

## **THE ANTECEDENTS AND CONSEQUENCES OF JOB SATISFACTION FOR ROOMS DIVISION'S EMPLOYEES IN THE EGYPTIAN HOTELS**

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### **ABSTRACT**

*With increasing globalization and international competition, the importance of recruiting, retaining and managing resources that can help to increase competitiveness of organizations has become a crucial factor in the success of the hospitality industry. It includes the Organization's ability to retain its employee retention, and to eliminate the intention to turnover to reduce the cost of bringing staff, interviewing and plan training. This study aimed to clarify the factors affecting job satisfaction, as well as the impact of job satisfaction on the employees of the room division in the Egyptian hotels, where the problem of the study was the instability of the employees, in addition to the high rate of job turnover. This research used a questionnaires to collect data, (310) questionnaires were distributed, and (282) were valid for the purposes of the study, and then these data were analyzed using the descriptive analytical method and the SPSS program, to answer hypotheses of this study. The Findings of this study showed that the level of job satisfaction job satisfaction among the employees of the room division in Egyptian five-star hotels was at a moderate degree, and that there are positive relationships that combine, Job Satisfaction and factors such as compensation satisfaction, work engagement that affect employees, and the study recommendation Egyptian hotels Should to pay more attention to compensation and the work environment in order to raising the level of Job Satisfaction, and the turnover of work is reduced for the employees of the room division in Egyptian hotels.*

**KEYWORDS:** Job Satisfaction, Work Engagement, Work Environment, Compensation Satisfaction, Employee Commitment, Intention to Remain.

## **INTRODUCTION**

Nadiri & Tanova, (2010) pointed that with increasing globalization and international competition, the importance of recruiting, retaining and managing resources that can help to increase competitiveness of organizations has become a crucial factor in the success of the hospitality industry. It includes the organization's ability to retain its employee retention, and to eliminate the intention to turnover to reduce the cost of bringing staff, interviewing and plan training Wakabi, (2016). Job turnover rates in the hospitality industry are alarmingly high and have an impact on both a hospitality company's financial performance and its employee morale. Turnover increases a company's spending because it is costly to replace departing employees (Brown & Bosselman, 2015).

These challenges give an indication of the need to work for the satisfaction of the employee of the organization, and retain qualified employee with high capacity (Nadiri & Tanova, 2010). Especially, the hospitality industry usually views job satisfaction as one of the most important factors affecting employee retention policy, further compensation and other factors (Matzler & Renzl, 2007). This helps organizations achieve job satisfaction and employee retention (Silva, 2006).

DiPietro & Milman, (2008) stressed that many owners and managers in the hospitality industry believe that the turnover rates will decrease if pay is increased; however, the pay is a factor that initially attracts employees but does not predict their retention.

However, there are many factors that affect job satisfaction, and employee commitment and intention to stay within the organization, Such as compensation, and engagement, motivation factors (Jang et al, 2012).

Employee retention policy plays a central role in the hotels sector. Because that the services are seen as inseparable from their provider. Thus, increasing employees' job satisfaction, commitment to the organization and motivation will not only increase the employee retention only, but it will also contribute to the increased competitiveness of hospitality sector organizations and lead to better future performance. (Nadiri, 2010; Frye, 2019).

## **THE RESEARCH AIM AND OBJECTIVES**

This study aims to identify factors affecting job satisfaction, achieve management policy toward employee retention, and benefits of implementation. The current study precisely seeks to achieve the following objectives:

- To determine the factors that affect employee job satisfaction.
- To examine the effect of job satisfaction on Egyptian hotel room division employees.
- To identify the relationship between job satisfaction and Intention to Remain.
- To determining the level of job satisfaction of room division employees in hotels.

## **LITERATURE REVIEW**

Tourism and hospitality is a high-contact service sector, where most of the services are delivered with a high level of interaction between customers and employees (Kong, Jiang, Chan, & Zhou, 2018). tourism and hospitality industry specifically, an industry with skill deficiency and high employee turnover, tourism and hospitality firms should take into consideration the factors revealed employee reviews if they want to increase the job satisfaction JS of their employees and reduce employee turnover, which eventually leads to higher financial performance (Stamolampros, & Buhalis, 2019).

Yang, (2010) stated that Job Satisfaction is very important in the hotels industry. This has led researchers to conduct a lot of research on why employees leave or stay their jobs. Previous studies have shown that job satisfaction is linked to the quality of service providing to customers in the hospitality industry, the behavior toward them, and also the intention to stay at work, Employees who are unsatisfied with the work are behaving badly and planning to leave work. This results in a lower quality of the services provided (Karatepe, 2006).

Job satisfaction is a critical factor in attracting and retaining a skilled workforce. The extant scholarly thought substantiates a positive relationship among employee satisfaction, customer satisfaction, and company performance (Harter, Schmidt, & Hayes, 2002; Huang, Li, Meschke, & Guthrie, 2015).

## **DEFINITION OF JOB SATISFACTION**

*"JS is often defined as the collection of feelings and beliefs that people have about their job"* (George, Louw, & Badenhorst, 2008). Weiss (2002) Defines *"job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life"*. Job satisfaction can be understood in terms of its relationships with other key factors such as general well-being, stress at work, control at work, homework interface, and working conditions. (Kokash, 2011), the remuneration system of the organization usually

affects the level of satisfaction of the individual, and the individual they are satisfied to varying degrees with different aspects of their work such as: Labor itself, wages and promotion conditions, conditions of work and policies of the Organization. (Chan & Kuok, 2015) described JS as workers' feelings regarding their jobs. JS is thus a function of the perceived relationship between workers' expectations regarding a job and what they actually obtain from that job, as well as the importance or value that workers attribute to their jobs. JS is an attitudinal measure that relates workers' perceptions of past events and rewards to their current impressions of a job. JS is a prerequisite for developing employee performance (Wong & Li, 2015). It requires an evaluation of the 'emotional state' which is a result of what an employee perceives, feels, and thinks about his job (Erum & Contreras, 2020).

### **IMPORTANCE OF JOB SATISFACTION IN HOTELS**

The importance of JS has been largely emphasized in the literature, because of its positive affect on job performance (Lu and Gursoy, 2016). firm performance and customers' perception of service quality, satisfaction and retention. Beyond the importance for each employee separately, is clear by its relationship with other organizational behaviors related to the "health" of each organization. More specifically, JS is linked to employee performance, withdrawals or employee absences, dedication, disinterest, stress-burnout, workers' health/welfare, and their general life satisfaction (Aziri, 2011). According to Wong & Li, (2015) JS is a key condition to enhance organizational functioning. Managers design strategies with a view to raise the employee's JS, and gain better results in terms of their creativity, commitment and productivity.

JS is an employee's general attitude toward his or her job. Through years of investigations, JS has been proven to impact upon many aspects of operations and their final result. It has been proven that there is a positive relationship between employees' JS and intention to stay (Chiang et al, 2005).

### **RELATIONSHIP BETWEEN WORK ENVIRONMENT AND JOB SATISFACTION**

According to Daft & Marcic, (2010) JS is an indicator of good relationships between the employer and the employees. The quality of one's relationship with the supervisor can influence JS. Golden & Veiga, (2008) examined the impact of superior-subordinate relationships on the commitment, job satisfaction and performance of virtual workers, and found that those with high-quality relationships demonstrated the highest

levels of commitment, JS and performance while those with low-quality relationships demonstrated lower commitment and job satisfaction. Scott et al, (2003), mentioned that work environment that allows participation in decisionmaking has been shown to increase JS. The study of (Tio, 2014) found that work environment significantly determines JS. Also, the study of Shrivasti and Bhola, (2012) found that concluded that there is positive correlation between working environment of the organizations and job satisfaction, job involvement, employee's productivity and efficiency of organization. As well, working environment has a positive impact on JS (Raziq and Maulabakhsh, 2015). This leads to the first hypothesis which is:

**Hypothesis 1:** *Work Environment will positively affect Job Satisfaction.*

#### **RELATIONSHIP BETWEEN WORK ENGAGEMENT AND JOB SATISFACTION**

Jung & Yoon, (2015) found that four dimensions measuring employee Compensation Satisfaction (i.e., pay level, benefits, pay raises, pay structure) affected work engagement, it is important to acknowledge that a limited number of studies have been found examining work engagement and job satisfaction, particularly in the hospitality industry. Lu et al, (2016) found that an increase in work engagement leads to an increase in job satisfaction. Such results corroborated with (Park & Gursoy, 2012) when they found that work engagement was positively associated with job satisfaction. Furthermore (Lu et al., 2016) found significant differences in vigor, dedication, and absorption between managerial and non-managerial employees. This leads to the second hypothesis which is:

**Hypothesis 2:** *Work Engagement will positively affect Job Satisfaction.*

#### **RELATIONSHIP BETWEEN COMPENSATION SATISFACTION AND JOB SATISFACTION**

Compensation pay provided by an employer to its employees for services rendered (i.e., time, effort and skill). This includes both fixed and variable pay tied to performance levels. (Swanepoel et al, 2008) stated that compensation as financial and non-financial extrinsic rewards provided by an employer for the time, skills and efforts made available by the employee in fulfilling job requirements aimed at achieving organizational objectives. Employee compensation is one of the major functions of human resources management. CS is important for both employers and employees regarding attracting, retaining and motivating employees. CS significantly influenced

employee work motivation, JS, and perceived quality of life (Ahmat et al., 2019).

**Hypothesis 3:** *Compensation Satisfaction will positively affect Job Satisfaction.*

#### **RELATIONSHIP BETWEEN COMPENSATION SATISFACTION AND WORK ENGAGEMENT**

Compensation Satisfaction had positive main effects on work engagement (Zacher et al., 2015). (Venz et al., 2017) indicated that daily Satisfaction at work is beneficial for employees' state work engagement. CS has a positive and significant effect on work engagement. This means that the better the compensation of employees the more work engagement is increased (Robianto & Masdupi, 2020). This leads to the fourth hypothesis which is:

**Hypothesis 4:** *Compensation Satisfaction will positively affect Work Engagement.*

#### **RELATIONSHIP BETWEEN COMPENSATION SATISFACTION AND QUALITY OF LIFE**

JS with compensation significantly influenced their work motivation, JS, and perceived quality of life (Ahmat & Russell, 2019). Quality of life encompasses the well-being of employees and is measured by employees' satisfaction with their financial condition and family needs (Sirgy et al., 2001). (Joo-Ee, 2016) noted that employees realized that the cost of living would then rise, so their level of JS depends on their different spending patterns, and the suitability of financial resources to these needs. CS significantly influenced employee work motivation, job satisfaction, and perceived QOL (Ahmata et al., 2019). This leads to the seven hypotheses which is:

**Hypothesis 5:** *Compensation Satisfaction will positively affect Quality of Life.*

#### **RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE COMMITMENT**

The findings of the relationship between employees' job satisfaction and their organizational commitment are similar to some employee studies, which indicate that satisfied employees seem to be more committed to their employer (Brown et al., 2015; Park and Gursay, 2012). Virtuous, enthusiastic, satisfied, involved and committed people are the actual assets

of the organization. Without quality human resource nothing can ever be accomplished. Satisfaction in job and commitment towards the organization is the foundation for developing the above qualities in an individual (Gopinath, 2020). This leads to the fifth hypothesis which is:

**Hypothesis 6:** *Job Satisfaction will positively affect Employee Commitment.*

#### **RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT AND INTENTION TO REMAIN**

Most hotels are able to recruit talented and highly motivated employees. However, they seem to have difficulty in retaining newcomers and arousing their organizational commitment. In fact, the hotel industry is facing ever-rising labor costs, which include not only the actual salary paid to new competent employees but also the costs of attracting and retaining them, (Lam *et al.*, 2002). In current competitive environment of educational institutions, they have begun to realize that their employees are their most asset, and they are the determinants of their brand value (Glen, 2006; Govaerts *et al.*, 2011; Fulmer and Ployhart, 2014; Millar *et al.*, 2017). The level of JS seems to have association with various aspects of work behavior such as accidents, absenteeism, turnover and productivity (Gopinath, 2016). Labatmediene *et al.* (2007) found a strong negative correlation between intention to leave an organization and organizational commitment. This leads to the six hypotheses which is

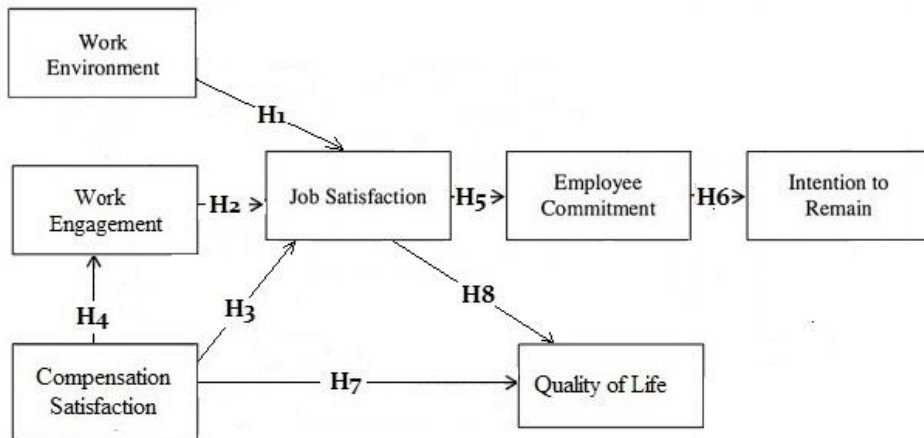
**Hypothesis 7:** *Employee Commitment will positively affect Intention to Remain.*

#### **RELATIONSHIP BETWEEN JOB SATISFACTION AND QUALITY OF LIFE**

In this respect (Drobnic *et al.*, 2010) assured that high JS, which in turn increases life satisfaction indirectly. In general, bad-quality jobs tend to be more 'effective' in worsening workers' perception of their life conditions than good jobs are in improving their quality of life. This agree with (Ahmata *et al.*, 2019) work engagement, and job satisfaction mediated the relationships between CS and turnover intention as well as between CS and quality of life Simply put, employee motivation and engagement to work as well as overall satisfaction toward their job were significantly mediating the relationships between CS and turnover intention, and between CS and quality of life. This leads to the eight hypotheses which is;

**Hypothesis 8:** *Job Satisfaction will positively affect Quality of Life.*

Based upon the proposed hypotheses, Fig. 1 below presents a multi-effects model of those factors, and the expected outcomes from them, and thus job satisfaction, and employee retention.



**Fig. 1. A Proposed Model**

## **METHOD**

### **MEASUREMENT DEVELOPMENT**

In construct measurement (by a five point Likert scale), the questionnaire was structured to evaluate the relationship between seven (7) primary constructs: JS as the dependent variable, work environment, CS, and work engagement as independent variables, and EC, ITR, QOL. The JS was measured using five (4) items formulated by Lin, Wong & Ho, (2013). Also, work environment was measured with five (5) items adopted from Frye, Kang, Huh, & Lee, (2019). CS was also measured with an overall number of four (4) items developed by Adeoye & Fields, (2014), and also work engagement was measured with a total number of five (5) items, which was adopted from (Babakus et al, 2017; Bakker & Salanova, 2006; Shi & Gordon, 2020), and EC was measured with four (5) items adopted from Palomo et al, (2021), and ITR was measured with five (3) items adopted from Frye, Kang, Huh, & Lee, (2019), and QOL was measured with five (4) items adopted from (Ahmata, Arendtb & Russell, 2019; Baker & Kim, 2020).



**Table (1) Research Variables**

<b>Construct &amp; Factor</b>	<b>Item</b>
<b>Work Environment (WE)</b>	
WE1	The physical working conditions of the job match my expectations. My work environment is quiet. There is adequate space between me and my nearest colleague. Overall, my work environment is pleasant and visually appealing. My work provides an environment in which I feel safe and secure.
WE2	
WE3	
WE4	
WE5	
<b>Work Engagement (WEG)</b>	
WEG1	I always find new and interesting aspects in my work I find my work to be a positive challenge I feel more engaged in my work The job provides good opportunities for ongoing training and development of employees I can continue working for very long periods at a time.
WEG2	
WEG3	
WEG4	
WEG5	
<b>Compensation Satisfaction (CS)</b>	
CS1	The workplace sets a fair reward policy The hotel pays the salary and adequate compensation to motivate the staff for the work that They deliver it The hotel pays higher salaries than other business places Your manager will reward you if you do a job that is distinctive and rewarding.
CS2	
CS3	
CS4	
<b>Job Satisfaction (JS)</b>	
JS1	The work I do on my job is meaningful to me. I feel I am really a part of the group of people I work with. I look forward to being with the people I work with each day. I am satisfied with my work.
JS2	
JS3	
JS4	
<b>Employee Commitment (EC)</b>	
EC1	I belong to my work community. I am emotionally attached to my work. My work is very important to me. I feel as a part of a family in my work. I like to talk about my work with people outside it.
EC2	
EC3	
EC4	
EC5	
<b>Quality of life (QL)</b>	
QL1	Hotel offers program to help employees invest and manage finances effectively. The work covers my financial expenses. My job provides well for my family.
QL2	
QL3	

<b>QL4</b>	Get enough time for myself.
<b>Intention to Remain (IR)</b>	
<b>IR1</b>	Right now I don't think I'll leave it.
<b>IR2</b>	I believe that employment guarantees opportunities for promotion and growth in jobs.
<b>IR3</b>	I am ready to do everything I can for the place.

**DATA COLLECTION**

The targeted population for the study includes room division employees working in Egyptian five-star hotel, in Cairo, Luxor and Aswan. The variables were originally developed in English and later translated to Arabic to ensure relevance and enhance the results. The study used the translation to improve the linguistic quality and set the conformity of the meaning. A Seven-member academic from Egyptian universities was consulted for the face validity of the questionnaire. Subsequently, necessary modifications were made based on their valuable recommendations. After the preparation of the final copy, a pilot questionnaire was distributed to some room division employees selected human resource managers and each component of the questionnaire was discussed with them. This helped in ensuring the measurement of each statement. The data was gathered from January to March 2021.

The researcher depended on a descriptive statistical method to analyze the collected data by using (SPSS). These methods comprise frequencies, Percentage, means, standard deviations, variance, Pearson correlation and multiple regressions.

**FINDINGS AND DISCUSSION**

**DEMOGRAPHIC PROFILE**

**Table (2) Respondent’s Socio-demographic Profile (N=282).**

<b>Variable</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
<b>Gender</b>		
Female	134	47.5%
Male	148	52.5%
<b>Age</b>		
Less than 25 years	166	58.9%
From 25 to 40 year	87	30.9%

More than 40 years	29	10.3%
<b>Education Level</b>		
Secondary education	82	29.1%
Bachelor's degree	152	53.9%
Postgraduate	48	17.0%
<b>Education Field</b>		
Hospitality	190	67.4%
Other	92	32.6%
<b>Years of Experience</b>		
Less than 5 years	138	48.9%
From 5 to 10 years	98	34.8%
More than 10 years	46	16.3%
<b>Marital Status</b>		
Single	129	45.7%
Married	140	49.6%
Other	13	4.6%
<b>Department</b>		
Front Office	154	54.6%
Housekeeping	128	45.4%
<b>Type of Contract</b>		
Limited period	200	70.9%
Casual contract	12	4.3%
Full time contract	70	24.8%
<b>Total</b>	<b>282</b>	<b>100%</b>

Frequency analysis was performed to review the overall profile of respondent's socio-demographics. The previous table showed that 47.5 % of the study sample is males and 52.5 % of the study sample are females, and the dominating percentage is Less than 25 years, and it represents 58.9 % of the sample. 29.1% of the study sample was Secondary education holders, 53.9 % of the study sample were bachelor's degree holders, and 17.0 of the study sample were postgraduate holders. 67.4 % of the study sample has the nature of their education field as a (hospitality), 32.6 % of the study sample has the nature of their education field as (other). 48.9 % of the study sample have years of experience less than 5 years, 34.8 % of the study sample have years of experience ranging from 5 to 10 years, and 16.3 % of the study sample have years of experience of 10 years or more. 45.7 % of the study sample are single, 49.6 % of the study sample are married, and 4,6 % of the study sample are other. 54.6 % of the study sample works in department of front office, 45.4 % of the study sample work in department of Housekeeping. 70.9 % of the study sample works

under the (Limited Period) system, 4.3 % of the study sample works under the (Casual contract) system, 24.8 % of the study sample work under the (full time contract) system. A profile of respondent’s socio-demographic information is summarized in **Table 2**.

**RELIABILITY ANALYSIS**

Before engaging in hypotheses testing and exploration analysis, it was necessary to assess the internal consistency of the Job satisfaction portion of the survey instrument. section was subjected to statistical reliability analysis. scale posted a high measure of reliability. **Table 3**

**Table 3: Reliability Statistics of employee questionnaire**

<b>Dimension</b>	<b>Statements Number</b>	<b>Cronbach's Alpha</b>
Work Engagement	5	.843
Compensation Satisfaction	4	.953
Work Environment	5	.921
Employee Commitment	5	.899
Quality of Life	4	.906
Intention to Remain	3	.887
Job Satisfaction	4	.906

**RESULTS OF EMPLOYEES' QUESTIONNAIRE**

**TABLE (4) DESCRIPTIVE STATISTICS OF WORK ENVIRONMENT**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>
The physical working conditions of the job match my expectations	2.74	1.37	5
My work environment is quiet	3.49	1.08	2
There is adequate space between me and my nearest colleague	3.59	1.09	1
Overall, my work environment is pleasant and visually appealing.	3.28	1.17	3
My work provides an environment in which I feel safe and secure.	2.97	1.43	4
<b>Overall</b>	<b>3.22</b>	<b>.99</b>	
<b>N: 282</b>			

Table (4) clarifies that:

- ❖ There is adequate space between me, and my nearest colleague has been ranked 1st rank with a mean (3.59) and std. Deviation (1.09).
- ❖ My work environment is quiet with a mean (3.49) and std. Deviation (1.08) in the 2nd rank.
- ❖ Overall, my work environment is pleasant and visually appealing in the 3rd rank with a mean (3.28) and std. Deviation (1.17).
- ❖ My work provides an environment in which I feel safe and secure in the 4th rank with a mean (2.97) and std. Deviation (1.43)
- ❖ The physical working conditions of the job match my expectations in the 5th rank with a mean (2.74) and std. Deviation (1.37)

Overall elements of work environment have a mean (3.22) and std. deviation of (.99), indicating that the direction of their answers in favor of the answer (highly).

**Table (5) Descriptive Statistics of Work Engagement**

Statement	Mean	Std. Deviation	Rank
I always find new and interesting aspects in my work	3.48	1.14	2
I find my work to be a positive challenge	3.47	1.08	3
I feel more engaged in my work.	3.36	1.32	4
The job provides good opportunities for ongoing training and development of employees.	4.27	5.01	1
I can continue working for very long periods at a time.	2.98	1.48	5
<b>Overall</b>	<b>3.51</b>	<b>1.48</b>	
<b>N: 282</b>			

As shown in table (5)

- ❖ The first rank of work engagement is that "The job provides good opportunities for ongoing training and development of employees" with a mean (4.27) and std. Deviation of (5.01)
- ❖ "I always find new and interesting aspects in my work" has been ranked as the second with a mean (3.48) and std. Deviation of (1.14)
- ❖ "I find my work to be a positive challenge" has been ranked as the third with a mean (3.47) and std. Deviation of (1.08)
- ❖ "I feel more engaged in my work" has been ranked as the fourth with a mean (3.36) and std. Deviation of (1.32)
- ❖ "I can continue working for very long periods at a time" has been ranked as the fourth with a mean (2.98) and std. Deviation of (1.48)

Overall elements of work engagement have a mean (3.51) and std. Deviation of (1.48), indicating that the direction of their answers in favor of the answer (highly).

**Table (6) Descriptive Statistics of Compensation Satisfaction**

Statement	Mean	Std. Deviation	Rank
The workplace sets a fair reward policy	2.90	1.30	1
The hotel pays the salary and adequate compensation to motivate the staff for the work that They deliver it	2.62	1.24	2
The hotel pays higher salaries than other business places.	2.52	1.38	4
Your manager will reward you if you do a job that is distinctive and rewarding.	2.61	1.36	3
<b>Overall</b>	<b>2.66</b>	<b>1.21</b>	
<b>N: 282</b>			

Table (6) clarifies that:

- ❖ The workplace sets a fair reward policy has been ranked 1st rank with a mean (2.90) and std. Deviation (1.30).
- ❖ The hotel pays the salary and adequate compensation to motivate the staff for the work that they deliver it with a mean (2.62) and std. Deviation (1.24) in the 2nd rank.
- ❖ Your manager will reward you if you do a job that is distinctive and rewarding in the 3rd rank with a mean (2.61) and std. Deviation (1.36).
- ❖ The hotel pays higher salaries than other business places in the 4th rank with a mean (2.52) and std. Deviation (1.38)

Overall elements of compensation satisfaction have a mean (2.66) and std. deviation of (1.21), indicating that the direction of their answers in favor of the answer (low degree).

**Table (7) Descriptive Statistics of Job Satisfaction**

Statement	Mean	Std. Deviation	Rank
The work I do on my job is meaningful to me.	3.78	1.10	2
I feel I am really a part of the group of people I work with.	3.86	1.00	1
I look forward to being with the people I work with each day.	3.63	1.13	4

I am satisfied with my work.	3.74	.89	3
<b>Overall</b>	<b>3.82</b>	<b>.77</b>	
<b>N: 282</b>			

Table (7) clarifies that:

- ❖ At the organization where I work, I am treated with respect have been ranked (4.10) and std. Deviation (.71).
- ❖ I feel I am really a part of the group of people I work with has been ranked 1st rank with a mean (3.86) and std. Deviation of (1.00).
- ❖ The work I do on my job is meaningful to me in the second with a mean (3.78) and std. Deviation (1.10).
- ❖ I am satisfied with my work in the 3rd rank with a mean (3.74) and std. Deviation (.89)
- ❖ I look forward to being with the people I work with each day in the 4th rank with a mean (3.63) and std. Deviation (1.13)

Overall elements of job satisfaction have a mean (3.82) and std. deviation of (.77), indicating that the direction of their answers in favor of the answer (highly).

**Table (8) Descriptive Statistics of Employee Commitment**

Statement	Mean	Std. Deviation	Rank
I belong to my work community.	3.47	1.10	2
I am emotionally attached to my work.	3.21	1.13	4
My work is very important to me.	3.65	1.10	1
I feel as a part of a family in my work.	3.31	1.30	3
I like to talk about my work with people outside it	2.80	1.38	5
<b>Overall</b>	<b>3.29</b>	<b>.99</b>	
<b>N: 282</b>			

Table (8) clarifies that:

- ❖ My work is very important to me have been ranked 1st rank with a mean (3.65) and std. Deviation (1.10).
- ❖ I belong to my work community with a mean (3.47) and std. Deviation (1.10) in the 2nd rank.
- ❖ I feel as a part of a family in my work in the 3rd rank with a mean (3.31) and std. Deviation (1.30).
- ❖ I am emotionally attached to my work in the 4th rank with a mean (3.21) and std. Deviation (1.13)
- ❖ I like to talk about my work with people outside it in the 5th rank with a mean (2.80) and std. Deviation (1.38)

Overall elements of employee commitment have a mean (3.29) and std. deviation of (.99), indicating that the direction of their answers in favor of the answer (highly).

**Table (9) Descriptive Statistics of Quality of Life**

Statement	Mean	Std. Deviation	Rank
Hotel offers program to help employees invest and manage finances effectively.	2.95	1.40	3
The work covers my financial expenses	2.69	1.27	4
My job provides well for my family.	2.66	1.32	5
Get enough time for myself	3.09	1.20	2
<b>Overall</b>	<b>2.99</b>	<b>.94</b>	

Table (9) clarifies that:

- ❖ The hotel work is difficult and offers me stress have been ranked 1st rank with a mean (3.57) and std. Deviation (1.19).
- ❖ Get enough time for myself with a mean (3.09) and std. Deviation (1.20) in the 2nd rank.
- ❖ Hotel offers program to help employees invest and manage finances effectively in the 3rd rank with a mean (2.95) and std. Deviation (1.40).
- ❖ The work covers my financial expenses in the 4th rank with a mean (2.69) and std. Deviation (1.27)
- ❖ My job provides well for my family in the 5th rank with a mean (2.66) and std. Deviation (1.32)

Overall elements of quality of life have a mean (2.99) and std. deviation of (.94), indicating that the direction of their answers in favor of the answer (low degree).

**Table (10) Descriptive Statistics of Intention to Remain**

Statement	Mean	Std. Deviation	Rank
Right now, I do not think I will leave it.	3.59	1.11	1
I believe that employment guarantees opportunities for promotion and growth in jobs.	3.28	1.26	3
I am ready to do everything I can for the place.	3.07	1.33	4
<b>Overall</b>	<b>3.35</b>	<b>.77</b>	



Table (10) clarifies that:

- ❖ Right now, I do not think I will leave it have been ranked 1st rank with a mean (3.59) and std. Deviation (1.11).
- ❖ I feel no obligation to stay in my current work with a mean (3.45) and std. Deviation (1.19) in the 2nd rank.
- ❖ I believe that employment guarantees opportunities for promotion and growth in jobs in the 3rd rank with a mean (3.28) and std. Deviation (1.26).
- ❖ I am ready to do everything I can for the place in the 4th rank with a mean (3.07) and std. Deviation (1.33)

Overall elements of intention to remain have a mean (3.35) and std. deviation of (.77), indicating that the direction of their answers in favor of the answer (highly).

**TESTING OF THE HYPOTHESIS**

**Table (11) linear Regression Coefficients for Influence of Work Environment on Job Satisfaction**

<b>Model</b>	<b>R</b>	<b>R2</b>	<b>Beta</b>	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>Sig.</b>
(Constant)						3.050	.000
<b>Work Environment</b>	.574a	.329	.574	137.354	.000	11.720	.000
a. Predictors: <b>Work Environment</b>							
b. Dependent Variable: <b>Job Satisfaction</b>							

From tables (11) The R value 0. 574 referred that there is a moderate degree of correlation between Work Environment & Job satisfaction, as well as the coefficient of determination R2 is (0.329), that is the work environment & job satisfaction explain 32 % of the changes in job satisfaction. The results showed the following:

- There is a positive, statistically significant impact of work environment on job satisfaction in Egyptian hotels (0. 574).

**Table (12) linear Regression Coefficients for Influence of Work Engagement on Job Satisfaction**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				45.723	.000a	2.733	.000
<b>Work Engagement</b>	.375a	.140	.375			6.762	.000
a. Predictors: <b>Work Engagement</b>							
b. Dependent Variable: <b>Job Satisfaction</b>							

From tables (12) The R value 0. 375 referred that there is a moderate degree of correlation between work engagement & job satisfaction, as well as the coefficient of determination R2 is (0.140), that is the work engagement & job satisfaction explain 14 % of the changes in job satisfaction. The results showed the following:

- There is a positive, statistically significant impact of work engagement on job satisfaction in Egyptian hotels (0. 375).

**Table (13) linear Regression Coefficients for Influence of Compensation Satisfaction on Job Satisfaction**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				99.122	.000a	26.981	.000
<b>Compensation Satisfaction</b>	.511a	.261	.511			9.956	.000
a. Predictors: <b>Compensation Satisfaction</b>							
b. Dependent Variable: <b>Job Satisfaction</b>							

From tables (13) The R value 0.511 referred that there is a moderate degree of correlation between compensation satisfaction & job satisfaction, as well as the coefficient of determination R2 is (0.261), that is the compensation satisfaction & job satisfaction explain 26 % of the changes in job satisfaction. The results showed the following:

- There is a positive, statistically significant impact of Compensation Satisfaction on job satisfaction in Egyptian hotels (0.511).

**Table (14) linear Regression Coefficients for Influence of Compensation Satisfaction on Work Engagement**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				65.531	.000a	10.861	.000
<b>Compensation Satisfaction</b>	.435a	.190	.435			8.095	.000
a. Predictors: <b>Compensation Satisfaction</b>							
b. Dependent Variable: <b>Work Engagement</b>							

From tables (14) The R value 0.435 referred that there is a moderate degree of correlation between compensation satisfaction & Work Engagement, as well as the coefficient of determination R2 is (0.190), that is the compensation satisfaction & work engagement explain 19 % of the changes in job satisfaction. The results showed the following:

- There is a positive, statistically significant impact compensation satisfaction on of work engagement in Egyptian hotels (0.435).

**Table (15) linear Regression Coefficients for Influence of Compensation Satisfaction on Quality of Life**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				458.305	.000a	1.366	.000
<b>Compensation Satisfaction</b>	.788a	.621	.788			21.408	.000
a. Predictors: <b>Compensation Satisfaction</b>							
b. Dependent Variable: <b>Quality of Life</b>							

From tables (15) The R value 0.788 referred that there is a moderate degree of correlation between compensation satisfaction & quality of life, as well as the coefficient of determination R2 is (0.621), that is the compensation satisfaction & quality of life explain 62 % of the changes in job satisfaction. The results showed the following:

- There is a positive, statistically significant impact compensation satisfaction on of quality of life in Egyptian hotels (0.788).

**Table (16) linear Regression Coefficients for Influence of Job Satisfaction on Employee Commitment**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				152.116	.000a	2.999	.003
<b>Job Satisfaction</b>	.593a	.352	.593			12.334	.000
a. Predictors: <b>Job Satisfaction</b> b. Dependent Variable: <b>Employee Commitment</b>							

From tables (16) The R value 0.593 referred that there is a moderate degree of correlation between job satisfaction & employee commitment, as well as the coefficient of determination R2 is (0.352), that is the job satisfaction & employee commitment explain 62 % of the changes in employee commitment. The results showed the following:

There is a positive, statistically significant impact job satisfaction on of employee commitment in Egyptian hotels (0.593).

**Table (17) linear Regression Coefficients for Influence of Employee Commitment on Intention to Remain**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				239.313	.000a	8.291	.000
<b>Employee Commitment</b>	.679a	.461	.679			15.470	.000
a. Predictors: <b>Employee Commitment</b> b. Dependent Variable: <b>Intention to Remain</b>							

From tables (17) The R value 0.679 referred that there is a moderate degree of correlation between employee commitment & intention to remain, as well as the coefficient of determination R2 is (0.352), that is the

employee commitment & intention to remain explain 62 % of the changes in intention to remain. The results showed the following:

- There is a positive, statistically significant impact employee commitment on of intention to remain in Egyptian hotels (0.679).

**Table (18) linear Regression Coefficients for Influence of Job Satisfaction on Quality of Life**

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)						16.815	.000
<b>Job Satisfaction</b>	.551a	.304	.551	122.018	.000a	11.046	.000
a. Predictors: <b>Job Satisfaction</b> b. Dependent Variable: <b>Quality of Life</b>							

From tables (18) The R value 0.551 referred that there is a moderate degree of correlation between job satisfaction & quality of life on intention to remain, as well as the coefficient of determination R2 is (0.304), that is the job satisfaction & quality of life explain 30 % of the changes in quality of life. The results showed the following:

- There is a positive, statistically significant impact of job satisfaction on quality of life in Egyptian hotels (0.343).

**TESTING OF THE HYPOTHESIS**

**Table (19) Testing Of the Hypothesis**

Hypothesized Path	Sig	Beta	Hypothesis support
H1 WEV → JS	.574**	.574	yes
H2 WEG → JS	.375**	.375	yes
H3 CS → JS	.511**	.511	yes
H4 CS → WEG	.435**	.435	yes
H5 JS → EC	.593**	.593	yes
H6 EC → ITR	.679**	.679	yes

H7	CS → QOL	.788**	.788	yes
H8	JS → QOL	.450**	.551	yes
<p><b>Note.</b> Each abbreviation means WEG (Work Engagement), CS (Compensation Satisfaction), WEV (Work Environment), EC (Employee Commitment), QOL (Quality of life), ITR (Intention to Remain), JS (Job Satisfaction).</p>				

**Hypothesis 1: Work Environment affects employees’ job satisfaction**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 1. In other words, it means that the Work Environment to an increase in employees’ job satisfaction in the room division. As indicated in Table 11 revealed a positive and statistically significant beta value (b) of 0.574, and with value of  $t\text{-count} > t\text{-table}$  ( $11.720 > 3.050$ ), this result in line with the explanation of (Daft & Marcic, 2010; Golden & Veiga, 2008). Hence, Hypothesis 1 was accepted.

**Hypothesis 2: Work Engagement affects employees’ job satisfaction**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 2. In other words, it means that the Work Engagement to an increase in employees’ job satisfaction in the room division. As indicated in Table 12 revealed a positive and statistically significant beta value (b) of 0.375, and with value of  $t\text{-count} > t\text{-table}$  ( $6.762 > 2.733$ ), this result in line with the explanation of (Lu et al., 2016; Jung & Yoon, 2015; Park & Gursoy, 2012). Hence, Hypothesis 1 was accepted.

**Hypothesis 3: Compensation Satisfaction affects employees’ job satisfaction**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 3. In other words, it means that the Compensation Satisfaction to an increase in employees’ job satisfaction in the room division. As indicated in Table 13 revealed a positive and statistically significant beta value (b) of 0.511, and with value of  $t\text{-count} > t\text{-table}$  ( $9.956 > 26.981$ ), this result in line with the explanation of (Ahmat et al., 2019; Swanepoel et al, 2008). Hence, Hypothesis 1 was accepted.

**Hypothesis 4: Compensation Satisfaction affects Work Engagement**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 4. In other words, it means that the Compensation Satisfaction to an increase in Work Engagement. As indicated in Table 14 revealed a positive and statistically significant beta value (b) of 0.435, and with value of  $t\text{-count} > t\text{-table}$  ( $8.095 > 10.861$ ), this result in line with the explanation of (Robianto & Masdupi, 2020; Venz et al., 2017; Zacher et al., 2015).

Hence, Hypothesis 1 was accepted.

**Hypothesis 5: Compensation Satisfaction affects Quality of Life**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 5. In other words, it means that the Compensation Satisfaction to an increase in Quality of Life. As indicated in Table 15 revealed a positive and statistically significant beta value (b) of 0.788, and with value of  $t\text{-count} > t\text{-table}$  ( $21.408 > 1.366$ ), this result in line with the explanation of (Ahmata et al., 2019; Joo-Ee, 2016). Hence, Hypothesis 1 was accepted.

**Hypothesis 6: Job Satisfaction affects Employee Commitment**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 6. In other words, it means that the Job Satisfaction to an increase in Employee Commitment. As indicated in Table 16 revealed a positive and statistically significant beta value (b) of 0.593, and with value of  $t\text{-count} > t\text{-table}$  ( $12.334 > 2.999$ ), this result in line with the explanation of (Gopinath, 2020; Brown et al., 2015; Park and Gursoy, 2012). Hence, Hypothesis 1 was accepted.

**Hypothesis 7: Employee Commitment affects Intention to Remain**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 7. In other words, it means that the Employee Commitment to an increase in Intention to Remain. As indicated in Table 17 revealed a positive and statistically significant beta value (b) of 0.679, and with value of  $t\text{-count} > t\text{-table}$  ( $15.470 > 8.291$ ), this result in line with the explanation of (Glen, 2006; Govaerts et al., 2011; Fulmer and Ployhart, 2014; Millar et al., 2017). Hence, Hypothesis 1 was accepted.

### **Hypothesis 8: Job Satisfaction affects Quality of Life**

The path coefficient for testing hypothesized interaction between the constructs must be positive and statistically significant, to support Hypothesis 8. In other words, it means that the Job Satisfaction to an increase in Quality of Life. As indicated in Table 18 revealed a positive and statistically significant beta value (b) of 0.551, and with value of t-count > t-table (11.046 > 16.815), this result in line with the explanation of (Ahmata et al., 2019; Drobnic et al., 2010). Hence, Hypothesis 1 was accepted.

### **CONCLUSION**

Out of 320 distributed questionnaires, 282 questionnaires were returned, 38 questionnaires were excluded from the analysis due to incomplete answers, and 282 questionnaires were analyzed. A total of 148 females and 134 males were involved in the study. The age distribution specified that a large number of the study participants were aged less than 25 years, followed by 25 to 40, and followed by the age more than 40 years.

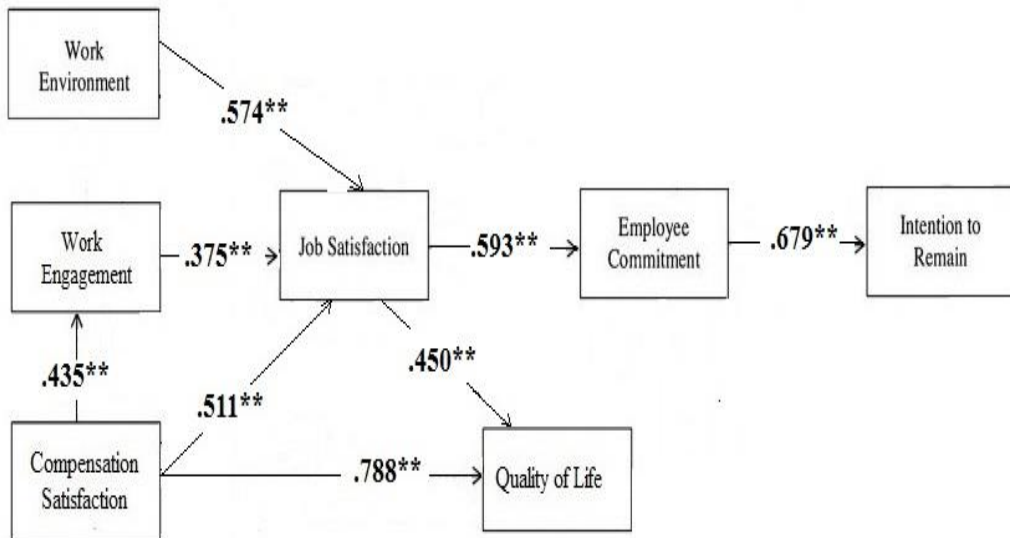
*First:* The study showed that the work environment available in the hotels is suitable, and it is available in weight. This percentage indicates the officials' interest in providing a comfortable work environment. It includes rest times, technical and office means, tools, equipment and physical working conditions in terms of temperature, lighting, cleanliness of the place, security and safety conditions, working hours and times and health facilities. Which helps to perform work efficiently, with outstanding performance and at higher speed, which enhances the job satisfaction of the workers and motivates them to work, as well as increases their desire to continue the work and not leave it.

*Second,* the study showed that Compensation Satisfaction greatly affects job satisfaction and quality of life... This study agreed with the study (Negash et al., 2014; Ahmat et al., 2019). Where a number of researchers found that employees who are satisfied with compensation are more persistent in work for a significant period because of their satisfaction with work, and on the other hand, Employees who are dissatisfied with the work are less persistent in it (Ghazanfar et al., 2011).

*Third,* Enhancing work engagement makes employees more satisfied with work. The results showed that the more hotels organize training courses for employees, the higher the job satisfaction rate. Also, employees can continue working for long periods at a time and feel more focused in it.



**Fourth**, when employees can manage and invest in their finances and are also able to find time for themselves and their families, they will not consider leaving the job, and it will reflect on the quality of life of employees.



**Fig. (2) Final structural model and results of path analysis.**

### **RECOMMENDATIONS**

The researcher recommends starting from the research results the following recommendations, which are directed to the managers of the human resources department within the Egyptian five-star hotels, as they are those responsible for raising these recommendations to hotel managers:

1. Enhancing the level of job satisfaction among the employees of the rooms division in Egyptian hotels in terms of setting up a compensation system that encourages employees to give continuously.
2. Paying attention to the work environment and providing the necessary tools for employees within the workplaces in the hotels in which they work.
3. Directing employees to participate in work in order to create an atmosphere of cooperation between employees that increases the efficiency of work performance.

4. More attention should be paid to the quality of life of employees in order to motivate and retain them in hotels.
5. Raising the level of organizational commitment among employees by paying attention to internal change and developing action plans in order to retain high caliber employees.
6. Strengthening the process of attracting and appointing individuals with talents and capabilities Distinguished and appoint them in line with the job description.
7. Paying attention to employee's satisfaction to raise job loyalty rates and reduce the percentage of work turnover.
8. Holding meetings by managers with employee's in order to develop human relations, improve interaction between individuals, facilitate communication processes among them, and involve them in decision-making within the hotel within an organizational framework.
9. Continuous encouragement of employees, and the adoption of moral motivation in addition to financial motivation because many hotels do not care about moral incentives despite their great importance.
10. Ensuring the involvement of individuals in making critical decisions related to their tasks or the hotel in order to raise their job satisfaction.

#### **FURTHER RESEARCH**

Further research should consider the following points:

- The current study was limited to a sample of employees of the rooms division in Egyptian five-star hotels, and researchers in the future should apply the study to other types of hotels.
- The current study was applied to the category of Egyptian hotels. The results may differ in the future if it is applied to restaurants and hotels floating.
- The current study used the questionnaire to collect data from employees and other factors and new variables that affect employee job satisfaction may appear if interviews were conducted with department managers within hotels.

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