

A Comprehensive Study on Job Satisfaction Among Hotel Employees: A Systematic Literature Review

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Abstract

Hotel industry being a hospitality industry which is a service-providing industry is deeply dependent on its employees, with job satisfaction serving as a linchpin for organizational success. In the field of hospitality industry especially the hotel industry, there are numerous factors contributing to the dissatisfaction of hotel employees with their job, which directly affects the overall productivity of hoteliers. To comprehend this pivotal point, a systematic literature review has been done in relation to this matter. This study intends to identify the potential factors leading to job satisfaction, ascertain the impact of job satisfaction on employee fluctuation and identify the methodologies through a comprehensive study based on previous works. A total of 38 studies were selected for comprehensive analysis out of 299 studies which were taken out from Scopus and Google Scholar. Research results, Prisma flow diagram, distribution of paper in terms of - year, country, citations, journals and discussion of the selected studies are provided.

Keywords: Systematic literature review, Job satisfaction, hotel employees

Introduction

The hotel industry is a continuously developing industry that faces new challenges daily. The organization faces internal and external challenges which is one of the most crucial internal challenge an organization has to face is the constant employee turnover. Organizations have to make a great effort to attract and keep a group of devoted and productive employees. To accomplish this aim, the satisfaction and retention of employees assume paramount importance, especially in the hotel industry which implies working with people (Petrović and Marković, 2012). Hence, Job satisfaction of employees is very important for any organization to prosper. The hotel industry, as a service industry, is greatly dependent upon its employees (Chytiri et al., 2018). Therefore, Satisfaction of job needs to be studied. Many researchers have performed studies based on job satisfaction variable. This article has been performed including data from Google scholar and Scopus for 10 years between 2013-2023 studies were extracted. The review is based on three-fold objectives. Firstly, it targets the key factors affecting job gratification among hoteliers. Secondly, we aim to relook at the existing pieces of literature on the job satisfaction of hotel employees, ascertaining the impact of job satisfaction on employee turnover. Thirdly, it seeks to bring out the methodologies used by different authors in their studies through PRISMA to give a comprehensive study of published literary works done on similar areas of interest.

Amidst the intense competition within the hospitality sector which is relentlessly striving at enhancing service quality, hoteliers are experiencing heightened stress levels, pressure, and work-related anxieties, presents a formidable challenge for hoteliers. Consequently, within this context, a comprehensive assessment of job satisfaction assumes significance, necessitating an understanding of factors that foster contentment or discontentment among personnel. Such an understanding holds the potential to furnish the hotel industry with a valuable framework, facilitating the assimilation of strategic guidelines informed by employee triggers and the cultivation of a harmonious milieu conducive to enhanced performance. This becomes a prospect that augments industry well-being. This scenario becomes particularly pertinent as the industry witnesses an escalating influx of graduates entering the workforce, concurrently accompanied by a notable surge in labor turnover rates across recent years—developments whose underpinnings are intrinsic to the industry itself. In order to unearth the variables that show a positive or negative influence on the construct of job satisfaction, a retrospective examination grounded in antecedent research becomes imperative. In light of these shortcomings, the present researchers embarked on an inquiry, guided by these imperatives, with the aim of unveiling insights of this intricate dynamic.

Objectives

- To identify the key factors influencing job satisfaction amid hotel employees based on a comprehensive review of existing literature.
- To ascertain the impact of job satisfaction on employee turnover.
- To review the methodologies used by different authors in previous studies and summarize the findings from the selected studies to give a comprehensive conclusion to understand the subject matter concerning job satisfaction.

Methodology

This review paper is conducted based on Scopus and Google Scholar databases strictly adhering to PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocols. The search terms used in both the databases were:

- Scopus: TITLE-ABS-KEY (“Job satisfaction” AND “hotel employees”)AND PUBYEAR > 2012 AND PUBYEAR <2024)
- Google Scholar: allintitle: “hotel employees” “job satisfaction”

Variables like “Job satisfaction” Filter for the literature search spanned covered last ten years, encompassing the period from 2013 to 2023, in order to comprehensively address the study area. The databases were queried during the period of 21st to 30th June, 2023. From both the database we were able to collect 299 studies. Further these studies went through a rigorous inclusion and exclusion method. Out of which the studies which met the required criteria were selected which total to 38.

During the database search, we implemented the following criteria to determine what to include and exclude. The inclusion criteria which were applied are as follows:

- Journal Articles
- Pertaining to any population
- Published between 2013 to 2023
- Paper is written only in English
- Journal articles focused on Job satisfaction of hotel employees and Employee turnover

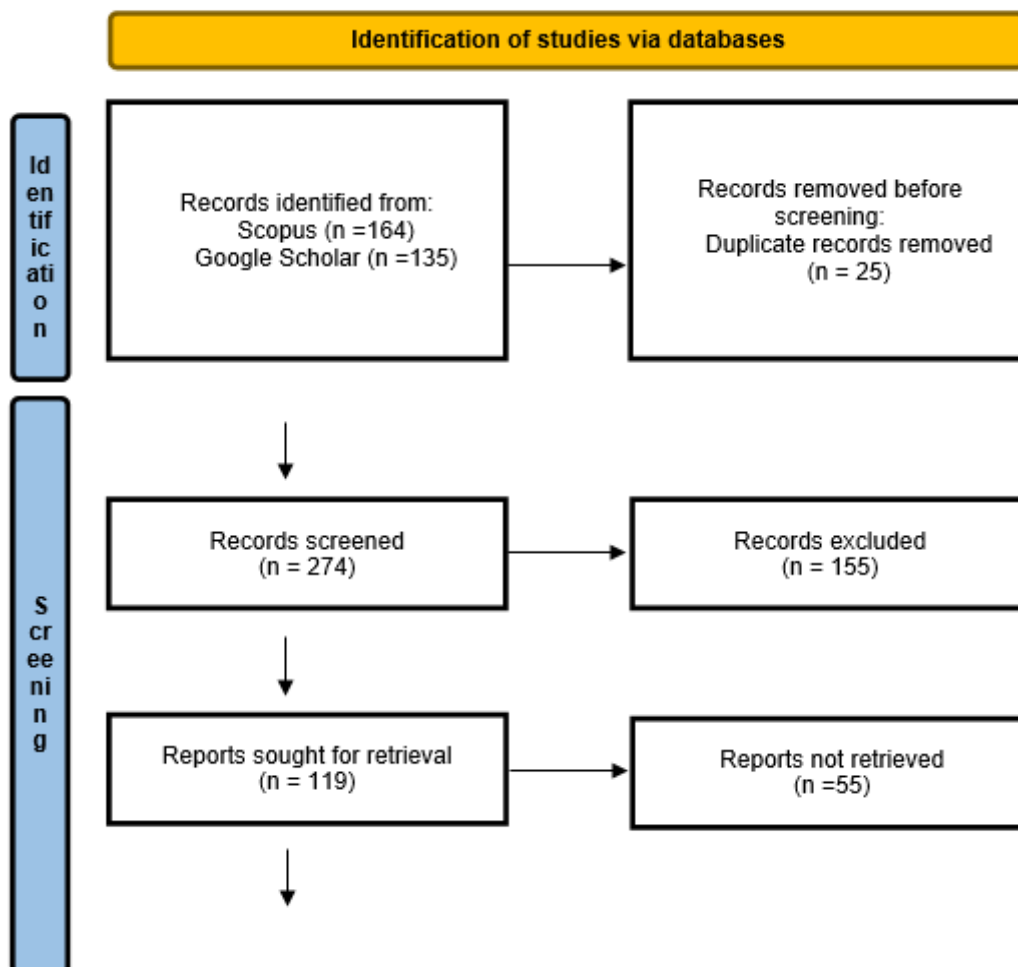
- Written in English language

Exclusion criteria encompass the following:

- Studies describing job satisfaction but not align with the study’s objectives
- Conference Proceedings
- Dissertations
- Theses
- Studies not composed in English language

Recognizing the fact that including all possible source types can significantly broaden the study’s reach. Researchers in order to ensure that the study remains manageable and focused certain source types like conference proceedings, dissertations, theses and project works from the study were needed to be excluded. By excluding certain source types, we were able to narrow down the focus of the study on the most pertinent literature, also picking out therelevant and up-to-date information pertinent to the topic of job satisfaction amid hotel employees. Using a consistent source type, as in this case, journal articles, enhanced the comparability of the research findings, methodologies and draw meaningful conclusions across different studies.

The inclusion and exclusion criteria for this paper has been simple and comprehensive to ensure the focus of the study remained concise and relevant. This paper followed a scheduled Prisma protocols, an outlay has been given in the chart below to offer an all-encompassing analysis of the selected 38 published works in this domain.



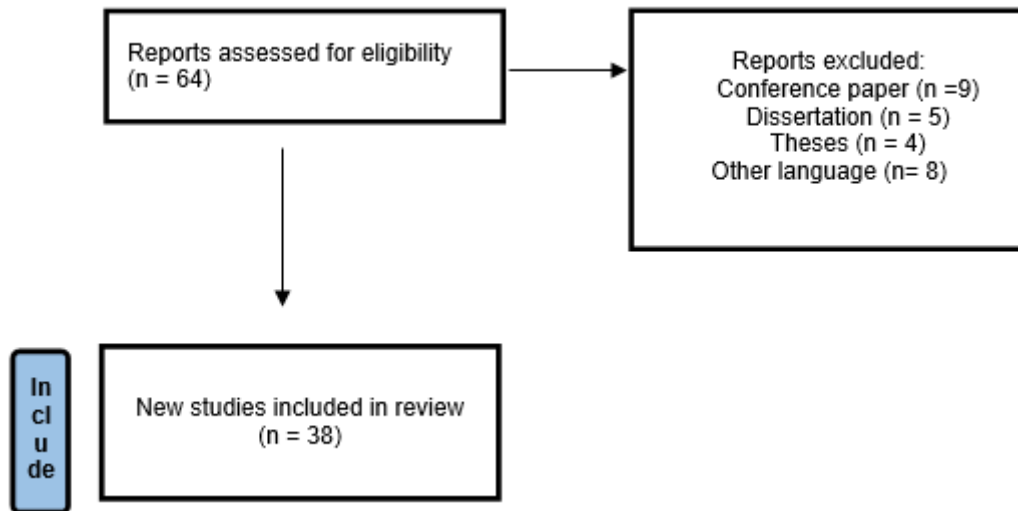


Figure 1: PRISMA FRAMEWORK 2020

Initially, the researchers started with a total of 299 records which were identified through two databases: Scopus (164 records) and Google Scholar (135 records). Before the screening process, the researchers removed duplicate records, which equaled to 25 records. After this there were 274 records left for screening. In the process of screening, 153 records were excluded, leaving 121 records that were considered for further assessment and retrieval. Out of 121 records, 55 records were not retrieved, possibly indicating that the full texts or additional information for these records were unavailable or inaccessible. The remaining 66 reports were assessed for eligibility. At this stage of assessment, certain reports were excluded based on specific criteria:

- Conference papers (9 were excluded)
- Dissertations (5 were excluded)
- Theses (4 were excluded)
- Reports in languages other than the primary language of the study (8 were excluded)

After going through a lot of screening, assessment and excluding the records which did not meet the criteria, a final 38 studies were selected for systematic literature review.

Results

The outcome of the study are stated as below:

Distribution of paper per year

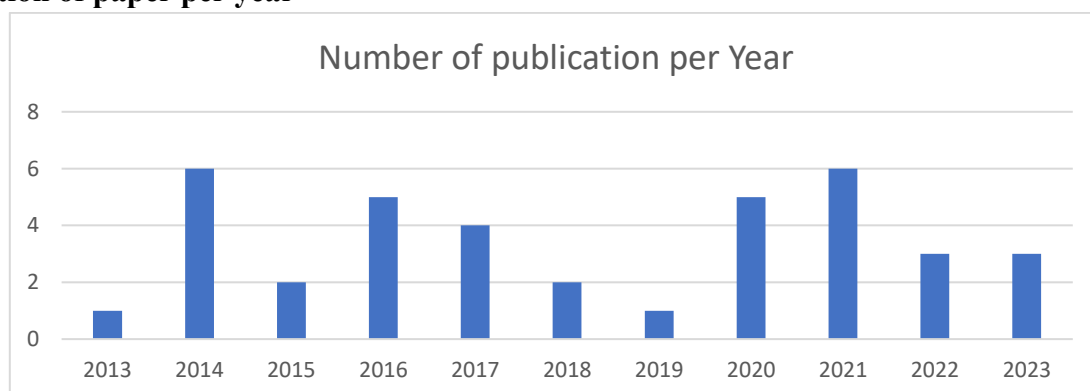


Figure 2: Distribution of paper per year

Figure 2, depicts that over the years (2013-2023), ranging from as low as 1 paper in 2013 and 2019, to as high as 6 papers in 2014 and 2021, the number of papers published each year differs significantly. It is observed that between 2013 to 2020, there has been a general increase in the number of papers published, noting its peak in 2021. This outcome suggests that during this period there has been a growing interest in the subject matter. From 2020 to 2023, there is a relatively constant pattern, with the number of papers soaring around 3-6 per year, signifying that the research topic has reached a certain level of maturity or equilibrium in terms of scholarly output. The fact that there are still papers being published in 2023 indicates ongoing research activity in this field. When looking for the most up-to-date and relevant literature in this area, researchers and practitioners should consider these trends as well as understand the historical development of research in the field with periods of growth, stability, and fluctuations.

Distribution of paper by country

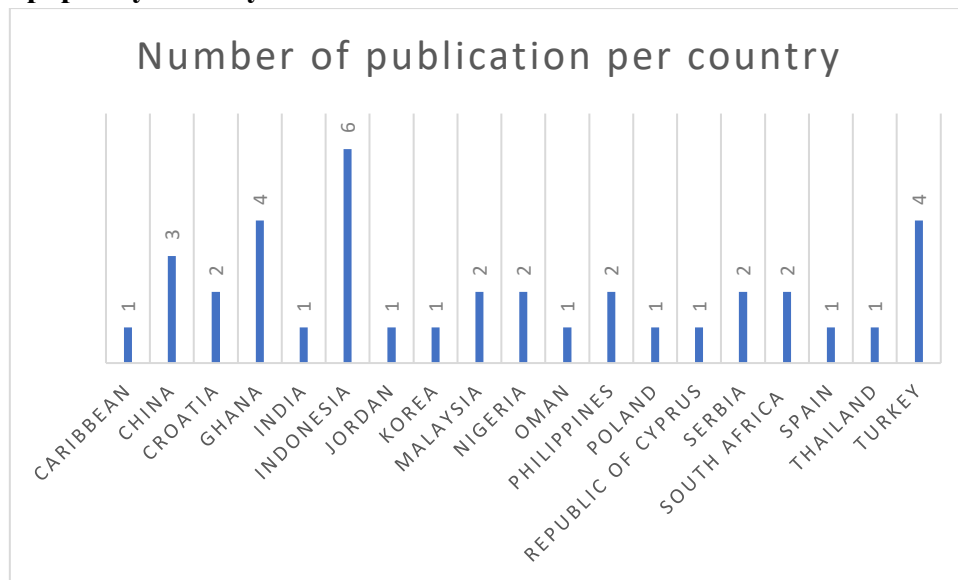


Figure 3: Distribution of paper by country

This distribution reflects the global nature of the research with contributions from various countries each with its own level of involvement. Countries like Indonesia(6), Ghana(4), Turkey(4) and China(3) are notable contributors, this suggests that these countries may have active research communities or significant research output related to the subject of the study. On the contrary, some countries represent only one or two articles indicating that the research topic is less explored in those regions and has a high scope for more research to be conducted in those countries. The distribution of articles by country offers insights into the international scope of the research and highlights areas where specific countries have a stronger influence in the field like in this case Indonesia. As well as the diversity of the study across the globe contributes to a more comprehensive and a robust understanding of the subject matter.

Distribution of paper by citation

Author	Year	Paper	Cited
Gonzalez Santa Cruz, F., Lopez-Guzman, T., & Sanchez Canizares, S. M. (2014)	2014	Analysis of Job Satisfaction in the Hotel Industry: A Study of Hotels in Spain	20

Zopiatis, A., Constanti, P., &Theocharous, A. L. (2014)	2014	Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus	218
Petrović, M. D., Jovanović, T., Marković, J. J., Armenski, T., & Marković, V.	2014	Why should gender differences in hospitality really matter? A study of personnel's service orientation and job satisfaction in hotels	21
Civilidag, Aydin	2014		47
Ariyabuddhiphongs, V., &Marican, S	2015	Big Five Personality Traits and Turnover Intention Among Thai Hotel Employees	15
Lee, J.-S., Back, K.-J., & Chan, E. S. W	2015	Quality of work life and job satisfaction among frontline hotel employees a self-determination and need satisfaction theory approach	94
Grobelna, A., Sidorkiewicz, M., & Tokarz-Kocik, A.	2016	Job satisfaction among hotel employees: Analyzing selected antecedents and job outcomes. A case study from Poland	9
Amissah, E. F., Gamora, E., Deria, M. N., & Amissah, A.	2016	Factors influencing employee job satisfaction in Ghana's hotel industry	30
Sia, L. A., & Tan, T. A. G.	2016	The influence of organizational justice on job satisfaction in a hotel setting	8
LaškarinAžić, M.	2017	The impact of hotel employee satisfaction on hospitability performance	17
Jawabreh O.A.A.; Alsarayreh M.N.	2017	Analysis of job satisfaction in the hotel industry: A study of hotels five- Stars in aqaba special economic zone authority (AZEZA)	9
Lim J.	2017	The effects of emotional intelligence on job satisfaction and customer orientation of hotel employees: Moderating effect of value sharing	5
Yurcu, G., & Akinci, Z.	2017	Influence of organizational citizenship behavior on hotel employees' job satisfaction and subjective well-being	23
Singh, R., Ramgulam, N., Lewis, R., & Ramdeo, S.	2019	An Investigation into Caribbean Hotel Employees' Personality, Work Engagement, Job Satisfaction and Turnover Intentions	6
Wang, C., Xu, J., Zhang, T. C., & Li, Q.	2020	Intention in China's hotel employees: The mediating role of employee engagement	200

M. Effects of professional identity on turnover		and job satisfaction.	
Azim, M. S., Sumethokul, P., & Patwary, A. K.	2020	Measuring Job Satisfaction among Hotel Employees: The Mediating Role of Organizational Commitment.	9
Menes, C. C., & Haguisan, I. A.	2020	Ethical Climate, Job Satisfaction and Organizational Commitment of Hotel Employees.	6
Unguren, E., & Arslan, S.	2021	The effect of role ambiguity and role conflict on job performance in the hotel industry: The mediating effect of job satisfaction	8
Rivaldo, Y.	2021	Leadership and motivation to performance through job satisfaction of hotel employees at D'Merlion Batam.	173
Bello, M. B., & Bello, Y. O.	2021	Job satisfaction and employees' turnover in the hotel industry: Evidence from Lagos State, Nigeria	8

Table 1: Distribution of papers by citation

The distribution of papers by citation has been tabulated keeping in consideration of those papers which has 5 and above citations. It reveals an inconsistent levels of citations for different research papers. The paper "Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus" by Zopiatis et al. (2014) stands out with 218 citations, indicating that it has received the highest cited paper among the selected reviewed paper. Other paper like "Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction" by Wang et al. (2020) also has a substantial number of 200 citations and paper like the "Quality of work life and job satisfaction among frontline hotel employees a self-determination and need satisfaction theory approach" by Lee J. et al. (2015) stands at 94. Apart from these three highest cited papers other moderately cited papers ranges from 5-47. Researchers and practitioners interested in this topic may find the highly cited papers to be particularly influential in shaping their understanding of the subject matter.

Distribution of paper by journals

Name of journals	Count of Journals
Advances in Hospitality and Tourism Research (AHTR)	1
African Journal of Hospitality, Tourism and Leisure	1
Argumenta Oeconomica	1
Asia-Pacific Journal of Innovation in Hospitality and Tourism,	1
British Journal of Multidisciplinary and Advanced Studies	1
Budapest International Research and Critics Institute-Journal (BIRCI-Journal)	1

Creative Business Research Journal (CBRJ)	1	
DLSU Business and Economics Review	1	
Economic Research-EkonomiskaIstrazivanja	1	
European Scientific Journal	1	
Global Business and Finance Review	1	
Indo global journal of commerce and economics	1	
International Journal of Applied Business and Economic Research	1	
International Journal of Contemporary Hospitality Management	1	
International Journal of Hospitality and Tourism Administration	1	
International Journal of Research	1	
International Journal of Sciences: Basic and Applied Research (IJSBAR)	1	
Journal of Contemporary Management Issues	1	
Journal of Eastern Caribbean Studies	1	
Journal of Hospitality and Tourism Management	1	
Journal of Human Resources in Hospitality and Tourism	2	
Journal of Quality Assurance in Hospitality and Tourism	1	
Journal of the Geographical Institute Jovan Cvijic SASA	1	
Journal of Tourism Theory and Research	1	
JurnalManajemen dan Kewirausahaan	1	
PENANOMICS: International Journal of Economics	1	
Pertanika Journal of Social Science and Humanities	1	
Philippine Social Science Journal	1	
Research Journal in Advanced Social Sciences	1	
Research Journal of Business and Management	1	
South African Journal of Business Management	1	
TEST Engineering & Management	1	
The Winners	1	
Tourism	1	
Tourism and Hospitality Management	1	
Tourism and Management Studies	1	
Tourism Management	1	
Total	38	

Table 2: Distribution of papers by journals

It is evident that the distribution of papers by journals of the reviewed studies in this area is multidisciplinary and covers a wide spectrum of topics. These journals include various fields such as hospitality, tourism, economics, and business management. Each journal is represented by only one or a few papers, suggesting that the research on job satisfaction among hotel employees and its mediating factors is not only concentrated in a single publication outlet but is distributed across a variety of journals. This distribution shows that the topic is of interest to researchers across different academic domains contributing to a rich and diverse range of literature.

Table 3: Results of reviewed studies

Authors	No. of respondents	Results		
		Factors affecting job satisfaction	Impact of job satisfaction on employee turnover	Methodologies
Aziz, Y. A., & Ennew, C. (2013)	325	Empowerment and Positive emotions	-	Quantitative research, means, standard deviations, and percentages, Cronbach's Alpha Reliability Test, Correlation Analysis, Regression Analysis
Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014)	482	Job involvement and organizational commitment affects job satisfaction	Extrinsic job satisfaction also has a negative association with turnover intentions	Empirical research, Descriptive analysis
Civilidag, A. (2014)	273	Negative impact of Mobbing on job satisfaction	Lower job satisfaction increases the risk of employee turnover	Survey method, Frequency, t test, ANOVA, partial correlation and multiple regression analysis, SPSS 21
Nugroho, A., Kartika, E. W., & Kaihatu, T. S. (2014)	100	Supervisor and Colleagues support and salary show a positive impact while job routine and supervisors incompetency shows a negative impact towards job satisfaction	-	Quantitative explanatory research design, Mean Analysis, Simple Regression, Validity Test and Reliability Test
Gonzalez Santa Cruz, F., Lopez-Guzman, T., & Sanchez Canizares, S. M. (2014)	585	Job satisfaction increases as family reliance on employee wages rises	-	Quantitative research, Descriptive statistics, Chi-square tests, Analysis of Variance (ANOVA), Binary logistic regression

Coughlan, L., Moolman, H., & Haarhoff, R. (2014)	124	Supervision, work environment and work itself contribute to job satisfaction	-	quantitative research, Frequency tables, medians, interquartile range, Factor analysis, regression analysis
Petrović, M. D., Jovanović, T., Marković, J. J., Armenski, T., & Marković, V. (2014)	112	Organizational support and customer focus show positive relationship with job satisfaction	-	Quantitative research, Factor analysis, T-test, correlation analysis
Ariyabuddhipongs, V., & Marican, S. (2015)	183	Individuals with certain personality traits like Openness, Conscientiousness, Extroversion, Agreeableness, Neuroticism are likely to experience job satisfaction	higher job satisfaction is associated with reduced turnover intention.	Empirical research, regression analysis
Lee, J.-S., Back, K.-J., & Chan, E. S. W. (2015)	178	Effective training system, Opportunities for developing professional skills, decision-making power shows positive impact on job satisfaction	-	Quantitative research, Exploratory Factor Analysis (EFA), Impact Range-Performance Analysis (IRPA), Impact-Asymmetry Analysis (IAA)
Fiernaningsih, N. (2016)	200	Commitment to organization, Career development and Performance appraisal affect job satisfaction	Higher job satisfaction was associated with a decreased turnover intention	Quantitative research, SEM Model, Confirmatory Factor Analysis (CFA) Model, chi-square, Coefficient Line Testing
Grobelna, A., Sidorkiewicz, M., & Tokarz-Kocik, A. (2016)	356	Intrinsic motivation, supervisor support have positive affect while role conflict, role ambiguity and	Employees who are more satisfied with their jobs are less likely to	Empirical research, case study, Structural Equation Modeling (SEM), Confirmatory Factor Analysis (CFA),

		older employees have negative affect on job satisfaction	have the intention to leave	Path Analysis, Cronbach's Alpha, Jöreskog's Rho
Akgunduz, Y., Dalgic, A., & Kale, A. (2016)	410	Managers' feedback and managers' support show positive impact while self-serving leadership show negative affect on job satisfaction	-	Quantitative research, Descriptive statistics, Correlation analysis, Cronbach's alpha, SEM, Confirmatory factor analysis
Amissah, E. F., Gamora, E., Deria, M. N., & Amissah, A.(2016)	190	Pay, supervision, promotion, training and advancement reveal positive affect on job satisfaction	-	Quantitative research, Descriptive analysis, Cronbach alpha, Factor analysis, Standard multiple regression analysis
Sia, L. A., & Tan, T. A. G. (2016)	254	Rewards, pay, workloads, work responsibilities, benefits, behavior of managers and supervisors towards employees have a positive affect on job satisfaction	-	Quantitative research, Confirmatory factor analysis, SEM, cronbach alpha, spss, amos 21
Yurcu, G., & Akinci, Z. (2017)	2,051	Organizational citizenship behavior was found to have higher levels of job satisfaction	-	Quantitative research, simple random sampling method, chi-square, Pearson correlation analysis, linear regression analysis, SPSS and AMOS software
LaškarinAžić, M. (2017)	266	Factors such as management relations, coworker, employee hospitality contributes to job satisfaction	-	Quantitative research, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM)
Jawabreh, O. A., A.,	136	Development and Training	-	Exploratory analytical research, Percentages,

&Alsarayreh, M. N. (2017)		Opportunities, Positive Relationships with Colleagues, Nature of Work and Fair Treatment , Professional Growth Opportunities, Financial Incentives, Employee Welfare Programs contribute to job satisfaction		Averages, standard deviations, and the degree of approval
Lim, J.(2017)	241	Higher levels of self-management and empathy are more likely to experience greater job satisfaction	-	Quantitative and correlational research, exploratory factor analysis(EFA), Pearson Correlation Test, Multiple regression analysis
Acharya, B. G., & Siddiq, A. (2018)	125	Reward systems, Promotion and Career Development opportunities, Canteen, rest room facilities affect job satisfaction	-	Mixed methods approach, incorporating both qualitative and quantitative research methods, Percentage and chi-square test
Anaman, A., &Dacosta, F. D. (2018)	113	Monetary and non-monetary rewards contributes to job satisfaction	-	Quantitative research study, relative frequencies and percentages, SPSS version 15
Singh, R., Ramgulam, N., Lewis, R., & Ramdeo, S. (2019)	395	Big Five Personality Model dimensions (conscientiousness, extraversion, agreeableness, emotional stability, and openness to experience) on job satisfaction	higher job satisfaction was associated with reduced turnover intentions	Cross-sectional research, Structural Equation Modelling (SEM), descriptive statistics, BOOTSTRAP
Wang, C., Xu, J., Zhang, T.	1312	-	job satisfaction	Survey-based research, Descriptive

C., & Li, Q. M. (2020)			has a significant negative impact on turnover intention	statistics, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM)
Cimbalievic, M., Nedeljkovic Knezevic, M., Demirovic Bajrami, D., Dunijic, M., El Bilali, H., & Rancic Demir, M. (2020)	312	Wages, working condition, opportunities for advancement, colleague relationship influence job satisfaction	Job satisfaction negatively predicts employee turnover	Empirical research, Descriptive Statistics, Pearson Correlation Coefficient, Regression Analysis, Reliability Analysis (Cronbach Alpha)
Azima, M. S., Sumethokul, P., & Patwary, A. K. (2020)	323	Organizational Commitment leads to job satisfaction	-	Quantitative research, descriptive statistics, measurement model assessment and structural model assessment, SPSS 24
Menes, C. C., & Haguisan, I. A. (2020)	152	Ethical climate influences job satisfaction	-	Descriptive-correlational study, stratified random sampling, Mean, standard deviation, and Pearson R
Masudi, M.C.N., Roberson, J.R., & Roeloffze, A. (2020)	250	Meaningful tasks and responsibilities contribute to job satisfaction	-	Quantitative research methodology, Stratified random sampling method and Minnesota Satisfaction Questionnaire (MSQ), Percentage and STATA SE version 14 software
Bello, M. B., & Bello, Y. O. (2021)	332	Promotion opportunity, supervisor's support, workplace environment, and job stress contribute to	Higher level of job satisfaction show less turnover intention	Quantitative survey research, Cronbach's alpha, composite reliability, and average variance extracted (AVE), Partial Least

		job satisfaction		Squares Structural Equation Modeling
Rivaldo, Y. (2021)	45	Motivation has a significant direct effect on job satisfaction	-	Census method, quantitative approach, Descriptive Analysis, Kolmogorov-Smirnov Test, Path Coefficient Analysis, SPSS version 23.
Putra, I. N. T. D., Ardika, I. W., Antara, M., Idrus, S., & Hulfa, I. (2021)	150	Quality Work Life has a positive effect on job satisfaction	-	Stratified proportionate random sampling, Cronbach's alpha, Normality tests, Structural equation modeling (SEM)
Kumo, U. A., Kassim, S. I., Aliyu, M. F., Nura, S. I., Alkasim, H., & Mohammed H. U. (2021)	35	Intrinsic and extrinsic rewards contribute to job satisfaction	-	Pilot survey, Cronbach alpha and skewness and kurtosis
Kaštelan Mrak, M., & GrudićKvasić, S. (2021)	226	Authentic leadership showed a positive impact on employees' job satisfaction.	-	Empirical research, hierarchical multiple regression analysis
Unguren, E., & Arslan, S. (2021)	534	Role conflict and role ambiguity leads to negative influence and decrease level of job satisfaction	-	Explanatory research, normal distribution, skewness and kurtosis values, Cronbach's alpha and Structural Equation Modeling
Deri, M. N., Ragavan, N. A., Chireh, T. D., Zaazie, P., & Niber, A. (2022)	210	Pay, Supervision, Promotion, Training and advancement	Negative association between job satisfaction and turnover intention	Explanatory research, Descriptive statistics, chi square test
Ayunita, C. D., Mulatsih, M., Iqbal, M. A., & Subarkah, E. (2022)	184	Work environment show positive impact whereas work stress show negative impact on job satisfaction	higher levels of job satisfaction are associated with lower	Quantitative research, convergent validity, discriminant validity, Cronbach's Alpha reliability test, path

			intentions	coefficient analysis, coefficient of determination (R-square) test, and the Goodness of Fit Index
Mo, Y., & Borbon, N. M. D. (2022)	385	Compensation, promotion, benefits, recognition and rewards, training and development, career development opportunities affects job satisfaction	-	Descriptive survey method, frequency, percentage, mean, standard deviation, t-test and ANNOVA
Ampofo, E. T., Ampofo, C., Nkrumah, S., & Ameza-Xemalordzo, E. B. (2022)	274	Work engagement (WENG) has a positive impact on job satisfaction, abusive supervision has a negative impact on job satisfaction	-	Quantitative research, Sobel test, Structural equation modeling (SEM), confirmatory factor analysis (CFA), SPSS version 25 and AMOS version 25
Effendy, A., Agung, N. F., & Herman, H. (2023)	115	Compensation affect job satisfaction	higher levels of job satisfaction are associated with reduced turnover intention.	Quantitative research, multiple linear regression analysis, t-tests, and F-tests.
Tumati, R., & Al Yousfi, M. D. (2023)	163	Intrinsic and Extrinsic rewards show a positive impact on work satisfaction	-	Quantitative approach, Survey research, descriptive-correlational study design, Frequency Distribution, Percentage, Mean, Standard Deviation, and Pearson's R.

Discussion

Factors affecting job satisfaction or gratification of hoteliers are multifaceted and can vary from one individual to another. Among the recurring factors mentioned in the research on factors affecting job satisfaction were: (a) the role of empowerment and job involvement in enhancing job satisfaction. Studies by Aziz & Ennew (2013) and Zopiatis et al. (2014) highlights the importance of feeling empowered and involved in one's job that when hoteliers have a sense of control and responsibility, they

tend to develop positive emotions and experience higher job satisfaction.(b) Organizational support and intrinsic motivation also emerge as significant contributors to job satisfaction (Grobelna et al. 2016;Petrović, et al., 2014). (c) Several studies emphasize the positive relationship between factors like supervisor support, colleagues support, supervision, and managers support with job satisfaction. When employees feel supported and valued, their job satisfaction tends to increase(Nugroho, et al., 2014;Grobelna et al.2016; Coughlan et al., 2014; Akgunduz et al., 2016; Amissah et al. 2016; Deri et al. 2022 ; Bello, M. B., & Bello, Y. O. 2021; Ampofo et al., 2022).(d) Rewards, financial incentives, pay and other such benefits have a positive impact on job satisfaction (Nugroho, et al., 2014; Amissah et al. 2016; Deri et al. 2022; Kumo et al. 2021; Anaman&Dacosta2018; Sia & Tan2016; Acharya & Siddiq2018; Gonzalez et al. 2014; Tumati& Al Yousfi 2023; Mo & Borbon 2022; Cimbaliievic et al. 2020; Jawabreh &Alsarayreh 2017; Rivaldo 2021),the studies show that when employees feel adequately rewarded, paid, benefitted and compensated for their efforts, hoteliers are more likely to feel satisfied with their jobs.(e) Career development opportunities, training system, hotelier welfare programs and skill enhancement also shows critical influence on job satisfaction (Deri et al. 2022; Mo & Borbon 2022; Acharya & Siddiq 2018; Amissah et al.2016; Cimbaliievic et al. 2020; Lee et al. 2015; Jawabreh &Alsarayreh 2017;Fiernaningsih 2016)these studies depicts a positive relationship between career development, welfare programs, training, and job satisfaction. Employees who see opportunities for growth and development tend to have higher job satisfaction levels.(f) impact of leadership, self-management, self-serving leadership and management practices on job satisfaction is evident in the research (Akgunduz et al. 2016; Lim 2017; Mrak &Kvasić 2021) found that the leadership of managers and supervisors can significantly affect job satisfaction. Supportive leadership and effective feedback are associated with higher job satisfaction, while poor leadership can have the opposite effect.(g) Intrinsic motivation such as motivation and personality traits also play a role in determining job satisfaction (Ariyabuiddhiphongs and Marican 2015; Rivaldo 2021; Grobelna et al. 2016; Singh et al. 2019) their studies concluded that individuals with specific personality traits like openness, conscientiousness, extroversion, agreeableness, and neuroticism are more likely to experience job satisfaction. In addition, motivation is highlighted as a direct contributor to job satisfaction.(h) factors like role conflict, role ambiguity, mobbing, and older employees results in negative impact on job satisfaction, it is well-documented in theirarticles (Çivilidağ 2014; Grobelna et al. 2016 ; Unguren and Arslan 2021),employees who come across such negative aspects at work are more likely to be dissatisfied with their jobs.(i) work environment, workloads, work responsibilities, quality work life, work engagement, nature of work and job stress(Jawabreh &Alsarayreh 2017;Fiernaningsih 2016; Sia & Tan 2016; Acharya & Siddiq 2018; Menes &Haguisan 2020; Masudi et al. 2020; Bello, M. B., & Bello, Y. O. 2021; Putra et al. 2021; Cimbaliievic et al. 2020; Ayunita et al. 2022; Ampofo et al. 2022) the studies found that fostering a positive impact related to work environment, highly contributes to a higher level of job satisfaction.(j) Organizational commitment (Fiernaningsih 2016;Zopiatis et al. 2014; Azima et al. 2020),researchers found that the more the employees are committed to the organization higher the chances of job satisfaction. (k) factors such as management relation, coworker, employee hospitality, colleagues relationship (Jawabreh&Alsarayreh2017;Cimbaliievic et al. 2020; Laškarin 2017) positively contributes to job satisfaction. (l) organizational citizenship behavior (Yurcu& Akinci2017) affect job satisfaction. (m) Non- monetary rewards such as performance appraisal, recognition, promotion, compensation and intrinsic rewardscontribute in shaping employees towards job satisfaction

(Fiernaningsih2016;Amisah et al. 2016; Anaman&Dacosta2018; Bello, M. B., & Bello, Y. O. 2021;Kumo et al. 2021; Deri et al. 2022; Tumati&Yousfi2023; Effendy & Herman2023).

Satisfaction of work plays a critical factor in understanding and managing the employee turnover within its organization. The affect of work satisfaction on employee turnover has been a matter of subject, as evidenced and backed up in this study. Extrinsic job satisfaction has a negative association towards employee turnover (Zopiatis et al. 2014). Lower job satisfaction increases employee turnover (Çivilidağ 2014). Higher job satisfaction decreases employee turnover (Ariyabuddhiphongs and Marican 2015; Fiernaningsih2016; Grobelna et al. 2016; Singh et al. 2019; Cimbalievic et al. 2020; Wang et al. 2020; Bello, M. B., & Bello, Y. O. 2021;Deri et al. 2022; Ayunita et al. 2022; Effendy & Herman2023). Out of the selected 38 articles 12 articles which covered employee turnover shows that there is a natural connection between work satisfaction and employee turnover by unanimous result.

Distribution of paper by methodologies

The distribution of selected 38 papers by its research methodologies reveals a diverse view of research approaches distributed across various academic fields. Among these, Quantitative research emerges as the predominant method, with a substantial 30 out of 38 papers relying on this approach. This suggests a strong inclination toward data-driven analysis and statistical inquiry within the academic community. Empirical research is another noteworthy methodology, though less common, with 3 papers employing this approach.

On the contrary, there is a single representation of exploratory research, mixed methods, survey method, cross-sectional research, and descriptive survey research. These methodologies, though less prevalent in this sample, each serve unique purposes. Exploratory research fosters initial understanding in underexplored domains, while mixed methods offer a comprehensive perspective by combining quantitative and qualitative data. Survey methods are integral for systematic data collection, and cross-sectional and descriptive survey research provide specific insights into certain populations or phenomena. Overall, this distribution underscores the adaptability of research methodologies to the specific needs and objectives of individual studies.

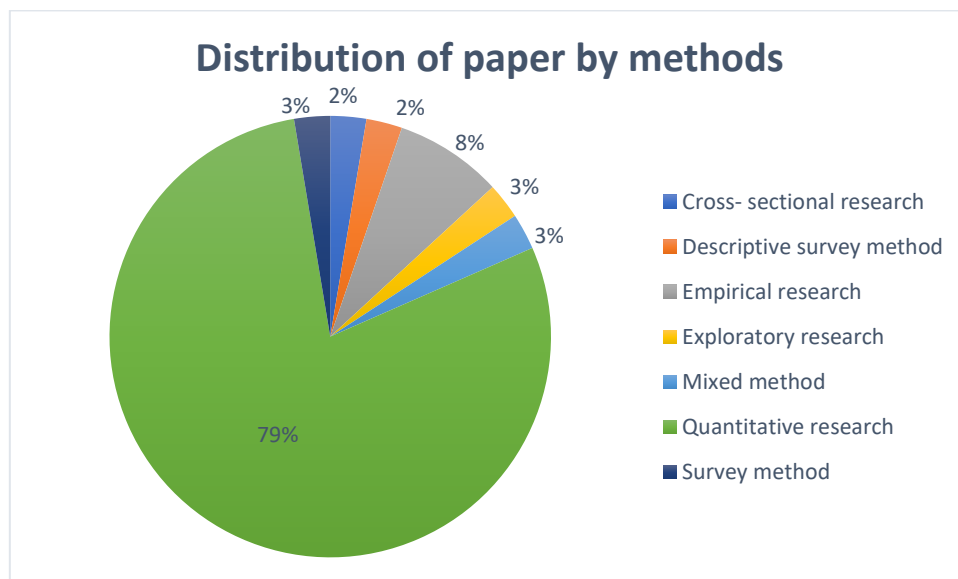


Figure 4: Distribution of paper by methodologies

Conclusion

This systematic literature review on job satisfaction among hotel employees underlines its pivotal role in the hotel sector. The factors influencing work satisfaction is complex which reflects the dynamic nature of this phenomenon. Satisfaction of one's work is very important. It serves as an indicator of whether or not one has achieved their long-desired job or if circumstances have taken an unexpected turn. The attainment of an ideal job does not guarantee contentment with work, therefore it is essential to unveil the underlying factors that may have contributed to dissatisfaction. It is more of a mental well-being than physical health. Studies has shown that individuals who are satisfied with their job are less susceptible to workplace stress, show heightened commitment to the organization and are less inclined to develop a feeling of leaving the organization.

The findings of the study highlight the factors that influence job satisfaction. It emphasizes the importance of aspects such, as empowerment support, compensation, career development, leadership, motivation and personality traits. Understanding these factors can help both organizations and individuals take steps to enhance job satisfaction. This can ultimately lead to increased productivity. Reduced turnover rates. Employers should recognize the significance of these factors. Strive to create a work environment that fosters job satisfaction. By providing benefits whether monetary or non-monetary organizations can cultivate employee loyalty and commitment. Organizations should consider these variables when developing strategies to improve job satisfaction reduce turnover rates and foster a productive workforce. It is crucial for hotels to ensure fairness and equity, in compensation as it greatly impacts employees overall job satisfaction.

The research claims a strong correlation between work gratification and employee retention, with higher job satisfaction results in lower turnover rates. This suggest that organizations should prioritize and initiate actions which will lead to job satisfaction of the hoteliers so that employees will retain, thereby reducing the intention to leave the organization. By addressing the variables contributing to job satisfaction, organizations can create a more stable and productive workforce, ultimately benefiting both employees and the company's bottom line.

The distribution of papers by country, citation, and journal reveals the worldwide scope and multidisciplinary nature of research in this field. Additionally, the diversity of research methodologies highlights the flexibility and adaptability of research approaches to capture the nuances of work satisfaction in the hotel industry. This research will act as a valuable resource for researchers, practitioners, and organizations seeking to amplify their understanding of job satisfaction amid hoteliers and draw meaningful inferences for organizational success.

It should be noted that the research undertaken for this study is limited to one decade i.e. from 2013-2023, excluded - conference proceedings, dissertations, theses, studies not composed in English language and focusing only on two databases, hence the findings of this research might necessitate further investigations in specific areas. For further study the researchers can experiment and cross check different variables relating to job satisfaction and extract data from different database with less exclusion criteria to present a more comprehensive result.

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