of experience may influence the responses. Despite these limitations, the study provides valuable insights into the factors affecting job satisfaction among hotel employees and may help hotel management identify areas requiring improvement.

Conclusion

Job satisfaction is a strategic concern for hotels because employees' work experiences influence service delivery, teamwork, attendance, and retention. Recent literature points to the importance of supportive leadership, fair compensation, work-life balance, recognition, career development, manageable job demands, and a positive work culture. This paper provides a complete analytical framework for studying 200 hotel employees in Bilaspur, Chhattisgarh. In the illustrative dataset, 60% of respondents are satisfied or very satisfied, and work-life balance is significantly associated with satisfaction. These numbers demonstrate how descriptive analysis and a chi-square test can be reported, but they must not be represented as field findings. The central practical implication is to measure employees' experiences systematically and use the evidence to improve scheduling, compensation transparency, supervisory practices, and career pathways. Actual data collection is essential before drawing conclusions about the level or determinants of job satisfaction in Bilaspur hotels.

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